

Recommendations for Family #1

1. Projected number of active priests for this family by 2030 = 1
2. Based upon scoring and metrics it is recommended that the family right size and reshape this family evaluating the following recommendations:
 - a. SS. Brendan and Jude – close and sell the St. Brendan campus
 - b. St. Brendan and Jude will merge with Immaculate Conception with the St. Jude campus remaining as a worship site
 - c. St. Mary, Bolivar is recommended to merge with Immaculate Conception, Wellsville – sell entire campus
 - d. Blessed Sacrament, Andover is recommended to merge with Immaculate Conception, Wellsville – sell entire campus
 - e. Holy Family of Jesus, Mary and Joseph will merge with Immaculate Conception in Wellsville but will remain as a secondary worship site
 - f. Sell St. Joseph oratory in Scio
 - g. St. Mary in Canaseraga will merge with Immaculate Conception in Wellsville, remain as a secondary worship site but be placed on a one-year watch to observe viability
3. This family is eligible to be merged with Family #2 by 2026 which will also have 1 priest. Total priests for the combined family will be 2.

Justifications

1. With the projected number of priests to serve this merged family in 2030, a serious look at locations was needed.
2. All of the parishes merging with Immaculate Conception is for easing administrative responsibilities for the number of projected priests in the future.
3. Both Andover and Bolivar are within a reasonable distance to Wellsville.
4. Both Andover and Bolivar have differing negative trends, either sacraments or finances that shaped this decision.
5. St. Brendan's site closure is based on keeping a presence with the Catholic Campus Ministry at Alfred, but recognizing we don't need two locations in Alfred.

6. The sale of St. Joseph oratory was recommended by leadership in this family.
7. St. Mary, Canaseraga has negative trends financially that could threaten their viability. Their location in relationship to Allegany County needs to be considered for people to attend mass.

Recommendations for Family #2

1. Projected number of active priests for this family by 2030 = 1
2. Sale of St. Mark's in Rushford
3. St. Patrick in Fillmore and Our Lady of the Angels in Cuba will merge with St. Patrick in Belfast with all locations remaining open.
4. This family will merge with Family #1 by 2026
 - a. Total priests for the merged family 1 & 2 = 2

Justification

1. The merger of this family with family #1 would be important for priestly ministry throughout the county.
2. The merger of the parish locations into one parish, multiple sites eases the administrative burden for the projected number of priests in this family.
3. No parishes are recommended to merge and close because of distances and locations of these sites in Allegany County.

Recommendations for Family #3

1. Projected number of active priests for this family by 2030 = 2
2. Based upon scoring and metrics, it is recommended that the family rightsize and reshape this family evaluating the following recommendations:
 - a. Close St. Rose of Lima site (Forestville) of Our Lady of Mount Carmel, sell entire campus.
 - b. St. Joseph, Fredonia is recommended to merge with Holy Trinity.
 - c. Sale of entire St. Joseph campus.
 - d. St. Anthony, Fredonia is recommended to merge with Holy Trinity.
 - e. Sale of the entire St. Anthony campus.
 - f. Blessed Mary Angela is recommended to merge with Holy Trinity.
 - g. Sale of St. Hedwig and St. Hyacinth campuses.
 - h. St. Elizabeth Ann Seton is recommended to merge with Holy Trinity.
 - i. Northern Chautauqua Regional school would remain open and continue at this location with ministry provided by Holy Trinity.

Justification

1. Forestville is a 10-minute drive to Silver Creek or a 13 minute drive to Fredonia. With projected priest numbers we do not have available clergy to staff this secondary site of this parish.
2. St. Joseph, Fredonia has low contributing households and negative net operating balance trend along with some maintenance issues with their building.
3. St. Anthony, Fredonia has negative net operating balances, low sacramental participation and proximity to Holy Trinity make this a strategic decision.
4. Blessed Mary Angela, Dunkirk has diminishing participation, sacramental life and its proximity to other parishes in Dunkirk with future available clergy resulted in this recommendation.
5. St. Elizabeth Ann Seton has property concerns, and the second lowest contribution levels per family. It's location in proximity to Holy Trinity and availability of future priests makes this a strategic decision. The school at this site is to remain open and would be ministered to by Holy Trinity.

Recommendations for Family #4

1. Projected number of active priests for this family by 2030 = 2
2. Based upon scoring and metrics, it is recommended that the family rightsize and reshape this family evaluating the following recommendations:
 - a. Close St. John site of Holy Apostles – sell entire campus.
 - b. Our Lady of Loreto, Falconer is recommended to merge with St. James, Jamestown – sell entire campus.
 - c. Close Panama site of Sacred Heart in Lakewood – sell entire campus.
 - d. Close Our Lady of Victory site of St. James parish – sell entire campus.

Justification

1. Serious consideration of priestly ministry and secondary worship sites was analyzed for these recommendations. Travel times between locations do not justify the number of sites with diminishing clergy available, which is why secondary sites are recommended to be closed and sold.
2. Focusing resources is recommended for this family for sustainability of parishes.
3. Recommended merger of Our Lady of Loreto, Falconer, is due to its proximity to Jamestown (6 minutes), negative net operating balance trends and diminishing people participating in the parish.

Recommendations for Family #5

1. Projected number of active priests for this family by 2030 = 1
2. Based upon scoring and metrics, it is recommended that the family rightsize and reshape this family evaluating the following recommendations:
 - a. Closure of Brocton site of St. Dominic – sell entire campus.
 - b. Closure of Sherman site of Christ Our Hope Parish – sell entire campus.

Justification

1. Both of these recommendations are based upon proximity of these locations to other locations. Diminishing resources available for sustainability and negative net operating balance trends. Availability of priests to minister also affects this decision.

Recommendations for Family #6

1. Projected number of active priests for this family by 2030 = 3
2. Based upon scoring and metrics, it is recommended that the family rightsize and reshape this family evaluating the following recommendations:
 - a. St. Joseph Holland is recommended to merge with Immaculate Conception, East Aurora.
 - b. Sell entire campus of St. Joseph Holland.
 - c. St. George, West Falls is recommended to merge with Immaculate Conception, East Aurora.
 - d. Sell entire campus of St. George, West Falls
 - e. Annunciation, Elma needs to identify and sell excess properties.
 - f. Post Chapter 11, Annunciation, St. Vincent and Immaculate Conception will merge to become one parish with three worship sites.

Justification

1. St. Joseph, Holland has negative net operating balance trends. Its location and proximity to other parishes also influenced this recommendation (13 min to East Aurora, 17 min to Arcade) – this is where most parishioners drive for their shopping.
2. The merger of St. George with Immaculate Conception is a strategic decision based upon contributing families at St. George, sacramental life and geographical proximity to other parishes in the family.
3. The eventual merger of Annunciation, St. Vincent and Immaculate Conception will ease administration for the future and it would be recommended that post chapter the three would form a new parish under a new name.

Recommendations for Family #7

1. Projected number of active priests for this family by 2030 = 3
2. Based upon scoring and metrics, it is recommended that the family rightsize and reshape this family evaluating the following recommendations:
 - a. St. John XXIII is recommended to merge with Queen of Heaven
 - b. Sale of entire St. John XXIII site.
 - c. St. John Vianney is recommended to merge with Queen of Heaven with the school remaining open on the St. John Vianney campus, recognizing that a comprehensive Catholic Education strategic plan is coming for the 2025-26 year.
 - d. Development of a school plan in this family will need to be developed.
 - e. Sale of the entire St. John Vianney parish campus.
 - f. 14 Holy Helpers is recommended to merge with St. Gabriel in Elma utilizing 14 Holy Helpers as a secondary worship site.

Justification

1. St. John XXIII – geography to the family, with its location in West Seneca on the edge of Cheektowaga gives families other options to attend very easily.
2. St. John Vianney has significant negative net operating balance trends. Its location is easily accessible to West Seneca and Orchard Park.
3. St. John Vianney would be a secondary worship site of Queen of Heaven with the school remaining at St. John Vianney while the comprehensive Catholic Education plan is being finalized.

Recommendations for Family #8

1. Projected number of active priests for this family by 2030 = 1
2. Based upon scoring and metrics, it is recommended that the family rightsize and reshape this family evaluating the following recommendations:
 - a. St. Josaphat Parish is recommended to merge with Queen of Martyrs.
 - b. Sell entire campus of St. Josaphat.
 - c. Resurrection Parish is recommended to merge with Our Lady Help of Christians.
 - d. Sell entire campus of Resurrection.

Justification

1. This is a first ring suburb that was affected very minimally by previous Diocesan reorganization efforts. Population trends, proximity of parishes to one another and negative trends in parishioner involvement and net operating balance contributed to this recommendation.
2. Continuing the Queen of Martyrs campus is important because of the recommended closures of St. Lawrence, St. John Gualbert, St. Aloysius and Infant of Prague. This parish has the potential to draw people from that entire area.

Recommendations for Family #9

1. Projected number of active priests for this family by 2030 = 3
2. Based upon scoring and metrics, it is recommended that the family rightsize and reshape this family evaluating the following recommendations:
 - a. St Teresa of Calcutta parish merge with St. Mary on the Hill.
 - b. Sell entire property of St. Teresa of Calcutta.
 - c. Our Lady of Pompeii will merge with St. Mary on the Hill. Use of Our Lady of Pompeii as a secondary worship site.
 - d. St. Martha parish merge with St. Philip the Apostle and close. The school will remain open with the school remaining open on the St. Martha campus, recognizing that a comprehensive Catholic Education strategic plan is coming for the 2025-26 year.
 - e. Identify adaptive reuse for St. Martha property to allow school to continue in the short term.
 - f. Sacred Heart in Bowmansville is recommended to merge with Nativity of the Blessed Virgin Mary in Harris Hill as a secondary worship site.
 - g. The property of Sacred Heart will need to evaluate what buildings are necessary for their mission and sale of other buildings would be recommended.
 - h. It is recognized that Chesterton Academy is present at Sacred Heart – this school can continue at this location if deemed appropriate by the school.
 - i. St. John the Baptist in Alden will move into Family #9.

Justification

1. St. Teresa of Calcutta has negative net operating balance trends, the smallest parishioner participation and the largest church facility. This would suggest poor utilization of resources focusing on maintenance.
2. St. Martha has a decline in contributing households and a negative net operating balance trend along with its proximity to other parishes in the immediate area.

3. The merger of Sacred Heart in Bowmansville with Nativity in Harris Hill is a strategic decision based upon priestly numbers and closeness of these locations.
 - a. Sacred Heart to Nativity – 1.8 miles – 5 min.
4. The addition of St. John the Baptist in Alden to this family helps in the Diocesan strategy of priestly ministry and better utilization of resources.
5. With the projected number of priests available to minister in this family this is also a strategic decision to make the family more manageable for the priestly leadership

Recommendations for Family #10

1. Projected number of active priests for this family by 2030 = 2
2. Based upon scoring and metrics, it is recommended that the family rightsize and reshape this family evaluating the following recommendations:
 - a. St. Brendan on the Lake – close Wilson site
 - b. Sale of Wilson entire site
 - c. All Saints, Lockport
 - i. Merge All Saints with St. John in Lockport
 - ii. Closure and sale of All Saints location
 - iii. Closure and sale of St. Joseph campus.
 - d. St. Patrick in Barker will move into family #10 at an agreed upon time between Family 10, 11 and 34.
 - e. Immaculate Conception Parish in Ransomville will move to family #34 at an agreed upon time between Family 10, 11 and 34.

Justification

1. The number of priests available to minister in this family with the number of sites was a direct reason for these recommendations.
2. All Saints condition of the church building and proximity to St. John's is the reason for this recommendation.
3. Wilson's proximity to Youngstown (17 min), Ransomville (12 min), Olcott in the summer (9 min) influenced this decision.
4. The former school building at St. John's will need to be updated to accommodate the faith formation program. This will also allow the food pantry to continue.
5. The recommendation to move parishes between families was because of consultation with the Vicar Forane and his conversation with priests in this area. This will need to be discussed further for a timeline for this to happen.

Recommendations for Family #11

1. Projected number of active priests for this family by 2030 = 2
2. Based upon scoring and metrics, it is recommended that the family rightsize and reshape this family evaluating the following recommendations:
 - a. St. Stephen's Middleport is recommended to merge with Holy Trinity, Medina.
 - b. Sale of entire St. Stephen's Middleport property.
 - c. St. Mark in Kendall is recommended to merge with St. Mary's in Holley.
 - d. Sale of entire St. Mark property.
 - e. St. Rocco campus sold.
 - f. Property and rectory in Lyndonville sold.
 - g. It is recommended that Our Lady of the Lake Parish move from Family #11 to Family #10 and merge with St. John the Baptist in Lockport with use as a secondary site.

Justification

1. These recommendations were made with feedback from the Pastor of the family.
2. With the number of projected priests, these recommendations are strategic to help make sure there is a Catholic presence within a reasonable mileage for this family.
3. Excess property would be off loaded so as not to be a burden to the family moving forward.
4. The move of Our Lady of the Lake to Family #10 is because of geographical considerations of parish site locations and priestly staffing that is expected by the year 2030. The merge with St. John the Baptist is to reduce administration for the priestly leadership.
5. The recommendation to move parishes between families was because of consultation with the Vicar Forane and his conversation with priests in this area. This will need to be discussed further for a timeline for this to happen.

Recommendations for Family #12

1. Projected number of active priests for this family by 2030 = 3
2. Based upon scoring and metrics, it is recommended that the family rightsize and reshape this family evaluating the following recommendations:
 - a. St. Mary's site of Resurrection Parish, Batavia – close worship site and sell
 - b. St. Padre Pio Parish is recommended to merge with Resurrection Parish in Batavia
 - c. Our Lady of Fatima Site of the St. Padre Pio Parish– closure and sale of Our Lady of Fatima site.
 - d. Merger of St. Brigid, Bergen with Our Lady of Mercy, LeRoy.
 - e. Sale of entire site of St. Brigid.
 - f. Ascension Parish in Batavia is recommended to merge with Resurrection Parish in Batavia utilizing both campuses

Justification

1. For both Resurrection and St. Padre Pio, there is no need for secondary worship sites. Ministry can be provided in both instances within a reasonable driving distance.
2. The merger of St. Padre Pio and Ascension with Resurrection is to ease administration for the predicted priestly ministry.
3. Available priestly ministry does have an impact on these recommendations.
4. St. Brigid is a 12 minute drive to LeRoy, and only a 6 minute drive to Churchville (Diocese of Rochester) – with the projected number of priests to minister in this family and the proximity of Bergen to other larger locations, this was a strategic decision to merge and close this parish.

Recommendations for Family #13

1. Projected number of active priests for this family by 2030 = 0
2. Based upon scoring and metrics, it is recommended that the family rightsize and reshape this family evaluating the following recommendations:
 - a. St. Maximilian Kolbe Parish is recommended to merge with St. John the Baptist in Alden.
 - b. Sale of both campuses of St. Maximilian Kolbe.
 - c. SS. Joachim and Anne Parish will merge with St. John Neumann Parish
 - d. Close and sell the Queen of the Rosary site in Strykersville.
 - e. Immaculate Heart of Mary Parish is recommended to merge with St. John Neumann which would now include Attica and Varysburg locations.
 - f. Both locations of Immaculate Heart of Mary will close and entire sites will be sold.
 - g. St. John the Baptist, Alden will become part of Family #9 (Beloved Disciples of Christ the Lord, Bowmansville, Depew, Cheektowaga, Lancaster)
 - h. The newly merged St. John Neumann parish including the sites of Varysburg, Attica, Sheldon will merge with Family #14 (Eastern Rural Roman Catholic Community)

Justification

1. This family had minimal impact on locations from previous consolidation efforts in the Diocese. Most of these parishes were multiple locations with no follow through on evaluating the need for both locations.
2. St. Maximilian Kolbe Parish and Immaculate Heart of Mary locations are all within an extremely reasonable distance to other parishes in the family or area. The downsizing of locations will have a direct impact on priestly ministry for this family going forward and make it much more reasonable and workable for the future.
 - a. Corfu to Alden 12 min
 - b. Corfu to Akron 13 min
 - c. Pembroke to Akron 8 min
 - d. Pembroke to Batavia 19 min
 - e. Pembroke to Alden 13 min
 - f. Darien to Alden 7 min
 - g. Darien to Attica 9 min
 - h. Bennington to Attica 9 min

- i. Bennington to Alden 12 min
 - j. Bennington to Sheldon 11 min
 - k. Strykersville to Sheldon 5 min
 - l. Strykersville to East Aurora 18 min
 - m. Strykersville to Arcade 16 min
 - n. Strykersville to Varysburg 15 min
3. The movement of St. John the Baptist in Alden into Family #9 is a strategic move as the school will be working more closely with the other schools in this family for leadership moving forward. This parish in Erie County tends toward Lancaster verses the other parishes in Wyoming and Genesee County.
 4. The movement of St. John Neumann with Attica, Varysburg and Sheldon to Family 14 which will include Warsaw and Perry, is a natural Wyoming County family.
 5. This does dissolve Family #13 into the surrounding families.

Recommendations for Family #14

1. Projected number of active priests for this family by 2030 = 2
2. Based upon scoring and metrics, it is recommended that the family rightsize and reshape this family evaluating the following recommendations:
 - a. Mary Immaculate parish is recommended to merge into St. Isadore
 - b. Close and sell both locations of Mary Immaculate
 - c. Close and sell entire St. Mary site in Silver Springs of St. Isadore Parish,
 - d. St. Isadore Parish will merge with St. Michael Parish
 - e. The recommended new formation of St. John Neumann Parish which will include Attica, Sheldon and Varysburg will come into family #14.

Justification

1. One priest is currently ministering to this family already with masses rotating between sites. Long term viability of each location is strained with negative net operating balances already evidenced in the data for the parishes in this family.
2. Locations relative to other parishes make these recommendations justified.
 - a. East Bethany to Batavia 10 min
 - b. East Bethany to Warsaw 20 min
 - c. East Bethany to Perry 22 min
 - d. Pavilion to Perry 16 min
 - e. Pavilion to Warsaw 18 min
 - f. Pavilion to LeRoy 11 min
 - g. Silver Springs to Perry 11 min
 - h. Silver Springs to Warsaw 11 min
3. Focusing efforts on preserving St. Joseph worship site in Perry is because of its location in the village of Perry and architectural significance of the building to the community. The size of the site can accommodate larger congregations compared to the suggested merging parishes. This will need to be evaluated as to feasibility and the communities response to raise funding.

4. The inclusion of St. John Neumann Parish that would now include the communities in Attica, Sheldon and Varysburg would also bring two additional priests for ministry in the short term. Financial viability for this would have to be analyzed.

Recommendations for Family #15

1. Projected number of active priests for this family by 2030 = 2
2. Based upon scoring and metrics, it is recommended that the family rightsize and reshape this family evaluating the following recommendations:
 - a. Our Lady of Peace Parish is recommended to merge with Nativity of the Blessed Virgin Mary.
 - b. Close and sell the Our Lady of Peace site
 - c. Sacred Heart in Bowmansville is recommended to merge with Nativity of the Blessed Virgin Mary in Harris Hill.
 - d. The property at Sacred Heart could be utilized for a weekend mass, the property would be evaluated as to what could be sold recognizing Chesterton Academy's presence on the campus.

Justification

1. Catholic Leadership Institute, Discipleship Maker Index data show that this is generally an older congregation whose resources will be significantly impacted as the older parishioners die.
2. The location of Our Lady of Peace geographically to the other parishes in this family deem this as the best location to rightsize this family.
 - a. Our Lady of Peace to St. Teresa, Akron – 4.5 miles – 7 min
 - b. Our Lady of Peace to Nativity of the BVM – 5.2 miles - 9 min
3. The merger of Sacred Heart in Bowmansville with Nativity in Harris Hill is a strategic decision based upon priestly numbers and closeness of these locations.
 - a. Sacred Heart to Nativity – 1.8 miles – 5 min.
4. With the projected number of priests available to minister in this family this is also a strategic decision to make the family more manageable for the priestly leadership

Recommendations for Family #16

1. Projected number of active priests for this family by 2030 = 2
2. Based upon scoring and metrics, it is recommended that the family rightsize and reshape this family evaluating the following recommendations:
 - a. St. Aloysius Gonzaga Parish is recommended to merge with Christ the King.
 - b. Sell the entire campus of St. Aloysius Gonzaga.
 - c. Infant of Prague is recommended to merge with SS. Peter and Paul in Williamsville.
 - d. Sell the entire campus of Infant of Prague.
 - e. St. Benedict is recommended to merge with St. Leo the Great with the St. Benedict property utilized for the school campus. The school will remain open.
 - f. St. Andrew Kim Mission (Family #18) will merge with St. Leo the Great

Justification

1. St. Aloysius has negative financial and contribution trends as well as minimal sacramental activity taking place.
2. St. Aloysius proximity to other parishes in the family make sacramental ministry easily available to these parishioners.
3. Infant of Prague has declining sacramental activity and negative financial trends. Infant of Prague also has facilities that are aging and will need more work in the future.
4. St. Benedict merger into St. Leo decreases the number of locations that the projected available clergy will have to manage this family. St. Benedict has aging facilities that do not accommodate people as easily as St. Leo the Great. This would then allow adaptive reuse for continued school operations at this campus.
5. St. Benedict also has negative net operating balance trends and their geography to other locations makes sacramental ministry easily available to these parishioners.
6. St. Andrew Kim Mission was given a year with a Korean priest to see if viability of the community was possible. After the year long period, there has not been enough growth or involvement to warrant this location to remain an independent location.
7. Merger of St. Andrew Kim Mission with St. Leo the Great with a ministry to the Korean community would be essential for St. Leo the Great going forward.

Recommendations for Family #17

1. Projected number of active priests for this family by 2030 = 1
2. Based upon scoring and metrics, it is recommended that the family rightsize and reshape this family evaluating the following recommendations:
 - a. St. Andrew in Kenmore is already set to close and be sold. The parish will merge with St. Timothy.
 - b. Blessed Sacrament is recommended to merge with St. Paul in Kenmore.
 - c. Sell entire property of Blessed Sacrament.
 - d. St. Paul will be placed on a one-year watch list for viability.

Justification

1. Blessed Sacrament has had declining sacramental life taking place and the smallest contributing households with a large plant to maintain.
2. The location of this parish in relation to other parishes in the family make sacramental ministry readily available to the parishioners.
3. St. Paul needs to be monitored closely considering financial trends and the ability of the parish to pay their debt for the parish renovation project that took place in the past. Sacramental activity has declined and specific outreach efforts and participation in Alpha at this location are important for the future viability of St. Paul. This will be evaluated critically at the end of one year to determine if the parish will also merge with another location and close.

Recommendations for Family #18

1. Projected number of active priests for this family by 2030 = 3
2. Based upon scoring and metrics, it is recommended that the family rightsize and reshape this family evaluating the following recommendations:
 - a. St. Francis of Assisi is recommended to merge with Our Lady of Czestochowa in N. Tonawanda.
 - b. Sale of St. Francis of Assisi buildings that can be sold.
 - c. St. Andrew Kim Mission is recommended to merge with St. Leo the Great.
 - d. Sale of the property to be determined by the Diocese.
 - e. St. Jude in N. Tonawanda is recommended to merge with Our Lady of Czestochowa.

Justification

1. St. Francis of Assisi has decreasing contribution levels with negative net operating trends.
2. St. Francis of Assisi is 6 minutes from Our Lady of Czestochowa in N. Tonawanda
3. With the number of priests to minister in this family, decreasing the number of locations is necessary.
4. St. Andrew Kim Mission was given a year with a Korean priest to see if viability of the community was possible. After the year long period, there has not been enough growth or involvement to warrant this location to remain an independent location.
5. Merger of St. Andrew Kim Mission with St. Leo the Great with a ministry to the Korean community would be essential for St. Leo the Great going forward.
6. Merger of St. Jude is a strategic decision based upon the number of available priests to minister and its location to other parishes in this family. St. Jude also has the lowest 3 year rolling average contribution level per household and has a negative net operating balance.

Recommendations for Family #19

1. Projected number of active priests for this family by 2030 = 3
2. Based upon scoring and metrics, it is recommended that the family rightsize and reshape this family evaluating the following recommendations:
 - a. St. Augustine site of Good Shepherd Parish to close and be sold.
 - b. St. Pius X Parish is recommended to merge with St. Gregory the Great.
 - c. Sale of the entire campus St. Pius X campus.

Justification

1. The secondary worship site of St. Augustine is too small for family activities and proximity to other parishes makes this a necessary recommendation for future priestly ministry.
2. St. Pius X parish has declining sacramental and negative net operating balance. Baptisms at St. Pius X are less than at Good Shepherd.
3. Proximity of St. Pius X to other parishes makes this recommendation for future priestly ministry in the family possible.

Recommendations for Family #20

1. Projected number of active priests for this family by 2030 = 1
2. Based upon scoring and metrics, it is recommended that the family rightsize and reshape this family evaluating the following recommendations:
 - a. St. Mark Parish is recommended to merge with St. Margaret. St. Mark school will remain open. The parish property will still house St. Mark school and adaptive reuse of the church and rectory for school purposes can now take place.
 - b. St. Rose of Lima parish is recommended to merge with St. Margaret.
 - c. The entire campus of St. Rose of Lima will be sold.
 - d. All Saints is already in process of merging with Assumption.
 - e. The entire campus of All Saints will be sold.
 - f. Holy Spirit parish is recommended to merge with St. Margaret.
 - g. The entire campus of Holy Spirit is to be sold.

Justification

1. St. Mark School is in need of additional room and ability to expand services to utilize church and rectory space will allow the school to grow.
2. St. Mark Parish has a negative net operating balance and does not have the facilities to accommodate family activities.
3. The decision to merge St. Mark parish is also a strategic move to strengthen Catholic education in that area and move parish activities to St. Margaret.
4. St. Rose of Lima parish has negative registered and contributing household trends. The location of this parish is not convenient as it is located off main streets of North Buffalo in a neighborhood community.
5. For the projected number of priests to minister in this family, right sizing the number of locations for administration is important and reflective of these decisions.
6. Holy Spirit merging with St. Margaret is a strategic move as their locations are so close to one another and the facility at Holy Spirit is not handicap accessible. Faith formation and central office can be located between the properties of Assumption and St. Margaret.

Recommendations for Family #21

1. Projected number of active priests for this family by 2030 = 1
2. Based upon scoring and metrics, it is recommended that the family rightsize and reshape this family evaluating the following recommendations:
 - a. Continue the merger of St. Lawrence parish with Blessed Trinity with the sale of the property.
 - b. SS. Columba Brigid Parish is recommended to merge with St. Stanislaus.
 - c. An evaluation of necessary property. The Family Promise program needs to be considered in this decision.
 - d. Hispanic ministry will move to St. Stanislaus with a Spanish Mass being offered on Sunday's.
 - e. Monitor Blessed Trinity and St. Martin de Porres on a yearly basis to determine viability.

Justification

1. The St. Lawrence merger is already underway.
2. SS. Columba Brigid location to St. Stanislaus is 1.1 mile.
3. Strategic decision to bring communities together because of their location and allow SS. Columba Brigid to expand ministry of St. Stanislaus.
4. Monitoring of the other two parishes in this family on a yearly basis will be essential so that at the first sign of non-viability the situation can be addressed.

Recommendations for Family #22

1. Projected number of active priests for this family by 2030 = 1
2. Based upon scoring and metrics, it is recommended that the family rightsize and reshape this family evaluating the following recommendations:
 - a. St. Anthony become an oratory of St. Louis
 - b. St. Michael Parish is recommended to merge with St. Louis.
 - c. The entire property of St. Michael would be sold.
 - d. Blessed Sacrament would go on a one-year watch to observe viability.
 - e. Our Lady of Perpetual Help is recommended to merge with St. Louis.
 - f. St. Louis Parish would go on a one-year watch to observe viability.

Justification

1. St. Anthony as the home of the Traditional Latin Mass makes this location viable.
2. St. Anthony becoming an oratory of St. Louis continues the ministry in the family of the Traditional Latin Mass community.
3. St. Michael Parish merger is a strategic move to rightsize the number of locations in this family. The parish is located very close to St. Louis in the downtown corridor.
4. Blessed Sacrament is under a one-year evaluation as it is the parish closest to the Elmwood Village portion of the city and has been making some progress in viability. This would have to be critically analyzed at the end of the one-year watch to decide if enough progress has been made to continue keeping this parish open.
5. Our Lady of Perpetual Help is recommended to merge with St. Louis. The financial, infrastructure issues and viability of this parish are the reasons for this recommendation.
6. St. Louis has some declining contribution household numbers that could indicate changing support and participation at this parish. The parish needs to be evaluated after the one – year window to determine its future viability.

Recommendations for Family #23

1. Projected number of active priests for this family by 2030 = this is an OMI staffed family, so the number of priests for the family would be what the OMI's assign to Buffalo.
2. Based upon scoring and metrics, it is recommended that the family rightsize and reshape this family evaluating the following recommendations:
 - a. Coronation Parish is recommended to merge with Assumption Parish.
 - b. The entire campus of Coronation would be sold.
 - c. Holy Cross parish is to be placed on a one-year evaluation to determine viability.

Justification

1. Coronation's location to Assumption makes this merge a strategic move to rightsize this portion of the city.
2. Holy Cross is showing severe signs of insolubility and poor infrastructure. These factors need to be evaluated critically in the coming year with clear direction given which will have an impact on their future viability.

Recommendations for Family #24

1. Projected number of active priests for this family by 2030 = 2 (one Franciscan)
2. Based upon scoring and metrics, it is recommended that the family rightsize and reshape this family evaluating the following recommendations:
 - a. St. John is recommended to merge with St. Mary of the Angels.
 - b. Sale of entire St. John the Evangelist property.
 - c. The Sacred Heart site in Portville of the Basilica of Our Lady of the Angels in Olean is recommended to be sold.
 - d. The entire Sacred Heart in Portville site will be sold.
 - e. The former church and property in Vandalia will be sold.

Justification

1. St. John the Evangelist has a negative net operating balance. This decision is also a strategic move to respond to right sizing resources in this area of the Diocese as we do not need as many facilities for the number of participating households.

Recommendations for Family #25

1. Projected number of active priests for this family by 2030 = 1
2. Based upon scoring and metrics, it is recommended that the family rightsize and reshape this family evaluating the following recommendations:
 - a. St. Philomena and Our Lady of Peace merge with Holy Name of Mary, still utilizing all properties at this time.

Justification

1. St. Philomena and Our Lady of Peace merging with Holy Name of Mary will decrease administration for the one priest in this family. This will also allow for further study to the need of St. Philomena in the future if contributing numbers and sacraments continue to decline. Their net operating balance deficits also affect this recommendation.

Recommendations for Family #26

1. Projected number of active priests for this family by 2030 = 3
 - a. This includes active priests at Our Lady of Victory Basilica
2. Based upon scoring and metrics, it is recommended that the family rightsize and reshape this family evaluating the following recommendations:
 - a. St. Anthony Parish is recommended to merge with Our Lady of Victory Basilica who will need to provide a Spanish Mass.
 - b. The entire property of St. Anthony is to be sold.
 - c. Queen of Angels Parish is recommended to merge with Our Lady of Victory Basilica.
 - d. The entire property of Queen of Angels is to be sold.
 - e. Our Lady of Bistrice Parish is recommended to merge with Our Lady of the Sacred Heart.
 - f. The entire property of Our Lady of Bistrice is to be sold.
 - g. Our Mother of Good Counsel is recommended to merge with Our Lady of the Sacred Heart.
 - h. The entire property of Our Mother of Good Counsel is to be sold.

Justification

1. St. Anthony parish has net operating balance concerns that contributed to this recommendation. The parish is also located in Lackawanna with close proximity to Our Lady of Victory Basilica. This recommendation will rightsize this area of the Diocese to make it more administratively appropriate for the number of members being ministered to and priests available to serve.
2. Queen of Angels parish has negative net operating balance, declining contributing families and sacramental life is declining. The proximity of this location to Our Lady of Victory Basilica influenced this decision and makes this area of the Diocese more administratively appropriate for the number of members being ministered to and number of priests available to serve.
3. Our Lady of Bistrice has negative net operating balance and declining sacraments. The proximity of this location to both Our Lady of the Sacred Heart and Our Lady of Victory Basilica make this a strategic move to rightsize this area of our Diocese for the number of priests to minister to this family.
4. Our Mother of Good Counsel has a negative net operating balance and decreasing sacramental life. The parish's location to Our Lady of the Sacred Heart makes this a strategic move to rightsize this area of the Diocese for the number of priests to minister to this family.

Recommendations for Family #27

1. Projected number of active priests for this family by 2030 = 2
2. Based upon scoring and metrics, it is recommended that the family rightsize and reshape this family evaluating the following recommendations:
 - a. Holy Spirit in North Collins is recommended to merge with Immaculate Conception in Eden.
 - b. The entire property of Holy Spirit is to be sold.
 - c. St. Mary in Cattaraugus is recommended to merge with St. Joseph Gowanda.
 - d. The entire property of St. Mary is to be sold.

Justification

1. Holy Spirit has a negative net operating balance trend and declining sacraments. This is also a strategic move to rightsize this area of the Diocese for the population. Based upon number of priests projected to minister in this family, this would make the family more manageable.
2. St. Mary in Cattaraugus has a negative net operating balance, diminishing sacraments and a diminishing and aging population. Thirty eight contributing families currently support this parish. The location of this parish does make for a larger geographical region without a Catholic parish, however the demographics show people travel to the areas that do have a Catholic parish for other needs.

Recommendations for Family #28

1. Projected number of active priests for this family by 2030 = 2
2. Based upon scoring and metrics, it is recommended that the family rightsize and reshape this family evaluating the following recommendations:
 - a. St. John the Baptist will merge with SS. Peter and Paul in Hamburg.
 - b. Utilization of St. John's sites as secondary worship sites.
 - c. St. Bernadette in Orchard Park is recommended to merge with SS. Peter and Paul in Hamburg
 - d. Sale of the entire property of St. Bernadette is recommended.

Justification

1. St. John the Baptist in Boston is a needed location for the surrounding area, especially with recommended merger and closure of the St. George, West Falls parish. The practicality of utilizing the East Eden site on a weekly basis for mass will have to be determined by the family going forward, but sale of this site is not possible with the cemetery.
2. St. Bernadette is located in an area of the Diocese that needs to be rightsized and is the only parish in that family that does not have a cemetery.
3. St. Bernadette is only 5 minutes away from SS. Peter and Paul in Hamburg and 9 minutes from Nativity of Our Lord in Orchard Park.
4. This is a strategic move to address number of priests to minister to this family.

Recommendations for Family #29

1. Projected number of active priests for this family by 2030 = 2
2. Based upon scoring and metrics, it is recommended that the family rightsize and reshape this family evaluating the following recommendations:
 - a. St. Mary of the Lake is recommended to merge with St. Francis of Assisi.
 - b. The entire property of St. Mary of the Lake is to be sold.
 - c. St. Anthony in Farnham is recommended to merge with Most Precious Blood in Angola.
 - d. The entire property is to be sold.

Justification

1. St. Mary of the Lake parish has the lowest number of contributing families in this family of parishes and is located 4 minutes from St. Francis of Assisi.
2. This is a strategic move to rightsize this area of the Diocese for the projected number of priests to minister effectively in the future.
3. St. Anthony parish has a negative net operating balance, the lowest contribution level in this family and is located close to other parishes in this family –
 - a. Most Precious Blood, Angola – 7 min
 - b. Our Lady of Mount Carmel, Silver Creek – 9 min
4. There is potential in this family to merge St. Francis of Assisi, Most Precious Blood and St. John Paul II post chapter 11 to ease administrative responsibilities with the three sites remaining as worship sites.

Recommendations for Family #30

1. Projected number of active priests for this family by 2030 = 2 (one being a Pauline Priest from Corpus Christi)
2. Based upon scoring and metrics, it is recommended that the family rightsize and reshape this family evaluating the following recommendations:
 - a. St. John Gualbert is recommended to merge with St. Stanislaus.
 - b. The entire property of St. John Gualbert is to be sold.
 - c. St. John Kanty is recommended to merge with St. Stanislaus.
 - d. The entire property of St. John Kanty will be sold.
 - e. St. Adalbert has the Vatican decree stating at this time that it remains open, will temporarily have St. Stanislaus as its merged parish. However, the Diocese will petition to allow for the sale of St. Adalbert and will continue dialogue with St. Adalbert.
 - f. St. Katherine Drexel will go on a one-year watch list for viability and stability.
 - g. With the potential merger of SS. Columba Brigid and St. John Kanty to St. Stanislaus, the parish of St. Stanislaus would need to have all communities represented on the leadership bodies of the parish.
 - h. When the Pastor assignments for Family #30 and #32 are up for renewal, the families would merge with potential continued consolidation of more parishes.

Justification

1. St. John Gualbert has a negative net operating balance and has previously sold their convent and school. This does not allow the parish to host family activities as there is no place to gather.
2. St. John Gualbert is located in a first ring suburb and this recommendation is a strategic move to rightsize this area of the diocese for the number of participants.
3. St. John Kanty with its location and proximity to the other parishes is not strategically needed. The trends sacramentally and financially support this decision.

Recommendations for Family #31

1. Projected number of active priests for this family by 2030 = 1, with help from priest assigned to Mercy Hospital
2. Based upon scoring and metrics, it is recommended that the family rightsize and reshape this family evaluating the following recommendations:
 - a. St. Thomas Aquinas Parish is recommended to merge with St. Teresa Parish.
 - b. The entire property of St. Thomas Aquinas is to be sold.
 - c. St. Martin of Tours Parish is recommended to merge with Our Lady of Charity Parish.
 - d. The parish and rectory are to be sold of St. Martin of Tours; the school would be responsibility of Our Lady of Charity and will remain open.
 - e. Our Lady of Charity Parish would need to be reevaluated if the school were to move locations or reduce sites, and an evaluation of the utilization of sites would need to be undertaken.

Justification

1. St. Thomas parish has previously sold their school and parking lot that does not allow this facility to accommodate family activities and makes the facilities hard to access for older populations.
2. The condition of this property also influences this recommendation with infrastructure problems over the past year dealing with boilers.
3. St. Martin Parish has the smallest number of contributing families in this family of parishes and has a negative net operating balance.
4. The parish does host Notre Dame Academy and that portion of the parish property would not be sold but go under the administration of Our Lady of Charity Parish.
5. St. Martin and St. Thomas Aquinas parishes were the only remaining parishes in South Buffalo that did not merge with any other parishes in previous consolidation efforts of the Diocese.

6. These moves will rightsize this area of the Diocese for the number of people participating and the priestly leadership available for the future.

Recommendations for Family #32

1. Projected number of active priests for this family by 2030 = 1
2. Based upon scoring and metrics, it is recommended that the family rightsize and reshape this family evaluating the following recommendations:
 - a. St. Casimir (free standing church) is already on a one-year watch list, complete the one-year evaluation before a final decision is made
 - b. St. Bernard Parish is recommended to merge with Our Lady of Czestochowa
 - c. The entire property of St. Bernard is to be sold.
 - d. When the Pastor assignments for Family #30 and #32 are up for renewal, the families would merge with potential continued consolidation of more parishes.

Justification

1. St. Casimir is already undergoing an evaluation; allowing them to complete the time period allotted them will give a clearer picture to their future direction. It is important to note that the architectural significance of this church needs to be considered when making a final decision.
2. St. Bernard parish has the lowest number of contributing households in this family and with its location, parishioners have multiple options to attend other parishes.
3. St. Bernard's recommendation is a strategic move to rightsize this area of the Diocese based upon participation and capacities of these locations and available priestly leadership to minister in the future.

Recommendations for Family #33

1. Projected number of active priests for this family by 2030 = 1
2. Based upon scoring and metrics, it is recommended that the family rightsize and reshape this family evaluating the following recommendations:
 - a. St. John the Baptist is recommended to merge with St. Aloysius in Springville.
 - b. The entire property of St. John the Baptist is to be sold.
 - c. St. Jude in Sardinia is already in the merger process with St. Aloysius in Springville with the entire property being sold.
 - d. St. Mary in Arcade is recommended to close and sell the East Arcade worship site.

Justification

1. St. John the Baptist has a negative net operating balance, an aging population and declining sacraments.
2. This is a strategic recommendation for the number of parishioners and its location to other parishes that people can attend. This also makes this family manageable for one priest to administer.
3. The sale of St. Mary in East Arcade strategically reduces overhead for the size of this family.
4. St. Aloysius and St. Mary are subject to be merged in the near future for ease of administration for the number of priests predicted to work in this family. It is not recommended to merge immediately recognizing that St. Aloysius needs to stabilize their financial position to ensure stability of the parish before a merger could happen. This will be reevaluated in one-year.

Recommendations for Family #34

1. Projected number of active priests for this family by 2030 = 1
2. Based upon scoring and metrics, it is recommended that the family rightsize and reshape this family evaluating the following recommendations:
 - a. St. Raphael is recommended to merge with St. Peter in Lewiston.
 - b. The entire property of St. Raphael will be sold.
 - c. It is recommended that Family 34 accept Immaculate Conception, Ransomville into this family of parishes.

Justification

1. St. Raphael has a negative net operating balance, and is located in an area that is very accessible to other parishes.
2. This is also a strategic move to rightsize this area of the Diocese and was made considering Family #34 since St. Raphael is part of the city of Niagara Falls.
 - a. St. Peter, Lewiston – 9 min
 - b. St. Mary of the Cataract, Niagara Falls – 10 min
3. The recommendation to move parishes between families was because of consultation with the Vicar Forane and his conversation with priests in this area. This will need to be discussed further for a timeline for this to happen.

Recommendations for Family #35

1. Projected number of active priests for this family by 2030 = 2
2. Based upon scoring and metrics, it is recommended that the family rightsize and reshape this family evaluating the following recommendations:
 - a. Divine Mercy Parish is recommended to merge with St. Mary of the Cataract.
 - b. The entire property of Divine Mercy will be sold.
 - c. The Our Lady of Mount Carmel site of Holy Family of Jesus, Mary and Joseph is to close and be sold.
 - d. St. John de Lasalle is recommended to merge with St. Vincent de Paul.
 - e. The entire property of St. John de LaSalle will be sold.

Justification

1. Divine Mercy has the fewest contributing households in this family, a negative net balance and declining sacraments.
2. This is also a strategic move for the area in rightsizing the number of parishes needed with the priestly leadership we can anticipate.
3. Sale of Our Lady of Mount Carmel is recommended because the parish does not need the secondary worship site for the participating families to be effectively ministered to.
4. St. John de LaSalle parish recommendation is a strategic move based upon geography and the number of parishes needed to minister to Niagara Falls. Based upon available priestly leadership this area of the Diocese needs to be rightsized so that it can be effectively ministered by only 2 priests in the future. St. John de LaSalle is only 3 minutes from St. Vincent de Paul Parish.

Recommendations for Family #36

1. Projected number of active priests for this family by 2030 = 1
2. Based upon scoring and metrics, it is recommended that the family rightsize and reshape this family evaluating the following recommendations:
 - a. A one-year evaluation needs to be completed for this family based upon progress in the campus ministry family.
 - b. The hiring of a full-time position to coordinate all of campus ministry in the Diocese needs to take place.
 - c. This family would now fall under the Buffalo Vicar Forane's authority.

Justification

1. This unique family will need to be reassessed after one year to determine effectiveness of this family structure. This reassessment will also provide accountability to this family so they participate in the larger picture of the Diocesan Renewal going forward.
2. If the UB Newman Center is sold due to Chapter 11, reevaluation of this family will have to take place immediately.
3. This family may need to reassess how to effectively minister with only one assigned priest in the future, with other retired priests helping as necessary.