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CAPITAL
CAMPAIGNS

Feasibility Study Report

The American Cathedral in Paris

2022

Feasibility Study Report - Executive Summary

Background

The American Cathedral in Paris has completed its feasibility study and the cathedral family should be thanked and commended on a very good 20% response rate from those surveyed in June and July 2022. A total of 879 households were exposed to the study, and 172 responded.

Those surveyed included: all who consider themselves members of the cathedral, members of the Friends, and members of the American Cathedral Foundation. The results indicate the cathedral family can indeed proceed with a capital campaign centered around the restoration of the Cavallé-Coll organ.

The purpose of the feasibility study was to determine the willingness of the congregation to support a proposed capital campaign to raise €5,080,000. The survey tested support for a campaign after significant time was spent assessing needs, project planning, and communications work in the months prior to the study. Research into how best to restore the Grand Organ began after the last capital campaign and in recent years saw the engagement of several organ buildings and experts to assess and recommend the best approach and included detailed recommendations on every aspect of the instrument. The Tentative Case Statement in the Appendix of this report provided a distillation of the proposed restoration and renewal work to the organ, and a summary of other important capital projects that cannot be funded from the cathedral's operating budget.

The very good 20% response rate lends credibility to the report and was achieved via a combination of twenty-four interviews, plus an online survey. The response rate is about average, based on feasibility studies conducted by Maurice Seaton over the past five years.

Campaign Goal

An adjusted overall campaign goal of €4,200,000 is recommended as the primary campaign goal and is a reflection of the financial capacity of the cathedral community to support a capital campaign at this time in its history. Importantly, this goal amount includes the lead gift to the campaign that was given some time prior to the feasibility study being conducted. A potential challenge goal of €5,000,000 should be considered and, if achieved will enable the cathedral to accomplish important additional projects.

Results

Results indicate that 93% of respondents support the cathedral conducting a capital campaign, although some with reservations. Of those who responded to the study 68% are prepared to make a gift, at this stage.

Only roughly 7% of respondents oppose a capital campaign. A concern expressed by several former major donors is that they are no longer as active in the cathedral for various reasons, and this may impact the level of support from some donors to a campaign. Despite these concerns there is a high level of support for moving ahead. Members of the cathedral, the Friends and the

Foundation will all lend support to a campaign to the best of their ability in order to achieve the campaign goal. There is almost universal agreement, and strong support to renovate the cathedral's Grand Organ, a project that many consider long overdue. There is also sizable support for the holistic improvement of the cathedral acoustics, and for the creation of a dedicated music endowment for the cathedral.

In relation to the other projects tested in the feasibility study, there is insufficient support to move ahead with the paperless worship project as part of this capital campaign. A few people believe that retaining the US state flags in the cathedral is important, however most are open to their relocation and for the inclusion of other country flags to foster a more representative and welcoming feel to members of the congregation who are not American. In general respondents were supportive of improved cathedral lighting.

The most controversial project is the idea of replacement of the cathedral pews with chairs. Significantly more education and communication about the options under consideration is needed before any firm decision is made regarding this project. Based on the findings of feasibility study, several people are adamantly against the idea for theological, aesthetic/historical motivations and reasons of tradition, among others. Others are very much in favor of pew replacement for equally strongly held reasons that include flexibility of space use, a more modernist approach to liturgy and worship, as well as the need to sustain the cathedral's future in terms of generating new revenue streams. A prayerful decision will be needed by cathedral leadership about whether to include this project before the campaign can proceed. (Refer to page 11 for bar chart)

There are a number of positive indicators for proceeding: an awareness of the needs, willingness by many to give, identified leadership, and an eagerness at this stage to volunteer and assist with the implementation of a campaign.

Section One of the Report provides background and offers detailed conclusions, recommendations, and methodology flowing from the results of the Study. Section Two contains the composite results and comments by respondents, which are unattributed. All of the comments provided by respondents are included in the following report, and you are encouraged to read all of them thoroughly in order to obtain a complete understanding of all the views expressed in the study. The report offers guidance to leadership as decisions are made about final scope and plans for a campaign.