



Strategic Visioning Report

December 2022

Introduction

Last year, the Cathedral Chapter charged our team with exploring possibilities for the future and recommending how to focus our ministries in a strategic direction. What we have come up with, as explained in detail below, will allow us to use our resources more efficiently, expand our outreach capacity, and create a structure for addressing the long-term uses of our resources, including our building facilities.

The Cathedral has been downtown, in some form or another, for more than 200 years. It has weathered a natural disaster, changes in religious and political leadership, attitudes on social issues, and migration in the country and county. Times do change us, though. Most recently, the COVID-19 pandemic has changed how we worship and relate to one another. Rather than sitting in pews or around conference tables, we can worship and hold meetings in the comfort of our homes with laptops and desktop computers. Technology has opened up a new way for us to connect to one another, our diocese and the wider community.

In this evolving environment, we must change too, becoming the beloved community especially in these trying times, as Presiding Bishop Michael Curry implores us. How do we do that? This document, developed prayerfully by members of the congregation, will cover some specific approaches.

In summary, knowing and studying who we are, the Cathedral Visioning Team embraced three areas where we are called faithfully, joyfully and historically to live into God's call for us:

- Becoming advocates for policy in justice issues
- Serving our neighbors in downtown St. Louis
- Building our relationship with God and with the rest of the Diocese of Missouri

The Process

In the Fall of 2021, nine members of the Cathedral and Cathedral Chapter, including the Dean, gathered together to envision how the Cathedral could move into the future. Initially, we talked about the issues and ministries that we were passionate about and some dreams of what could happen. Our group then looked at what other cathedrals across the country—some that looked like Christ Church Cathedral and others that did not—were doing and what lessons we might learn from their experiences.

Afterwards, we discussed what we thought was the purpose of Christ Church Cathedral and the priorities for that purpose. Basically, the team believed that “Becoming Beloved Community” as lived out in the Cathedral’s 200th Anniversary tagline, “Be Here, Be You, Be Loved” best defined what the Cathedral and its ministries were all about.

By December 2021, we had identified three priorities for how the Cathedral works towards becoming a beloved community: Formation and Diocesan Collaboration, Serving Neighbors, and Advocacy.

Starting in January 2022, the visioning team members recruited 19 additional members of the Cathedral community to form working teams that would address each of the priority areas. The three teams, each led by members of the visioning committee, met over the next three months to respond to some strategic questions about their priority area, develop some goals, discuss ideas about how to reach those goals, do additional research on what is already happening in the community, and create initiatives that will allow the Cathedral community to work towards these goals. The working teams recommended deliverables and collaboration opportunities to pursue in the implementation of these initiatives.

Once we received the proposals from the three working teams, we reviewed them for redundancies and cost impacts. Afterwards, we created assignments and developed an initial budget for implementation. We shared the draft recommendations with Cathedral Chapter in June 2022, so that we could get some feedback from leadership before finalizing our proposal. In September 2022, we presented the final recommendations to the Cathedral Chapter, and they voted to move forward with this plan.

Implementation

Using a start-up budget of \$50,000 per year for two years, beginning in 2023, we can support a team of missionaries who will be responsible for implementing the plan. As shown in the budget figures at the end of this report, most of the funds in this start-up budget will cover a stipend for each missionary, although there is also a small budget for these new initiatives. Special bequests for the life and ministry of the Cathedral will fund this implementation budget, which is outside the Cathedral's normal operating budget. Because the missionary strategy is a pilot initiative, we will evaluate this budget as needed during the initial year. By the third year, we will have a better sense of how these initiatives are evolving, and, once we reassign the current ministry areas under the new strategic vision priorities, we expect to have the ability to develop these initiatives without adversely impacting the operational budget. Admittedly, the budget for implementing this vision is our best guess and will evolve over time. We encourage the Cathedral Chapter's flexibility and support as we grow into this strategy.

As for assessing our progress in implementing the plan and measuring its effectiveness, we will start by holding annual mutual ministry reviews between the Missioners, the Dean and the Cathedral Chapter. We will also use the assessment tools developed in a few of the initiatives to work with our ministry leaders to debrief on all events and activities and make adjustments for the future.

Finally, our plan does not address how to increase dollars given to the Cathedral or the number of people sitting in the pews. Rather, it focuses on how we build relationships with our neighbors—people who live, work, play and visit downtown St. Louis and beyond—as well as with our siblings across the Diocese of Missouri. Together, we work to build the beloved community that God wants for us. If that is our focus, more people will want to be a part of the awesome things that we at Christ Church Cathedral are doing in the community, and the financial support will come.

2022 Strategic Vision - Goals and Initiatives

Implementation Goal: Support the strategic initiatives in this plan by focusing human resources on implementation.

Initiative	Deliverables	Assignment
<p>A. Establish a team of four Missioners (Formation, Serving Neighbors, Advocacy, and a Lead Missioner) who will work with existing ministries to build relationships with our internal and external community partners.</p>	<ul style="list-style-type: none"> ● Develop position descriptions. ● Recruit missioners. 	<p>Visioning Team</p> <p>Dean and Cathedral Chapter</p>
<p>B. Review our current ministries and determine what support our ministry leaders want and if changes are needed.</p>	<ul style="list-style-type: none"> ● Develop a report template or questionnaire that helps us to understand the interest and energy level of the ministry teams. ● Review the six ministry areas and the ministries under each one, and determine what support each ministry needs or whether the ministries are able to celebrate accomplishments and let go. ● Streamline the current six Ministry Areas to match the three areas in the new vision. 	<p>Missioners team and Ministry Area Leaders</p>

Formation Goal: Connect the Christ Church Cathedral community and our neighbors near and far to our mission, ministries, and formation opportunities.

Initiative	Deliverables	Assignment
<p>A. Offer programming that includes activities for children and families and package it as a formation tool to reach more families in the community.</p>	<ul style="list-style-type: none"> ● Survey Cathedral families about expectations. ● Research family programs at other churches in the Emery Washington Convocation. ● Identify space for activities and storage. ● Incorporate family activities in 2-3 Cathedral events in the 2023 program year and evaluate how well they went. 	<p>Formation Missioner</p>
<p>B. In partnership with the Diocese, create a long-range redevelopment plan for the block around and including the Cathedral and the BTM Building, in order to use this space and our facilities to serve our community.</p>	<ul style="list-style-type: none"> ● Schedule Bishop Deon and Dean Kathie for regular meetings and add Cathedral and Diocesan leadership as the process moves forward. ● Determine a timeline for making a decision on how to move forward. 	<p>Missioners, Dean and Cathedral Chapter, working with Bishop and Standing Committee</p>

Diocesan Collaboration Goal: As a model for Becoming Beloved Community, connect our worship and mission ministries to other congregations in the Diocese by offering programs and worship virtually, inviting other congregations to join us in social justice work and community events, and offering support for the efforts of other congregations.

Initiative	Deliverables	Assignment
<p>A. Working with the diocesan communications team, promote the events and ministries of the Cathedral to the entire Diocese, especially the Emery Washington Convocation and invite these congregations to join our efforts.</p>	<ul style="list-style-type: none"> ● Meet with the Chapter Liaisons to discuss ways to connect our ministry leaders to the Convocation leadership and engage the other congregations. ● Meet with the Cathedral and diocesan communications teams to discuss how best to feed information to them for dissemination. ● Create a feedback tool to determine how well this effort is going and ways to improve it. 	<p>Lead Missioner</p>
<p>B. Develop a ministry exchange with other congregations in the Diocese, particularly with members of the Emery Washington Convocation.</p>	<ul style="list-style-type: none"> ● Build a volunteer team from the Cathedral for 1-2 events/activities at other congregations in the 2023 program year and evaluate. 	<p>Formation Missioner</p>

Serving Neighbors Goal One: Be in relationship with our neighbors—everyone we encounter downtown: people who live, work, play and visit.

Initiative	Deliverables	Assignment
A. Develop opportunities to go out into the community to serve together as volunteers.	<ul style="list-style-type: none"> • Coordinate 1-2 Cathedral events outside the building in 2023 that show us visibly engaged in the community with community partners and evaluate those events. 	Serving Neighbors Missioner
B. Create an LGBTQIA+ ministry that is offered to the downtown community and the entire Diocese (using technology)	<ul style="list-style-type: none"> • Form a new LGBTQIA+ ministry team to plan and implement. • Create a visible presence at the annual PRIDE event in downtown St. Louis and learn about the resources that are out there and start to network. • Create or Identify a list of community resources to which to refer LGBTQIA+ individuals. 	Serving Neighbors Missioner, coordinating with the diocesan Missioner for LGBTQIA+ ministry engagement
C. Create a ministry to support our senior neighbors.	<ul style="list-style-type: none"> • Survey the Cathedral congregation about the issues that are impacting them and what kinds of services or information they would find helpful. • Form a ministry team to plan for events and other ways to support seniors within the Cathedral community, as well as with those who are part of the wider community. 	Serving Neighbors Missioner

Initiative	Deliverables	Assignment
<p>D. Create a welcoming strategy for the Cathedral that gets the word out in the neighborhood about what we are doing.</p>	<ul style="list-style-type: none"> ● Use local media, our website and social media to promote our events. ● Working with the Library and the History Museum, open the Cathedral regularly (monthly or quarterly) for tours, as part of organized walking tours of downtown St. Louis. ● Continue to hang signage along the Cathedral block that shares our values. 	<p>Serving Neighbors Missioner</p> <p>Lead Missioner</p>

Serving Neighbors Goal Two: Develop either housing for vulnerable populations or a community ministry center within the block that the Cathedral sits on.

Initiative	Deliverables	Assignment
<p>A. Convene a re-development study team, made up of leadership from the Cathedral and the Diocese, to determine what we can do.</p>	<ul style="list-style-type: none"> ● Meet with the Dean and the Bishop to start the conversation and form a study team. ● Create a timeline for reaching a decision. 	<p>Dean and Cathedral Chapter, working with Bishop and Standing Committee</p> <p>Note: similar to Formation Initiative B and will require collaboration</p>
<p>B. Re-start the Saturday morning feeding ministry, known as Miss Carol's Breakfast</p>	<ul style="list-style-type: none"> ● Reconvene the current ministry team for exploratory conversation and move forward to re-imagine this ministry. ● Start a "Loaves and Fishes" food collection: Collect food for distribution through our meal or with a partner organization. 	<p>Serving Neighbors Missioner</p>

Advocacy Goal One: Advocate and educate for Gospel-driven social justice issues.

Initiative	Deliverables	Assignment
A. Create a structure that encourages, monitors and evaluates advocacy opportunities.	<ul style="list-style-type: none"> Develop a reporting protocol to follow up on ideas and recommendations that are forwarded to the various ministry leaders. 	Advocacy Missioner
B. If appropriate, based on the findings in the Implementation Initiative B , identify and join forces with other community organizations that are already at work in these areas to be more effective.		Advocacy Missioner working with ministry area leaders

Advocacy Goal Two: Create a safe space for complex and engaging conversations around issues of community interest.

Initiative	Deliverables	Assignment
A. Convene groups of community members around specific issues and meet for conversations at the Cathedral.	<ul style="list-style-type: none"> Host an internal town hall about the issues that Cathedral members want to address and identify which people and organizations need to be included in those conversations. Plan for 1-2 conversations in the 2023 program year and evaluate their effectiveness. Train interested members of the Cathedral community about how to host the wider community for these events. Create a template for sharing lessons learned and processes to help run future events. 	Advocacy Missioner

CCC Strategic Visioning - Missioner Initiative Budget for 2023		
Honorariums/Stipends		\$ 42,000
3 Missioners @ \$10,000 each annually	\$ 30,000	
1 Lead Missioner @ \$12,000 annually	\$ 12,000	
[job descriptions attached]		
Expenses		\$ 8,000
Includes local mileage, office equipment and software, outreach activities, meetings, hospitality, projects and events. The missioner team will be responsible for managing this budget, with oversight from the Dean.		
Total 2023 Budget		\$ 50,000

Budget Notes:

- There will be four Missioners in total, with the Lead Missioner providing the Missioner team coordination and oversight. The Lead Missioner will also manage their operating budget. (See Appendix B and C for Missioner job descriptions for specific duties.)
- It is projected that each Missioner will average 10 – 15 hours each week; their actual time will vary based on activities.
- Missioners will develop their budget as needs are identified.
- Missioners will work with Ministry leaders in identifying priorities.
- Missioners report directly to the Dean, and Missioners will regularly report on their progress to Chapter.
- For 2023 and 2024, we are funding the missioners through special bequests for the life and ministry of the Cathedral with a total amount of \$100,000.

Report Appendices:

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Appendix A

Visioning Team Members

Lorraine Kee
 Kris Reppert
 Laura Rose
 Alice Stanley
 The Rev. Dr. Carol Wesle
 The Rev. Tamsen Whistler
 Br. David Wigger
 The Very Rev. Kathie Adams-Shepherd
 Lisa Gould (2021)

Working Team Members

Formation & Diocesan Collaboration:

Diane Chalberg	Bren O'Connor
John Emery	Liz Watkins
Rob Good	Lorraine Kee
Deborah Holmes	The Rev. Dr. Carol Wesley
The Very Rev. Kathie Adams-Shepherd	

Serving Neighbors:

Phil Kaufman	Richard Smith
Br. Sam Kincade	Shelly Wilson
Nancy Kuehl	Laura Rose
Anita Newman	Br. David Wigger
Muffin Rowlyk	

Advocacy:

Leah Clyburn	Patrick Zelaya
Thom Gross	Kris Reppert
Mary Hovland	Alice Stanley
Mary Karr	The Rev. Tamsen Whistler
Justin Martin	

Appendix B

Lead Missioner Position Responsibilities

To move the 2022 Strategic Visioning Plan forward, the Dean will appoint Cathedral Missioners to provide the needed support and oversight. The primary role of the CCC Missioner is to work with the various CCC ministries and build community relationships to achieve the goals outlined in the Strategic Visioning Plan. The Strategic Vision had identified three areas of focus: Advocacy, Formation and Diocesan Collaboration, and Serving Neighbors. One Missioner will be assigned to each area, while a Lead Missioner will coordinate the work of the other missioners and manage communications.

Basic Function

The Lead Missioner will direct and manage the implementation of the strategic vision. Primarily, this person will convene the other Cathedral Missioners on a regular basis to make progress and evaluate the progress on and efficacy of the vision's deliverables and other metrics. This position also coordinates with the current Cathedral Communications team and the Diocesan Staff regarding the communication of any aspect of the strategic vision.

Essential Responsibilities

- Convenes the Cathedral Missioners for Formation, Advocacy, and Neighbors on a regular basis to determine how best to implement the initiatives in strategic vision.
- Coordinates with the Chapter Liaisons on evaluating the current ministries and working with ministry leaders to implement specific initiatives in the strategic vision.
- Coordinates with the Dean, the other Missioners, and the existing Communications Committee to develop and implement strategy to communicate Cathedral visioning goals, message, and ministry/services, with emphasis on digital means of delivery;
- Works with the Communications Committee to maintain all media relations, information flow with the Diocese of Missouri, as it relates to the implementation of the strategic vision.
 - In coordination with other Missioners, staff and ministry leaders, develops, manages, and promotes special Cathedral events

- Ensures active presence on major online digital platforms to include but not be limited to Facebook, Instagram, Twitter, and YouTube.

Hours and time commitment: average of 10-15 hours per week

Stipend: \$12,000 per year

The person in this position will report to the Dean of the Cathedral, make regular reports to the Cathedral Chapter, and coordinate with the Chapter Liaisons.

Skills required:

- Project Coordination and/or Project Management
- Written and verbal communication
- Ability to work as part of a team/group or independently
- Leadership
- Listening
- Organization/Administrative
- Coordination
- Analytical & Problem Solving
- Conflict resolution
- Outcome focused
- Assessment & Evaluation of Project Outcomes
- Multi-tasking/Time Management
- Proficient in the use of various software packages including but not limited to Microsoft Office Suite, Adobe, PowerPoint, Zoom, Google Meetings, Google Docs, etc.
- Knowledge of Associated Press Style

Experience required:

- Proven experience in team building, project management/coordination
- Experience as team leader

Appendix C

Cathedral Missioner Position Responsibilities

To move the 2022 Strategic Visioning Plan forward, the Dean will appoint Cathedral Missioners to provide the needed support and oversight. The primary role of the CCC Missioner is to work with the various CCC ministries and build community relationships to achieve the goals outlined in the Strategic Visioning Plan. The Strategic Vision had identified three areas of focus: Advocacy, Formation and Diocesan Collaboration, and Serving Neighbors. One Missioner will be assigned to each area, while a Lead Missioner will coordinate the work of the other missioners and manage communications.

Basic Function

The Cathedral Missioners will manage the implementation of the strategic vision for their respective areas: Advocacy, Formation, and Neighbors . Primarily, they will meet on a monthly basis to make progress and evaluate the progress on and efficacy of the vision's deliverables and other metrics. The Lead Missioner will act as the convener for the team of Missioners.

Essential Responsibilities

- Serves as the primary point of contact for various ministry leadership teams
- Meets with various ministry leadership teams to define/review ministry purpose, goals, and needs (volunteers, equipment, supplies, and financial)
- Works with ministry leadership team to prioritize activities and funding needs
- Ensures ministries are operating efficiently and completing projects in a timely manner
- Prepares written reports or informational materials
- Meets with outside groups and individuals to engage in building partnership relationships
- Attends Chapter meetings, as needed, and coordinates with Chapter Liaisons
- Attends ministry group meetings
- Attends routine meetings of the CCC Missioners
- Coordinates ministry activities with other CCC Missioners to identify and resolve conflicts or overlapping activities/programs, and to identify opportunity for partnering projects
- Meets routinely with the Dean or a designee to provide update on the ministry activities including progress and impediments
- Monitors ministry budgets and recommends appropriate funding needs for each ministry

- Monitors and evaluates effectiveness of assigned ministry activities in achieving goals
- Other duties as assigned

Hours and time commitment: average of 10-15 hours per week

Stipend: \$10,000 per year

The person in this position will report to the Dean of the Cathedral, make regular reports to the Cathedral Chapter, and coordinate with the Chapter Liaisons.

Skills required:

- Project Coordination and/or Project Management
- Written and verbal communication
- Ability to work as part of a team/group or independently
- Leadership
- Listening
- Organization/Administrative
- Coordination
- Analytical & Problem Solving
- Conflict resolution
- Outcome focused
- Assessment & Evaluation of Project Outcomes
- Multi-tasking/Time Management
- Proficient in the use of various software packages including but not limited to Microsoft Office Suite, Adobe, PowerPoint, Zoom, Google Meetings, Google Docs, etc.

Experience required:

- Proven experience in team building, project management/coordination
- Experience as team leader

Appendix D

Visioning Team and Working Teams Notes on Proposed Initiatives

Visioning Team

Implementation Goal: Support the strategic initiatives in this plan by focusing human resources on implementation.

- Initiative A: Establish a team of four Missioners (Formation, Serving Neighbors, Advocacy, and a Lead Missioner) who will work with existing ministries to build relationships with our internal and external community partners.
 - What issue does this address?
 - Currently, there is no entity that is accountable for building these relationships. It falls under the various ministry leaders to communicate events to the wider community. No one is regularly meeting with people in the community—beyond those whom our ministries serve—just to get to know them and hear their stories.
 - This is about all of our neighbors, not just specific groups of them—those we serve in our ministries.
 - Benefit with having missioners: there is some flexibility in doing what they think needs to happen, and it seems less bureaucratic, because some people are already doing this work already without being a part of a structure.
 - It is fitting for the Cathedral to model how to incorporate relational language in what we are doing.
 - What are the action steps for implementing this initiative?
 - Define the expectations for the role.
 - Meet with Chapter Liaisons about reaching out to each ministry leader to inquire about whether they could use a missioner.
 - Identify and recruit members of the Cathedral congregation who already have relationships with neighbors.
 - These relationships are about sharing stories and building trust.

- Identify members who live around the Cathedral. They might be in a position to have many of those conversations.
 - Identify other members who are interested in becoming a missionary
 - Explore relationships with all of our downtown neighbors.
 - Have the missionaries meet occasionally to support each other.
 - Ask missionaries to report regularly to the Cathedral Chapter—through the Liaisons.
- Initiative B: Review our current ministries and determine what support they want to give to advocacy and whether we need to make changes.
 - What issue does this address?
 - We want the issues that people are interested in supporting to come organically out of our ministries, rather than dictating them from above.
 - Ministry leaders may want to take on the wider issues that impact these ministries, but they may lack the bandwidth or resources to add to what they are already doing.
 - There may be some issues that we do not address in our current ministries and we want to create new ministry teams around [e.g., Climate Change/Justice or Mental Health].
 - What are the action steps for implementing this initiative?
 - Recruit the missionaries to lead the ministry review effort.
 - Develop a report template or questionnaire that helps us to understand the interest and energy level of the ministry team.
 - Agree on protocol for reporting—to whom do we report our findings?
 - Review the six ministry areas and the ministries under each one, and determine what support each ministry needs or whether we need to end particular ministries.
 - Administration may see a need for advocacy around downtown development issues or city policies.
 - Worship ministry may want to advocate against downtown events on Sundays that block churches and disrupt services.
 - Schedule time to meet with each appropriate ministry leader—perhaps, including the Chapter liaison.

- Have the missionaries meet with the Chapter Liaisons and the ministry leaders.
- Streamline the current six Ministry Areas to match the three areas in the new vision.

Formation and Diocesan Collaboration Working Team

Formation Goal: Connect the Christ Church Cathedral community and our neighbors near and far to our mission, ministries, and formation opportunities.

- Initiative A: For our events, include children-oriented activities that we can offer to families and package them as a communications tool to reach more families in the community.
 - What issue does this address?
 - We do not openly communicate what we do for our families with children; so, it appears that we don't offer any children's formation—which is not actually the case.
 - By offering activities for all ages at events, we encourage intergenerational engagement.
 - "Activities" can encompass a wide-range of things; so, we need feedback from families to narrow down what we might offer—and ensure that we offer activities to meet the needs of a wide range of ages.
 - What are the action steps for implementing this initiative?
 - Get feedback from families about our offerings and to learn what they would like.
 - Research what other churches are doing in our convocation—talk to the Convocation leadership.
 - Identify space to store supplies and have in-house space for some activities.
- Initiative B: In partnership with the Diocese, create a long-range redevelopment plan for the block around and including the Cathedral and the Bishop Tuttle Memorial Building, in order to use this space and our facilities to serve our community.
 - What issue does this address?

- The Cathedral and the BTM Building are underused. The Bishop Tuttle Memorial Building has a floor and a half of unused space. However, to have people in the community use this space, we need to offer parking, which we currently do not have.
- The entire block is not used effectively to serve the community, there are two large surface parking lots and a bank building. The space could be developed in a way that serves a broader constituency in the neighborhood.
- We want to use our space as a community resource:
 - Incubator space to new organizations whose missions complement that of the Cathedral and the Episcopal Church.
 - Community ministry space where our neighbors can receive support and build relationships.
 - Performance and exhibit space for community arts organizations.
 - Green space that offers an opportunity to address climate change/environmental justice.
- However, the capital investment required to do any redevelopment is larger in scope than just the Cathedral community.
- Although we may only be able to focus on the existing space, we want to know what is happening around us before we make a final decision.
- There are many dynamics swirling around this conversation—that cross mission and finances and architecture/structures, and we need to create a forum to discuss them directly.
- What are the action steps for implementing this initiative?
 - Hold meetings regularly (Monthly or Quarterly) with the Dean and the Bishop and add staff and Cathedral and Diocesan Leadership as the process moves forward.
 - Determine a timeline for making a decision on how to move forward.

Diocesan Collaboration Goal: As a model for Becoming Beloved Community, connect our worship and mission ministries to other congregations in the Diocese by offering programs and worship virtually, inviting other congregations to join us in social justice work and community events, and offering support for their own efforts.

- Initiative A: Working with the Diocese's communications team, promote the events and ministries of the Cathedral to the Emery Washington Convocation and the wider Diocese and invite these congregations to join our efforts.
 - What issue does this address?
 - We need a regular communications strategy for making certain that the other congregations in the Diocese know what we are doing and can also access our services, events, and ministries using technology.
 - If we want to build participation in the events and ministries at the Cathedral, this effort makes us proactive in soliciting for assistance and participation.
 - What are the action steps for implementing this initiative?
 - Meet with the Chapter Liaisons to discuss ways to connect our ministry leaders to the Convocation leadership and engage the other congregations.
 - Meet with the Cathedral and diocesan communications teams to discuss how best to feed information to them for dissemination.
 - Create a feedback tool to determine how well this effort is going and ways to improve it.
- Initiative B: Develop a ministry exchange with other congregations in the Diocese, particularly with members of the Emery Washington Convocation.
 - What issue does this address?
 - It shows that the relationship between the Cathedral and the other congregations is reciprocal, and that the Cathedral actively supports the efforts of the Diocese's congregations.
 - What are the action steps for implementing this initiative?
 - Recruit members of the cathedral (and possibly neighbors who want to volunteer) - they can volunteer once or get involved with as many opportunities as they choose.
 - Reach out to the other congregations in the Diocese, starting with the Emery Washington Convocation, and let them know we want to help them with their ministries.
 - Match volunteers with the various opportunities.

- Coordinate transportation for volunteers as needed.

Serving Neighbors Working Team

Goal One: Be in relationship with our neighbors—everyone we encounter downtown: people who live, work, play and visit.

- Initiative A: Develop opportunities to go out into the community to serve together as volunteers.
 - What issue does this address?
 - We want to be out in our community serving others, rather than just expecting people to come to the Cathedral for support.
 - This will allow more of our neighbors to get to know us—and learn that the Cathedral community is active and cares about what is happening in our community.
 - What are the action steps for implementing this initiative?
 - Identify service partners and develop relationships with them:
 - St. Patrick's Center
 - St. Nicholas Center
 - St. Vincent de Paul
 - Thistle Housing*
 - Growing American Youth*
 - SQSH*
 - SAGE*
 - Covenant House*
 - Human Rights Campaign*
 - MTUG*
 - Pot Bangers
 - STL Tent Mission
 - Mission Homes
 - Sunshine Ministry – with AA and NA and Al-Anon groups
 - Other LGBTQIA+ organizations – since so many churches are not welcoming.

*Organizations that work with LGBTQIA+ community
 - Create volunteer opportunities and send information to the high schools and local colleges about outreach volunteer opportunities.
 - Coordinate 1-2 Cathedral events outside the building that show us visibly engaged in the community with community partners.
 - Ex: Moms on a Mission comes out every Saturday 8-9 a.m. to distribute personal hygiene items and other necessities.

- Ex: Pot Bangers
 - Create a t-shirt design that Cathedral volunteers can wear out in the community.
- Initiative B: Create an LGBTQIA+ ministry that is offered to the downtown community and the entire Diocese (using technology)
 - What issue does this address?
 - The Episcopal Church is inclusive, and in some parts of our diocese, it is the only affirming and welcoming institution for our LGBTQIA+ brothers and sisters. We need to promote that we support this community. Too many people do not know that a church can affirm everyone exactly as they are.
 - Different age groups require different services.
 - What are the action steps for implementing this initiative?
 - Discuss with the diocesan missionary on LGBTQIA+ issues how she might support the initiatives coming out of the Cathedral.
 - Also, talk to Lisa Gould & Steve Alanga to ask for their input since they took the initiative and explored starting a group last year.
 - Determine whether Oasis is still active.
 - Form a new LGBTQIA+ ministry team to plan and implement?
 - Example: A speaker's series focused on LGBTQIA+ issues—see organizations listed under renumbered Initiative 1 marked by an asterisk “*”
 - Example: Support groups for LGBTQIA+ neighbors that meet at the Cathedral.
 - Create a visible presence at the annual PRIDE event in downtown St. Louis and learn about the resources that are out there and start to network.
 - Wear new CCC t-shirts designed for LGBTQIA+ support
 - Make design available (and adaptable) for other congregations in the Diocese to use.
 - Staff the CCC float
 - Open the Cathedral building for refreshments
 - Hold a service affirming out LGBTQIA+ brothers and sisters
 - Reach out to local colleges and universities about the activities we are doing.

- Build relationships with organizations supporting the LGBTQ+ community.
 - Communicate with doctors and other health care professionals.
 - Communicate with the congregations in other parts of the Diocese about whether they would like to access our programming—particularly if we have any speakers.
 - Create or Identify a list of community resources to which to refer LGBTQIA+ individuals.
 - HIV+ support services
- Initiative C: Create a ministry to support our senior neighbors.
 - What issue does this address?
 - We have many members of the Cathedral community who are 60 and over and dealing with numerous issues: planning for retirement, lack of access to technology, caring for elderly parents, isolation from family and friend networks, health issues, etc.
 - Our neighborhood and the neighborhoods surrounding downtown also have a significant population 60 and older, who want to be a part of a community—but don't necessarily want to come to worship services.
 - What are the action steps for implementing this initiative?
 - Survey the Cathedral congregation about the issues that are impacting them and what kinds of services or information they would find helpful.
 - Reconvene the Over 50 Club that can then plan for events and other ways to support seniors within the Cathedral community, as well as with those who are part of the wider community. Ideas include:
 - Developing a Buddy system for people within the Cathedral community.
 - Partnering with the St. Louis Public Library to offer tech support for seniors.
 - Research what AARP and other organizations serving this population have to offer and work with them to provide support and services.
 - Who is responsible for implementing it?
 - A reconvened Over 50 Club or a new ministry team
- Initiative No. D: Create a welcoming strategy for the Cathedral that gets the word out in the neighborhood about what we are doing.

- What issue does this address?
 - People in the neighborhood, especially younger people, want to do something in their neighborhood that makes a difference, and we can offer them opportunities to get involved. They can feel a part of the Cathedral community without attending a worship service.
 - We need to be more visible in our neighborhood and show neighbors what we are doing. People outside the Church don't know us and understand our mission and values.
- What are the action steps for implementing this initiative?
 - Meet with the existing communications team and recruit volunteers to plan and implement this broader communication strategy.
 - Print and distribute flyers and posters to neighborhood buildings and businesses about our events and volunteer opportunities.
 - Start with upcoming events: Earth Day, Garden Sunday, PRIDE
 - Promote any new service ministry that needs volunteers, like the Saturday breakfast and Winter Outreach.
 - Use website and social media to promote our events
 - Contact a couple of Christian radio stations that will list our events (99.1 Joy FM and Boost 95.5).
 - List events and volunteer opportunities on our website and share them with the diocesan communications office to distribute in iSeek and elsewhere.
 - Working with the Library and the History Museum, open the Cathedral regularly (monthly or quarterly) for tours, as part of organized walking tours of downtown St. Louis.
 - Create a shorter brochure that describes our history and the cool and unique parts of our building.
 - Set a regular time (e.g., the first Saturday of the month) to be open and have Cathedral volunteers give tours of the building.
 - Consider holding an organ recital at the same time.
 - Hang signage along the Cathedral block that shares our values
 - Be Here, Be You, Be Loved
 - PRIDE month
 - Support for our unhoused neighbors

Goal Two: Develop either housing for vulnerable populations or a community ministry center within the block that the Cathedral sits on.

- Initiative A: Convene a re-development study team, made up of leadership from the Cathedral and the Diocese, to determine what we can do.
 - What issue does this address?
 - We recognize that we are not using our space to its potential for serving our neighborhood.
 - The block that the Cathedral is sitting upon is not being used to its full potential for serving this neighborhood either, and we need to work with the City and the current property owners (St. Louis Parking and U.S. Bank) to understand any potential development plans and how we can impact them.
 - We also need to renew our service ministries, so that we are in a better position to move into redeveloped or new space by understanding the needs of our neighbors and building partnerships with other organizations that have a similar mission.
 - Potential uses: housing, ministry center, incubator space for entrepreneurs and nonprofits that align with our mission, and charter schools:
 - We can give people a change to give people the chance to get education to better their lives: trade school, mentoring, ESL, literacy, GED diploma
 - Scholarships—ECW has a scholarship for women, includes STEM and trade schools.
 - Housing might be provided for:
 - People recovering from addiction,
 - People coming out of prison
 - People recovering from prostitution
 - With Bravelly – formerly known as Magdalene Saint Louis with whom we once had a relationship,
 - a Trans safe house, or
 - housing assistance for currently unhoused
 - via The Housing Partnership - <https://thehousingpartnershipstl.org/>
 - What are the action steps for implementing this initiative?
 - Meet with the Dean and the Bishop to start the conversation and form a study team.
 - Create a timeline for reaching a decision.
 - Meet with the Mayor and City Planning Director to learn what they are planning or would like to happen with our block.

- Meet with St. Louis Parking and U.S. Bank to understand their plans for their properties, if any, and how amenable they are for redevelopment.
- Initiative B: Re-imagine and re-start the Saturday morning feeding ministry (aka Miss Carol's Breakfast)
 - What issue does this address?
 - No one in the downtown area is currently offering a Saturday morning meal to our neighbors with food insecurity.
 - We can use this ministry to build relationships with our unhoused neighbors and others to learn about the support that they need and want.
 - This will build our capacity to partner with other organizations and agencies to meet those needs and wants.
 - What are the action steps for implementing this initiative?
 - Discuss with Tom and Cathy Rogers, who coordinated the Miss Cathy's Breakfast.
 - Form a ministry team to re-imagine this ministry.
 - Meet with other organizations and members of the Diocese that are feeding our neighbors and develop relationships and ways to collaborate:
 - St. Patrick's Center
 - St. Nicholas Food Pantry
 - St. Vincent de St. Paul
 - Peace Meal at St. John's
 - The entire parish is invited and everyone sits together.
 - It helps to build relationships.
 - The Rev. Barbi Click
 - The Rev. Jeff Goldone
 - Start a "Loaves and Fishes" food collection: Collect food for distribution through our meal or with a partner organization.
 - Take collected pantry items up to the altar for blessing during the Offertory on Sundays (or one Sunday a month).

Advocacy Working Team

Goal One: Advocate and educate for Gospel-driven social justice issues.

- Initiative A: Create a structure that encourages, monitors and evaluates advocacy opportunities.
 - What issue does this address?

- We need to strengthen the mechanism of accountability to make certain that something happens—that there are next steps taken after a conversation or event.
 - Follow-up falls through the cracks, because there is no entity that is charged with determining and implementing what happens next when we do have these events and conversations.
 - What are the action steps for implementing this initiative?
 - Meet with the Chapter to discuss the role of the liaisons in promoting advocacy in their respective ministries.
 - Convene the Outreach Ministry team and discuss whether they could expand their scope to include advocacy and act as the entity that follows up on the events, conversations, etc. that the Cathedral community is having.
 - Consider creating an Advocacy clearinghouse/steering group/ideas Czar—where someone who has an idea on an advocacy issue can go to vet and then develop a proposal to Chapter.
 - Develop a reporting protocol to follow up on ideas and recommendations that are forwarded to the various ministry leaders.
- Initiative B: If appropriate, based on the findings in Initiative No. 1, identify and join forces with other community organizations that are already at work in these areas to be more effective.
 - What issue does this address?
 - We need to work with other organizations if we are going to advocate effectively.
 - Advocacy work is a long-game, and there are many organizations in the community working on any one issue who have more expertise than we do.
 - The rest of the community needs to know that the Cathedral is engaged in what is happening in St. Louis and would like to be a part of improving the quality of life for all of our neighbors.
 - We want to address the root causes of the issues that impact our neighborhoods and not just deal with the “bandaids”—which are critically important—but we need to alleviate what has created these situations.
 - Expand our reach and maximize our resources.
 - What are the action steps for implementing this initiative?
 - Coordinate with our ministry leaders to sign up for information from and meet with community organizations:

- Continuum of Care
 - Metropolitan Congregations United
 - Alliance for Mental Health
 - St. Patrick's Center/Peter and Paul Community Services
 - Citizens Climate Lobby and Sierra Club
 - Groups that PRJ identifies—like Anti-Racist Collective or Arch City Defenders, Forward through Ferguson, Action STL, Witnessing Whiteness, etc.
 - Jobs with Justice
 - League of Women Voters
 - LGBTQIA+ groups – align with what the Bishops Council is recommending churches do for engagement.
- Include Cathedral representatives in the events and activities planned by these other organizations, as appropriate.

Goal Two: Create a safe space for complex and engaging conversations around issues of community interest.

- Initiative A: Convene groups of community members around specific issues and meet for conversations at the Cathedral.
 - What issue does this address?
 - There are many issues facing the St. Louis community and our downtown neighborhood, and these community-wide conversations may not be happening.
 - We want to know our neighbors better and hear their stories.
 - We want to engage with our community in addressing these issues that impact the quality of life for all of us.
 - We have spaces ready with some of the required technology to host community events, but they are underused.
 - What are the action steps for implementing this initiative?
 - Host an internal town hall about the issues that Cathedral members want to address and identify which people and organizations need to be included in those conversations.
 - Rekindle existing and develop new relationships with those people and organizations to discuss holding community conversations about the identified issues.
 - When appropriate, identify and recruit experienced facilitators in the community who can guide these conversations.

- Ask Cathedral members and members of the wider community for recommendations about people who have done this type of facilitation.
- Train interested members of the Cathedral community about how to host the wider community for these events.
 - Identify training resources that a small team can use to learn how to host community conversations.
 - Ask the national Church for assistance.
- Plan for 1-2 conversations in the 2022-2023 program year and evaluate their effectiveness.
- Create a template for sharing lessons learned and processes to help run future events.