

Cathedral Church of St. Paul Strategic Plan

Formally adopted: 22 September 2020

Chapter is responsible for the implementation of this plan.

I. Reimagining our Congregations

- **Objective #1 - Help transform the culture of Episcopal congregational life by centering the call to anti-racism as an ongoing spiritual practice.**
 - **Action item:** Make anti-oppression training and reflection an ongoing practice for cathedral chapter, staff, and the lay leadership of our congregations.
 - **Action item:** With the help of a training organization or equity consultant, develop a plan for piloting the training.
 - **Action item:** Review our experience with the pilot program to learn and adjust, then establish a timeline for continued training.
- **Objective #2 - Share the transformational power of Christ's love by doubling the size and ministry reach of both the Sunday congregation and the Crossing.**
 - **Action item:** Gain skills for innovative mission development and relational evangelism through sending lay leaders and chapter representatives to trainings.
 - **Action item:** Grow the reach of our worship through high-quality live streaming and other online community and formation opportunities.
- **Objective #3 - Take a leading role in the post-pandemic spiritual renewal of the city and the diocese by expanding our capacity to host excellent worship (in person and online) using the breadth of resources of our Episcopal tradition.**
 - **Action item:** Install an excellent, appropriate organ that can both support large episcopal liturgies and be used in civic events and partnerships with arts organizations.
 - **Action item:** Enhance our worship spaces to provide adequate storage and work space for preparing for Sunday, diocesan, and Crossing liturgies, and to make them safer and more usable year-round.
 - **Action item:** Archive worship services, sermons, and music in a way that both makes them easily accessible now and preserves them for the historical record.

II. Building our Relationships

- **Objective #1 - Claim our vocation to convene conversation and work across differences in our neighborhood by connecting creatively and learning deeply about our neighbors.**
 - **Action item:** Commit to an ongoing practice of walking our neighborhoods.

- **Action item:** Create a marketing budget and explore direct marketing through advertising and other means of reaching potential participants.
 - **Action item:** Host community events, meals, and forums that foster dialogue and relationship building among the diverse residents of our neighborhoods.
 - **Action item:** Select lay leaders to represent us at Boston Harbor Deanery assembly meetings on a regular basis, to help us strengthen our relationships and work more collaboratively with other Episcopal parishes nearby.
- **Objective #2 - Deepen MANNA's relationships with other organizations and faith communities in ways that address the real needs of the MANNA community members.**
 - **Action item:** Recruit interns, volunteers, and future pastoral staff who reflect the diversity of the MANNA community.
 - **Action item:** Deepen our connection with local resource providers around housing, mental illness, and substance use disorders.
 - **Action items:** Create an internship for graduate student who is knowledgeable about navigating the housing system, including housing court, to assist community members with housing issues.
 - **Action item:** Create videos and other educational resources sharing wisdom from the MANNA staff and participants to help other faith communities learn from the MANNA model.

III. Engaging our World

- **Objective #1 - Participate in the dismantling of white supremacy within our community.**
 - **Action Item:** Build durable relationships with justice groups led by BIPOC.
 - **Action Item:** Use our financial resources and our partnerships to grow the capacity of BIPOC entrepreneurs and address racial inequality in income and housing in the region.
 - **Action item:** Conduct an annual investment audit to ensure our financial investments sufficiently reflect our commitment to dismantling white supremacy.
- **Objective #2 - Expand our engagement in training and work for social, economic, and environmental justice, especially in collaboration with BIPOC-led organizations**
 - **Action item:** Build durable partnerships with organizations committed to justice and transformational change in our community and the world.
 - **Action item:** Participate in training and civic engagement that address pertinent issues of injustice in our local, state, and national life, in partnership with Episcopal City Mission and the Canon for Immigration and Multicultural Ministries of the diocese.
 - **Action item:** Hire justice interns to help us live into these commitments and learn the skills necessary to do so.

- **Objective #3 - Strengthen the civic fabric and renew hearts and minds by hosting events at the intersection of arts, education, and faith.**
 - **Action item:** Grow our existing relationships with local arts, academic, and faith communities with a focus on synergistic collaborations.
 - **Action item:** Identify potential new partners for mission, within the building and the neighborhood.
 - **Action item:** Host art exhibitions, performances, and educational opportunities that bring together a wide range of people and address relevant issues of our time.

IV. Sustainability

- **Objective #1 - Ensure this strategic plan is carried out in a faithful, timely manner.**
 - **Action item:** Create an implementation committee to oversee carrying out of the strategic plan and adjust objectives as needed.
 - **Action item:** Develop a timeline and metric for measuring the impact and outcomes of the strategic plan.
 - **Action item:** Cathedral annual meeting and annual report will include a review of progress on this plan.
 - **Action item:** Add cathedral staff who will help us carry out the missional aspects of this plan.

- **Objective #2 - Raise the financial and other resources necessary to implement this plan.**
 - **Action item:** Create a grants committee to research, write, and oversee grants connected to the implementation of this plan.
 - **Action item:** Plan and lead a capital campaign to raise funds for the capital improvements set out here.
 - **Action item:** Through sharing our story more broadly and effectively in regular communications, social media, and annual appeals, double our donor base.