



Grace Cathedral

Strategic Plan

2016 – 2019



Identity - Who Are We

In a spiritually hungry world Grace Cathedral exists to share God's love by following the teaching and example of Jesus. The preamble to the cathedral's founding documents quoting Isaiah calls this a "house of prayer for all peoples." Our 160 year old congregation has become known especially for valuing compassion, inclusivity, creativity and learning. Tradition matters to us, and part of our tradition involves an openness to what is new – intellectually, socially and artistically.

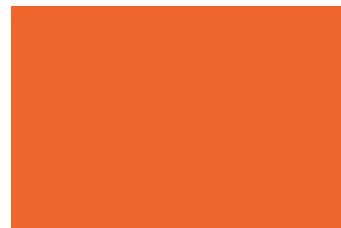
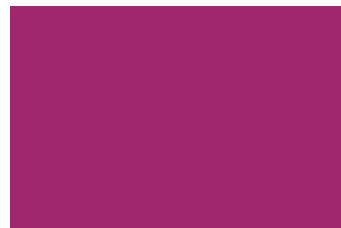
We are the home of an active congregation that made a name for itself in the 1930s through our support for the labor movement. During the 1950s we established the Cathedral School for Boys, which strongly supports the Men and Boy's choir that has been a central part of our ministry since 1911. In the 1960s we became a center for liturgical reform and a leading advocate for the ordination of women. More recently we were involved in establishing the Episcopal shelter network that houses over a quarter of the homeless people in the city and founding the San Francisco Interfaith Council.

From the beginning of the crisis we cared for people living with AIDS. We also continue to be prominent supporters for marriage equality. Spiritual movements such as the Labyrinth and the United Religions Initiative also began here.

Context - Who Is Our Neighbor

We are the third largest Episcopal cathedral in North America and home for the Diocese of California. We serve as a kind of crossroads for spiritual seekers looking to share their experiences and learn from one another. At the same time we have also been listed as one of the most popular tourist destinations in San Francisco, and many visitors participate in worship here. We play a prominent role in the Bay Area and are also known as the city's church. About nine thousand people worshiped here last Christmas. We host many weddings and funerals for people who are neither members of the congregation nor Episcopalians. Each week over six hundred people participate in our Tuesday-night yoga ministry. Thousands of others come for concerts, artistic events and *The Forum*.

Our Nob Hill location is bordered by Chinatown, the Financial District, Union Square, the Tenderloin and Russian Hill with Market Street, North Beach and Van Ness a short walk away. We value these neighbors and look for ways that we might better serve them. As the city grows we also hope to form connections with often younger, new arrivals and the future residents of large housing complexes that are currently under construction.



Mission - What Is God Calling Us to Do

Over the past two years we have engaged in a discernment process for discovering what ministry is uniquely ours to do. Because we serve so many different kinds of people we feel particularly concerned about maintaining our focus. Based on our history, gifts and passions we seek to preserve our strengths while concentrating our resources on the following areas of growth:

COMPASSION

We will explore new outreach ministries and look for opportunities to consolidate our current work in social justice.

INCLUSIVITY

We will strengthen the experience of belonging in our congregation seeking especially to improve how we include children and youth. We will explore and articulate what it means to be a member of Grace and increase the engagement of volunteers.

CREATIVITY

We will explore how we can use art to actively invite new people to participate in new ways. We will continue to support our yoga community and discover how we might serve other newcomers through fresh forms of gathering and worship.

LEARNING

We will offer opportunities for Grace Cathedral to help people make sense of faith and its relation to contemporary life. We will also host people who are seeking how churches might be renewed in this time of declining religious participation.



NIALL BATTISON

May God bless us with joy, wisdom and energy in our ministry together.

Many initiatives are currently underway:

- We have begun to refine opportunities for service and outreach.
- Over the last five years we have tripled the number of arts and education events at Grace and initiated and developed a dynamic artist in residence program.
- We have relaunched *The Forum* and increased opportunities for education and spiritual formation.
- We have significantly increased the number of people practicing yoga on Tuesday nights and begun to more fully integrate this congregation with our other ministries.
- We have strengthened our governing bodies particularly the Congregation Council and the Board of Trustees, and enjoy closer ties with the Diocese and the Cathedral School for Boys.



Our Vision:

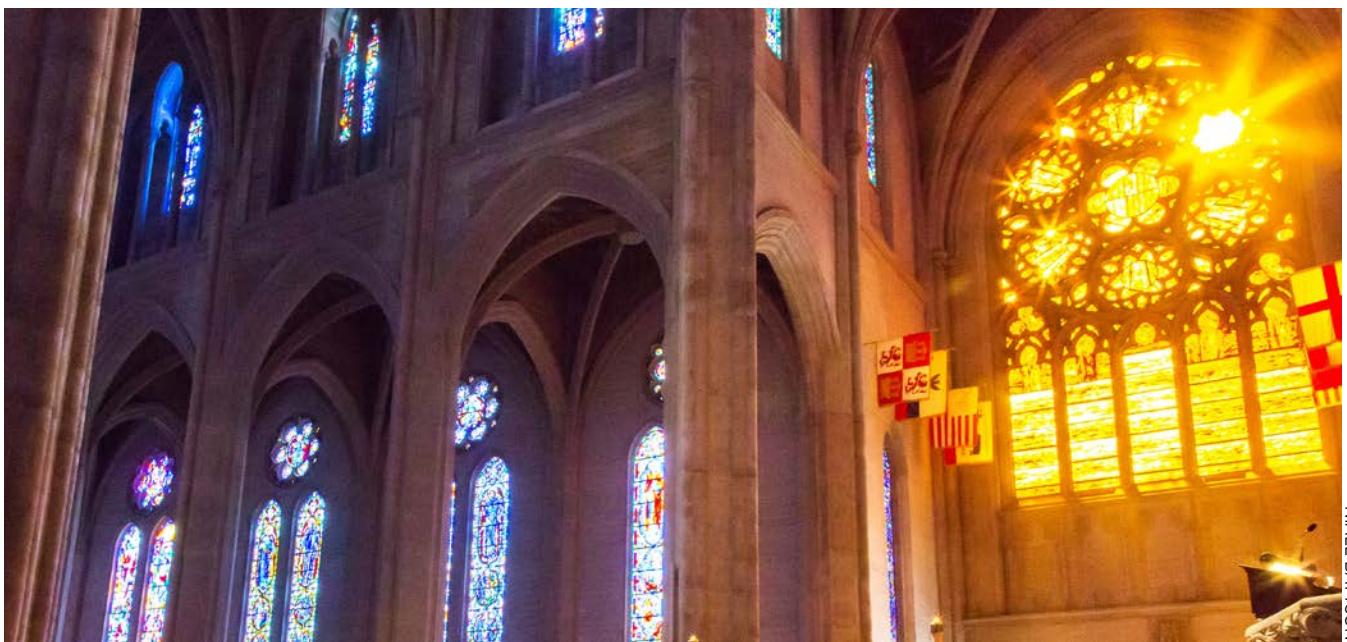
A world where people experience God's love and are made whole.



NIALL BATTON

Our Mission:

To share the love of Jesus through compassion, inclusivity, creativity and learning.



NIALL BATTON

Four pillars lie at the heart of the mission for achieving our vision.

We will:

Act with **Compassion** through service to others and by working for social justice.



Practice **Inclusion** by increasing the congregation's sense of belonging and inviting new people to discover God's calling for them.



Cultivate a deep sense of **Creativity** to reach an even wider group of people.



Encourage and support a passion for **Learning** among people of all ages.

I. COMPASSION - Act with compassion through service to others and by working for social justice.

What we will keep:

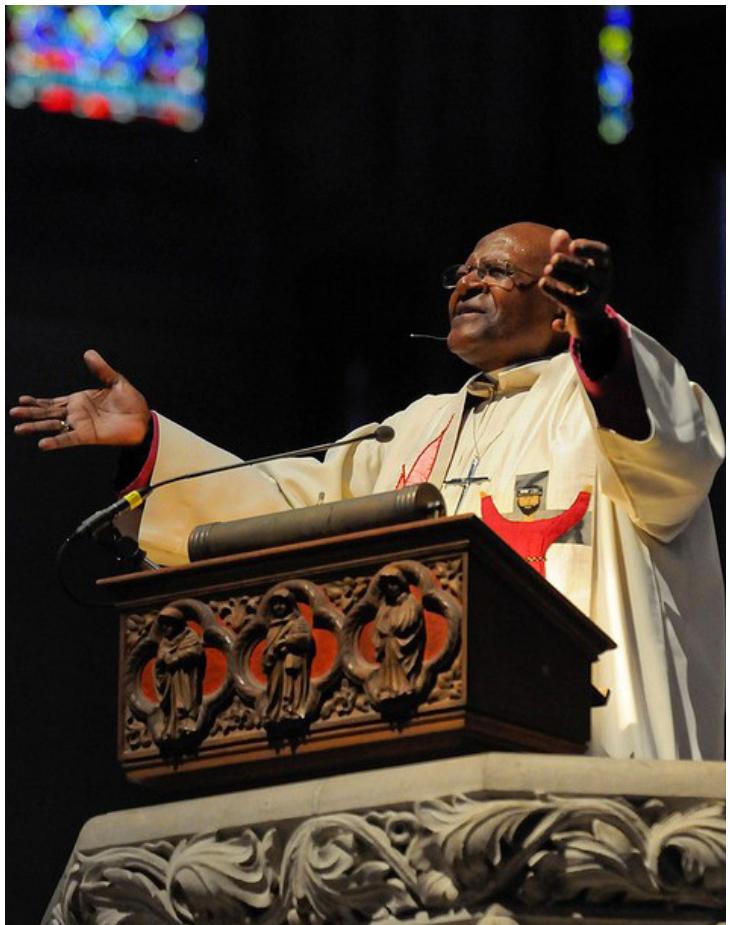
- The cathedral has historically led the response to the most acute social justice needs of the community, such as the AIDS, homeless and mental health crises of the 1980s and '90s. Recently the cathedral has supported marriage equality and affordable housing.
- Grace Cathedral is a charter member of the San Francisco Interfaith Council and has been in the forefront of interfaith engagement.
- We have used *The Forum* and multimedia displays to bring people with diverse perspectives together and to make prophetic statements about social justice. Recent examples include the California Foster Youth Museum and hosting the play "Stories from the 'Loin."
- We have strong relationships with Episcopal Community Services, Episcopal Charities, the Diocese of California, the Sheriff's Department, the Nob Hill Association and City Hall which have been helpful avenues for advocacy.
- We will maintain a pastoral presence for the congregation and visitors through professional staff, cathedral chaplains and volunteers.
- We value our collaboration with Bayview Mission.

What we plan:

We believe that ministry in social justice will transform the city and the world. In the next three years we will re-focus our social justice efforts. We will explore new outreach ministries and look for opportunities to consolidate our current work in social justice.

We will:

- Produce and begin to implement a social justice outreach plan.
- Offer at least five events each year to understand race in America.
- Partner with at least three new cultural, social and other religious institutions on social justice.
- Collaborate with Cathedral School for Boys on at least two outreach service projects each year.





II. INCLUSIVENESS - Practice inclusion by increasing the congregation's sense of belonging and invite new people to discover God's calling for them.

What we will keep:

- Grace has a long history of being an inclusive church, but there is still much to be done to more fully represent the diversity of the Bay Area. Our past efforts to include the LGBTQ community and our leadership during the AIDS crisis are emblematic of what we strive to do. We aim to be a house of prayer for all people, and we will seek new ways to invite people to participate.
- We will celebrate diversity, including gender, race, sexual orientation, class and culture.
- We will continue to:
 - Maintain our tradition of thoughtful and excellent worship to glorify God to strengthen faithful people.
 - Welcome thousands of visitors each year as the city's church and a center of global Christianity.
 - Offer new programs in music and the arts.
 - Host what could be the largest weekly gathering of people practicing yoga in the world.

What we plan:

In the next three years we will strengthen the experience of belonging in our congregation and improve how we include children and youth. We will explore and articulate what it means to be a member of Grace and seek to increase the engagement of our volunteers.

We will:

- Increase the participation of children and youth.
- Build a sense of belonging by defining and communicating membership expectations.
- Develop spiritual formation programs and a path to membership that our congregation understands.
- Publish a congregation directory.
- Institute a yearly congregation survey to study hospitality and belonging at Grace.

III. CREATIVITY - Cultivate a deep sense of creativity to reach an even wider group of people.

What we will keep:

- Grace Cathedral has always been a Patron of the Arts. Duke Ellington's *Sacred Mass* was first performed at the cathedral; activist Keith Haring created the AIDS Chapel altarpiece just before his death from AIDS. The arts activities at Grace do not stand alone but pervade all that we do. Art enables us to understand the perspectives of others and draws us closer to God.
- In 2012, Dean Jane Shaw initiated the Artist in Residence Program, which has been well received by the congregation and the community.
- We enjoy collaborating with marquee institutions in San Francisco such as the SF Opera, Yerba Buena Center for the Arts, FAMSF, the Contemporary Jewish Museum, SFMOMA, American Bach Soloists and SFJAZZ. Residents and tourists appreciate the quality of concerts and art exhibits here.
- We will continue to upgrade and renovate the cathedral building,

What we plan:

We will explore how we can use art to actively invite new people to participate in new ways. We will continue to support our yoga community and discover how we might serve other newcomers through fresh forms of gathering and worship.

We will:

- Offer a new worship service or program particularly directed toward new residents and people in their 20s and 30s.
- Incorporate yoga as a cathedral community and further integrate yoga outreach, communication, administration, programming and stewardship with cathedral structures.
- Roll out Ghiberti Arts goals and strategic plan.
- Improve cathedral acoustics.
- Explore the feasibility of a Sacred Music Institute based on the model of the Men and Boy's Choir and Camerata.
- Renovate the AIDS Chapel.
- Form a branding task force to discuss communications strategy.



JEREMIAH MCWRIGHT



ALEKSEY BOCHKOVSKY

IV. LEARNING - Encourage and support a passion for learning among people of all ages.

What we will keep:

- Grace Cathedral has always been involved in education. The Cathedral School for Boys was founded in 1957 and The Community Preschool started in 2008.
- The former and current deans have had great interest in education and the successful *Forum* program.
- We host distinguished scholars, public intellectuals and cultural leaders.
- Regular courses are offered at the cathedral for spiritual growth, formation, seasonal reflection, and in preparation for baptism and confirmation.
- We will continue to engage with issues that are central to the Bay Area's development (e.g. food, environment, technology and culture).



SOLITAIRE T. MIGUEL



What we plan:

We will offer opportunities for Grace Cathedral to help people make sense of faith and its relation to contemporary life. We plan to host people who are seeking how churches might be renewed in this time of declining religious participation.

We will:

- Draft a strategic plan for the preschool and explore opportunities to broaden its scope and reach.
- Study special initiatives for educating girls.
- Publish video recordings of sermons and events and continue to improve the cathedral's use of technology.
- Relaunch and market sermon podcast.
- Expand program offerings before and after yoga.
- Host at least three gatherings each year for discerning best practices for churches in our emerging cultural context.



DREW ALTIZER

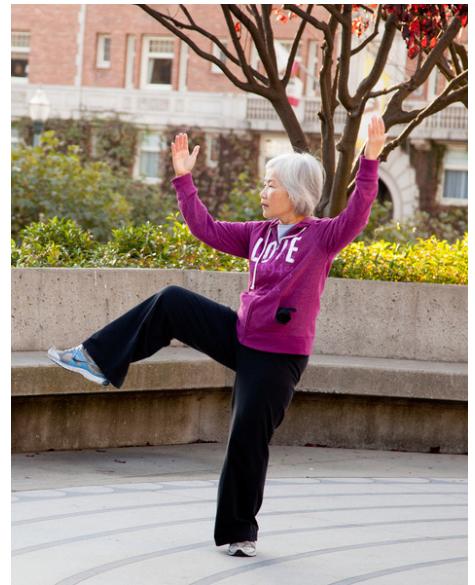


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SUPPORT FOR THE PILLARS:

In support of our proposed programs and activities, we need additional and new resources and practices as described below:

We will:



LEADERSHIP AND PEOPLE RESOURCES

- Further develop Trustees. Seek to expand in the areas of networking, financial sustainability, growth and ambassadorship to widen our influence and impact.
- Create a staffing plan for achieving strategic goals.
- Support the ministry of volunteers and institute a “Cathedral Chaplain” program as a successor to our Nave Chaplains.
- Re-establish The Great Chapter to increase local and national recognition.

TECHNOLOGY

- Undertake a technology infrastructure review and upgrade.
- Design and implement a master online calendar for all cathedral events.

USE OF SPACE/ENVIRONMENT

- Create a facility use plan and determine optimal use for space that is flexible, dynamic and innovative.

SUPPORT FOR THE PILLARS:

In support of our proposed programs and activities, we need additional and new resources and practices as described below:

We will:



COMMUNICATIONS

- Develop an annual communications plan that works with the programmatic calendar and focuses on the pillars of our mission, including our role in the Diocese. Develop a clear and consistent messaging platform for use with all constituencies and communities.
- Create a new website that aligns with the brand and strategic objectives and also works with commonly used technologies (e.g., mobile, social media).

FINANCIAL RESOURCES

- Grow the financial resources to sustain planning efforts.
- Consider instituting a membership program for everyone who donates or regularly attends a worship service, arts programming series, meeting, outreach program or other activity.
- Develop a Capital Campaign feasibility study to achieve the following objectives:
 - Raise funds to grow the permanent endowment, which currently supports approximately 12% of the budget.
 - Build our fabric reserves.
- Reinvigorate the planned giving program so that those who support the cathedral can use their estate plans to ensure its future.



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