



Dear Cathedral Family,

A large part of what makes Christ Church Cathedral who we are as a congregation is how we continue to show up for each other and for the people in our community, in our nation, and throughout the world. Even in light of these uncertain times, we have a responsibility to identify ways in which we can continue to claim God's mission as our own and to serve as a catalyst and resource for transformative and lasting change as we move forward into our third century as a church.

Toward that end, our Next Century Vision committee, as led by Tom Kent and Dianne Ebbs, initiated a strategic process to develop the Next Century Vision plan that has been presented to our vestry and now accompanies this letter.

The process undertaken to develop the plan involved over twenty listening sessions that engaged hundreds of cathedral members and non-members alike over the course of more than a year. As you will be able to see, the final document outlines key initiatives that can guide us forward as the Episcopal branch of the Jesus Movement. These initiatives can also serve as a resource of hope and transformation in the Anglican Communion, The Episcopal Church, the Diocese of Southern Ohio, and our Greater Cincinnati community.

The Next Century Vision is a strategic plan that reflects Christ Church Cathedral's firm commitment to help each of us live into our Baptismal Covenant. It is through the questions of this covenant that we can most boldly practice our faith both inside and outside our church walls:

Do you believe in God the Father?

Do you believe in Jesus Christ, the Son of God?

Do you believe in God the Holy Spirit?

Will you continue in the apostles' teaching and fellowship, in the breaking of bread, and in the prayers?

Will you persevere in resisting evil, and, whenever you fall into sin, repent and return to the Lord?

Will you proclaim by word and example the Good News of God in Christ?

Will you seek and serve Christ in all persons, loving your neighbor as yourself?

Will you strive for justice and peace among all people, and respect the dignity of every human being?

It is by responding to these calls with, "I will, with God's help.", that we can confirm our own individual commitments.

May all of us who claim Christ Church Cathedral as our faith community find within the Next Century Vision plan a roadmap to work for the betterment of all people, bringing us ever closer to the Kingdom of God.

The Rev. Canon Jason Leo
Interim Dean
Christ Church Cathedral

Endorsed by the Vestry
Christ Church Cathedral

Next Century Vision: Our Future in the Way of Love

April 1, 2020

SUMMARY

The Next Century Vision Team respectfully presents its final report after a year of listening sessions with over 253 individuals associated with the Cathedral, the Diocese, or resident in our community. Here is an overview of our process:

- 24 Listening Sessions and individual responses over a four-month period
- The process took one year and involved over 25 people as team members and Listening Session facilitators, and an outside consultant from the Episcopal Church Foundation.
- Final recommendations fell into five areas:
 - “Our People”
 - “Our Spirituality”
 - “Our Diocese”
 - “Our City”
 - “The Work we do outside the Cathedral”
- Due to the impact of the plan, the committee recommends that a small group from the Vision Team be constituted to help recommend specific ways to carry out the final objectives.

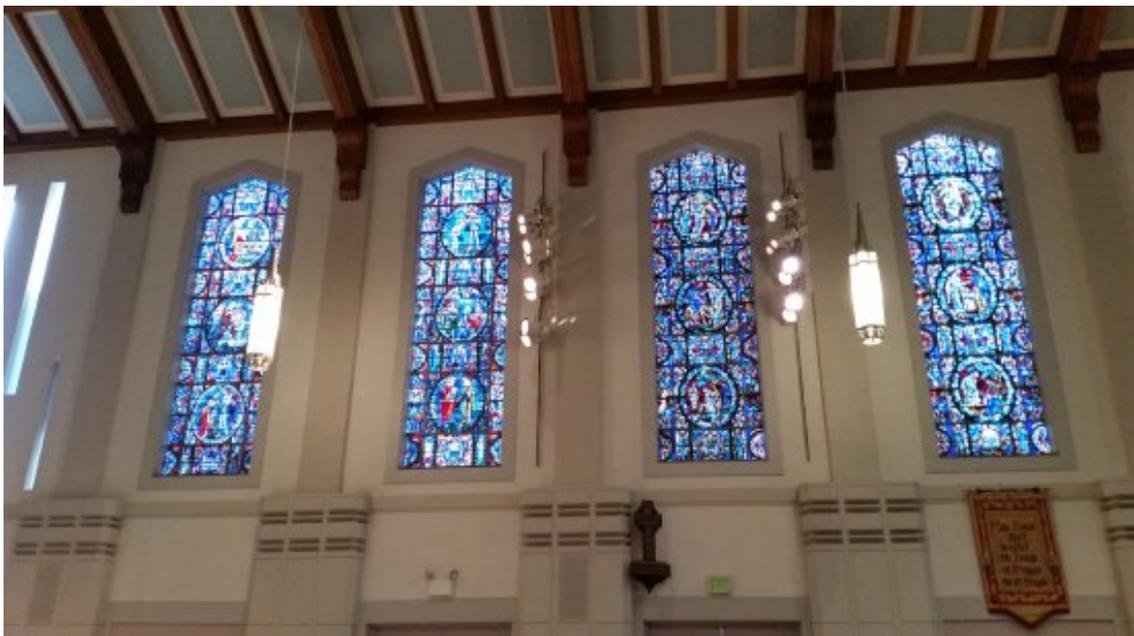


Table of Contents

SUMMARY 2

INTRODUCTION..... 4

Implementation Recommendations 6

Our Spirituality..... 7

Our People 8

Our Diocese..... 10

Our City 12

Our Work Outside the Cathedral 13

Appendix 1: Visioning Themes (Summary of 20 Listening Sessions) 18

Appendix II: Listening Sessions Process & Schedule..... 24

Appendix III: Members of the Next Century Committee..... 26

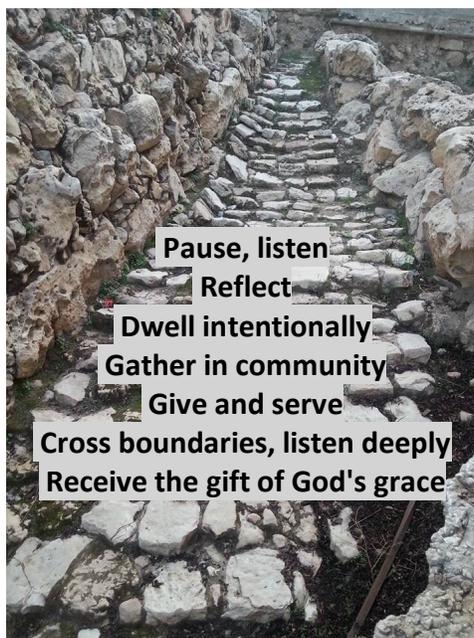
INTRODUCTION

“Welcoming and Collaboration” were key themes from our over twenty “listening sessions” that engaged 253 people. This included many who participated in Cathedral programs and worship. It also included individuals who are engaged in our community and diocese. There was a broad common vision of the role of a Cathedral in a modern city as a home for spirituality, music and inspiration. We also heard that the Cathedral could sponsor innovation in spirituality approaches and how we engage with others, representing our values as “the Episcopal Branch of the Jesus Movement”.

We have been blessed to lead an energized team, for the past twelve months, of people who care deeply about Christ Church Cathedral, our community and diocese, and the ministry of the Cathedral. Over that time, we have listened to over 24 groups of caring people who are members of the Cathedral, participants in our programs, or who live in our community, other Christians, and non-Christians.

Through this process we have heard from individuals who are deeply spiritual. We also heard from others who are very interested in how we connect with those in our community who are facing very difficult circumstances. Everyone we heard from, however, spoke of a similar vision of the role of a Cathedral in a modern city and aspired to see us live into that vision.

Our entire process was grounded in a theology that helps explain what it is to be a part of the “Jesus Movement”, called “The Way of Love” (<https://episcopalchurch.org/way-of-love>). This theology comes with seven principles, that influenced the way we approached this study, our listening sessions, and the final proposals we prepared. The seven principles are:



The process we followed during work year-long work can be summed up this way:

1. Recruit a team that is broadly representative of our community
2. Develop a theological foundation for our discussions and planning
3. Conduct a “listening process” to encourage broad input through personal “storytelling”
4. Distill results from listening sessions and compile a set of vision goals with steps to achieve them
5. Provide a final report with vision and action steps to the Vestry by Easter, 2020

We had many thoughtful and insightful responses during our listening sessions and the broad themes that we heard can be summarized into three distinct areas:

- The Cathedral is a place where people are welcomed
- Jesus calls us to welcome those who live on edges of the community and this should drive mission goals
- We should joyfully engage with the Diocese, other churches and religious groups and community groups in a collaborative spirit

Finally, we organized our work into five areas, which represent various aspects of how a modern Cathedral intersects with the lives of those who attend its services and events. This includes those who are part of our Diocese, and those who live in the City of Cincinnati and other nearby communities. These five focus areas each produced a set of strategic goals and specific objectives that can be carried out over the next several years. The five focus areas are:

Our People: This focus represents a vision for those who attend services at the Cathedral, but also those who show up for Tuesday dinner, or the mid-week services and Evensongs.

Our Spirituality: This focus looks beyond our formal Sunday worship to examine the many additional ways we find our path to God and “receive the gift of God’s grace”.

Our Diocese: This focus examines how this Cathedral plays a collaborative role with other parishes throughout the Diocese of Southern Ohio.

Our City: This focus looks at ways the Cathedral can interact with residents of our surrounding communities, looking for partners both secular and non-secular who share our values, grounded always in “the Way of Love”.

Our Work Beyond the Cathedral: This focus looks at how we can collaborate with others to address our mission goals for those in our community who live in a space where, for various reasons, they feel unwelcomed and/or unable to fully participate in community due to issues related to housing, violence, hunger and financial burdens.

Respectfully,

Dianne Ebbs and Tom Kent, Co-Chairs

Implementation Recommendations

The “Next Century Vision Team” understands the “Way of Love” to be a journey, as we present our recommendations as a map or guide for all of us as we journey into the next century in a spirit of welcoming and collaboration.

On examining the current Cathedral committee structure, we see areas where groups and committees already assembled can pick up some of the recommendations and carry them out within the framework of their mission. However, some of our recommendations address areas where it might be necessary to establish a new group to carry them out, or possibly to align an existing group to add to their mission.



With this in mind, the Next Century Vision team recommends that core members of the team be retained by the Vestry to help guide the ongoing implementation of these bold goals and to recommend what organization structures will need to be addressed in order to carry them out.

Our Spirituality

Strategic Statement:

Christ Church Cathedral will strive to practice our spirituality in ways which will allow us to both know and be known, to receive the gift of God's grace, and to connect with one another.

Key Objectives:

We will establish and or support small groups which will allow for fellowship beyond cathedral walls and let us dig deeper into who we are.

We will integrate spiritual practices from other faith communities into innovative and meaningful worship experiences.

Commentary:

We recognize that spirituality is not anchored in place, but rather in the relationships that are formed with one another. As members of the Episcopal Branch of the Jesus Movement, we are called to “gather in community”, and to “receive the Gift of God's grace.” In addition to our regular current worship experiences, our objectives call for developing additional ways to build small worshiping communities that meet outside our traditional cathedral space. This is a recognition of the value of previous work done by the Cathedral with “Cathedral in the Park” and our long-running “Foyer” program. Based on the listening sessions at our Noon service, we understand that an intentionality in developing gatherings outside our traditional space opens up the opportunity to incorporate those who are unchurched, but still look for sustenance in spirituality.

Our second key objective is an intentional call to explore other paths of spirituality that may exist outside of traditional Anglican worship. Based on “The Way of Love” principle “Cross boundaries and listen deeply”, we see potential spiritual opportunities by walking down paths that were not open to us previously.



Our People

Strategic Statement:

We will continually listen to and innovatively connect with people in all facets of life, faith, and identity so that they can deepen their relationship to God’s community and people.

Key Objectives:

We will recognize all individuals who engage in activities and/or provide service to the Cathedral as members of our community. This definition will be infused within all groups and committees to promote greater variety and diversity of participants in Cathedral activities, initiatives, committees, and leadership.

We will proactively connect to people who are not of our church or faith tradition. We will create and expand our relationships with other Christian denominations, interfaith collaboratives, local organizations, and unchurched individuals. We will create regularly occurring listening processes so that we are listening to multiple facets of our people.

We will improve the ways that the Cathedral provides a welcoming and accessible (mentally, spiritually, and physically) environment for all people to use to deepen their relationship with God and provide service to God’s people. We will have discussions on changes that could make this space more accessible to everyone.

Commentary:

While Canon Law provides specific requirements for certain positions (such as Vestry Membership), we recognize it is easy to assume traditional definitions of Cathedral “membership” when we are appointing committees to carry out our ministry. As a result of our listening process, we have heard many voices suggest that we use a broader definition of “our people” to include those who attend our midweek services, attend our spiritual and musical offerings, or join us for midweek bible study or our Tuesday dinners. This broader definition of our community members will open up new opportunities for ministry, building community, and providing fresh ideas on our mutual quest for a relationship with God and one another.

We have already seen the positive outcomes from opening up leadership of some of our initiatives to the wider community, such as the Taft Lecture Series. We are proposing that in carrying out these key objectives, the Vestry encourage similar community collaboration on many of the initiatives we undertake as a Cathedral. We are suggesting that true leadership is grounded in servanthood and a welcoming to all of “our people” to participate in our decision-making.



While we have gathered extensive learnings from our recent “listening process”, we are convinced that “listening” should be institutionalized and we have proposed that a formal process to continue to listen be established after the work of the Next Century Vision Team has completed. The inputs from the listening processes will be used to continually shape and renew the strategies, plans, and actions of the Cathedral so they reflect the needs of the community. This work should happen both inside and outside the Cathedral walls.

Finally, we have heard from those who feel the need to re-think our common spaces in the Cathedral in order to make them more welcoming. We did hear from groups who noted that some groups do not feel welcomed because they do not see themselves reflected in our beautiful and historic windows or artwork. Others in our listening sessions have seen the positive effect of a flexible worship space in our Chapel, and suggest that similar flexibility in our Nave could be missional.

“The Way of Love” asks us to “Dwell Intentionally” and we believe the key objectives we have offered speak to intentionality in how we carry out the work of our Lord.

Our Diocese

Strategic Statement:

Christ Church Cathedral will provide leadership, example, and resources to foster diocesan connection and initiatives in liturgy, Beloved Community, and neighborhood connection throughout the diocese of Southern Ohio.



Key Objectives:

We will serve as a resource center for innovative liturgy throughout the diocese. We will seek fresh expressions of worship from churches and intentional communities throughout the Episcopal Church and share our learnings via Diocesan and Cathedral communications. We will host an annual workshop where creative ideas are shared.

We will develop a leadership team of Cathedral and Diocesan community members. This group will consult annually with diocesan leadership (Bishop's staff, Diocesan Council, and lay and clergy leaders throughout the DSO) to identify 4 parishes for partnership, one in each of the following areas: Dayton, Cincinnati, Columbus, and the Eastern side of the diocese. Each congregation will identify one Beloved Community project for which they seek assistance from CCC during that calendar year. CCC will provide assistance that could include funding, strategic planning assistance, strategic partnering, or other resources.

We will help convene the Cincinnati Episcopal Churches into a collaborative. This Collaborative will bring needed attention, alliances, and resources to ministry challenges that face all Cincinnati neighborhoods and that cause people to feel disconnected from the community of faith, including addiction, housing insecurity and inequity, and inequities in income and opportunity.

Commentary

The “Way of Love” calls us to gather in community and to “listen carefully”. As the Cathedral for the Diocese of Southern Ohio, we understand that we are first of all a “missional” Cathedral. This means we have a responsibility to go outside our doors to engage with other parishes and missions in our Diocese. It is clear from our listening sessions that Southern Ohio Episcopalians share the same vision of what a “Cathedral” can be, but may not feel a specific connection to Christ Church Cathedral. In some cases, people mentioned that travel and distance was a barrier to attending events at the Cathedral. Others mentioned when they came to the Cathedral they did not see people “who looked like them” and this made them uncomfortable.

Though our listening process, it has become clear that the concept of a “Cathedral” as a specific spiritual and beautiful building had value in a world that was much smaller. Today, however, we

believe Christ Church Cathedral is called to into collaboration and active listening with the other parishes and missions in the diocese. This means actively and intentionally going out of our building and meeting others in their locations. It also means finding ways to engage with our talent and resources in ways that are important to other congregations, in addition to those that are initiated by ourselves.

Our City

Strategic Statement:

We will transform our city by becoming a catalyst for inclusion, open to multiple expressions of faith through the way of love.

Key Objectives:



We will fulfill the role of a leading congregation of faith in our city turning outward to the larger community to find partners in our common ground of justice.

We will seek co-learning opportunities with other organizations of faith that increase our understanding of each other while laying the groundwork for collaboration.

We will be more present in the community by sharing our resources with other centers of faith making impactful social and economic investments establishing beloved communities while addressing dominant structures and social constructs that sustain poverty, gun violence, and racial divisions.

Commentary:

Through our listening sessions, we heard a strong calling to fully live out the meaning of our journey as the “Jesus Movement” and provide leadership in issues of social justice. We also heard a call to share our gifts of “abundance” and truly become the Cathedral for everyone in the city. We have heard those of other faiths encourage us to participate in conversations that will help identify needs and priorities in the short and mid-term. We also heard the theme again of developing a “collaborative” approach to long-range problem solving, focusing on joining other faith groups on project development and sharing resources for maximum impact.

It has become clear to us during our year of listening and work together, that the process of active listening to others must be an on-going process and to that end, we feel that carrying out these objectives will require an on-going commitment to institutionalize “listening”. In addition, we believe that our bold goals cannot be accomplished quickly. To this end, we believe that the implementation of the strategy goal for “Our City” will require institutional structure that is stable and committed to a long-term process.

Our Work Outside the Cathedral

BECOMING BELOVED COMMUNITY
THE EPISCOPAL CHURCH'S LONG-TERM COMMITMENT TO
RACIAL HEALING, RECONCILIATION AND JUSTICE

Strategic Statement:

Christ Church Cathedral will create the capacity to significantly meet the affordable housing needs in Cincinnati and Hamilton County.

Key Objectives:

We will establish a committee comprised of members of the Cathedral and experts in affordable housing development funding to research Development Corporations established by other Episcopal churches, faith communities and philanthropic organizations that have successfully met the affordable housing needs in their respective communities

We will provide a substantial lead investment to establish an Affordable Housing Equity Fund. The Cathedral will leverage its gift and convene other financially well-resourced institutions within the Episcopal Diocese of Southern Ohio, other financially well-resourced faith communities, and other economic development organizations to match it.

We will establish a "Development Corporation" based on best practices that align with the Cathedral's historic outreach mission and initiatives. CCC will ensure that the Development Corporation has the professional staffing and funding required.

Commentary:

A common theme we heard through our many "listening sessions" was a call to use our resources to impact issues related to "Social Justice" as has been our tradition for much of our past two centuries. We also heard that we need to "welcome" those who live on the outside of our society. Finally, we heard multiple times that we need to approach our work in collaboration with other groups, particularly other faith groups.

In our Cathedral and Diocesan listening sessions, we were reminded of our past work in helping initiate institutions such as today's Cincinnati Children's Hospital, and how some tasks were so complex that they needed more structure than could be achieved if we took the work on by committee and/or volunteers. One listening session attendee reminded us how the company "Episcopal Retirement Services" was another good example of putting the right structure in place to carry out large, complex services and handle the extensive collaboration required to be successful.

In "Our Work Outside the Cathedral" we have decided that low income housing is a community problem where current solutions do not have the traction to be successful. While it seems like a



challenge, given our journey in “The Way of Love” and as members of the “Jesus Movement”, we are called at this time to step forward and provide community leadership for our current low-income housing crisis.

Mapping the Journey:

How does Christ Church Cathedral fulfill its role as a leading congregation in our city and community? As we turn outwards to the community, how does Christ Church Cathedral use its abundant resources to repair, restore and heal people, institutions and systems “so that the dream of dignity and abundant life for all, and where people see themselves and others as beloved children of God, and “where the good of all is the quest of each” (Clarence Skinner; Episcopal Church Way of Love).

Bishop Curry asks the question in *Repairing the Breach*

“What institutions and systems are broken? How will we participate in repair, restoration, and healing of people, institutions, and systems?”

Christ Church Cathedral has a long history of turning outwards. In the late 1800s, Christ Church established a “settlement house” serving the marginalized and disenfranchised of a thriving, growing turn of the century city. In the early 1900s, Christ Church helped found the Anna Louise to serve young women dispossessed by the transformation of agriculture by the Industrial Revolution.



An Episcopal Touch

A third remarkable example of Christ Church’s outward turn occurred in 1883 when three women members of Christ Church Cathedral won support from their bishop to open a hospital for children as a project of the Episcopal diocese. The Hospital of the Protestant Episcopal Church is now Children’s Hospital.

Christ Church Cathedral not only has turned outwards but when it has done so, it has dramatically repaired institutions and systems that were broken.

Christ Church Cathedral continues its transformational ministry through its current work with the homeless (5000 Club, Interfaith Hospitality Network), housing development (Scholar House), rental assistance (Plumb Line), and through the Jubilee Committee’s support of micro-enterprise and worker cooperatives.

As Christ Church Cathedral begins its third century, we witness the lack of affordable housing in our community preventing people from achieving their “dream of dignity and abundant life”.

As Christ Church Cathedral's congregation begins its third century and asks how it can once again use its unique financial abundance to transform the immediate conditions of individuals and families, it can do so by providing the needed leadership to significantly address the crisis of affordable housing in Cincinnati and Hamilton County.

Just as Christ Church Cathedral brought a transformative change in its first century and its second century, it once again has the opportunity in its third century to bring about transformative change.

THE THIRD CENTURY OPPORTUNITY

In Cincinnati and Hamilton County, it is increasingly difficult for low-income families to find quality affordable homes. Today there is an estimated deficit of 40,000 housing units that are affordable and available to extremely low-income households, those making less than \$14,678. On top of this, more than 7,500 additional households experience some form of homelessness in Cincinnati and Hamilton County (The Partnership Center, 2015). Most of these extremely low-income households spend significantly more on housing than what is considered affordable, 30% or less of gross income. Many of us face difficult choices as we allocate our limited household resources, but households at the bottom of the income spectrum, with such a limited budget, are forced to make decisions between many essentials such as food, healthcare, and transportation. Households that come up short may move, get evicted, remain in housing in very poor condition, or crowd into homes that are too small. All of this puts stress on families, likely rippling out through our housing market and spilling over into labor and employer issues, education, and health care.

Cincinnati and Hamilton County are collectively considered a relatively affordable housing market, but it is not affordable for everyone. For a growing number of people living below Hamilton County's median income (\$48,927 in 2014), a decent home is not affordable. The foreclosure crisis of the late 2000s has left its mark; fewer new housing units are being built each year (1,000 less in 2015 than in 2000) and what is being built is more expensive. The average construction cost for a new single- or two-family unit in Hamilton County has grown by 31% since 2000, and for an apartment or condo in a multi-family building, the per-unit cost has grown by 50%. Meanwhile, the median income in Hamilton County has only grown by 19% and the poverty rate has jumped by 43%. As the average cost of building housing goes up and the number of units declines, household income is not keeping pace and more of us pay a larger share of our income for housing. (Source: Local Initiative Support Corporation (LISC) February 2017).

A PIECE OF THE SOLUTION

Christ Church Cathedral is one of the few, if not the only, religious community in Cincinnati that has the resources to establish and fund a comprehensive development corporation that can partner with the public and private sector to significantly increase the availability of quality affordable housing in Cincinnati and Hamilton County. It has the ability, similar to Trinity Church

Walls Street, Abyssinian Baptist Church and Jericho Road Episcopal Housing Initiative in New Orleans, to significantly impact affordable housing development in our community. Christ Church Cathedral has the financial capacity to create an equity pool of patient capital¹ in partnership with other well-resourced religious institutions and private and public sector organizations, that would underwrite the financing gap that makes the development of affordable housing very difficult; and to create an organization that has the professional expertise and scale to change the market conditions that discourage affordable housing construction. The Christ Church Cathedral development corporation could fill a role in affordable housing similar to what 3CDC has done for residential and commercial development in Over-the-Rhine with its \$100 million equity fund of patient capital. It was a result of this fund closing the financing gap between the cost of redevelopment and what the market would finance that Over-the-Rhine has been rapidly transformed.

Christ Church Cathedral would partner with organizations such as LISC, the Cincinnati Development Fund, the City of Cincinnati and Hamilton County to establish the affordable housing equity fund; and work with successful economic development organizations and private developers to achieve the goal of up to 2000 new affordable housing units/year. In addition, Christ Church Cathedral would consult with the Episcopal Retirement Homes for direction and advice.

This would be transformational in addressing one of society's and our community's most pressing needs.

The initiative would establish the professional capacity, organizational scale, and financial strength to substantially meet the need for new affordable housing development in partnership with existing public and private organizations in Cincinnati and Hamilton County.

SHORT TERM OBJECTIVE

By October 1, 2020, establish a committee comprised of representatives from CCC's Jubilee Committee, Nicole Redus, John Gillespie, and others, and expert representatives in affordable housing funding to ensure optimal leveraging of CCC's investment. Recommended experts include: Kathy Schwab, Director Local Initiative Support Corporation (LISC), Jeanne Gollhofer, CEO Cincinnati Development Fund (CDF), Steve Smith, CEO Model Group, Greg Johnson, CEO CMHA, Dwen Chester, Vice President CD at PNC. Roxanne Qualls, Ethan Nichols, and Mary Carol Melton are available to serve.

MID-TERM OBJECTIVE

¹ Patient capital is another name for long term capital. With patient capital, the investor is willing to make a financial investment in a business/venture with no expectation of turning a quick profit. Instead, the investor is willing to forgo an immediate return in anticipation of more substantial returns down the road

By June 30, 2021, research and recommend optimal structure for CCC's Development Corporation.

LONG TERM OBJECTIVE

By December 31, 2021, the Development Corporation and A Board of Directors and professional staff for the Development Corporation and equity fund will be in place.

By December 31, 2021, matching gifts from other well-resourced Episcopal and faith-based organizations and other public and private sources will be raised.

* Patient capital is another name for long term capital. With patient capital, the investor is willing to make a financial investment in a business/venture with no expectation of turning a quick profit. Instead, the investor is willing to forgo an immediate return in anticipation of more substantial returns down the road.

Appendix 1: Visioning Themes (Summary of 24 Listening Sessions)

Compiled and edited by Judith Robinson

Listen deeply

Build on the significance of people gathering in small groups to share their stories/Listen deeply to one another/Grow in faith and discipleship by talking and praying for one another

- *Invite people to speak so others can listen to their needs/stories. Taft lectures in the cathedral do this. They come and feel welcome. On a larger scale, a place for conversation—but do it well.*
- *I recall Marcus Borg's lecture series of several years ago where he predicted that Christianity will in future years be carried out in small communities, and the era of the big churches will fade, although a few will still be around. I am currently reading Richard Rohr's THE UNIVERSAL CHRIST where he notes the same in a more radical way.*
- *I was embraced by a member of the church who told me that I was more than my choices, and...everything would be ok. I thanked her and tried to get to my seat, and I found a line of people behind her waiting to tell me the same thing. I felt God's grace then and it probably saved my life.*
- *(I) felt deeply, listened to when talking to friend.*
- *I took the time to make sure he understood what we were saying. That was a turning point for me and showed that the church could give us space to talk about hard things.*
- *Pete Strange of Messer when the Cathedral was talking to three different contractors bidding for our renovation. The others told us what we needed. He was the only one who sat down with us and asked us what we were trying to do.*

Heritage

Build on heritage of visibility and inclusion to enrich our congregation, our diocese, and our civic community

- *Evaluate all we do: Put more resources on things we do well.*
- *Take an inventory of what we have (includes money but it is not the focus) and what can we tweak to improve and measure it.*
- *We have a lot of people resources that few congregations ever have. But we also have a lot of people going into a lot of directions.*
- *There are times that I don't know all the opportunities we have in our Cathedral ... Maybe every Sunday from the pulpit at all services they should spotlight one program.*

Protect the endowment while utilizing the funds to support our spiritual vision for the congregation, the diocese, and the civic community

- *We need to husband our resources. We do not have the type of congregants today who created the endowment and we got to be realistic that we need to husband the gift versus spend like there's no tomorrow.*
- *I'd like to see less reliance on the endowment, and more on people giving their time and money.*

- *In the future, access to resources needs to be considered and thought about so that it can be the right size so that it can be sustainable.*

Aspirations for connection and growth

Transform with changes in the concept and expression of a faith community

- *The cathedral will be more of a movement.*
- *We would be more diverse, but would hope that we learn how to be inclusive in new and innovative ways and see beyond our own limitations. The next generation may perceive God differently than we do and that's ok.*
- *Have folks come be a part of the richness of cathedral...we need to be outside of the walls...needs to happen in an aggressive way*

Support and maintain the momentum of the Noon Service while integrating participants across services for a unified congregation

- *I know noon service is pretty unique, but I'd like to see cathedral community take on some of the qualities of the noon service. It feels like at the noon service, people have brought the best of all their backgrounds. It's a great place to bring what you have with you and let go of some of the baggage. And see what Episcopalians are up to.*
- *The Noon Service is an example of how the church will in the next 50-100 years. This service will soon grow out of the chapel, but not meant for a sanctuary.*
- *Noon service is an example of a good disruption. Invigorates system with innovation.*
- *People aren't connected to what we're doing over here at the noon service ... It comes to people in noon service participating in vestry and other communities. Noon service needs more connection to cathedral community.*
- *The Noon Service is the fastest growing service. What is the congregation? Regular monthly or quarterly unified services with a social afterward where people can get to know one another. Otherwise the services will grow as separate communities.*
- *Don't combine services, but have everyone experience all the services at one point in time.*

Make a conceptual space for those who have felt the church is irrelevant: youth, young families, unchurched and de-churched

- *Big need for de-churched, not just un-churched.*
- *Younger adults, if you have kids you need their parents, younger adults, to be here, but they are tired and overwhelmed, if we can get them here we will get kids too; VBS experience at Christ Church Mason had 500+ kids*
- *Youth programming and programming for young children is vital for bringing in families with younger parents. If can bring in families and the parents become engaged, they will be the ones who are the backbone of the church over the next 20 years if they stay involved after their kids are done. That is a part of keeping your community healthy and growing.*
- *Attended by people who have been hurt at other churches, but willing to try again. Magnets for the disenfranchised.*

- *Take ex-evangelicals very seriously, very few Episcopalians have any idea of evangelicals...they need a church to work out existential issues*

Undertake efforts that will make the cathedral more "accessible"/comfortable to those of many cultures (people of color, different classes, who live far from the cathedral, etc.)

- *See an increase in diversity—racially, socioeconomically, children.*
- *Church too Eurocentric*
- *We speak the flowery language of “beloved community,” but the reality is we need more people of all kinds involved.*

Create a culture of "experimentation" and the acceptance of failure

- *Innovative, moving forward*
- *Not afraid to step up front, to exercise and demonstrate leadership in a way that includes everyone*
- *Experimentation with worship, outreach, center for learning, especially what is replicable in other churches.*
- *The Cathedral should have the freedom to experiment and breathe authentic spirit into the things we do, rather than having structures impose things on them. Spirit of experimentation. Instability, but coming from a place that is actually so well-grounded, so it's not really unstable.*

Employ technology as an innovative avenue for enhancing access and participation in the Cathedral

- *Challenge: How do you gather in technology and how do you gather in physical community? How do you pull those things together and reinforce each other?*
- *A whole lot more use of social media. We're in a transition period as we see our population aging. Young people know nothing but internet and social media. I see us do a better job of using that to spread the word of God and help people feel comfortable with who we are.*

Faith Community and Worship

Fulfill the role of a leading congregation of faith in our city and community

- *Place of respite and prayer*
- *“Welcoming” is appropriate. Anyone can come into the church and they feel welcome*
- *Concept of everyone's cathedral not just those of us here every week...it's theirs*
- *Diverse, involved, in greater community, a center for so many things*
- *Purveyor of excellence*

Leadership and Engagement in the Diocese

Turn "outwards" to the parishes of the diocese, seeking to share resources with them in their contexts

- *Need to try to fulfill the Mother Church role – make connections with the other parishes. Build connections between our staff and congregations with other parishes*

- *Provide cathedral satellites throughout the diocese, all five regions, which will make the cathedral up close and personal.*
- *Should employ a staff person whose role is to go outside of the cathedral and get ideas from other parishes and bring innovative ideas to the cathedral.*
- *People know about us but they don't realize that they are welcome on Sundays in part because we are downtown, so we should invite them; maybe we need to be more inviting*
- *Gathering Community- In the past the Cathedral gathered youth from all over the diocese. The experience was amazing. Make it a communal space.*
- *We have 3-5 clergy at the cathedral; other parishes only have one. How can we make our clergy available for the other parishes? Offer relief to other parishes.*
- *There should be two way learning. Cathedral can learn from other churches within the diocese. Creative people walk away from Institutions.*
- *Actively partner with shrinking churches and plant something new. Seed congregations with grants and genuine partnerships.*

Leadership in the community

Turn "outwards" to our secular community, seeking to share resources with them and to share our moral perspective

- **Continue to create partnerships in our communities that will help us engage issues of social justice (particularly racial reconciliation)**
 - *Emphasis on small group ministries*
 - *intellectually honest places to talk about questions...okay with no answers*
 - *Not preached to but part of the process... utilize new technology, meet people where they are*
 - *More like a conversation*
 - *Invent a Business Model that will provide an effective way to gather community.*
 - *Engaged in city change...go from being a church in the city to being visible as city changes.*
 - *Cathedral as nexus of Jesus Movement, wanting to be a spiritual center to help heal the larger city. Hopefully the city will come to the point where they embrace the Cathedral as "their cathedral"*
 - *Healing center. Everything assembled in one building. From beginning to end to make people and families self-sufficient.*
 - *I think we can champion causes that are outside of our specific faith community. Instead of this being a place to worship, we can be a place to serve.*
 - *Moving from charity to justice.*
 - *Church has always been at its strongest when it was a positive force of the community. That means remaining relevant to society, or church will die. Wants to see cathedral continuing to adapt to that. We're in a unique situation because we have the endowments. We can do things other churches can't. Unless we have these kinds of sessions where we're listening to community and people that ARE the church, that won't happen.*

- *Enriched by the abundance that we have in this church. We have toyed with ideas of social entrepreneurship. We should figure out how to do that on a grander scale. Social investing – use our monies in ways that are still investments but that allow us to give. Doing the resource in a sustained way. Reharvest sources of income.*
 - *When the scholar house comes online, what we'll be able to do with that as far as tutoring, mentoring, connecting, or other services we could offer the residents.*
 - *Volunteer coordination or training service would be huge for us and for everyone in the community; it is difficult to do, we had it once; formulate it so if you had an hour to spend and wanted to do something you could.*
 - *Some of the biggest opportunities are not just social justice but also socioeconomic, the middle class must be responsible for those at the bottom.*
 - *Lift up the people from the 5000 Club, and help them to be more into the Cathedral, gather them more often, let them get to know each other.*
- **Address issues, such as –**
 - **Immigration**
 - *Immigrant assistance – let's do it versus just talking about it*
 - *Language lessons Spanish and English*
 - *Can't get their own housing without documents*
 - *Folks with no documents don't get driver license*
 - *Help getting kids registered in school, Advocacy Role*

Poverty

- *I think there are 3 things that are happening in our immediate world is that, there is heavy gentrification downtown. Poorest people in the city living just north of the wealthiest. Poverty has moved westward: First white Americans, then blacks, then Hispanics, and CCC has recognized that and has made efforts to help out in those areas.*
- *From the east, we see Hyde park and Oakley moving westward. I think we should try to be faithful to the people who really need our help. The people on the west side who are just struggling for survival, on the west side and above Liberty Street ...*
- *We need to change the system so that the gap between rich and poor is not so wide. How do we do that as a cathedral. We need to get political and get active. But I'm sure that its tricky due to differing opinions.*

Health

- *Reinvigorate parish nursing – there is nothing here and I don't see a whole lot in the community around us but there is a lot of need for it;*
- *Enquirer recognized a woman who started a clinic that serves 300+ people a year addressing chronic health issues ... 50% turnover rate because people are regaining their health;*

Housing

- *(mentions Elizabeth Brown) ministry to pay utility bills—how do we meet the financial and spiritual needs?*
- *Equitable housing discussion came up – including requiring businesses to offer affordable options*
- *There's a need in the USA and this city for cooperative housing. Rent is applied to ownership though it's a long haul. (Create an LLC and find investors in an equity fund. Renters' monthly rents are their investment in owning the building someday.)*
- *Create the 3CDC equity fund (\$100 million) of affordable housing. We know how to build the housing, we just need the money.*

Transportation

- *Help with Transportation. People lose jobs because no reliable transportation*

Employment

- *Job training for those who have been recently released from prison. Business connections.*

Childcare

- *There is a dearth of youth programs in the city, what about Big Questions in different forms? day care like in the past?*
- *We need an Episcopal School or associate with another school. Alternative.*

Addiction

- *We skip over the fact that we have a terrible drug problem in Cinti and nation-wide and I see it all the time, I'd really love to see a program come of that from here*
- *Compelling is – address the dependency issues. What are we doing?*

Appendix II: Listening Sessions Process & Schedule

Session Questions:

1. When you think of a Cathedral, what descriptive words or adjectives come to mind?
2. Imagine the cathedral and/or the cathedral community several years from now., What do you see that you are willing to share with us?
3. What are the most innovative or compelling opportunities for our community, city, region, and or diocese over the next several years?
4. Reflect on a time when someone crossed a boundary and listened to what you wanted to say.
5. Tell us about a time when you felt that you “had received the Gift of God’s grace”
6. Is there something you wanted to share today and did not find an opportunity to say it?

Sessions Held:

Session Date	Group/Location	#Attend
6/1/2019	Cathedral (Vision Team)	16
7/27/2019	Vestry	18
9/10/2019	Cathedral Staff	15
9/21/2019	St Simon, Lincoln Hts	12
10/1/2019	Diocesan Staff, 412 Sycamore	12
10/10/2019	Men's Bible Study, Cathedral	6
10/13/2019	Cathedral Noon Group	15
10/20/2019	Church of Our Saviour, Mt. Auburn	12
10/21/2019	Cathedral Outreach Committee	10
10/22/2019	St. James Westwood	12
10/22/2019	5000 Club, Cathedral	12
10/27/2019	Church of Our Saviour, Mt. Auburn	12
11/3/2019	10am Service, Cathedral	15
11/10/2019	8am Service, Chapel	16
11/10/2019	10am Service, Forum Room	15
11/10/2019	Noon Service, Chapel	15
11/12/2019	Community Groups, Christ Church Cathedral	8
11/12/2019	Jewish Community	10
11/13/2019	Community Groups, Christ Church Cathedral	6
11/21/2019	Choir, Christ Church Cathedral	12
11/21/2019	Bishop	1
Various	Individual Responses	3
		253

Appendix III: Members of the Next Century Committee

Christ Church Cathedral Members

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