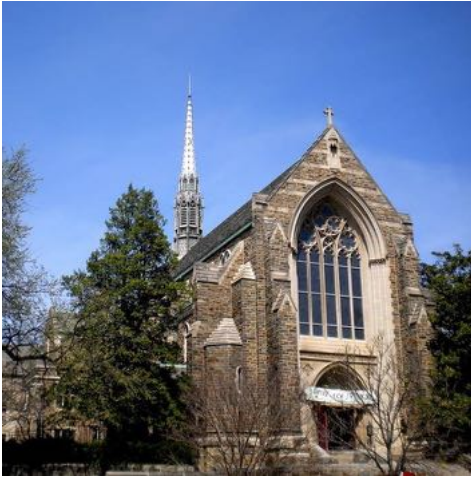




Open Doors
Open Hearts



A
Transformational
Project



CATHEDRAL *of*
the
INCARNATION



**What kind
of church
do we aspire
to become?**



Twenty years ago the Cathedral community undertook a significant project that enhanced our facilities and made a statement about who we are and our mission to the city around us. We built the Gardner Peace Chapel.

Today we are able to consider a new undertaking. Our congregation is growing. Our appeal to young families is strong. Our community cares: for each other, for immigrants and refugees, for our city, and for the environment. Our annual giving has increased allowing us to reduce our dependence on our endowment.

As new energy is emerging we are asking ourselves, what kind of church do we aspire to be? How do we grow and where are we headed? What is God calling us to become?

*Make me to know your ways, O Lord;
teach me your paths.
Lead me in your truth, and teach me,
for you are the God of my salvation;
for you I wait all day long.
Psalm 25:4-5*

Our Aspirations

At the 2019 February leadership retreat, the Chapter and other Cathedral leaders discussed our aspiration to grow in size and mission. We identified four broad areas that we want to focus on in the years ahead.

GET MORE ENGAGED WITH BALTIMORE AND THE DIOCESE

We want to become more outward facing and focused. We want to expand our impact in the city and beyond. We want to share the progressive Christian message of God's love for all people. We want to explore mission initiatives that help us grow in faith and service. We feel ready for new challenges as we embrace our call to be a flagship parish in the Episcopal Diocese of Maryland.

OPEN UP OUR BUILDING AND OUR GREEN SPACE

We want to develop our property in a way that invites others in. We want to build stronger relationships with our neighbors, leveraging our position as a crossroads of several neighborhoods. We can find better ways to get the word out about all that we are doing. We want to become a destination for spiritual reflection and education about environmental stewardship.

BE PROACTIVE IN THE MAINTENANCE OF OUR BUILDING AND GROUNDS

We must repair water leaks that have damaged the sanctuary walls. We hope to build a spiritual pathway through the property for meditation and education about the environment. We plan to clean up the Saint Paul Street frontage of the property and do more to protect the watershed from water run off.

DO MORE LONG-TERM PLANNING FOR OUR SPACES AND MINISTRIES

We have started by developing a new master plan for our property to make our building and grounds more welcoming and accessible. We also plan to evaluate our current outreach programs and develop criteria for future endeavors. We plan to create a *Seed Fund* that will support justice and outreach initiatives.

Community Goals

Our aspirations form the core of the **Open Doors Open Hearts** project and will guide how we respond to God's call in our world. These aspirations evolved within the framework of three community goals that we have been working on for several years.

Become More Welcoming

- ❖ We want our building and grounds to be welcoming to newcomers and visitors and engage our neighbors, the city, and the diocese
- ❖ Our commitment to good liturgy and music is at the heart of how we share the Gospel
- ❖ Our ministry has expanded to immigrants, refugees and asylum seekers and we honor the biblical warrant to welcome the stranger

Strengthen our Relationships to Deepen Community

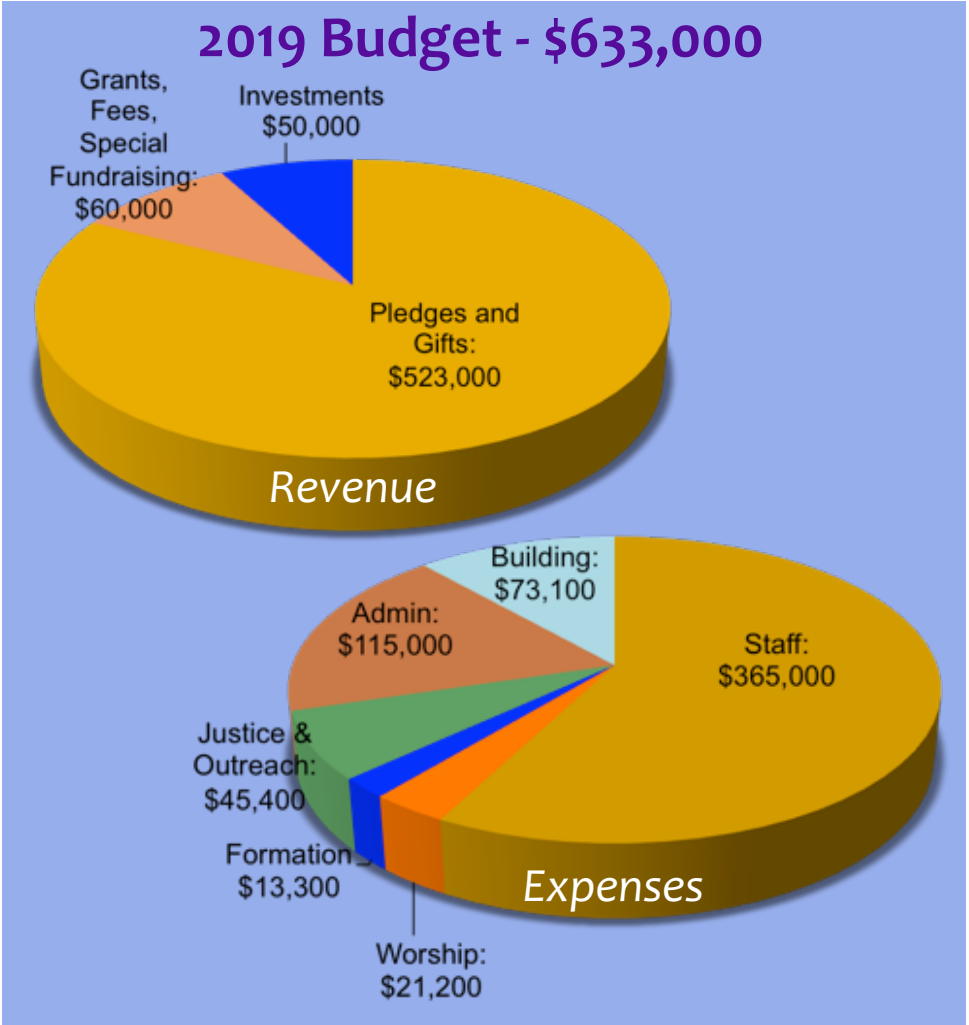
- ❖ Our increased fellowship activity and reinvigorated ministry groups have deepened the bonds of our community, helping us to grow in number and depth of relationship
- ❖ As a cathedral church we recognize our role as a leadership parish in the diocese
- ❖ Our community is larger than those who gather for worship on Sundays and we see several opportunities to widen our engagement in the neighborhood, the city and the diocese

Invite and Equip People for Ministry

- ❖ Our green space could become a new asset for teaching and learning about environmental stewardship
- ❖ Our efforts to minister to families with children through worship, formation and music are helping our church to grow
- ❖ We already have a large group of committed and dedicated leaders that want to make a difference in our city

Annual Giving

Our annual giving has been improving over the last several years. Pledges and gifts surpassed \$500,000 for 2019. That represents an increase of \$25,000 over 2018 and we reduced our spending by \$30,000. We have also begun to be less dependent on our endowment funds.



To realize our aspirations we require more funds than our annual pledging can support. This is why the Chapter has decided to undertake the capital campaign - Open Doors Open Hearts.

Open Doors Open Hearts

Projects are in priority order with estimated ranges of cost

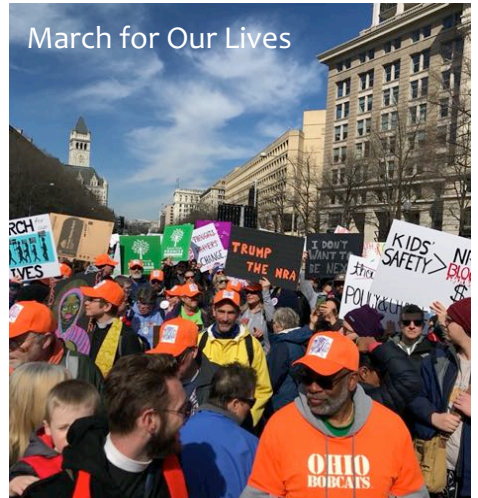
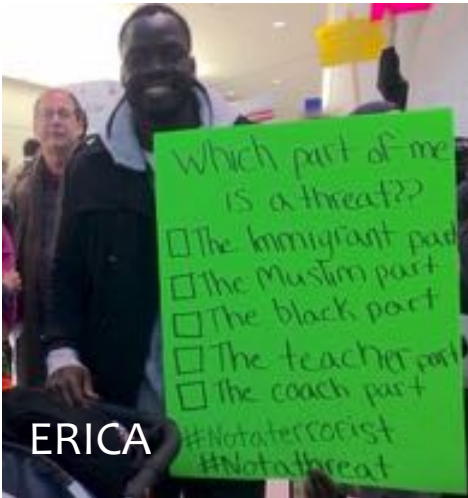
Create a Seed Fund for Mission Initiatives

10% of funds raised

BUILD rally for School Funding



The Cathedral has a heart for justice and outreach. We want to expand our impact in the city and beyond. We can do more with additional funds to support new ideas. For example: Baltimore has serious social issues and we need to understand how we can be most effective. We have begun a new relationship with GEDCO in the York Road corridor that could be expanded. There have been preliminary discussions about developing a companion parish relationship with the Cathedral in Puerto Rico including sponsoring a summer mission trip. The Chapter has appointed a team to develop criteria to evaluate new mission initiatives that our **Seed Fund** could support.



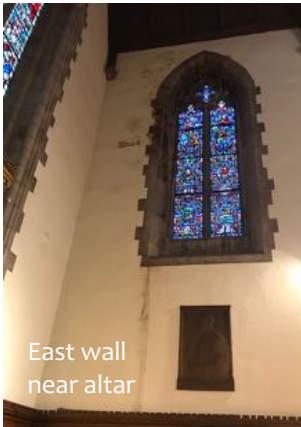
Open Doors Open Hearts

Projects are in priority order with estimated ranges of cost

Repair and Enhance the Sanctuary

\$300,000 to \$500,000

Our Primary Focus: Water leaks along the east wall of the Cathedral require significant plaster repair that must be done. Refinishing and repairing the stonework around the windows will be needed. Some pews will be temporarily removed to allow scaffolding to be installed. Because there is significant plaster damage the entire Cathedral will be repainted with a new color scheme to highlight architectural elements.



If funds allow we would also like to...

- ❖ **Update the lighting** and light controls in the sanctuary with added LEDs at the pulpit, lectern, and altar
- ❖ **Upgrade components of the organ**
- ❖ **Install new flooring** in choir area, refinishing all wood floors and cleaning and polishing the stone floors
- ❖ **Acquire new choir chairs** that are will allow more flexible seating arrangements
- ❖ **Install an accessible bathroom** where the current vesting room is located

Open Doors Open Hearts

Projects are in priority order with estimated ranges of cost

Open up and Enhance our Green Space

\$450,000 to \$600,000

Our Primary Focus: Due to the work of the Creation Care team we recognize that our 11-acre property is an untapped resource. We can build paths throughout, creating garden rooms and places for meditation and education. We plan to clean up the Saint Paul Street side of the property and address issues of erosion and invasive species. A garden maintenance fund will be established to help maintain and improve the grounds over time.



If funds allow we would also like to...

- ❖ **Install a labyrinth** that will provide a place for meditation in nature
- ❖ **Expand our playground** and make it accessible to neighborhood groups
- ❖ **Build an Outdoor Columbarium** adjacent to the Diocesan Center
- ❖ **Add additional parking** either by expanding the existing lot or adding a new overflow lot near the Clover Hill house

Proposed Master Plan



With the newly developed master plan these aspects of the project could be built in stages over several years

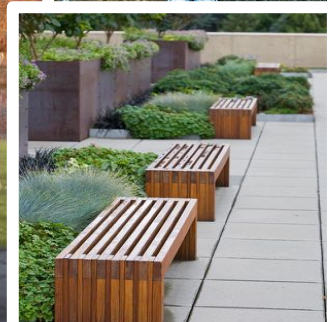
Open Doors Open Hearts

Projects are in priority order with estimated ranges of cost

Rework Cathedral Entrances

\$250,000 to \$450,000

Our Primary Focus: The traffic circle outside the southwest entrance to the Cathedral could be converted into an attractive reception court making the entrance more visible from the parking lot. It could be a place for casual gathering and Sunday hospitality hour. A new exterior walkway connecting the office wing and the Cathedral Nave would be helpful and a new rain garden would receive rainwater from our roof.



If funds allow we would also like to...

- ❖ Add an exterior stairway to the Undercroft from the reception court
- ❖ Add a stairway to University Parkway to make it easier to get to the front entrance of the church
- ❖ Install a covered portico over the exterior walkway for inclement weather

What YOU can do to support this transformational project

Take a Tour – Guided tours of our 11-acre property are available on most Sundays. You will quickly see the potential to create a place for meditation and education about the environment.

Share your Ideas and Inspiration - During October and November the Stewardship Team is organizing meetings so every household in the Cathedral can hear about the project. The **Open Doors Open Hearts** Team is also available to talk.

Give Serious Consideration to Making a Gift – This project needs broad support to become a reality. In addition to your *Annual Pledge* please consider a transformational gift to help us achieve our aspirations.

Invite Others to Learn More - Encourage others to learn about the project and meet with a member of the team.

Review the Master Plan – The new master plan is available on our website and also on the Welcome Table near the office.

Giving and Recognition

This year we are asking each household to complete pledge cards for both **Annual Giving** and **Open Doors Open Hearts**. We are asking that people submit their pledges by **Commitment Sunday, November 17, 2019**.

If you need more time to decide about your capital campaign gift just let us know.

Campaign gifts can be paid over three years on a schedule you determine.

Contact the office if you want to discuss giving options; appreciated stock, 401K, etc.

All gifts will be recognized on the Cathedral website. Gifts over \$5,000 will be recognized on a special donor wall in the new gardens.

If you are interested in honoring a loved one by naming a space, opportunities are available for gifts over \$25,000.

With your help we can
Open Doors and
Open Hearts

Frequently Asked Questions

Is Open Doors Open Hearts a Capital Campaign?

Yes, but it is more than that. This ambitious project is an outgrowth of what we feel God is calling us to become. Achieving our goals will require more funds than our annual pledging can support so we are undertaking this capital campaign. Giving to a capital campaign differs from annual giving that typically comes from your regular income. A capital campaign gift typically comes from your capital or financial assets and is a one-time pledge. Your annual pledge is the financial bedrock of the Cathedral.

Who will decide on the final projects?

Our governing body, the Chapter, is responsible for all decisions in regards to raising and spending money. The Chapter in consultation with the Property, Stewardship and Creation Care teams will make decisions about priorities and levels of spending.

Why do we need to do this now?

We have urgent building repairs and no available funds to do them. The water damage in the Cathedral has caused plaster to fall and stains to develop. We also feel the time is right to move beyond just building maintenance. We want to build on growth we have achieved through engagement of young families and commitment to outreach. We have renewed energy that makes us ready to take the next step.

Can we achieve these goals?

The Cathedral last undertook a project of this size over twenty years ago. Churches like ours can typically raise an amount equal to three times annual giving. The Chapter is committed to only undertaking aspects of the project that we can fund. We will also be looking for outside funding sources.

How would a gift be made?

Those who participate in the **Open Doors Open Hearts** project would be asked to make a pledge that would be fulfilled over a three-year period on a schedule of their choosing. It is a substantial contribution to the future effectiveness of the Cathedral. Gifts can be made on a schedule that suits your needs. Please consult your tax advisor on the best way to give from appreciated stock, IRAs or 401K funds.

Have more questions?

The leadership of the project can meet with you about aspects of the project and your gift. The list of leaders is printed on the next page.



Open Doors Open Hearts

OPEN DOORS OPEN HEARTS TEAM

Mary Blair
Rob Boulter
Joe Briggs
Ann Koch
Abner Lall
Ann Lawler
Barb Ruble
Peder Sulerud
Terry Tabler

CATHEDRAL OFFICERS

The Very Rev. Rob Boulter, *Dean*
Stephen Fowl, *Senior Warden*
Ann Koch, *Junior Warden*
Ed Stokes, *Registrar*
Frieda McWilliams, *Treasurer*

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Cheryl Hazel, John McDonnell,
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