



**The Cathedral Church of St. Paul
Burlington, Vermont**

Case Statement- June 14, 2009

Our Vision: “A City Cathedral—An outward activist community of Christian faith.”

Our Mission: St. Paul’s Cathedral will be an outward, activist community of Christian faith, a sign of God’s breathtaking generosity. The Cathedral will be a place of sanctuary, healing, inclusion, challenge and compassion. We will be a soul-inspiring, mind-stretching, heart-healing center of unconditional surrender to the freedom of God, a place of courageous hope and extravagant hospitality.



Executive Summary: Using the guiding principles of preservation; stewardship; environmentalism and conservation; safety; hospitality; accessibility; valuing children and families; Christian outreach/global Christian activism; and support of the Diocesan Capital Campaign, the Cathedral Church of St. Paul will embark upon a capital campaign to raise a minimum of \$1.1 million to:

- ❖ Address urgent building repairs and upgrades.
- ❖ Establish an earmarked music ministry endowment.
- ❖ Improve accessibility.
- ❖ Enhance facilities and programs for children and families.

In addition, the campaign will make a participatory contribution to the Episcopal Diocese of Vermont Capital Campaign, as well as to the Millennium Development Goals.

St. Paul’s Unique Place in the Episcopal Diocese of Vermont, in Burlington, and in our Community

The Cathedral Church of St. Paul is a parish church in the city of Burlington. It is also the Cathedral for the Diocese of Vermont, the seat of the Bishop’s liturgical, teaching, and pastoral ministries. An average of almost 200 people worship weekly at St. Paul’s.

The Cathedral is located on the shores of Lake Champlain, with breathtaking views of the water and the Adirondack Mountains beyond. The building was constructed in 1973 following a fire that in 1971 destroyed the previous Cathedral. Its construction of concrete and large spans of glass takes full advantage of its setting. The east end of the nave, known as the narthex, looks onto a peaceful walled memorial garden where many former members and friends rest in peace with their parish family. Hopkins Bookshop, a specialty book store offering a wide selection of titles in the field of religion and spirituality, is housed downstairs in space that overlooks the rose garden.

From September to June, St. Paul's holds three services and an education hour on Sundays as well as additional services during Lent, Holy Week and other times. During the week, the Cathedral serves as a gathering place for community groups such as Alcoholics Anonymous; Weight Watchers; Cathedral Square Corporation; an ecumenical clergy group; Vermont Interfaith Action (VIA); Habitat for Humanity, and many others. There are also many spiritual and liturgical offerings such as Education for Ministry (EFM), Bible Study, Prayer Cycle, the Cathedral Arts programs, Taizé services, Christian Meditation, the Healing Service, and many seasonal activities.



The Building and Beyond: Preserving and Upgrading Our Worship Space and Spiritual Home for the Future

It has been 35 years since The Cathedral Church of St. Paul was built following the fire. As a result of its constant use, what was a state-of-the-art space 35 years ago now shows every bit of its age.

For more than two years, the Buildings and Grounds Committee has researched and set priorities for the most urgent building renovation and improvement needs at St. Paul's. In addition, a fundraising planning study was conducted in the spring of 2007 to elicit candid feedback and test support for a campaign to raise funds for the proposed renovations, for the endowment, for programs at St. Paul's, and a contribution to the Diocesan capital campaign. The Vestry and Trustees, with help from the parish, have grappled with achieving a responsible balance between the need for stewardship of the endowment on the one hand and the growth of its ministries, outreach, and annual operating budget needs on the other.

Following the completion of the planning study, and in response to parishioner feedback, the Fund the Mission Committee engaged in detailed financial planning to craft a five-year plan that reduces the Cathedral's reliance on income from the endowment to 6% by the year 2012.

In early 2008, the St. Paul's Vestry voted to proceed with a capital campaign and in May, a Campaign Cabinet was formed. Initial Cabinet members include Honorary Chairs Phil and Joan Hoff and George and Elaine Little; Dean Kenneth Poppe; Co-Chairs Bert Cicchetti and Alice Winn; Advance Gifts Division Chairs Chris Leopold and Tom and Maureen Rees; Leadership Gifts Chair Gerry Davis; Senior Warden Neil Stout, and Cabinet members-at-large, Don Scott and Nancy Eldridge, with substantial staff input and support from the Building and Grounds Committee representatives Tony Galas and Sarah Gallagher.



The Cathedral Seeks a Minimum of \$1 Million for Pressing Initiatives

The Cabinet and Vestry have carefully reviewed and set the priorities for the Cathedral's needs and have designed an action plan for levels of funding ranging from a baseline of \$1.1 million to higher levels of campaign success at \$1.3 million; and at \$1.5 million and above.

The Vestry's action plan and the component priorities to be funded through the campaign are guided by nine principles that are congruent with St. Paul's vision and mission.

They are:

- ***Preservation*** of St Paul's historically and architecturally sacred worship space and spiritual home
- ***Stewardship*** of our sacred space, our financial resources; and the gifts of our parish family
- ***Environmentalism and conservation***, guided by both financial prudence and wider environmental issues
- ***Safety*** of parishioners and visitors to the building
- ***Hospitality*** to make St. Paul's physical structure more welcoming, comfortable, and user-friendly, as it seeks to nurture its parish family and grow numbers
- ***Accessibility*** for both parishioners and visitors so that they are able to more easily access the building and all it offers to them spiritually, educationally, programmatically, and socially
- ***Valuing Children and Families through an investment in child-friendly upgrades*** for greater convenience to families with children and as a concrete expression of the significance of young families to the St. Paul's community
- ***Christian outreach and global activism*** as expressed through a portion of campaign funding to be allocated to the Millennium Development Goals
- ***Support of the Diocesan Capital Campaign*** to recognize and celebrate our role as the Cathedral Church of the Diocese and express our commitment to collaborative leadership with the Diocese.

At \$1 million, the capital campaign will raise funds to:

- Preserve the Cathedral by providing funding for the most urgent renovation and repair needs, with particular emphasis on St. Paul's roofs and concrete exterior. Roofing repairs will encompass the roof over the main entry and the bell tower; a new altar roof and adjoining north tower roof; the roof over the nave and south tower; the narthex and gutter along the memorial garden; the roof over the main office and main entry; and the sacristy roof. In addition, the Cathedral's concrete exterior will be cleaned, caulked, and sealed for the first time since its construction.
- Conserve energy, through the replacement of the Cathedral's great windows with new windows with the highest "R" energy rating and the installation of energy efficient blinds or shades on the wide expanse of office and Commons Room windows facing west; and the Parish Hall windows.
- Safeguard parishioners and visitors through the replacement of heat detectors with dual heat and smoke detectors.

- Improve hospitality, energy efficiency, and comfort through the installation of infrared heat in the main entry, chapel, and bathrooms.
- Replace major appliances in the parish kitchen.
- Enhance accessibility for the disabled and older and younger parishioners through upgrades to the elevator; installation of a handicapped ramp from the lower parking area to the lower level door; upgrades to the bathrooms; improved access to the chancel; and replacement of uneven and unsafe pavers around the Cathedral's front door.
- Promote growth in families with young children by making child and family-friendly improvements.
- Enhance our financial resources by establishing \$300,000 in new funding for a music endowment in the Cathedral Trust to provide annual income for the Cathedral's music program.
- Profess Christian outreach and global activism through a contribution to the Millennium Development Goals, which include eradicating poverty and hunger; achieving universal primary education; promoting gender equality; reducing child mortality; improving maternal health; combating HIV/AIDS/malaria and other diseases; ensuring environmental sustainability; and developing global partnerships for development. The 2006 General Convention called by resolution on every Diocese to establish a group dedicated to mobilizing Episcopalians toward the achievement of the goals.
- Model stewardship and commitment to St. Paul's as the seat of the Bishop through a special St Paul's Cathedral leadership gift to the upcoming Episcopal Diocese of Vermont capital campaign, to be launched in 2009.

*(costs of fundraising are included in the campaign project, at a % not to exceed acceptable professional standards)

I. Urgent Building Repairs & Upgrades

Roofing Repairs:

St. Paul's interesting architectural design, which qualifies it as a historic structure, includes multiple roofs. A thorough assessment of the roofs, as conducted by a professional roofing contractor, indicates that over the course of the next five years, the roofs will need repair, maintenance and replacement. The most urgent of these repairs to the roof over the staff kitchen was completed early in 2008 and will be funded through the campaign. In addition, the roofs over the bell tower; altar and adjoining north tower; over the nave, north mechanical, south tower, narthex, main office and main entry standing seam, and sacristy, all need repair or replacement. Because campaign funds will be paid over a five-year period, the Vestry deemed it prudent to include all roofing projects, even those that are not needed imminently but that are anticipated within the next five years.

Window and Energy Efficient Blinds:

Most of the the great windows behind the choir have not been replaced since St. Paul's was constructed 35 years ago. The windows leak and choir members report feeling moisture and drafts during services if standing close to them. The windows will be upgraded with air tight replacements that have the highest R factor for energy efficiency.

In addition, substantial loss of heat in the winter and cooling in the summer can be prevented by replacing the draperies with energy efficient blinds. Not only will the blinds be more aesthetically

pleasing and practical, they will allow light to filter through while still conserving energy. The new blinds will replace drapes in the Commons Room, west offices, and the Parish Hall.

Replacement of heat detectors with smoke detectors:

Current safety standards call for dual sensor heat-smoke detectors, which are superior to heat-only. Because heat detectors may sense heat only in a certain location, they are not as efficient at preventing fire damage as smoke detectors are. However, heat-only detectors will be left in the sanctuary so that the use of incense there will not trigger them.

Improving accessibility:

Although St. Paul's has a fully functioning elevator, upgrades will improve user-friendliness and access including a micro-sensitive door opener that will prevent the door from snapping shut; an emergency phone; and raised Braille markings.

Handicapped ramp to lower level:

Right now the only access to the lower level of St. Paul's for disabled people is through the main entry, where handicapped parking spaces are limited both in quality and quantity. Disabled people must use the elevator to get to St. Paul's lower level. Many people use the Parish Hall which is adjacent to the lower parking lot where the majority of parking spaces are located. A handicapped ramp, located on the south side of the building, near the door to the kitchen, will provide improved access. This renovation will also include the installation of handicapped accessible doors.

Bathroom accessibility:

Simple renovations, including the installation of grip bars, lowering the sinks and changing the hardware in the bathrooms, will make the bathrooms more user-friendly for everyone.

Chancel Accessibility:

Those in wheelchairs or on crutches have trouble negotiating access to the chancel. Some simple and creative design changes can make the chancel more easily accessible to all without sacrificing aesthetics or the design of this holy space.

Repair of driveway surface near Main Entrance:

The stone bricks outside the main entrance are cracked, chipped, and uneven, making it unsafe for those unsteady on their feet, those using canes or walkers, and those in wheelchairs. The plan calls for them to be replaced and the surface smoothed out.

Installation of Infrared Heat to Chapel, Main Entry and Bathrooms:

Anyone who has entered St. Paul's on a cold, blustery day, or sat in the Commons Room on a mid-January day, knows that the heat loss and chill factor in the main entry-way is considerable. Likewise, the chapel and the bathrooms on the main floor are unheated. The installation of infrared heaters will make these areas more welcoming and more useful throughout the entire year.

Improvements to the Parish Kitchen:

Most, if not all, of the parish kitchen appliances date to the construction of the building. Upgrades to the kitchen areas include the replacement of the hood ventilation system; the stove, dishwasher, heat booster system, and steam table; and the refrigerators in the parish kitchen, and the replacement of two compact refrigerators in the narthex and staff kitchens. All new appliances will have the top Energy Star rating for energy efficiency, and all will be chosen so that they can continue to be used if the kitchen is re-designed.

Connecting with Children and Families:

The plan calls for an allocation of \$75,000 for capital improvements that will make the Cathedral more welcoming for children and families. The Vestry has appointed an ad hoc group to determine the best way to use those funds.

Chancel Roof Goes Green:

St. Paul's is ideally suited for the installation of a green roof because its roofs are concrete and not highly steeped. The installation of a green roof above the chancel is the most logical location, as that roof has been inspected by a structural engineer and has been found to have the necessary carrying capacity.

A green roof provides increased insulation for the building, cutting down on heat and cooling losses. It has twice the life of the regular roof due to less roof degradation caused by dramatic fluctuations in temperature that occur with a standard roof. It also provides better absorption of storm water, conserves rain water, and mitigates storm water runoff, which is damaging to Lake Champlain. Its "green island effect" has the added advantage of cooling surrounding temperatures, having an impact on St. Paul's surrounding neighbors. Its integration into St. Paul's physical surroundings is a wonderful statement of environmental care and stewardship.

II. Restricted Endowment Fund to Generate Interest Income for Music Ministry

In the planning study conducted by Demont & Associates, the majority of those interviewed deemed St. Paul's music program a very positive aspect of parish life. The music is a significant part of worship, adding a measure of joy, depth, and inspiration to the Cathedral's liturgical life. The music program is comprised of 22 to 30 participants in the Adult Choir, which sings weekly and at services held on holy days and special occasions. In the fall of 2008 there will be 22 participants in the Youth Choir, composed of the Canterbury Ensemble (talented teenagers), the Treble Choir (core of the youth music program), and The Novices (a training group formed to build music skill). The Youth Choir has grown by 450 % (from 4 when Mark Howe arrived to 22 next fall), and for the first time, in 2008 there will be a participant who is not a member of St. Paul's, but of the surrounding community.

Because music is such an integral part of current and future liturgical offerings, investment in permanent funding for the program is a priority. The music program costs approximately \$80,000 per year which includes programmatic expense and salary.

At its minimum target of \$1 million, the campaign seeks to increase the endowment by \$300,000 for music program expenses. These funds will be restricted to use in this area, and based upon the Cathedral Trust spending rules will generate approximately \$18,000 per year in perpetuity for the music program.

The music program is a powerful tool for enriching the worship experience, engaging new families with children in the spiritual life of St Paul's; introducing children to an appreciation of liturgical music; providing an inclusive form of worship for all ages; and it is a vehicle for spreading the ways and messages of Christ to the community both inside and outside the walls of St. Paul's. It is an area vital to worship, growth, and outreach.

III. Contribution to Millennium Development Goals:

The campaign will include a contribution of \$7,700 to the Millennium Development Goals, as a way to connect with the mission of God in the world and as an expression of Christian activism and interest in global affairs.

IV. A Special St. Paul's Leadership Contribution to the Diocesan Campaign:

St. Paul's Long Range Plan 2006 states: "We believe our mission as the Cathedral Church of the Diocese of Vermont is collaborative leadership. We value our role as the seat of the Bishop."

In 2009, the Episcopal Diocese of Vermont will launch its first capital campaign in ten years. In the January 2008 *Mountain Echo*, Bishop Ely said, "The last diocesan campaign was conducted over ten years ago. The fruit of that campaign continues to be realized through all the many loans and grants provided through the initiatives created at that time. Through the various McClure Discovery Initiatives alone, grants totaling over \$500,000 have been awarded to congregations for everything from outreach projects to handicap access to training to formation. A new capital campaign can help us expand those resources, address the critical capital and deferred maintenance at Rock Point, look to new mission and ministry opportunities we might want to encourage, and set the Diocese of Vermont on a solid financial foundation for the future."

The Campaign for St. Paul's will allocate a special leadership gift of \$25,000 from the Cathedral to the Diocesan campaign to recognize and celebrate St. Paul's position as the Cathedral Church of the Diocese.

V. Higher Levels of Campaign Success:

At \$1.3 million in campaign funding success, St Paul's will proceed with all of the above, PLUS:

- Plan for the comprehensive renovation of the main entry and South Porch area to include the installation of a vestibule and automatic door openers in the main entry of St. Paul's.

This will reduce heat loss in the building, and provide a more comfortable entrance for all who come to St. Paul's. Those who are interested in the airlock's design can participate in the process. Automatic door openers will increase handicapped accessibility of the building.

At \$1.5 million in campaign funding success, St. Paul's will proceed with all of the above, PLUS:

- Plan for the comprehensive renovation to provide space dedicated to the children of St. Paul's
- Additional green roofs to be added to the building
- An additional allocation of \$25,000 to the Diocesan Campaign.

The Campaign for St. Paul's is a Call to Action and Recommitment:

The challenges St. Paul's faces are considerable. Renovations to the building are needed not only for what they physically will afford but because they will help St. Paul's meet its own long-range and strategic goals to embody the spirit of welcome, accessibility, outreach, stewardship, and Christian fellowship that represent the best and truest of Christian values and ideals.

This campaign will require time, talent and treasure from every member of the congregation and from others who share and respect the Cathedral's values and role in the community.

This undertaking to improve the building, to earmark funding for music ministry, the Diocese of Vermont, and the Millennium Development Goals, provides a meaningful opportunity for the Cathedral's members to renew their spiritual partnership, to embrace the Cathedral's identity, and to practice the principles of stewardship by pledging over a three- to five-year period.