



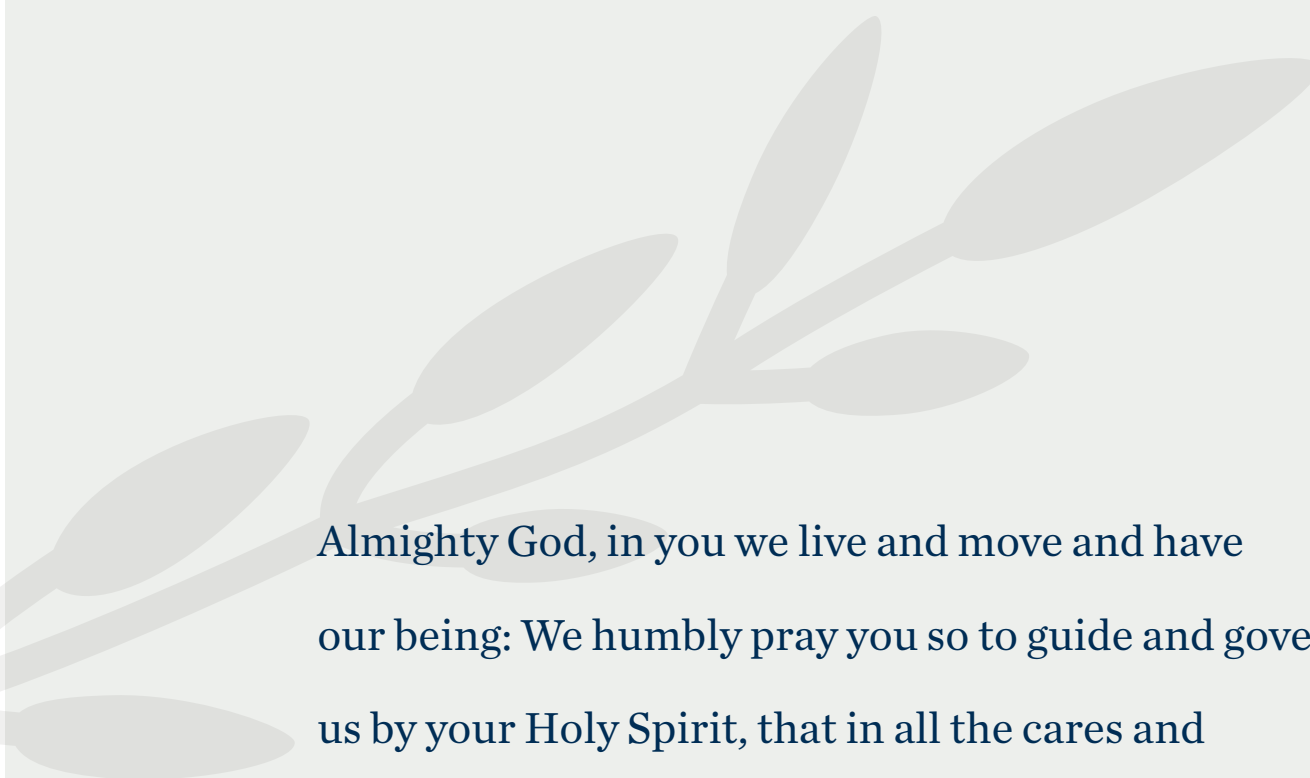
**TRINITY  
CHURCH**  
WALL  
STREET

**Core Values**

**Strategic Mission**

**Key Initiatives**

October 2019



Almighty God, in you we live and move and have  
our being: We humbly pray you so to guide and govern  
us by your Holy Spirit, that in all the cares and  
occupations of our life we may not forget you, but  
may remember that we are ever walking in your sight;  
through Jesus Christ our Lord. *Amen.*

*THE BOOK OF COMMON PRAYER*



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Over the last several years, Trinity has been engaged in a process of discernment that has led to the identification of six

### **CORE VALUES**

- Faith
- Integrity
- Inclusiveness
- Compassion
- Social Justice
- Stewardship



Building on the foundation of these core values, Trinity identified its **STRATEGIC MISSION** as building

- Neighborhoods
- Leadership
- Capacity



To carry out that strategic mission, Trinity has identified **FIVE MAJOR INITIATIVES**

- **Trinity Commons**
- **Racial Justice**
- **Housing & Homelessness**
- **Leadership Development**
- **Mission Real Estate Development**



At Trinity, **CORE VALUES** define and drive our actions and decisions. They guide us in carrying out our mission and realizing our vision. They are touchstones for prayer, discernment, ongoing conversation and action.

### FAITH

For truly I tell you, if you have faith the size of a mustard seed, you will say to this mountain, “Move from here to there,” and it will move; and nothing will be impossible for you. —*Matthew 17:20*

*We will build faithful leadership, neighborhoods, and financial capacity with God’s help.*

No matter how great the challenge, faith enables us to trust that new things can emerge in any situation; we are called to live our faith with confidence and perseverance. Out of that faithfulness has sprung three centuries of community worship, prophetic witness, and transformative action.

### INTEGRITY

Finally, beloved, whatever is true, whatever is honorable, whatever is just, whatever is pure, whatever is lovely, whatever is gracious, if there is any excellence, if there is anything worthy of praise, think about these things.

—*Philippians 4:8*

*We will proclaim by word and example the good news of God in Christ.*

Integrity involves seeking to align our words and actions, aspirations and commitments. That is why we work diligently to ensure that our teachings, ministries, and investments embrace a Gospel vision of human flourishing for all.

### INCLUSIVENESS

There is neither Jew nor Greek, there is neither slave nor free, there is neither male nor female; for you are all one in Christ Jesus. —*Galatians 3:28*

*We will embrace diversity and will respect the dignity of every human being.*

At Trinity Church Wall Street, all are welcome. We seek to honor the God-given dignity and learn from the experience of every human being. Everyone is invited to participate in worship, join activities, work together, and lend their voices to build a better world where everyone is seen and known as a child of God.

## COMPASSION

**When he went ashore he saw a great crowd, and he had compassion on them and healed their sick. —Matthew 14:14**

*We will seek and serve Christ in all persons.*

At Trinity Church Wall Street we are called to draw near to the world's suffering. We live out this commitment with ministries related to food insecurity, the lack of affordable housing, and racial injustice, while emphasizing respect for all Creation.

## SOCIAL JUSTICE

**He has showed you what is good; and what the Lord requires of you: to do justice, and to love kindness and to walk humbly with your God. —Micah 6:8**

*We will strive for justice and peace among all people.*

Social justice is the love of God in action. God calls us to live justly for the good of the whole human family. With Trinity's focus on community building, we continue to live out the Gospel imperative of love that does justice.



## STEWARDSHIP

**There will come seven years of great plenty throughout all the land of Egypt. After them there will arise seven years of famine, and all the plenty will be forgotten in the land of Egypt; the famine will consume the world. —Genesis 41:29-30**

*We will sustain the gift of joy and wonder in all Your works.*

Stewardship is the careful and faithful management of what has been entrusted to our care. Trinity's resources have been put to use for more than 320 years to support other churches, hospitals, and schools and to empower emerging leaders and support sustainable ministries in the neighborhood, the city, and the world.



In the spirit of the Gospels, Trinity  
is building:

- **NEIGHBORHOOD**  
to live Trinity's values
- **LEADERSHIP**  
for generations
- **CAPACITY**  
financially sustainable ministries



# NEIGHBORHOOD

Trinity's neighborhood is New York City—stretching from the sidewalks outside our buildings to all five boroughs, from members of our congregation to those who live and work in the city to the millions of visitors we welcome each year.



“Seek the welfare of the city where I have sent you... and pray to the Lord on its behalf, for in its welfare you will find your welfare.”

*Jeremiah 29:7*

## WORSHIP

Trinity is a thriving Episcopal parish, with more than 1,600 worship services each year, offered in community and online, that reflect the diversity of those who live and work in our neighborhood.

## CONGREGATIONAL & COMMUNITY LIFE

Trinity supports a vibrant congregational and community life with ministries that connect us to one another, deepen our faith, and celebrate the beauty of creation.

## SERVICE TO THOSE IN NEED

Trinity is committed to serving the most vulnerable in our neighborhood, through volunteer programs and by providing financial support to mission partners who share that commitment.

## ADVOCACY FOR SOCIAL JUSTICE

Trinity advocates for justice to amplify the voices of those who are not heard, by speaking in the pulpit and in public, and by providing support to organizations that work with us to confront injustice, racism, and inequality.

# LEADERSHIP

*Trinity is committed to identifying and empowering leaders who can gather Christian communities wherever they may be, including nontraditional spaces. We convene these leaders, in the U.S. and around the world, to listen, learn, and discern how best to prepare them for leadership in a changing world. We accomplish this in three distinct stages:*

## **IDENTIFICATION OF EMERGING LEADERS**

Trinity works with partners to identify both ordained and lay leaders of the current and next generation.

## **DEVELOPMENT OF LEADERSHIP TRAINING**

Trinity creates and supports programs, curricula, scholarships, and other practical tools to equip and empower these emerging leaders.

## **CREATION OF A GLOBAL NETWORK**

Trinity organizes convocations, digital communities, and other forms of ongoing communication to build a vibrant global network of peer learning and shared values.



Asian Primates Retreat, South Korea, 2019 Korea

“Gather for me seventy of the leaders of Israel... and I will take some of the spirit that is on you and put it on them.”

*Numbers 11:16*

# CAPACITY



Diocese of Maseno West, Kenya commercial building

*Trinity promotes “mission through marketplace,” the concept that effective, long-term mission can be developed, sustained, and expanded using the tools of the marketplace. Our aim is to help our partners—churches and other organizations—to plan and deliver financial projects that align with their core values for the purpose of sustaining mission.*

## **IDENTIFICATION AND DESIGN OF PROJECTS**

Trinity helps our partners identify and design income-generating projects that can provide ongoing financial support for mission work and will be self-sustaining.

## **MANAGEMENT AND ADMINISTRATION TRAINING**

Trinity provides resources and training to help our partners plan strategically, enhance management skills, and develop effective governance.

## **NETWORKING**

Trinity creates connections among partners and facilitates opportunities for partners to learn best practices, strengthen existing relationships, and develop new ones.

“Wisdom cries aloud in the street; in the markets she raises her voice.”

*Proverbs 1:20*

Trinity is engaged in an ongoing cycle of learning and growing as we assess our ministry programs and identify new challenges. We bring together a wide range of voices from around the world to discuss important topics, and we narrate and communicate the results.

We define this process as:

### CONVENING

*The word “convene” comes from the Latin for “coming together.” At Trinity, convene means finding the most creative, knowledgeable, experienced people and providing them with a forum to explore ideas and actions related to one of Trinity’s three strategic areas: neighborhood, leadership, and capacity.*

### CONVERSING

*Once we have articulated a problem, the right participants have been identified, a schedule of meetings has been established, and there is a common view of the goal or deliverable, the conversation can begin. Here our focus is on examining the right questions together.*

### COMMUNICATING

*The process of discernment at Trinity involves an ongoing cycle of convening and conversing around our three strategic areas. The cycle can be effective only if Trinity effectively narrates and communicates its work so that each new cycle can begin with the benefit of what has preceded it.*



With a clear sense of Trinity's core values and strategic mission, Task Forces were established to develop a collaborative consensus around five key initiatives. These five initiatives will be the focus of Trinity's work.

- **TRINITY COMMONS PARISH CENTER**
- **HOUSING & HOMELESSNESS**
- **RACIAL JUSTICE**
- **LEADERSHIP DEVELOPMENT**
- **MISSION REAL ESTATE DEVELOPMENT**



Mass Bail Out Breakfast at St. Paul's Chapel, January 2019

# TRINITY COMMONS



2019 Trinity Church and Trinity Commons

Trinity is building a new parish and community center, Trinity Commons, which will open in the spring of 2020. Trinity Commons creates a “spiritual family room” and a sense of community for our growing, evolving lower Manhattan neighborhood. The building is a beacon for the neighborhood and the physical manifestation of our core values, inviting and welcoming all, from church members to those who may have no connection to Trinity at all. Trinity Commons is energetic, active, and lively, with flexible space and varied programming that serves a wide variety of audiences. It is a place of rest and refreshment, both spiritual and physical, that encourages people to linger and to return.

Trinity Commons serves the unmet needs of various neighborhood constituents — from the growing population of children and teens, to families, to those who work in the area, to “spiritual seekers” —with a focus on building and nurturing relationships. The Commons is a place for convening, a “safe space” where people of diverse backgrounds can gather to discuss difficult topics, and dwell in community with their differences. We will listen deeply with our neighbors and be open to addressing new needs that may arise.

## HOUSING AND HOMELESSNESS

For more than 300 years Trinity's mission has focused on building our neighborhood in New York City. New York City faces an ongoing housing crisis. Many New Yorkers battle the compounded impacts of stagnant—or falling—incomes and rising rents. Street and family homelessness are at record levels.

Trinity's work around housing and homelessness ranges from engaging on housing policy to funding and developing low-income housing. Trinity seeks to be an example for others: both an advocate for action and an action taker.

Trinity has a gospel calling and a moral obligation to engage on homelessness and affordable housing. Trinity has direct experience in housing including building and operating St. Margaret's House and funding organizations in New York City that are addressing these issues. While Trinity's resources are great, they are not enough to solve this issue. Trinity will continue to seek partnerships with government, foundations, real estate and other churches and faith groups to work to alleviate homelessness and provide affordable housing to the residents of New York City.



Breaking Ground for Homeless Shelter and Affordable Housing, New York City, September 2015

## RACIAL JUSTICE



KAVI, Kings Against Violence Initiative, June 2019

The U.S. is the world's leader in incarceration, bolstered by an overly punitive criminal legal system deeply rooted in racism that has unfortunately failed to produce justice, or account for harm and trauma. New York City is a national leader in moving away from mass incarceration, but over-incarceration and racial disparities persist. Trinity Church, with a gospel calling to engage and a longstanding involvement in racial justice efforts, will build on successes, address persistent challenges, and make racial justice a reality in New York City by ending mass incarceration.

Trinity Church's Racial Justice strategic initiative advances Trinity's strategic mission goal to build up the neighborhoods of New York City, by advocating for justice, amplifying the voices of those who are directly impacted by injustice, by speaking with a moral authority in the pulpit and in public, and by providing financial support to organizations that represent some of New York's most marginalized communities.

Racial disparities are embedded at every level of the criminal justice system. The population of New York City is 26 percent Black, yet 53 percent of people held in jail are Black. In a city that is 29 percent Latino, 34 percent of people held in jail are Latino. The majority are incarcerated pre-trial primarily because they cannot afford to pay bail. About 50,000 people are behind bars in New York's state prisons and more than half of the prison population is from New York City and about 75% are people of color.

Mass incarceration is both a cause and consequence of structural inequity and the criminal legal system harms both survivors of crime and those responsible for crime. The harm often outlasts the actual contact with the legal system. For example, people in the U.S. who are formerly incarcerated are 10 times more likely than the general public to be homeless, and this does not include poor housing or housing instability.

Trinity's grants will support work that is ending the mass incarceration of New Yorkers and is building up alternatives to our punitive justice system.



# LEADERSHIP DEVELOPMENT

Over the past several years, Trinity leadership and staff have convened Anglican leaders around the world to learn about the hopes, dreams, and challenges they face in growing their ministries. Through these conversations, we have learned that the two critical challenges are the formation of leaders for a changing world, and financial capacity to sustain their ministries.

In response to the need to gather, train, and network future leaders of the Church, Trinity plans to establish a Trinity Leadership Institute. The institute will be a network, both physical and virtual, with locations around the world that will provide educational resources to build excellence in the current and traditional divinity categories, as well as add substantial learning from business and other sectors. We expect the Institute to equip ordained leaders to be able to respond to emerging challenges and recognize the gifts and talents of the laity and work with lay leaders in their community to honor and activate their ministry.

Trinity plans to work with partners around the world to establish Institute sites, each of which will focus on a specific area of leadership development. Each location will work from the same principles and toward the same goals. They will:

- Gather emerging clergy and lay leaders;
- Train them to gather and deepen spiritual communities in a changing world and resume their ministry;
- And network them into a global cohort of learning



Leadership Meeting, Nairobi, Kenya, February 2019

## MISSION REAL ESTATE DEVELOPMENT



The Rev. Canon Benjamin Musoke-Lubega works on a building project in Africa

Throughout the Anglican Communion, there are parishes and dioceses, nationally and internationally, that lack the financial capacity for ministry. In some parts of the Communion, the growth of the church has outpaced economic growth that could support ministry. In the United States, many churches are struggling to bring in new members and retain parishioners to sustain their ministry.

Trinity identifies churches in the Anglican Communion where we can strategically and collaboratively advise and/or develop their available real estate in a manner that encourages financial stability and sustainability for those churches and dioceses. Through this effort, Trinity helps support vital ministries that help the needy and most vulnerable.

A development may come in the form of construction or alteration of physical buildings, but could take other forms depending on the nature of the property and local restrictions. We seek to encourage the growth of worshiping communities through developing buildings and other facilities that house businesses and programs that are focused on community development and stewardship of resources.





Trinity Church • Broadway at Wall Street  
St. Paul's Chapel • Broadway and Fulton Street

The Rev. Dr. William Lupfer, *Rector*

The Rev. Phillip A. Jackson, *Vicar*

The Rev. Dr. Mark Bozzuti-Jones, *Strategic Clergy, Global Initiatives and Director, Core Values*

The Rev. Canon Benjamin Musoke-Lubega, *Strategic Clergy, Global Initiatives*

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