



Community Asset-Mapping Report

*All Saints' Episcopal Church
Austin, TX*



AT THE INTERSECTION
OF HERITAGE, FAITH,
& COMMUNITY

Partners for Sacred Places

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PROJECT BACKGROUND

All Saints' Episcopal Church (All Saints') is an historic congregation and longstanding institution located in the heart of the campus of the University of Texas. All Saints' will celebrate its 125th anniversary in 2025, marking over a century of ministry and service to the city of Austin and to students at the university. The parish hopes to utilize the anniversary celebrations to kick off a capital improvement initiative that will renovate, restore, and reimagine the church's buildings and surrounding property. All Saints' hopes to enhance its presence and expand its ministries, which are currently anchored by All Saints' Day School, the Episcopal Student Center, and the student center's mental health counseling initiative.

In the fall of 2023, All Saints' worked with Partners for Sacred Places to coordinate a Community Asset-Mapping event to gather external input that could help reimagine how the facilities might be leveraged. Participants would be key stakeholders and leaders from the campus neighborhood and the wider Austin community. Specifically, All Saints' hoped to explore opportunities to maximize use of its facilities, and its presence in Austin to expand its pool of supporters and friends who would be invested in the facilities' preservation and upkeep, and who would give perspective on needs and opportunities within Austin that All Saints' facilities could address. All Saints' hoped to identify potential partnerships and programming that could demonstrate to the parish - and the wider community - that All Saints' could play a significant role as a vital resource in the University Center. Partners assisted the All Saints' Asset-Mapping team to recruit individuals and organizations whose perspectives and experience could be leveraged in a facilitated brainstorming process to imagine the many ways that All Saints' could connect its own assets to those of the community and identify potential space-sharing opportunities.

In December of 2023, Partners staff helped facilitate an Asset-Mapping event, using a methodology that developed out of Asset-Based Community Development. The participants represented a wide range of constituencies, professions, and perspectives in Austin. A tour of All Saints' facilities and a conversation about the church's mission framed the event. Partners staff led the participants in discussion and activity to identify and connect the assets of the parish and the community. Working in small groups, the participants came up with new ideas for expanding and enhancing All Saints' presence by utilizing these assets in new and creative ways. The groups first generated extensive inventories of all the assets that All Saints' has, or has access to, and then grouped those individual assets together in clusters that pointed towards logical actions (partnerships, initiatives, programs, etc.). Following the event, Partners staff documented and analyzed the Asset-Mapping event's output to identify opportunities for All Saints' to leverage its assets to meet community needs.

OBJECTIVES

After collecting and transcribing all the assets and connections generated at the Asset-Mapping event, Partners reviewed the output considering the objectives that All Saints' Episcopal Church had for the event. These key objectives informed the facilitation of the event framed Partners' analysis of the Asset-Mapping output and guided resulting recommendations. Following these objectives are the trends of the output and subsequent analysis.

- Understanding of Needs and Opportunities in the surrounding neighborhood: A key objective of this project for All Saints' was to discover what immediate and long-term needs were being felt by its immediate neighbors and the larger Austin community - specifically the "gaps" in service that All Saints' facilities could address. This would help inform short- and long-term strategies for space-sharing and programming partnerships and will help to inform any renovations and capital improvements for the facilities. Partners has organized the findings of this report by general trends of need and opportunity that surfaced during the event through asset clusters and in general conversation.
- (Re)introduce All Saints' as a Community Collaborator and Partner: The church buildings have long been a physical landmark on the campus, and its members are involved in the life and leadership of the wider community of Austin. All Saints' would like to pursue opportunities that raise its profile as a collaborative neighbor and a public asset to become more integrated into the fabric of civic life. The event's participants included leaders from many and diverse areas, several of whom had not had the opportunity to see inside of the church facilities. Partners has included specific recommendations for follow-up and relationship-building that will serve to strengthen All Saints' presence in Austin.
- Strengthen All Saints' Long-Term Stewardship Strategy: All Saints' recognizes that its space could be better arranged, shared, and utilized for both congregational and community use. The parish seeks to build a sustainable and robust space-sharing strategy that would benefit community partners aligned with the church's mission, bring in additional revenue for maintenance and preservation projects, and that would increase the well-being of its surrounding neighbors. Conversations at the Asset-Mapping event were framed by the question, "What would All Saints' look like if it were fully leveraged as a community asset?" in order to surface the needs and priorities that the wider community has for the facilities and property.
- Practicality and Potential: Partners took into consideration the amount of effort, time, and energy that ideas for action might take. It will be important for All Saints' to pursue actions that can be implemented quickly and easily as well as start planning and working on ideas that will take longer, and require more preparation, to realize. This will be an important balance to strike; quick action will create energy and "buzz" around the parish and its facilities, while working towards bigger ideas will help the congregation strengthen its impact and reputation in and around the university campus.

ASSET-MAPPING FINDINGS

STRENGTHENING RELATIONSHIP WITH THE STUDENT COMMUNITY

By far the most popular idea trend was the potential for All Saints' to leverage its many different spaces and amenities to support the large and diverse student body that is part of the University of Texas. The church has a legacy of supporting students, largely through the wider Episcopal Church, but there are many opportunities to engage students who are not of the Episcopal faith. Many ideas that surfaced in the Asset-Mapping event identified creative avenues of outreach and explored ways in which All Saints' facilities could be of assistance in many areas of student life. All Saints' prime location, its mission-driven approach to space-sharing partnerships, and its many supporting amenities inspired multiple groups to imagine new kinds of university community partnerships and services.

Many Asset-Mapping participants discussed **creative outreach opportunities that All Saints' might utilize to connect with UT students**. All Saints' has many student neighbors as the property is adjacent to several campus dormitories, including Kinsolving (named for Bishop George Herbert Kinsolving, who established the church), Scottish Rite, and Almetris Duren residence halls. The students who live in these dormitories may pass by the church almost daily. In the first weeks of the year, All Saints' might participate in the broader community tabling event on Speedway, which would introduce the parish to new arrivals. Students from a variety of backgrounds may appreciate the opportunity to utilize All Saints' space and amenities that are not available in their dorms; one student participant at the Asset-Mapping brought up that students living in dormitories do not have access to kitchen space in which to cook, and that the church would be open during times of the year when UT buildings (including dining halls and gathering spaces) are closed. Students may be part of other groups on campus that could utilize All Saints' social hall, classrooms, lounge space, and outdoor lawn/parking lot for student-led and student-serving activities. Providing space and amenities for any students or student group would create opportunities for connection between the church and the students, making All Saints' as familiar and accessible as UT buildings.

Because the University of Texas is a public institution, it does not provide specific religious support or activities to the student body (or faculty/staff). While religious and spiritual affinity groups may utilize the same spaces as other student groups, there is no "home" for religious life. **All Saints' is well positioned to offer a "home base" to many student groups that wish to support their members' particular faith tradition**. The church already houses the Episcopal Campus Ministry office, and so already has space set aside (and set up) for student group gatherings around liturgy, prayer, and fellowship. In pursuing this initiative, All Saints' would also strengthen its own relationship to different faith communities in the Austin area, who may be willing to financially support the use of space by student religious groups.

In 2023, the Texas Legislature passed Senate Bill 17, which bans public educational institutions from financially supporting Diversity, Equity, and Inclusion initiatives. While the University of Texas (and other state-funded

institutions) may support diversity in a general way but must not promote preferential treatment of any one identity. Like many universities, UT has a difficult needle to thread, and will probably take a more conservative stance on the organization and hosting of activities that could be construed as violating the ban. All Saints', being on campus and already committed to diversity and social justice as an Episcopal institution, **could be a safe haven for many groups, programs, and activities that can no longer be hosted on UT's campus.** This may include hosting open trainings on DEI practices, welcoming groups who want to host activities related to various heritage months or provide space to affinity groups for organizing and fellowship. This would also serve to promote the church - and the Episcopal faith - as a community that believes in, and is committed to, equity and inclusion of all identities in American society to the wider community.

ENHANCING ARTS & CULTURAL EXPERIENCES IN AUSTIN

Participants easily recognized the immense potential All Saints' has to expand its presence through offering space as a venue for arts and cultural events. Each small group generated ideas related to the use of the facilities as an arts and cultural venue, indicating a strong desire for the expansion of this kind of programming in the neighborhood. While there are particular venues on UT's campus, and in wider Austin, that regularly host performances and other events, they are often targeted to particular audiences and aren't always accessible to the student body.

Many of the conversations around how to use the space immediately focused on **offering the sanctuary as a performance venue for many kinds of artists and performers.** Examples of these events included student recitals, amateur music ensembles, and music instruction. Individual artists and arts-related organizations are often looking for a temporary space that they may use infrequently but can rely on its availability. Artists may need space to rehearse before for months leading up to a performance. And while professional artists and performers (who are able to make a living off their art full-time) can often afford to rent a performance/rehearsal space at an arts-specific venue, there are many more amateur or part-time artists and performers who find it extremely difficult to gain access to those spaces. And while the University of Texas's music program has some dedicated space, students and instructors may need additional options for education, rehearsal, and performance.

The other spaces that were identified as key assets for arts and cultural events were the church green space and parking lot (behind the sanctuary building) and the rooftop of Gregg House. These spaces inspired participants to imagine various musical performances that could be more informal in nature or that were connected to larger music events in the Austin area. **Becoming a supporting venue for arts and music festivals** would increase familiarity with All Saints' among the entire Austin community. SXSW may be the most famous, but Austin hosts a myriad of music, theater, literary, and art festivals every year. All Saints' has many assets that would make it an attractive venue, including not just performance but reception, lecture, panel discussion, and workshop spaces. All Saints' might also support these festivals by hosting kid- and family-friendly programming - providing space for performers, educators, and organizations connected to the festival and whose primary audience is children, or quiet and activity space for parents of young children who need a break from the festival's excitement.

INCREASING SERVICES FOR THE HOUSING INSECURE

All the groups came up with different ideas related to using All Saints' facilities as an access point for various health and social services in its Austin neighborhood, particularly for the housing insecure population. The parish has already established itself as a reliable source of food through the Loaves & Fishes ministry, and so already engages this population on a regular basis. Many non-profit and healthcare organizations have only one or a few locations and are often spread out from each other. This can make physical access to services very difficult - particularly for those who do not have reliable transportation. Health and social service organizations are often looking for opportunities to expand their services and increase access, but do not have the financial capacity to invest in an additional physical space. Houses of worship can serve as vital places for folks to access these needed services by hosting other organizations in their space. The following subsets of ideas would all align with All Saints' mission, meet a community need, and could be implemented in different "levels" of space use.

The church could serve as a **"one-stop-shop" for community resources** on a routine basis, bringing in social service providers from across the city so that street-based residents could easily access all the information and agencies at one time. Partners has also seen many churches have success in renting one of their "extra" office spaces to local mental health professionals, either as part of a larger agency or for individuals with private practices. Dedicating an unused office for a rotating group of counselors and caseworkers would be a practical and relatively easy option for the parish to increase its impact. Like hosting social service providers, there is also potential for All Saints' **to host healthcare clinics and services** in their facilities as well. Many hospitals and other healthcare agencies have programs that travel to different areas in the community for regular services (e.g., blood pressure screenings, vaccinations, blood drives, etc.). The church has spaces that could accommodate larger crowds and equipment; it also has spaces for more private interactions, such as individual consultations. While these types of space-use partnerships may not generate revenue for the church, healthcare services would raise All Saints' profile as a church that cares about the health and well-being of all residents in and around the university.

HOSTING ACTIVITIES AND PROGRAMS FOR LIFE-LONG LEARNING

The variety and flexibility of All Saints' spaces inspired participants in each small group to imagine opportunities that All Saints' could support for continuing education and extra-curricular experiences for all age groups in the in and around the university campus. In any of these partnerships, All Saints' would be leveraging its available space only; there would be little to no need to recruit a large amount of volunteer labor or dedicate staff time to these programs.

Adults of all ages would also benefit from having additional opportunities to develop skills and increase knowledge in different areas. Partnering with different adult education and enrichment organizations and groups that could **provide continuing education opportunities** to the adult population would also be fruitful for the church; there is a variety of instructional and meeting spaces that could easily host lectures, classes, and workshops. Some specific ideas for programming in this area included hosting author talks and book events, lecture series, and a symposium on creation care/environmental stewardship. Beyond more academic and intellectual pursuits, there are also many opportunities to **host groups that focus on alternative skills and hobbies**. The church already hosts the Texas Juggling Society, which provides weekly instruction and practice for local jugglers, and there may be additional opportunities to connect

with local amateur enthusiasts. Self-defense, cooking, crafting, and classes often need space that is flexible and affordable for their members. The possibility to host on-site childcare (in the nursery) was also seen as an asset in this area, as many local adult residents (apart from the UT student community) may have young families.

INCREASING INCOME AND MISSION IMPACT THROUGH SPACE SHARING

Every group generated several ideas that would help All Saints' to leverage its many different spaces and amenities to support the building and the community through space-sharing. In addition to the ideas described above, the groups discussed how All Saints' might generally increase its presence as an accessible and affordable community space that would bring more people into its buildings, support activities central to the parish's mission, and lead to additional revenue that would support the maintenance and upkeep of the property.

All Saints' has some individual rooms that could easily be transformed into **dedicated or shared office space for local organizations and groups** who are looking to establish some sort of stable, physical presence in and around the university campus. Several classrooms on the third floor of the education wing are unused or almost unused by church members or other groups. This floor is also accessible by a separate outside entrance, which would facilitate easy access for external groups and assist with traffic flow in and out of the building. The space itself is very comfortable, with Wi-Fi throughout the facility and climate control. Space-use partners may also have the option of utilizing other kinds of spaces (e.g., the sanctuary, social hall, and green space) for infrequent events and activities. There were several conversations about how to structure this kind of organizational hub.

One refrain that Partners has heard throughout urban and suburban communities is that there is a dearth of community meeting spaces in these neighborhoods. Partners has also found that when churches advertise that they have space available for local groups, the congregation is generally flooded with requests. Neighborhood groups and organizations are often on the lookout for spaces that are affordable and accessible for their activities and programs – especially if they are primarily made up of volunteers. Sacred places are logical venues for local civic life, and All Saints' may be able to greatly benefit the campus and surrounding community by **creating comfortable, accessible, and affordable meeting and gathering space for local groups**. While some of these groups would be looking for free (or very close to free) use of the facilities, there may still be opportunities for All Saints' to secure funding to cover the cost of their use – participants saw potential for local funders and grants to support the increase of community space in the community.

Participants easily recognized the immense potential All Saints' has to expand its presence in and around the university campus through offering its space as a **venue for weddings, funerals, and other life events**. The management, promotion, and use of space for a wedding would be similar to many artistic uses of the space, and All Saints' amenities would be quite attractive to couples looking for a small, centrally-located, affordable venue. Outside of weddings, churches often can be go-to's for birthday parties, coming-of-age celebrations, or even family reunions, and All Saints' spaces (and its parking availability) make it a very attractive option for folks in the university area. One result of the United States' decline in religiosity, is the lack of a spiritual resource when a loved one dies. Partnering with a local funeral home would help promote All Saints' as a place to celebrate life at all stages, even at its end.

All Saints' may choose to have a specific focus for leasing out its various spaces to local organizations. The church may choose to focus on supporting the work of **local artists and creatives**, who would be interested in instructional space, rehearsal space, and performance space in addition to office space. The church may choose to invite **nonprofit entities with a particular focus**, or those that need a little support getting off the ground. All Saints' may also choose to work with grassroots **and advocacy organizations** that traditionally do not have office space because of the cost barrier (e.g., LGBTQ advocacy or immigration advocacy groups without a tax status).

OTHER PROMISING IDEAS

Some ideas emerged during the event that Partners believes are valuable starting points for new programming and initiatives in the congregation and among community stakeholders but were not part of stronger trends of thought and conversation or did not have the enthusiasm and number of specific clusters that other trends had. Although these exist "outside" of the broader trends, Partners believes that they have strong potential to raise All Saints' profile as a community and civic asset in Austin and align with the congregation's mission priorities and legacy.

Support for Caregivers and Parents: The Day School is an anchor ministry and tenant for All Saints', and the parish would like to build off of its success to serve local families. While the church's "parent's day out" program has seen a decline in demand since the COVID-19 pandemic, there may be opportunities to expand the program's focus by offering an opportunity for caregivers of adults and seniors to have a "day out." Partnering with local senior advocacy or adult disability groups could help recruit coordinators and chaperones of both young children and older individuals in need of supervision and care.

History and Preservation Resource: It was clear from the participants' comments and conversations that All Saints', along with much of the university center community, is a treasured part of the city's history and heritage. Participants at the Asset-Mapping event had clear priorities about preserving and promoting the church as a key part of the University of Texas's history and heritage and had several ideas of how to leverage All Saints' in a broader context of promoting the city's history. All Saints' would be in a good position to convene and support a group of local congregations and other stewards of historic buildings along with the Austin preservation and history communities, to discuss broader strategies to increase community use and sound stewardship of all of campus area's historic infrastructure.

Large Capacity Kitchen: Many groups recognized the value and potential of All Saints' kitchen but were not able to build programming or activity around the kitchen. The kitchen does feature prominently in several of the popular and detailed idea clusters, which indicates its potential importance and value for the realization of other initiatives. All Saints' capital reserve study includes kitchen space and appliance replacement needs to which the dedication of a few nearby spaces for food and equipment storage would significantly increase the kitchen's utility and attractiveness to outside groups and individuals.

RECOMMENDATIONS

All Saints' Episcopal Church is in a prime position to move forward with many of the ideas and initiatives that were identified at the Community Asset-Mapping Event. It will be up to the vestry and other lay leadership to determine which initiatives are most practical for immediate action, best aligned with All Saints' priorities for the future, and have the most potential for engagement by the parish members. As part of the Asset-Mapping facilitation, Partners informally gauged the excitement and enthusiasm that participants had for the ideas that they created and heard about. By far, the most popular ideas related to expanded student support and connection, increasing the church's presence as a community gathering place on campus, increasing its support for houseless neighbors, and providing arts, cultural, and learning opportunities. Partnerships and programs that focus on these key areas would be welcomed by the campus neighborhood and the greater Austin community and have the greatest number of existing assets that could be leveraged and connected for significant impact. As All Saints' digests and metabolizes the conversations and ideas that came out of the Asset-Mapping event, Partners recommends the following action items:

MAINTAIN MOMENTUM OF COMMUNITY CONNECTIONS

Asset-Mapping participants were very engaged in the activity and were excited about certain idea clusters that they either helped to identify or heard about. Some have already reached out to All Saints' to express their enthusiasm for the event and for some of the ideas and opportunities that were described during the Asset-Mapping discussions. To maintain the momentum of the Asset-Mapping event and to strengthen relationships with the participants' organizations, All Saints' should follow up individually with each participant about the Asset-Mapping event. These conversations should include overall impressions of the activity, the idea that most excited them, and how they would be willing and able to bring that idea to fruition. This will be very important to advance the ideas that came out of the event, and further discern which ideas All Saints' should prioritize.

Partners for Sacred Places always recommends that congregations share the results and findings of Asset-Mapping events with all the participants. By sharing the full report with the participants or following up with bulleted findings and recommendations, All Saints' would affirm that it wishes to continue conversation and collaboration with these community groups and their representatives. The All Saints' Asset-Mapping team has already suggested that they might host another community event to publicize the report and the key recommendations that All Saints' will pursue. This would be a wonderful opportunity to reconnect with the Asset-Mapping attendees and to bring even more organizations, groups, and stakeholders into the conversation. As these relationships continue to strengthen, the participating groups will reach out to All Saints' with opportunities that their organizations might want the parish to be involved with. These conversations should be continued, with regular updates to participants, especially those who become new/stronger friends of All Saints'.

One of the key learnings for All Saints' members who participated in the Asset-Mapping event was just how "invisible" All Saints' seems in the campus community and in Austin more broadly. The Asset-Mapping event was a great jump-start to re-introducing the church to the campus community as a collaborative and active neighbor, and more space-sharing partners (especially those that will bring in many community members) will be significant in raising the church's public profile. It is also important, however, for All Saints' to look outside of its walls for opportunities of community partnership and public presence. All Saints' should identify large public events (especially those that may happen in its neighborhood) that congregation members and the church would like to be present at in meaningful ways. All Saints' should also identify particular groups or organizations that the church would like to become more involved with as a formal member (e.g., the local chamber of commerce, local development groups, etc.) and designate a lay leader to regularly attend meetings and participate on behalf of the church.

IDENTIFY ACTIONABLE STEPS FOR POTENTIAL INITIATIVES

After following up with Asset-Mapping participants and sharing this report with the church council and wider congregation, All Saints' should identify and empower teams that are interested in developing and implementing some of the ideas generated during the Asset-Mapping events. Some of these teams may already exist within All Saints' current structure of (e.g., an outreach committee, or the Asset-Mapping team), and some may need to be newly-formed task forces that are charged with specific initiatives. These teams should recruit and collaborate with community members that participated in the Asset-Mapping event and self-identified as willing to donate their time and energy to the initiative.

For the different initiative categories that Partners has identified coming out of the Asset-Mapping event, Partners recommends the following action items:

Strengthening Relationships with the Student Community

- **Collaborate with the Episcopal Campus Ministry in Outreach to Surrounding Dormitories:** The Episcopal Campus ministry has already built relationships with University of Texas students, and those students are the best resource for brainstorming potential activities, programs, or services that non-Episcopal students might also enjoy. These students are also the best avenues to learn more about communication channels with the surrounding dormitories. All Saints' should collaborate with the Episcopal Campus Ministry's students to imagine how the church might organize some of the existing ideas (e.g., end-of-year swapmeet, potlucks) and to identify and coordinate other opportunities to serve the parish's student neighbors.
- **Reach out to the Student Affinity Groups:** Again working with the Episcopal Campus Ministry, All Saints' should identify those student groups, programs, and initiatives that can no longer be housed on UT's campus or funded by the UT student life office. All Saints' should also utilize its existing connections to UT faculty and staff to identify those faculty members that might be interested in utilizing All Saints' as an alternative space for training and education programs focused on DEI work. The Episcopal students within the campus ministry programs would also have connections to other religious student groups, and could help spread the word that All Saints' is available to groups of many faiths' worship, prayer, and fellowship groups.

Enhancing Arts & Culture Experiences in Austin

- **Prioritize recruitment for regular arts programming:** All Saints' is already connected to several amateur and professional arts and performance organizations and groups. The congregation should convene meetings with these groups with the explicit purpose of programming the sanctuary and the social hall for regular performances, rehearsals, and educational programs related to the arts. All Saints' should also explore its members' professional and personal networks to establish connections with visual artists who may see possibilities for art installations in Gregg House or out on the lawn. All Saints' should determine an internal goal for hosting arts performances and cultural experiences throughout the year as a strategy to promote itself as a venue and as a way to gather more key information about what additional improvements or modifications the congregation may need to make to the facilities and surrounding property to become more accessible and attractive to the arts community.
- **Get Involved with Existing Community Events:** There were several events that were mentioned during the Asset-Mapping event that are already Austin institutions, and that All Saints' could support as a potential family support station (SXSW, Texas Book Festival, Austin Pride, etc.). Many large-scale arts events will welcome additional support space for families and other individuals to have some respite from the hot sun and to engage children in age-focused activities. All Saints' campus location makes it a prime partner for these festival planners, many of whom will probably not be at all familiar with the spaces and amenities that the church has to offer. All Saints' should reach out to these planners and coordinators - as well as the city of Austin - to begin conversations about how All Saints' can provide support for the 2024 events and in the future.

Increasing Services for the Housing Insecure

- **Host human and social service pop-ups:** Capitalizing on the popularity of Loaves & Fishes, All Saints' should look to expand and strengthen its network of local service providers who could offer additional services to the Loaves & Fishes participants. This could include housing support, referral for mental health treatment, enrollment in job training programs, or even direct assistance for immediate needs. Having these service providers on hand lowers barriers to access needed support services for a vulnerable population and would increase All Saints' profile among congregations and social service agencies in Austin.

All Saints' should invite representatives from the hospital systems and other healthcare providers for a tour and focused conversation about opportunities to provide free healthcare screenings and services at certain dates or intervals. Larger organizations that serve several non-profits, like the United Way or the Ending Community Homelessness Coalition (ECHO), will be a key partner in connecting the church with social service organizations that will be interested in providing access to their services in and around the university campus. The parish may also want to work with organizations like Interfaith Austin, whose refugee clients may have housing but are in need of similar services regarding food, financial support, healthcare, and counseling.

Hosting Activities and Programs for Lifelong Learning

- **Host Educational activities/events in conjunction with larger programming:** An easy way to start building programming educational activities within the church would be to offer a venue for these kinds of

activities as part of wider community events. All Saints' should approach larger institutions that may not be able to participate in university area events because of their physical location. For instance, they may be interested in providing some children-focused educational activities as part of SXSW but would need a more child-friendly space to host. At the SXSW Film Festival, there may be opportunities for amateur filmmakers to learn specific skills around cinematography; All Saints' would be well positioned to host a workshop or class that would attract festival-goers and that would be organized by local creatives.

- **Develop relationships with amateur enthusiasts:** All Saints' is already connected to the Texas Juggling Society, and through its members may find additional connections to local music ensembles, choral groups, theater troupes, crafters, etc. All Saints' should make an effort to promote its space to these groups as available for regular gatherings, classes, conferences and festivals, rehearsals and performances, and other events that these groups may want to host. Intentional outreach and recruitment will help accelerate "word of mouth" information about the church's availability as a community space.

Increasing Mission Impact and Income through Space-Sharing

- **Develop a mission-aligned and robust space-sharing policy:** Many of the ideas that came out of the Asset-Mapping event will rely on All Saints' to share their space with external organizations and groups, and so the parish should ensure that they develop policies and practices that will ensure a mutually beneficial space-sharing relationship with these users. All Saints' should have a list of all the spaces that might be available for outside groups and what they would charge for outside groups to use these spaces (usually tied to maintenance and utility costs). All Saints' should also write out explicit expectations for any space-use partner (e.g., cleaning up after an activity, supervising access to the building, etc.). All Saints' should have legal Agreements for any space user that will pay a fee for use. Judicatories will often have template Agreements or examples that they would prefer congregations to use, and so All Saints' should reach out to the Episcopal Diocese of Texas for advice and guidance. All Saints' should also revisit the conversation about how the parish wants to utilize (or monetize) its parking lot.
- **Consolidate congregational storage and usage of individual classrooms and potential office space:** Most churches find ways to fill empty rooms with items that are rarely (or no longer) needed. In preparation for offering more of its space to local nonprofit and arts organizations, All Saints' should first inventory the activities and storage that will need dedicated space in the church, and then "claim" the spaces that make the most sense to host those activities and items. All Saints' should try to consolidate storage and congregational life activities into as few dedicated spaces as possible and develop a schedule that shows what other spaces may be shared between congregational activities and community activities. This will open up additional rooms that could be used exclusively or shared by an external organization.
- **Engage local wedding/event planners:** All Saints' sanctuary, rooftop (with some safety improvements), social hall, and the kitchen make the church a potentially popular venue for weddings and other life events. All Saints' should connect with the local wedding (and event) planners to take them on tours of the space and ask what additional information or materials those planners may need to add All Saints' to their portfolios of

venue options. All Saints' may also offer to host a gathering of local wedding planners/vendors, which will additionally serve to raise the church's profile among these businesses and individuals.

Other Promising Ideas

- **Support for Caregivers and Parents:** All Saints' should engage local advocacy and service organizations who focus on seniors and adults with disabilities. These organizations will be able to give advice and input on how All Saints' might expand its "Parents' Day Out" ministry to include caregivers of adults and seniors. This conversation would also intersect with other initiatives in this report, specifically offering human and social service "pop up" clinics.
- **Leverage the Kitchen:** All Saints' should identify local food entrepreneurs and job training programs focused on the culinary arts to start a conversation about how the kitchen might be used in its "off hours," and what specific upgrades the kitchen would need to become a commercially-licensed kitchen. If there is enough interest and opportunity, All Saints' might include these upgrades into a larger capital campaign scope. Immediately, this would allow for cooking classes through Loaves & Fishes or other community partners. The parking lot provides space for food trucks to park and load/unload; there may also be an opportunity for All Saints' to operate as a staging, preparation, and storage area for food trucks in the mornings and evenings. Commercial kitchens can also provide opportunities for culinary and food-handling certifications. All Saints' could immediately begin to reach out to the local dormitories to gauge interest in student use of the kitchen.

DEVELOP SPACE-SHARING POLICIES AND PRACTICES

Following the event, All Saints' may receive requests from outside groups wanting to learn more about opportunities to utilize the church's space and physical amenities. Many of the longer-term ideas coming out of the event will rely on a space-sharing partnership between All Saints' and other organizations. All Saints' will need to develop and implement robust space-sharing policies and cultivate a practice of routinely sharing their building with others. Although Partners for Sacred Places has not thoroughly reviewed All Saints' existing policies, there are some general best practices that the church will need to implement.

- **Effective Promotion Strategies:** Currently, there are no online photos of All Saints' individual spaces that may be available for community use. The church should engage a photographer (either among the congregation or hired externally) to take high-quality photos of each of the spaces, highlighting their aesthetics and amenities. All Saints' should post pictures of congregational and community use of its facilities on its social media pages and consider putting together an "album" of spaces available for use. All Saints' should develop a fee schedule and space-use terms that can be shared online through the church's website; a best practice would be to create a separate page that potential space users could easily access through the website that provides pictures and descriptions of all available spaces as well as a way to contact the appropriate staff to request space use.
- **Efficient processes and administration:** All Saints' should implement an efficient process for taking space-use requests, executing space-use agreements, and managing space-users in the building. This would include maintaining a schedule of space-users and ensuring that there are no conflicts between requests

(church or community users), monitoring payment (as appropriate), and revisiting space-use agreements with space-use partners on a regular basis. Partners advises that these tasks fall under a staff person or an elected/appointed lay leader within the church, answerable to the body that oversees property management (e.g., property committee or church council). These staff/leaders should be empowered to negotiate Agreements and partnerships with external groups without council/committee approval for every request.

- **Mission and values alignment:** The most important factor in a good space-sharing relationship between congregations and outside groups is the alignment between the parties' missions and values. All Saints' should be able to see the space user's programming as furthering the mission of the church, and the space-user should be able to see the partnership with All Saints' as a way that they can fulfill their own mission. While there are other factors that lead to successful space-sharing partnerships (e.g., good communication, personality, etc.), these should be built on the strong foundation of shared values and mission. Mission alignment can also make the space-sharing process seem "logical" for the associated constituencies of the church (i.e., the church members) and the organization (clients, participants, funders, etc.).
- **A note about space-use fees:** While congregations are able to request a fee-for-use of the space, there are different local and state regulations about what types of organizations they can enter into an agreement with and for how much. As a rule of thumb, congregations can "rent" space to another non-profit organization (that does not charge a fee for service) as long as they do not make a "profit" off the arrangement (i.e., the cost of space-use can be directly tied to specific expenses such as utilities, staffing, etc.). There are also usually ways to amend agreements to cover the tax that the state would level for the church renting out to for-profit groups or to fee for service groups. As these vary from state to state and county to county, All Saints' would do well to seek legal advice on the limitations and opportunities for space-sharing.

INCORPORATE FINDINGS INTO THE CHURCH'S LONG-TERM PLANS

The Asset-Mapping was an exciting activity that generated new ideas and excitement around All Saints' in the campus and surrounding communities, and its findings should be shared with the parish. This could be done with an after-service presentation, or as a business item during an annual meeting. The initial report and findings, as well as participant responses, should be included as an agenda item at the next council meeting. Preparing a brief outline of the major ideas and themes (excerpting this report) would be one way for congregation members to easily see the ideas generated during the session. All Saints' could also take advantage of empty wall space in its facilities so that congregation members can see the assets and clusters that were generated by the community participants. Though the display of the congregational and community assets is a powerful action in and of itself, without a specific ask or request, congregation members may not immediately connect to an initiative or action that might leverage their own individual assets. All Saints' should message (through congregational newsletters, at leadership meetings, and in worship) the opportunities to participate in any of the ideas and initiatives that the church decides to move forward. Follow-up with every congregation member that volunteers should be quick.

The activities that currently, or could, happen within All Saints' reflect the church's mission and vision for itself and the community of Austin. Similarly, improvements to, and preservation of, the facilities have the potential to benefit not

just All Saints', but the entire community. As All Saints' discerns and articulates a future for the congregation and the facilities, the parish should pay special attention to how its property can be intentionally used to increase its impact and promote its legacy in Austin. The 125th anniversary of the parish is a fantastic opportunity for this visioning and planning, especially as it may provide additional opportunities to engage the wider community in events celebrating the parish's history and legacy.

The conversations and recommendations that come out of the Asset-Mapping event will also be helpful in planning for a large-scale capital improvement project for All Saints'. First, it has already increased the parish's profile in the community, which is key in soliciting any external support for a capital campaign. Second, it provides key insight into how All Saints' neighbors already view the church, and the priorities that community might have for the property. Planning improvements around current and potential partnerships, and designing spaces to fit community needs, will ensure that the improvements will benefit not just All Saints', but all of its neighbors as well. Third, the Asset-Mapping event generates internal momentum, providing a vision for how the parish might continue to serve and be present for its larger community into the future. This will inspire the church's membership (and its "diaspora") to see their potential gifts as investment in more than just bricks and mortar. All Saints' should utilize the Asset-Mapping's momentum, learnings, new connections, and ideas to articulate a future for the parish and its property.

ASSETS AND CLUSTERS

Strengthening Relationships with University

Students

Renting Space to Christian Organizations from UT

Community spaces
Parking
Kitchen(s)
Christian student groups
Gathering spaces (pool and ping pong tables)
Classrooms
Walkability from dorms

Kitchen access for SRD students

SRD (those that are involved in All Saints)
Therapists
Kitchen(s)

UT Student Recitals

Butler School of Music
Church
Parking
Parish Hall
UT Students
Susan Thomas
Gregory Eaton
UT Faculty
Arts organization

Texas Exs (Experts) and UT students networking mixer

Student Center
Canterbury house
UT alum that attend All Saints'
Networking for current UT students and alumni
UT

Education and Community Spaces

Kitchen spaces
Lots of potlucks
Open space when university is closed
Library of religious texts
Group rooms that have multiple uses
The forum
Classroom space

Outreach to nearby dorms (flyers?)

Student Center Kitchen
Proximity to North Campus dormitory system
Both traditional and more modern services
Good study spaces
Mental Health Services
Inclusive/Welcoming

More outreach to UT students on Speedway

Episcopal Student Center
Student Center Endowment
UT students who are seeking a new church
Inclusive/Welcoming
Bishop Kinsolving
Speedway
UT student organizations
Church music

School Partnerships

UT and St. Ed's professors and staff
Drop in childcare at off hours
Artists
Study rooms
Austin Villas
Fiji House
Potential Partner: AGE services
"Origin Story" - students and early commitment to support female students
Office Space
Child Appropriate Ground Level Space
St. Stephen's Episcopal School
Seminarians
Picnic tables/grove
Property on 27th
Scottish Rite Dormitory
Trinity Episcopal School
MCM (intact design)
Bishop Kinsolving's legacy
St. David's preschool and St. Matthew's preschool
St. Andrew's Episcopal School
Rooftop area
Austin Creative Alliance

Helping Austin Musicians
School Chaplain
Infant-PK Childcare
NAES/SAES

Connect UT Students and/or congregants to outside group
volunteer activities

Caritas
UT Students
Care for the community
Front Shops
CASA
Habitat for Humanity
Save Our Springs Alliance
Loaves & Fishes Volunteers
Homeless population
Central Food Bank

Parking Lot Space

Parking
Parking Lot Fees
UT Football
Overflow UT Football parking
Dorm move in and staging areas for families

Intentional Community-Based Student Housing

Founded as a student chaplaincy
Apartments
Excess classroom space
Relationships with Scottish Rite Dormitory
Kitchen
Only church in North Campus
Proximity to West Campus
Proximity to North dormitories

Swap of Clothes/apartment stuff - donate what's left

UT Helping Hand
Safe
Student Center

Continuing /Growing the Relationship between
Therapists/Counseling and the Dorms

SRD
Therapists
Seminary of the Southwest Counseling Program
UT School of Social Work

**Enhancing Arts and Cultural Experiences in
Austin**

Music Event

Lawn
Church/organ
History center/sound stage
UT students
Talented organist and choir master
Located on UT campus
Professors/UT
KUT

Concert/Event Space

Love Notes
Music Rehearsal
Bathroom
Drama Rehearsal
Green Spaces
Parking

Art gallery/show

Mural
Stained glass
Parking

Music/Outreach Performance

Singers
UT students
People experiencing homelessness
Bell choir
KUT
A/V capabilities and streaming
Evan Smith
Front porch (history)
Utility service providers (ABC pest, etc.)
Shipley's donuts
Parking lot
Open park benches

Art Fair

Artists
Musicians
Jugglers
Costumes and props
Location
Trees
Picnic tables
Ben McKensie
Performance (sacred and otherwise)
Theater group
Active volunteers
Beauty (?) arts narrative

Art in Public Places tours

Stained glass windows
Murals
St. Monica's and St. Clare's guilds

Monthly Music

Yoga and organ music
Harpsichord and handbells
Gregory
Brass for Easter
Organ

UT Music Students giving performances

UT Music Student
Large meeting spaces
Sanctuary
Butler School of Music
ACL Festival (music!)
Organ
Livestream equipment

Musical Theatre/Acting/Film Camp

Gregory Eaton
Organ
Video production equipment
Music excellence
Sunday School Video Teachers
Excellent Day School Reputation
UT music students as counselors
Choir Director
Kids Acting Program
Children's summer camp program across Austin

Theater Event

Community theater
Capital Campaign
Events
Hyde Park Theater
Venues
Economic Aspects Development

Event Singalongs

Volunteer
Jugglers
Musical talent of church members

SXSW Music/Film Meetings

Classrooms
Stacking chairs
Open to community

Music Events/Festivals

Choir Director and Music Program
Art talent
Large usable/renovatable roof space

Music Festival (SXSW)

Music venue
Parking
Kitchen use
Childcare folks

Film Location

Historical church
Period architecture
Film students
Proximity to KLRU/KUT

Increasing Services for the Housing Insecure

Expanded Medical

Hospital access
Meeting spaces
Medical Clinic
Dell Medical
Lone Star Circle of Care
Therapists
El Buen Samaritano
Memory care, Day care
Speech Clinic Space
Elder care
Mobile Blood bank
Peoples Com. Clinic
Austin Child Guidance Center

Legal Help for Unhoused

All the lawyers in the All Saints' congregation
Resources for unhoused
Paula Pierce
Loaves & Fishes

Mental Health for Unhoused

Unhoused clients
MAC program interns
Loaves & Fishes
EHF
UT SSW
Seminary of the Southwest
Soul Shop Suicide Prevention
(Can do a blessing of the narcan) service and training
Recovery groups

Bluebonnet Trails/Integral Care
Recovery high school
The Phoenix active recovery gym
Naloxone distribution and tradition
Center for Students in Recovery
Cribs
Louise Hold TX Highway Dept.
Techies
Holy Hardware

Homeless Care

Micah 6
Kitchen
Loaves & Fishes gift cards etc.
AA
Mobile Loaves & Fishes

Hosting Activities and Programs for Lifelong Learning

Conference space

Parking
Close to UT
Green spaces
Proximity to restaurants, Guadalupe, etc.
Meeting spaces
Classrooms

Earth/Creation Stewardship Symposium

Lectionary group
Bailey Lectures
Ph.D.'s are a dime a dozen at All Saints'
All the UT people
Community of Day School Parents
PDO
Interfaith Council
Teachers
Endowment
Environmental Stewardship
Racial Reconciliation Program
History connected to UT

Speaker Series

Sermons
Lots of clergy
Homiletic strength
Current UT faculty and staff

SBM and Activism

Not having SB17 restrictions (DEI)

A lot of new guest lectures and activism opportunities

"How-to" Class for Seminarians

Preservation Austin
SSW
Old Central Austin
Historical Marker
Volunteers of Congregation
Story of women's dorm (Grace Hall)
History of sanctuary

Cooking Classes

Austin community
Congregation
Commercial kitchen
UT student groups
Day school kids
UT experts
Loaves & Fishes clients

Facilitating DEI training

Stained glass windows, UT medallions
Changing out Robert E. Lee window
Proximity to Hyde Park

Lecture Series

Lifelong learners
Meeting space
Proximity to UT expertise (music, art, history)

Self Defense Classes

Female rector
Classroom spaces
History of supporting women

Recovery Speaker Series

AA
Deep Roots
UT professors

Education Programs Book Author Events

Teachers
Students
Classroom
Parking
Texas Book
Texas Historical Association

Increasing Mission Impact and Income through Space-Sharing

More weddings

Historic church
Pipe organ
Classrooms
Meetings space
Green space

Rent to Nonprofits

Donors
Kitchen
Vestry
El Buen Samaritano
Table
That art installation on roof of student union
Childcare

Rent out space

Roof space
Choir
Kitchen
Association with musical groups in town
More progressive congregation
Prime Real Estate in Austin
Tradition of musical excellence
Austin Public Health
UT
Bailey Lectures
APTS
Marvin - the parking guard
Stained glass windows
SW Association of Episcopal Schools
Location and Buildings
Larger Episcopal Community
People in Austin in need
Mona M.
Picnic tables
Playground
Piano
Recovery groups
Jugglers
Crossroad between university and wider community
College senior scholarships
City of Austin
27th street garage

Birthday Parties and Rentals

Bennet Garden
School parents
Day School connections to other Episcopal Schools in the area

Wedding/Reception Combo

Rooftop space
Industrial kitchen
Sanctuary use
Wired sanctuary
South Lawn
Choir

Interfaith and Episcopal Community Partnerships

Collaborative evangelical outreach at arts festivals

ACL
Episcopal Diocese
S + SW
Other Episcopal churches
Church members volunteers

Interfaith/Interdenominational Education Events

UT Professors
History of education
Several other nearby churches
Proximity to Jewish Beta Israel and Nueces Mosque
Orthodox Christian Fellowship
Proximity to the University of Texas
UT Interfaith Council
Several large sparsely used rooms

Rent chapel for outside church bodies on Saturday/Sunday evenings

Kneelers
Parking
Streaming equipment
Location in Austin
Chapel
Pews
Furniture/Parking/Library/Tables and Chairs

Community Group Connections

Community Outreach and Special Interest Groups

Multiple 12 step groups
Different sized meeting rooms
Child care
MAP central heat
Counseling
Temperature controlled indoor spaces
Picnic tables for outdoor gathering
Loaves & Fishes
Sunrise Navigation Center
Gregory Eaton
City of Austin

Wesley Norse
Location
UT students at volunteers
Clergy
UT deans (previous and present)
Micah 6
AC/Heat
HEB
Voter register

New Austin Community Connection Group

Women clergy
Ping Pong Table
Many neighborhoods represented
Organist (Gregory)
Beautiful murals
Parish hall
Comfortable moveable chairs
Landscapes
AV equipment

Kitchen Ministry

Family Food Prep
Industrial kitchens
Kitchens in multiple locations

Home Cooked Fridays

Micah 6
Cooks
Kitchen
Volunteers
Johnson Center
Food Resource (Whole Foods)

Expanding Child Care Programs

Summer Day Camp

UT (in general)
UT Student Tutors
Parents Day Out
EL Buen Samaritano
Female priests

Parents Night Out

Day School playground
Childcare
Tenured teaching staff
Sunday School rooms

Austin History Events

Texas/Austin History Event

Historical role in EDOT
Historical role in Austin
St. Ed's
Day School
Mental Health Team
Clergy
Student Center
Parents Day Off

Fuller Spotlight

All Saints' 125th anniversary Austin History Center Fuller
Luncheon Event
Stephen Fuller Event Austin
Showcase location "spotlight"
Chapel
Window change
Columbarium
AI Bishop Kinsolving
Hi Tech Savvy Parishioners
UT AI people

Miscellaneous Ideas

Development and Capital Campaign

125 year history
Historic building and UT connection
OV Bennett Endowment
Scholarship endowments
Kinsolving Story and UT
Harpsichord
History of stained glass windows

Pet Adoption Event

Performance Events
Adorable Cats

Miscellaneous Ideas with no assets underneath

History and Architectural Tours
Coffee Shop Hours Student Centers
Music and Food Trucks
Resilience Hub
High Profile Wedding and Events Venue
Food Pantry and Clothing Closet (career clothes, etc)
Musician/Artist Studio Space (perhaps with lessons or programs for students)
Plug In UT Med School and Loaves & Fishes
Community Health Center - partner with med school
Sunday Morning Classes Adult-Ed
Partner Parents Day Out with Senior Care

Unclustered Assets

Physical

27th street garage
40 acres
Altar guild
Air rights (?)
Bathrooms
Beautiful space for weddings/lectures/music
Bennett Garden
Central location
Chairs and tables
Charcoal grills
Church with great property
Classrooms
Columbarium
Couches
Courtyard
Counseling Room
Crypt
Day School
Edge of UT campus
General green space
Historic architecture
Historic chapel
Kinsolving Hall
Kinsolving Tomb
Kitchen
Land Lease
Library
Livestreaming capacity
Moveable tables and chairs
Nap mats
Nearby bus stops
Office space
Organ
Outside picnic area
Parking lot
Piano
Playground
Prime Real Estate in Austin
Printing
Prominence in town
Quality of architecture
Reception area in office for meeting space
Rooftop space
Sacristy
Sanctuary
School

Showers
Small kitchen
Sound system
South Lawn
Stained glass windows
Study Space
Sunday School Rooms
Tech equipment
Total Church Property
Toys
Trees
Turtles and frog pond
Washing machines?

Individual

Accountants/Business People
Business People
Choir
Civil Engineer
College Professors
Congregation
Congregational volunteers
Cook
Day School Families
Dedicated staff with many years of service
Episcopal School Connections
Eric Moen
Faculty with content knowledge
Friends of Woodridge Park Association
Generations that have gone to Day School
Genevieve
Gregory Eaton
Head of Day School
Herman Dyal
Intern counselors
Joey
Lawyers
Loaves & Fishes Volunteers
Long-term parishioners
Many congregation members with professional skills
Marvin
Michelle C. (voter registrar)
Mona
Musicians
Nurse
Old Testament Professors
People in Austin in need

Professionals (wealthy) parishioners
Rebekah Johns
Recovery groups
Refugees
Seminarians
Students
Teachers
Tech people
The Drag
UT Alums - priests?
UT Music Faculty
UT Staff
UT Students
Vestry
Youth
Young people in close proximity (dorms, eg.)

Associations/Institutions

12 step groups
AA and other -A groups
Art and music department at UT
Association with musical groups in town
Austin Child Guidance Center
Austin Community College
Austin Downtown Alliance
Austin Electric Energy Co.
Austin History Center
Austin Interfaith
Austin Presbyterian Theological Seminary
El Buen Samaritano
Campus Ministry
Diocese of Texas (and staff)
EHF
Episcopal Foundation
Episcopal Health Foundation
Flatwater
Huston-Tillotson University
Jugglers
Larger Episcopal Community
Life Works
Loaves & Fishes
Local Hospitals
Local theater companies
Meals on wheels
Mental Health Services
Micah 6
Moody Foundation
Moov-In, Moov-Out
Music School

Nearby churches
PDO
Province 7 of the Episcopal Church
Scouts
Seminaries
SSW
St. David's Hospital
St. David's Foundation
SW Association of Episcopal Schools
Student Union
Surrounding restaurants
TEC
Texas Historical Association
TFB (Texas French Bread)
Tutoring services
UT
Women's Dorm

Economic

Acreage in E. TX
Day School
Endowment
Episcopal Relief & Development
Funerals
HEB gift cards
National Acolyte Festival
Parents Day Out
Stewardship (parishioner serving)
Student Center Endowment
Tutoring services
UT Game Parking
Teo's

Narrative

76 year history of the day school
All Saints as a musical community. Austin as an arts and cultural hub.
Austin
Bishop Kinsolving/education
Care for Poor/Broken/Excluded - Loaves & Fishes, HEB, Nurse
Childcare
Counseling
Crossroad between university and wider community
Events
Experience as College Student
First Austin parish with weekly Eucharist (?)
Fine preaching
Geographic Diversity of Congregation

HEB - education focused philanthropy
History
History of the Congregational Family
Intelligence/Thoughtful
Intellectual church
Interfaith
Legacy of women's empowerment
LGBTQ+ affirming
Loaves & Fishes
Marriage Venue
Military service emblem in stained glass
Moral clarity
More progressive congregation
Music
Oldest Preschool in Austin
Outside weddings
Racial Reconciliation Work
Social Justice - racial reconciliation
Sound Biblical foundations
Still utilizes the traditional Sunday Service
Sunday Dinner
Tradition of musical excellence
UT
Wednesday Dinner
Youth and Students - student center, day school, parents
day out, counseling