



Transforming Church Property for Missional and Financial Impact

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Workshop Outline

- ▶ Why?
- ▶ How?
- ▶ Lessons Learned
- ▶ Resources to Consider

Context—Why?

- ▶ Priorities
 1. Missional Focus/Community Impact
 2. Financial Sustainability
- ▶ Realignment of mission and resources
 - ▶ Renewed focus on faithful, effective stewardship of ALL our gifts and resources
 - ▶ Getting right with Jesus!

Context—Why?

- ▶ *How does God's love abide in anyone who has the world's goods and sees a brother or sister in need and yet refuses help? Little children, let us love not in word or speech but in deed and truth. –1 John 3:17-18*
- ▶ *Then Jesus told his disciples, "If any wish to come after me, let them deny themselves and take up their cross and follow me. For those who want to save their life will lose it, and those who lose their life for my sake will find it. For what will it profit them if they gain the whole world but forfeit their life? Or what will they give in return for their life?"
–Matthew 16:24-26*

Context—How?

Fall 2021—Congregation-Wide Book Read & Sermon Series

- ▶ *Neighborhood Church: Transforming Your Congregation into a Powerhouse for Mission*
(Krin Van Tatenhove and Rob Mueller)

Fall 2022—Leadership Retreat (Session/Trustees)

- ▶ *Shift: Three Big Moves for the 21st Century Church*
(Mark Tidsworth)
- ▶ *We Aren't Broke: Uncovering Hidden Resources for Mission and Ministry*
(Mark Elsdon)

These were necessary to:

- ▶ Ground the WHY
- ▶ Start cultivating shared vocabulary and vision!

How?—Forming a Team

February 2023—Strategic Mission Steering Committee

- ▶ 3 Elders, 3 Trustees led by Co-Chairs (One Elder, On At-Large)
 - ▶ Plus 2 pastors; 9 people total
- ▶ Clarity of dual purposes
 - ▶ Missional focus/community impact
 - ▶ Financial sustainability
- ▶ Understand community needs
- ▶ Explore range of possibilities
- ▶ Develop community connections
- ▶ Coordinate congregation's engagement

How?—Getting Started

▶ February-April 2023

- ▶ Community Needs Assessments
 - ▶ Local data about health, housing, employment, quality of life, etc.
- ▶ Local Partner Meetings
 - ▶ City and county officials
 - ▶ Community & Economic Development; Zoning; Health & Human Services
 - ▶ Nonprofit leaders
- ▶ Establishing clear priorities
- ▶ Narrowing range of possibilities
- ▶ Identifying prospective funding sources
- ▶ Looking for greatest impact
- ▶ Creating connections

How?—Getting Started

- ▶ **May 2023**
 - ▶ Congregational Town Hall re: recommended path forward
 - ▶ Affordable housing and affordable childcare
 - ▶ Prioritizing needs of children and families
- ▶ **June-August 2023**
 - ▶ Monthly Lunch & Learns w/nonprofit partners
 - ▶ Community needs in real life
 - ▶ Support services
 - ▶ Possible partnerships
- ▶ Congregational engagement and education KEY!

How?—Next Steps

▶ June-August 2023

- ▶ Research, interviews, proposals for Consulting Partners
 - ▶ Architects, Attorneys (Real Estate & Nonprofit), Urban Planners, Affordable Housing Finance, etc.

▶ September 2023

- ▶ Session/Trustees Approval re: Consulting Partners
 - ▶ Collabo (Urban Planning); Urban Ventures (Affordable Housing Finance)
 - ▶ MKSD Architects; Greater Good Legal
- ▶ \$130k from Mission Opportunities Fund (unrestricted endowment)
 - ▶ To date \$105k spent

How?—Next Steps

- ▶ **October 2023-March 2024**
 - ▶ Architectural Feasibility Study
 - ▶ Adaptive reuse of South Building w/local nonprofit partner
- ▶ **September 2023-May 2024**
 - ▶ Campus Planning Process: mixed-income affordable housing development
 - ▶ Congregational Education
 - ▶ Faith-Based Development Case Studies (September 2023)
 - ▶ Missing Middle Housing Presentation (November 2023)
 - ▶ Community Engagement
 - ▶ Listening Sessions (Oct. 2023); Neighbor Meeting (Jan. 2024)
 - ▶ Community Meetings (Nov. 2023, Jan. & May 2024)

How?—Current Status

▶ March-September 2024

▶ Adaptive Reuse

- ▶ Relationship-deepening conversation, Board/staff site visits, and financial modeling with nonprofit partner
- ▶ Pastoral transition
- ▶ Number crunching re: operating income capital campaign feasibility
- ▶ Possible alternatives

▶ May-September 2024

▶ Campus Planning/Development

- ▶ Back-burner to focus on Adaptive Reuse
- ▶ Until a very recent pivot

Lessons Learned

- ▶ Start financial assessment/modeling EARLY
- ▶ It's never too early to start doing research and gathering resources
- ▶ Assume you'll meet resistance
 - ▶ Internal and external
 - ▶ Prepare members for this, too
- ▶ Cultivate community support
 - ▶ Internal and external

Lessons Learned

- ▶ There's no such thing as over-communicating
- ▶ Plan for local media coverage
 - ▶ Clear, consistent talking points
 - ▶ Mis/disinformation is real
- ▶ Pay attention to and engage in community conversations re: development and housing
- ▶ This is a Spirit-led process
 - ▶ Stay in touch with that and be open and flexible

Resources to Consider

▶ **Rooted Good**

- ▶ Good Futures Accelerator Course
- ▶ Free resources publicly available via Presbyterian Mission Agency
 - ▶ *How to Rent Well*
 - ▶ *How to Develop Well*
 - ▶ *What About Taxes?!!!*

▶ **Enterprise Community Partners**

- ▶ Faith-Based Development Guide
- ▶ Webinars
- ▶ Occasional cohorts (limited geographic regions)