

# Congregational Meeting

March 10, 2024



This special congregational meeting is to discuss and then vote on moving forward in a formal relationship with Partners in Vision and their affiliated development partners for the purposes of completing an in-depth, multi-dimensional feasibility study and creating a development plan for building a financial sustainable, mission-driven Center for Community here at 45 Maple Street.



The specific items for a vote are:

1. To vote formally engage Amistad Redevelopment Corporation (ARC) as our development consultant for the purpose of supporting the church in assessing options and providing the expertise required to create a viable, sustainable mission-aligned project plan.
2. To authorize the estimated cost of \$16,400 for ARC to act as the Church's Development Consultant for this phase of work. The estimated completion time is 6 months. A deposit of \$4,100 is due upon signing, with the balance of \$12,300 upon completion of the work.
3. To designate the Community Center Planning Team (Linda O'Connell, William Conley, Polly Southworth, Michele Campbell, Carol Stewart and Rev. Lindsey Peterson) to perform the roles needed to move forward.



# Background





## GENERAL BACKGROUND

- Jill White of the UCC's Partners in Vision (PIV) in 2023, the South Church congregation emerged with the missional vision to become a vibrant, sustainable center for community grounded in well-being, arts & culture, and building spiritual community.
- Since then, the Center for Community Planning Team has been working toward determining how we make that vision real. As an external effort, we currently are engaging with community stakeholders to assess interest and needs, and gather creative communal ideas aligned with our vision.



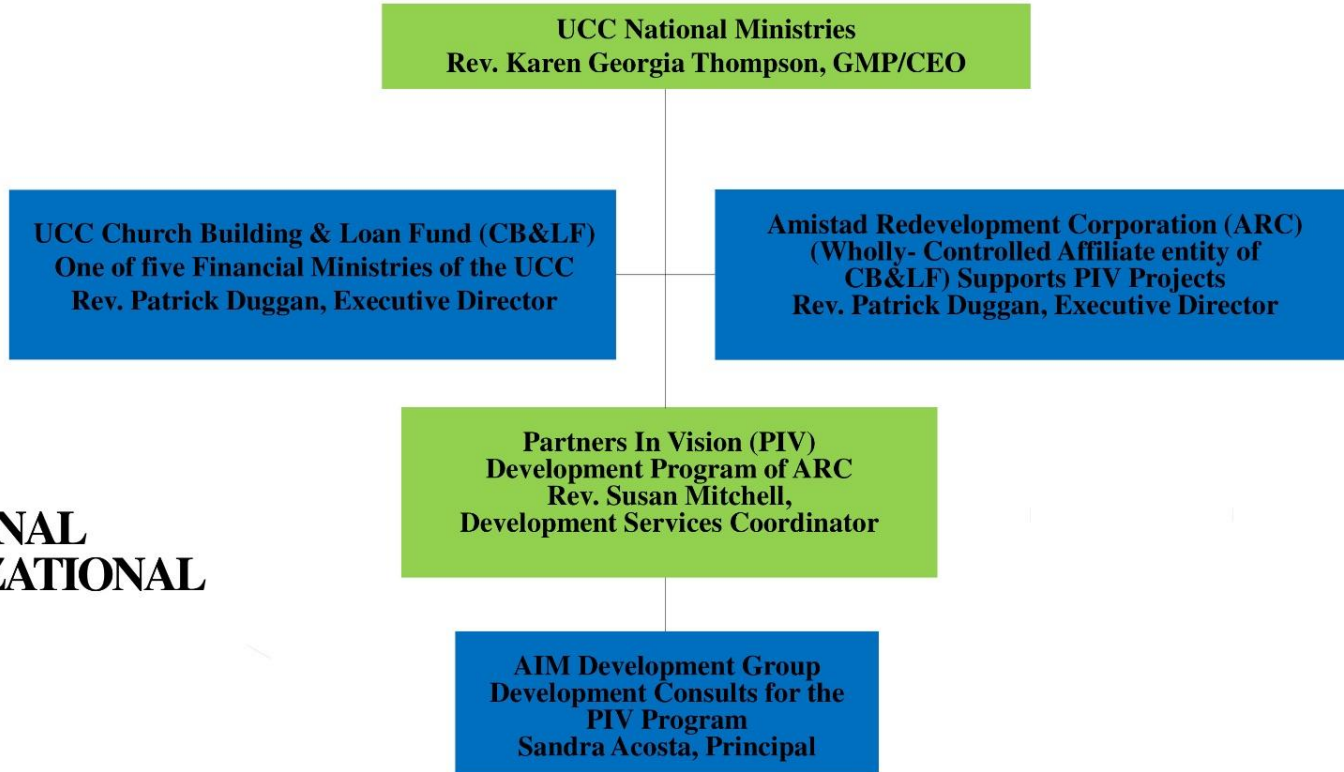
## GENERAL BACKGROUND Continued

- Internally, we recognize the need for expertise in the legal, financial, structural and organizational components of becoming the Center for Community we envision.
- To that end, we have been in an ongoing relationship with the UCC Church Building & Loan Fund (CB&LF) through their Partners in Vision (PIV) program. After much back and forth, and clarification of our needs, PIV has provided South with a draft Scope of Work proposal including a detailed feasibility study.
- The Center for Community Planning Team approved the Scope of Work, and PIV then drafted a "Development Consultant & Owner's Representative Agreement." That Agreement is what brings us to the Congregational Meeting scheduled for Sunday March 10th.

# **What is ARC? Meet Our Partners**



# RELATIONAL ORGANIZATIONAL CHART





## MEET OUR PARTNERS

**Church Building & Loan Fund (CB&LF)** <https://cblfund.org/>

**Amistad Redevelopment Corporation (ARC)**

**Partners in Vision (PIV)**

**AIM Development Group**

**The United Church of Christ**

## CB&LF's "Why"

Why create a program that supports faith-led development projects?

### Help faith-based organizations to:

- reengage their ministries/programs
- re-envision how they leverage their physical and spiritual assets
- improve the quality of life within their communities

### CB&LF recognizes:

- The significance of church and/or faith-affiliated organizations to communities.
- The value of church and other faith-affiliated organization's assets and the potential to leverage those assets to meet community needs.
- The opportunity to apply traditional redevelopment processes in a faith-based context.

### CB&LF focuses on the productive reuse of church-owned/faith-based organization property that:

- Is unused or underutilized;
- Is large or complex and requires expertise to redevelop; and
- Has redevelopment potential as a nontraditional faith-led real estate project.

# AIM Development Group

## Development Consultant

- Founded in 2003
- Based in New York, serving clients nationwide.
- Supports CB&LF with the structuring and ongoing implementation of CB&LF's Partner's in Vision program.
- Key Personnel:
  - **Sandra Acosta (Principal and Founder)** has a 27-year career in housing and economic development. She is a developer, certified planner, and certified economic development professional.
  - **Heather Caudill (Director)** over 25 years of experience taking projects from inception and planning to implementation and evaluation. She is an experienced data analysis professional and project manager.
- For more information about AIM, go to [www.AIMDevGroup.com](http://www.AIMDevGroup.com)

AIM Development Group Corp., is a  
Planning and Real Estate Development  
Consulting Firm

Housing

Economic  
Development

Neighborhood  
Studies

Strategic  
Planning

Program  
Development  
Support

Real Estate  
Development  
Support



# Highlights of PIV Program

They are a church-based organization, doing mission-based redevelopment work specifically and only with churches!

They want the projects to be truly **sustainable** from a financial and organizational perspective. This Feasibility Phase of the Scope of Work is entirely about assessing and then mapping the sustainability of our visioned Center for Community project.

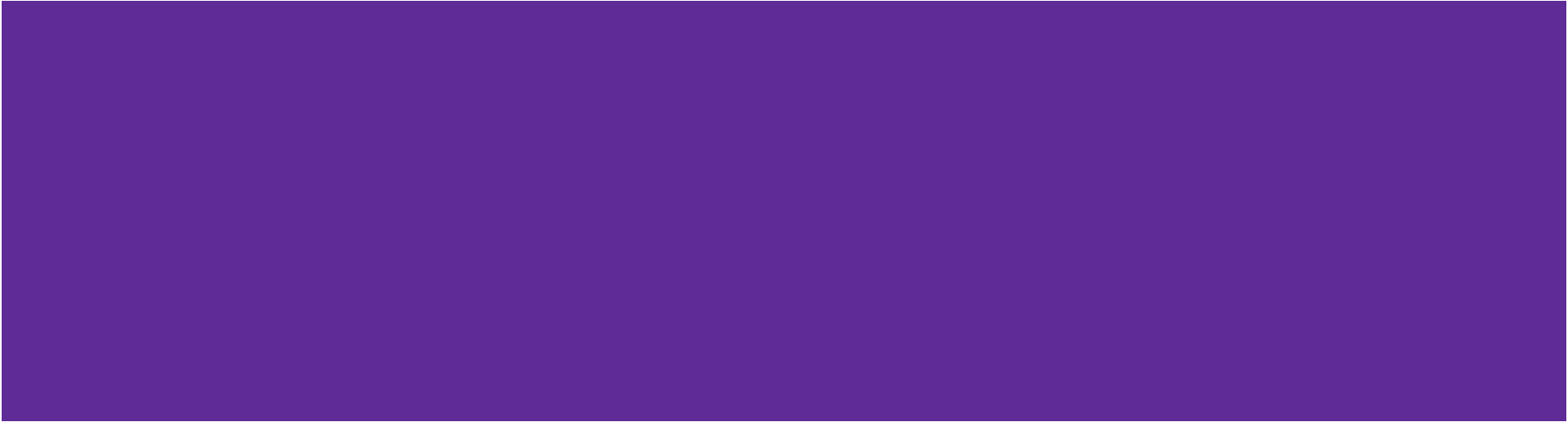
## **To better deploy our assets for mission**

Create sustainable income producing projects

A traditional redevelopment process in a faith-based context

They are UCC. The headquarters of CB&LF, of ARC and PIV is all at the UCC National Headquarters office in Cleveland, Ohio

**What's the \$16,400 for?**



# The Scope of Work - HOW DO WE MAKE THIS FEASIBLE?

What is the Scope of Work?

- Preliminary research and analysis that will include regulatory, political, funding and market overviews as well as a review of the Church's internal capacity.
- Building Condition Assessment
- Space Utilization Assessment
- Site Visit by AIM
- Identification of Internal & External Stakeholders
- Gathering of key information for the purposes of grant writing
- Creating a preliminary development proforma with detailed sources and uses of funds required to implement the project plan.
- Determination of the preliminary feasibility of the proposed project, and/or development of changes so it is financial viable and sustainable over the long term.
- Facilitated discussion on the pros and cons of creating a CDC
- Recommendations on a path forward

**How do we know PIV/AIM/ARC/CB&LF  
are good at this?**





# People's Community Center

*We form partnerships with diverse local actors in order to facilitate the healthy revitalization of human capital and human potential in downtown Dover.*

For four decades, the historic district of downtown Dover has suffered with decay, underdevelopment, impoverishment, and despair. After consultations with various stakeholders, a group of Dover citizens founded the People's Community Center.

The three centers of the PCC are successfully organizing local partners and allies, and accessing funding, for pilot programs to address the neighborhood's most critical problems:

The site of the People's Community Center is the historic church building of the People's Church of Dover. For this 100-year old building to effectively house the programs identified in the inset, considerable renovation and rehabilitation is required:



## A man with dark curly hair, wearing a green t-shirt with a teddy bear graphic and grey shorts, sits on a colorful interlocking foam mat. He is holding an open book with a yellow cover and a teddy bear illustration. Two young girls are sitting next to him. The girl on the left is wearing a bright green t-shirt and black shorts, holding a yellow stick vertically. The girl on the right is wearing a white t-shirt with a cartoon graphic and white shorts, holding a book. They are in a room with green walls and a yellow table in the background.



Exciting change is coming to Resurrected Life. With the help of Alloy5 Architecture, our community will soon have a renovated space where we can worship, gather, learn, and play. This major renovation is scheduled to start in the second quarter of 2022 and includes updated classrooms, multipurpose rooms, event spaces, and outdoor play areas. We cannot wait for our community to come together again in this new space. To view the full plan, [click here](#).

## Development Team



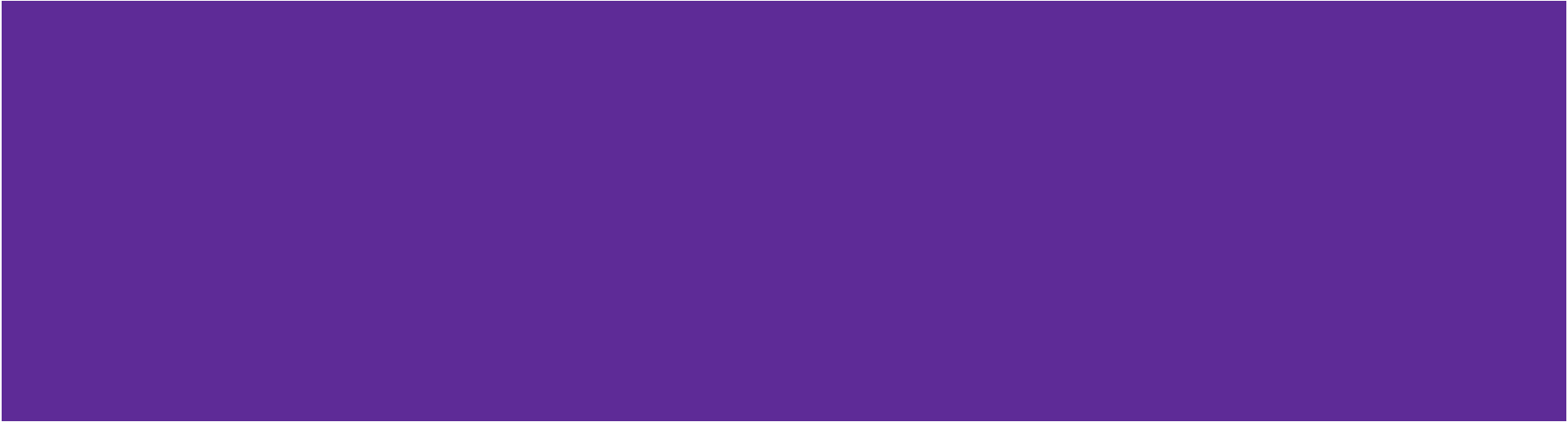
# Resurrected Community Development Corporation (RCDC)

# Molo Village

<https://www.molovillagecdc.org/>

<https://www.stpeterucclou.org/>

**I'm excited but still a little nervous**



CHURCH  
BUILDINGS  
SHAPE US



VILLAGE  
OF ELSDON

AN ORPHAN  
BABY LEFT  
ON THE STEPS  
OF THE CHURCH

"ELSDON"



HIS IMMIGRANT  
PARENTS HOSTED AROUND  
A JOINT OF ROAST  
BEEF

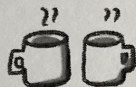
WHAT HAPPENS WHEN  
CHURCHES ARE GONE?



MARK  
ELSDON



CHURCHES  
SERVE FAMILIES



PROVIDE  
COMMUNITY  
AND COMFORT



WHERE  
WILL  
PEOPLE  
VOTE?



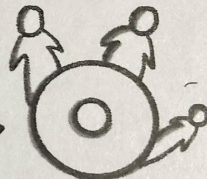
OR GET FOOD  
WHEN WE  
STRUGGLE?

CHURCH  
MEMBERSHIP  
IS TRENDING

DOWN



WHO  
WILL I  
BE  
NOW?



CENTERS OF  
CIVIC POWER?



HIGH  
END  
CONDOS?

**END**



**(extra slides )**





School  
Expansion &  
Church  
Rehabilitation

# Resurrected Life *Allentown, Pennsylvania*

Role:  
Refinance/  
Development  
Consulting &  
Owner's Rep./  
Leverage Loans

## CHURCH NEED

- Loan Refinance to preserve capital for programming & growth.
- Space for educational program expansion .
- Rehabilitation of aging church.

## OPPORTUNITY

- Maximize use of underutilized, church owned land & building assets.
- Address increasing community need for preschool, daycare, and afterschool programming & services.

## CHURCH ROLE

- Missional focus on educating and empowering children, youth, and young adults.
- Active Leadership & PIV Partner

## CB&LF /AIM ROLE – Lending/Development Services /Owner's Representative

- Refinanced existing debt to lower monthly payments.
- Evaluated proposed project concept.
- Predevelopment/development/close-out expertise & services.
- Predevelopment, construction & permanent leverage loans.

## STATUS

- CB&LF Refinance Loan = \$462K (2020)
- Predevelopment as of July 2022
- Estimated Total Development Cost = \$7M

## ANTICIPATED IMPACT

- Expansion of educational programs from 500 to 800 children & youth.
- Creates additional income generating opportunities to sustain & grow additional programs.
- Rehabilitation of church.
- Church maintains ownership with room to grow.





MIXED USE  
OFFICE AND  
RETAIL

# ST. PETERS UCC

## *Louisville, Kentucky*

Role:  
Development  
Services/  
Lender/  
Guarantor

### CHURCH NEED

- Historic church with environmental and deferred maintenance issues.
- Insufficient space for affiliated CDC programs.
- Cash flow issues.

### OPPORTUNITY

- Church-owned city block with vacant lot.
- MOLO VILLAGE CDC (affiliated CDC) serves over 1,000 people per week .
- Opportunity to leverage HUD Choice Program and other local investments.

### CHURCH ROLE

- Missional focus on substance abuse and reentry programming .
- Strong leadership and community engagement.

### CB&LF/AIM ROLE

- Developer/Lender/ Guarantor.
- Services from concept to completion.
- Secured project approvals (rezoning) and financing (inc. federal tax credits, grants).
- Technical Assistance (organizational capacity building & program design).

### IMPACT

- \$7.8M Project with 30K SF of Retail and Office Space (completion Q2 2021)
- Mission-aligned tenants include expanded MOLO Village CDC, pre-school, credit union, small business development , housing , healthcare, and local amenities (coffee shop, sit-down restaurant, real estate brokerage) inc. local MWBE's.
- Cash Flow stabilization/ Increase in program grants.
- Kick-started Church Rehab.



Returning  
Citizen  
Housing

# Genesis Worship Center *Oakland, California*

Role:  
Development  
Consultant/  
Lender

## CHURCH NEED

- Decreasing church reserves.
- Underutilized space.
- Local housing affordability crisis/resident displacement.

## OPPORTUNITY

- 16K SF site with an underutilized building, a strong appraisal , but complicated financing that precluded traditional loans.
- Strong local political & community support affordable housing units to serve local population/ existing Genesis clients.

## CHURCH ROLE

- Recently joined UCC.
- Missional focus on case management, job readiness, & computer training for formerly incarcerated.
- Strong leadership and community engagement.

## CB&LF/AIM ROLE – Development Services/Lender

- Assessment of project proposal.
- Refinancing of existing debt.
- Review of Contracts/Coordination with development professionals.
- Financing rehabilitation of vacant space into residential units.

## IMPACT

- \$1.24M Loan for 12 units of new affordable housing for returning citizens (Completion Q3 2021).
- Attracted 3 year \$4.3M grant for rent & wrap around services.
- Increase in missional impact .
- Model for other local churches.

Multi-purpose  
Center &  
Church  
Rehabilitation

# People's Church of Dover *Dover, Delaware*

Role:  
Development  
Consulting &  
Owner's Rep./  
Leverage  
Loans

September 2022

## CHURCH NEED

- Changing demographics, declining membership and ongoing budget deficits.
- 1923 building in historic district requires ADA accessibility, systems upgrades, etc.

## OPPORTUNITY

- Desire to repurpose 26K SF 3-story underutilized historic building to serve community.
- Endowment available to leverage additional funding for building rehab.

## CHURCH ROLE

- Completed visioning & strategic plan work with CB&LF; Active CB&LF Capital Campaign
- Strong leadership and committed congregation with some mission-aligned tenants.

## CB&LF/AIM ROLE

- Assessment of project proposal/existing rehabilitation plan.
- Predevelopment/development/close-out expertise & services.
- Predevelopment, construction & permanent leverage loans.

## STATUS

- Early Predevelopment as of Summer 2022
- Estimated Total Development Cost = \$2.25M

## IMPACT

- Increase number of low-income families served.
- Strategic use of endowment for missional impact.
- Long-term income diversification.