



BUILDING BELOVED COMMUNITY

ENVISIONING
THRIVING FUTURES
FOR BLACK CHURCHES
IN SEATTLE

NEHEMIAH INTERDISCIPLINARY
STUDIO

at the
University of Washington
College of Built Environments

in partnership with
The Nehemiah Initiative Seattle

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Autumn 2020

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COLLEGE OF BUILT ENVIRONMENTS

UNIVERSITY *of* WASHINGTON

AUTUMN 2020 NEHEMIAH INTERDISCIPLINARY STUDIO

a partnership of

The Nehemiah Initiative Seattle &
University of Washington, College of Built Environments



Bishop Garry L. Tyson, founder of the Nehemiah Initiative TARA BROWN

THE NEHEMIAH INTERDISCIPLINARY STUDIO

This studio book showcases graduate students' work in architecture, landscape architecture, real estate, urban design, and planning. Working in interdisciplinary teams, the students were challenged to speculate about how to envision, design, and finance the “highest and best Beloved Community use” for three Black churches and their properties in Seattle's Central District and the Columbia City neighborhood.

Our thanks to the McKinley family and the McKinley Endowment at the College of Built Environments for supporting cross-disciplinary future-oriented practice, including this studio.

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Damascus student team



Peoples student team



Tabernacle student team

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Rachel Berney

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Peoples Institutional Baptist Church
Pastor George I. Davenport, Jr.
Tabernacle Missionary Baptist Church
Pastor Robert L. Manaway, Sr.
Evangelist Jessica P. Manaway



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Yuyi Wang

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Thank you to our **client partners** and their networks: Rev. James Broughton of Damascus International Fellowship, Rev. George I. Davenport, Jr. of Peoples Institutional Baptist Church, and Rev. Dr. Robert L. Manaway, Sr., Evangelist Jessica P. Manaway, and their representatives Elder Thomas James and Elder Michelle Berry-Anthony of Tabernacle Missionary Baptist Church.

The studio and seminar would not have been possible without the support of many public servants, professionals, church members, and scholars. Their generosity greatly enhanced the knowledge, experience, and, ultimately, the work of the students.

Thank you to these **friends of the Nehemiah Interdisciplinary Studio**: City of Seattle staff working on FBO zoning incentives, Daniel Murillo, Seattle Office of Planning and Community Development, Stephanie Velasco, Seattle Office of Housing, and Nicholas Welch, Seattle Office of Planning and Community Development; Obi Amobi, Mercy Housing; Branden Born, UW Dept. of Urban Design & Planning; Aaron Fairchild, The Nehemiah Initiative Seattle; Julie Howe, Urban Evolution; Kathleen Hosfeld and Eric Pravitz, Homestead CLT; Dr. Mark R. Jones, Sunyata Group and The Nehemiah Initiative Seattle; Grace Kim, Schemata Workshop; Richard Loo, Bellwether Housing; and Julie Parrett, UW Dept. of Landscape Architecture.

Thank you to **Cheryl Klotz** for her work on the studio book layout and production and as a studio critic.

We thank the **students** for their dedication, risk-taking, and hard work across the quarter. Their energy and imaginations are apparent in the work they produced and the futures they envision. Thank you to our wonderful TA, **Yuyi Wang**, doctoral student in the Built Environment Ph.D. program.

Thank you to everyone who helped make this studio and the client proposals a reality.

FOREWORD

Two years ago, newly arrived in Seattle and the College of Built Environments (CBE), I was intrigued to hear about the Nehemiah Initiative—a group of Black church leaders and community advocates who gathered to discuss how they could preserve and build upon the cultural importance of their communities in the context of Seattle's rapidly gentrifying Central District. I realized what a wonderful opportunity it would be to join CBE students and faculty into this community, as well as the contribution I could make by bringing my research interests in equity and design to the table.

I was honored to be included as part of the Nehemiah Studio faculty team and, more recently, as a Nehemiah Initiative Seattle Board member. I have twice taught a seminar called Equitable Practices to accompany the studio. An important topic of discourse for our students was gentrification as it impacts Seattle's historically Black neighborhoods, and, more specifically, how its unfolding in the Central District threatens the survival of the Black church. We know that gentrification impacts are not all negative and that many of the adverse outcomes were not intentionally created. However, our commitment is to develop pathways for communities to heal from past inequities and thrive in an equitable and inclusive future. For our College, this begins with equipping our graduates with the requisite cultural understanding and intercultural fluency to use their financial, design, and planning expertise in the service of an equitable and inclusive future. We train students to be aware of how their cultural mindsets affected how they listened to and perceived the needs of the church leaders and others who visited the classroom.

We are grateful to The Nehemiah Initiative Seattle and to all community members who opened their doors and welcomed us so warmly. The work documented in this book is the start of what is building as a sustained effort, one that involves several groups of students and faculty from our College and others at the University of Washington. This work would not have been possible without the vision of David and Jan McKinley. Their support of the McKinley Futures Studio was essential for providing the resources required to deepen our engagement at the College.

Renée Cheng, FAIA, DPACSA, NOMA, is an architect, educator, and researcher who focuses on building equity, diversity, and inclusion through her work. She is Dean of the College of Built Environments and enjoys teaching when her schedule allows.

Our commitment
is to the creation
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and thrive in an
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inclusive future.

STUDIO & SEMINAR OVERVIEW



Teaching team and a few students practice careful pandemic protocols on Peoples site tour with Pastor Davenport. TEACHING TEAM



Teams used online collaborative tools such as Miro and Slack for exercises usually done in person. DAMASCUS TEAM



Preliminary proposal site section sketch points out how design elements respond to client's goals. DAMASCUS TEAM



Hand sketch overlaid on site photo shows one preliminary proposal remodel option. PEOPLES TEAM

STUDIO

This autumn 2020 interdisciplinary studio involved faculty and students from Architecture, Landscape Architecture, Real Estate, and Urban Design & Planning in the College of Built Environments at the University of Washington. Due to Covid-19, the studio ran remotely. Clients, students, and instructors collaborated online.

NEHEMIAH INITIATIVE

Through the leadership of Bishop Garry L. Tyson of Goodwill Missionary Baptist Church, the Nehemiah Initiative formed in 2018 to regenerate and support the Central District community. The vision includes retaining Black churches in their historic locations, maintaining ownership of church properties, developing the properties to generate a financially sustainable future, and bringing their members back to the neighborhood to live, play, and pray.

Black churches have been the community's heart, providing safe spaces for gathering, activism, education, social services, and spiritual uplift. The Nehemiah Initiative envisions a future where Black churches continue to fulfill these vital functions for their communities in their church homes in Seattle.

The Initiative proposes new income-generating sources for churches that may take the form of rents from rental housing, sale of condominiums, and leasing of land for housing and commercial development supported by City of Seattle zoning ordinances and affordable housing production incentives. Community-based development of Central District church properties is a hopeful alternative to displacement.

With Nehemiah Initiative members and three client partners—Damascus International Fellowship, Peoples Institutional Baptist Church, and Tabernacle Missionary Baptist Church—three student teams developed scenarios based on highest and best Beloved Community use.

BELOVED COMMUNITY USE

Our studio philosophy and overarching goal solves for “highest and best Beloved Community use,” which merges market considerations with client needs and desires, site constraints, zoning, neighborhood needs, and stakeholder input within the framework of Dr. Martin Luther King Jr.’s vision of Beloved Community. Dr. Mark Jones provided training to the Studio on Beloved Community development.

SEMINAR

Dean Renée Cheng and Julius Erolin taught an integrated seminar to improve students’ intercultural communication abilities. The online seminar focused on “equitable practice.” Students participated in training sessions and response and discussion to build their communication skills across disciplines and with client partners and stakeholders.

OBJECTIVES

The studio objectives coordinated with the three major assignments.

1. Conduct an analysis for the site, including a market and cost analysis.
2. Draft a preliminary development proposal that prioritizes client feedback, including a suitability and development analysis.
3. Develop a final development proposal including phasing to present the team’s recommendations for “highest and best Beloved Community use.”

At each step, the teams presented a graphic and oral presentation to the clients, faculty, and studio mentors and guests.

Rachel Berney, Ph.D., Associate Professor of Urban Design & Planning at the University of Washington’s College of Built Environments, served as the coordinator of the 2020 Nehemiah Interdisciplinary Studio.



Grace Kim of Schemata Workshop advising students on design and graphics via video conference. TABERNACLE TEAM



Digital collage of site photos, hand-drawn elements and found photos conveyed spatial design for preliminary proposal. DAMASCUS TEAM



Class sessions, client meetings, and presentations were all held via Zoom video conferencing. TABERNACLE TEAM

THE NEHEMIAH INITIATIVE

Many churches succumb to selling without considering options to stay.

Over the last 10 years, more than a dozen churches in the Central District have sold and moved or sold and closed.

VISION

Nehemiah is the sixteenth book of the Old Testament Bible; it tells the story of a regenerated community's teachings and traditions. In this spirit, a group of church leaders and community advocates formed the Nehemiah Initiative in 2018 to regenerate Black community in Seattle's Central District amid rampant gentrification and displacement of the African American population. The Initiative aims to build a Beloved Community following the vision of Dr. Martin Luther King, Jr., himself a Baptist preacher who organized in predominantly Black churches. King envisioned the Beloved Community as a society based on justice, equal opportunity, and love of one's fellow human beings. The Initiative supports retaining church members, and others, as residents in their churches' neighborhoods, and it works to entice members who have moved away to return to the Central District through the development of new affordable housing.

THE CHALLENGE TO REMAIN IN SEATTLE'S CENTRAL DISTRICT

There is little doubt that the Initiative faces an immense challenge in its efforts to combat the forced out-migration of African Americans from Seattle's urban core. When you drive through the Central District today, you see gentrification in its stark reality. New market-rate apartment buildings line the intersections of 23rd Ave & E Union St and 23rd Ave & S Jackson St. Rising property values and higher property taxes have forced the sale of formerly affordable homes and businesses in what was once a redlined section of the city. The attractiveness of the Central District's proximity to downtown, its historic housing stock, and its mature-tree-lined streets further contribute to the pressures that push many Black families to sell their homes and leave the neighborhood.

For many Black churches in Seattle, gentrification has been both a blessing and a curse, leaving churches property-rich and cash-poor. The Nehemiah Initiative estimates that Seattle's seven largest Black churches own more than seven acres of property, with a total appraised value of more than \$75 million. However, as church members sell their homes and move away to homes they can afford, churches suffer financially due to shrinking tithings and Sunday offerings. Subsequently, many churches succumb to selling without considering options to stay, such as leveraging underdeveloped portions of their properties. According to the Initiative's founder, Bishop Garry L. Tyson of Goodwill Missionary Baptist Church, over the last 10 years, more than a dozen churches in the Central District have sold and moved or sold and closed.

THE NEHEMIAH INITIATIVE SEATTLE IN PARTNERSHIP WITH UW COLLEGE OF BUILT ENVIRONMENTS

The Nehemiah Interdisciplinary Studio explores church property development scenarios with graduate students from the University of Washington's College of Built Environments. The Nehemiah Studio provides an interdisciplinary focus to work with churches to achieve sustainable financial and physical development. Students and faculty from nearly every department in the College support the Studio, including architecture, landscape architecture, real estate, and urban design and planning. The variety of development options created by the students can serve as a template for churches seeking to develop their property to survive and thrive in place. So far, the Studio has studied six church sites: three in the autumn 2019 Studio and three in the autumn of 2020. The 2021 Studio will focus on historically Black churches and institutions.

MOVING FORWARD

The autumn 2020 Nehemiah Interdisciplinary Studio had some comparative commonalities and advantageous differences from the 2019 Studio. The passage of 2020 has seen a growth in the Nehemiah Initiative and its mission. The racial reckoning of the summer and calls for implementing long-overdue social justice has positively impacted the Initiative. Its social justice mission has gained significant visibility locally and nationally. It has won greater commendation and financial sponsorship from a year ago. Much of the Initiative's success is due in part to the Nehemiah Interdisciplinary Studio, the students' work, and the 2019 studio book's publication. The Studio has become a more relevant and vital contributor to the Initiative's advancement and has attracted eager participation of church leadership. The Initiative and Studio are now entwined to their mutual benefit. Two weeks following the end of the quarter, in December 2020, The Nehemiah Initiative Seattle was formed as a non-profit corporation in the State of Washington and has received full funding for its startup year.

Donald I. King, FAIA, NOMA, is an architect and 36-year resident of the Central District. He is the President/CEO of The Nehemiah Initiative Seattle and an Affiliate Professor of Architecture at the University of Washington's College of Built Environments.

DISPARITY THREATENS RETENTION OF SEATTLE'S BLACK POPULATION

The Central District has been the historic home to Seattle's African Americans for over 130 years, representing African Americans' largest enclave on the west coast north of California. In the 1970s, more than 70% of the Central District was Black; today, less than 14% of the neighborhood is Black. The average annual income of Black families in Seattle is \$37,696, compared to \$125,824 for White families. About 24% of Seattle's Black families own their homes, compared to 50% of the city's White families.

This disparity reflects a systemic inequity that makes it incredibly difficult for Black families to build wealth in real estate in Seattle, which consistently ranks among the country's most expensive housing markets. These economic pressures also make it exceedingly difficult for Black worship centers to maintain their former status as places of Black social cohesion and community activism. These markers of disparity combined with the Central District's gentrification threaten to displace Seattle's Black population.

THE BLACK CHURCH IN SEATTLE

Circumstances reveal a causal relationship between the decline of Seattle's African American population and the loss of once thriving, predominantly Black churches.

At the 74th anniversary service of Goodwill Missionary Baptist Church in the Central District of Seattle, Ezra Maize, senior pastor of the local Ebenezer AME Zion Church, invited four people from the service up to the front of the church to play the roles of the Lion, Tin Man, Scarecrow, and Dorothy from the Wizard of Oz. Pastor Maize then demonstrated that the Oz story portrays how we can all recognize our innate strengths and abilities, vanquish evil, and reveal false prophets. The theatrical performance highlights spiritual principles of the contemporary Black church and its congregants.

Goodwill Missionary Baptist Church is one of the more than twenty-five churches in Central Seattle with predominantly African American congregants. Most of us are familiar with the music, choir, and lively congregational interactions characteristic of the traditional Black church. Pastor Maize's staging during the anniversary service represented another distinction of the contemporary Black church—its utilization of theatre as a means for delivering sermons of faith, hope, joy, self-improvement, and social justice.

Bishop Garry L. Tyson, senior pastor of Goodwill Missionary Baptist Church, has proclaimed his church no longer just a church in the community, but a "community church." This distinction alludes to the role of the Black church in the building and maintaining of community in Seattle's Central District.



Members of the Goodwill Missionary Baptist Church congregation sing together during a morning service on Sunday, Dec. 8, 2019. DOROTHY EDWARDS

BLACK CHURCHES MATTER

Many churches throughout Seattle face shrinking congregations and changes in their community demographics, which reflect challenges posed by gentrification and displacement. However, past and current circumstances reveal a causal relationship between the decline of Seattle's African American population and the loss of once thriving, predominantly Black churches. These churches matter.

Bishop Tyson says that "God is being gentrified out of the Central District." According to the Bishop, over a dozen Black churches have sold and closed or sold and moved within the past 10 years. However, there is a general lack of awareness of the unique place occupied by churches in the history of African American communities. More specifically, few grasp the connection of these closures as another bellwether of Black displacement from Central Seattle.

Pastor Maize is newly-arrived to Seattle. He relocated from New York City two years ago to head a church steeped in 90 years of Central District history: Ebenezer AME Zion Church. He recognizes the challenges gentrification presents to him and his church members. In spite of this, he and his congregation are committed to remaining in the Central District and to continuing their mission there:

"To increase our love for God and to help meet the needs of humankind by loving God with all our heart, all our soul and all our mind, and to love our neighbor as we love ourselves."

BUILDING COMMUNITY

Historically, Black churches have been the nexus of African American communities. As places of social confluence that helped African Americans cope with the impacts of slavery and racial segregation, these religious institutions serve as more than worship centers. They are the social gathering places that historically facilitated community-building in neighborhoods established by Black populations migrating from the south during post-Civil-War and Jim-Crow-era repression.

Over the decades, the Black church has become a safe haven for African Americans to organize events and empower themselves through the sharing of information on jobs, housing, and political action not available to them elsewhere. Urban churches in particular have offered an array of outreach services, encouraging congregants to help reform prison inmates, visit hospitals to assist the sick, and provide food and clothing for the indigent. The Black church has been the "go to" place for resettlement of the newly arrived.

They are the social gathering places that historically facilitated community-building in neighborhoods.

FOUNDING OF SEATTLE'S FIRST BLACK CHURCHES

The first Black resident of Seattle was Manuel Lopez, a merchant seaman, who arrived in Seattle from New Bedford, Massachusetts in 1858. The second pioneering Black resident was William Grose, who arrived in 1861. Each established himself as a property and business owner.



William Grose, circa 1870
SEATTLE TIMES

William Grose purchased 12 acres of land and opened a hotel and restaurant near today's E Madison St and 23rd Ave area, including the site of Ebenezer AME Zion and the Meredith Mathews East Madison YMCA. This neighborhood became known as Grose Farm, an area in Seattle characterized by the settlement of Black residents during the late nineteenth and early twentieth centuries.

At this time, Seattle's predominantly White population practiced racial tolerance, though many cautioned that the growth of the Black community could be problematic. The population did not view limited opportunities for African Americans as a problem. Meanwhile, the Black population felt itself too small for self-definition as a Black community. As a result, Black community building relied upon nationally-networked organizations and institutions, including nationally-associated churches.

The first Black church in Seattle was the Jones Street African Methodist Episcopal Church (now First AME Church). It was founded in 1891 by the Reverend L.S. Blakeney, Seaborn Collins, Alfred Freeman, and George Grose, the son of William Grose. Owing its strength to the national network of AME churches, Seattle's First AME Church went on to become a community hub for the next 130 years. The local AME network of churches included congregations in several cities across the Pacific Northwest.



African American homesteaders settling the west, late 1800s NATIONAL PARK SERVICE

Equally significant, the second Black church founded in Seattle was Mount Zion Baptist Church, on E Madison St. The Reverend Heseekiah Rice, along with eight original members, established the church in 1894. Until the first church building was constructed in downtown Seattle, they rented a hall on the University of Washington campus.

Although the members of these early churches came from predominantly White churches, the Black churches they formed distinguished themselves through their lively service style of hand-clapping, instrumental music, and singing.



Seattle's Mount Zion Baptist Church, circa 1906 MOUNT ZION

ORIGINS OF THE AFRICAN METHODIST EPISCOPAL CHURCH



The national African Methodist Episcopal (AME) Church was founded in 1816 by Bishop Richard Allen, a member of the predominantly White Methodist church.

On August 12, 1792 Allen and members of the Free African Society established The African Church of Philadelphia. They did so to free themselves from the racial intolerance of the Methodist Church.

After several iterations, members of the Free African Church established the African Methodist Episcopal Church which eventually grew into a national network of 7,000 congregations.

Richard Allen, circa 1820 PARTNERSHIP FOR PROGRESS

Social justice and political activism became the hallmark of the Black church.

CHURCHES AS CENTERS FOR EMPOWERMENT, ADVANCEMENT & ACTIVISM

Seattle's small, isolated African American community of the 1890s relied on churches as spaces for self-expression and as centers of empowerment, wherein their unrestricted political activism and self-governance could occur. The church was instrumental and essential in Black community building; churches formed the nexus of the self-defined neighborhood.

Regardless of denomination or ecclesiastic leadership, social justice and political activism became the hallmark of the Black church throughout Seattle and across the United States. Community organizations, including Masonic Lodges, political clubs, and social service centers, like the Sojourner Truth Home for single women, sprang from the churches. Early in the twentieth century, the four largest Black churches in Seattle, First AME, Mount Zion, Ebenezer AME Zion, and Grace Presbyterian, were centers for public forums and political rallies.

Throughout the twentieth century, the Black church played the role of convener and center for advancement of African Americans. Following the end of World War I and the Great Migration, the Black church, in both the north and south, joined in the fight for equal rights with support of the National Association for the Advancement of Colored People, the Urban League, the Congress of Racial Equality, and other civil rights groups.

By mid-century, the Black church had become the epicenter of the civil rights movement, with the Southern Christian Leadership Conference (SCLC) as the national leader. The work of the SCLC was championed by the Reverend Dr. Martin Luther King, Jr., himself a Baptist minister. He utilized Black churches nationally as launching pads for rallies, marches, and protests organized in the struggle to overcome racial injustice.



Rev. Dr. Martin Luther King, Jr. LEWIS MUSEUM



Protesters at Atlas Grocery, 14th & Yesler, Seattle, 1947 MOHAI

Seattle's churches mirrored the SCLC effort locally, with the leadership of the Reverend Samuel McKinney of the Mount Zion Baptist Church. Notably, McKinney was a Morehouse University classmate of Dr. King's and hosted him on his 1961 visit to Seattle.

Throughout the 1960s and 1970s, Seattle's Black churches attended to the struggle for racial equality, even in the face of violence against activist churches, which included burnings, bombings, and assassinations. The stance taken by church leadership, as well as by congregants, was that of fearlessness.

In the 1980s, Central District churches engaged in protests of South African Apartheid, police brutality, and economic disparity. The Black church was the venue for political aspirants to reach large groups of Black voters and was influential in organizing local, state, and national political campaigns.

Now, as we enter the second decade of the new millennium, Central District churches face their ultimate challenge: survival. Will they remain the nexus for urban community building and activism, when their very livelihood is in jeopardy? Will they summon the courage, so present in the past 200 years, to persevere in the face of gentrification and displacement of their congregants? This is where The Nehemiah Initiative Seattle steps in, as a crucial last stand for Seattle's Black community.

Donald I. King, FAIA, NOMA, is an architect and 36-year resident of the Central District. He is the President/CEO of The Nehemiah Initiative Seattle and an Affiliate Professor of Architecture at the University of Washington.

References are cited on page 91.

FAITH-BASED DEVELOPMENT

All of the studio church sites are located in zones that require Mandatory Housing Affordability.

SHB1377 allows greater density and height allowances for faith-based organizations who develop affordable housing.

LEARNING FROM THE STUDIO SITES

In the 2019 Studio, we confirmed that the client churches have underdeveloped property assets that firmly position them to explore their development potential. To date, the studio church sites have been located in areas experiencing intensive development pressure. Many of the sites are zoned for mixed-use and/or multifamily housing. All but one site is in a Residential Urban Village. Urban Villages are Seattle's planning designation for areas of the city that are meant to provide a concentration of jobs and housing units, with supportive infrastructure investment.

All of the studio church sites are located in zones that require Mandatory Housing Affordability (MHA). MHA specifies that 20 percent of the housing units be affordable at 60 percent of the area median income (AMI) and offers incentives to developers in the form of greater height and density allowances for compliance with the requirement. Each site is located in a neighborhood—the Central District and Columbia City—threatened with a high risk of displacement of its Black population.

As with the 2019 Studio, each site in the 2020 Studio required a creative response to financing. Most student teams recommended upzoning their sites – a formal request to the City for greater height and density – to make the projects more financially feasible. In the 2020 Studio, we considered homeownership options as a part of the program mix.

FAITH-BASED LAND USE POLICY

The 2020 Studio had a unique opportunity to explore an exciting new policy direction in partnership with the City of Seattle. In the 2019 session, the Washington State Legislature passed Substitute House Bill (SHB) 1377. This bill provides legal authority for local jurisdictions to allow greater density and height allowances, above the existing zoning designations, for properties owned by faith-based organizations (FBOs) who want to develop affordable housing.

In essence, with this policy, additional development potential may be available for long-term, income-restricted housing on land owned or controlled by a religious organization. One hundred percent of the housing developed must be affordable for households whose income is less than 80 percent of the AMI for at least 50 years. This policy would impact multifamily and single-family zones where FBOs are located. The City is considering additional flexibility for sites near frequent transit services. Additional incentives may encourage childcare, family-size housing, and other community benefits.

PARTNERING WITH THE CITY

Following the bill's passage, the City of Seattle began studying how it might implement the policy through changes to its land use code. This included conversations with stakeholders such as religious organizations and nonprofit housing developers. To aid this process, Seattle staff from the Office of Planning and Community Development (OPCD) and Office of Housing provided the draft land use code revisions to the studio to test how the allowances would impact the students' proposals.

The 2020 Studio church sites studied had at least two land use issues in common. Each site had split zoning, including some with two different zoning designations within one lot. Split zones present challenges because a project has to follow the underlying zoning and the zones may have conflicting development requirements. Two of the sites had low density adjacent to high density with no transition zone between the two. Two of the sites had Residential Small Lot (RSL) zones that could not financially support development without an upzone to allow greater development allowances.

Split zoning is partly a legacy of property purchase patterns with opportunistic property acquisitions undertaken over a long time period. This often results in contiguous sites having a variety of zoning classifications to deal with. Ideally, the City would create a simple zoning mechanism that allows faith-based organizations to develop their sites efficiently and maximize the amount of affordable housing.

Utilizing proposed FBO land use allowances provided by Seattle OPCD, the student teams were able to compare financial feasibility with and without the increased floor area ratio and height allowances. In every case, the allowances made improvements to the bottom line of the development pro formas. In more than one case, the projects could not be developed with a positive return without the allowances.

City staff advised the studio and reviewed the students' work. In exchange, the City received the benefit of the studio as a lab for a test of their concepts. Once the self-study is complete, the FBO development allowances will go to the Seattle City Council for debate and a vote. If the City adopts these more generous allowances, the benefits could be a game-changer for church property development in Seattle.

Donald I. King, Al Levine, and Rachel Berney.

Ideally, the City would create a simple zoning mechanism that allows faith-based organizations to develop their sites efficiently and maximize affordable housing.

DAMASCUS INTERNATIONAL FELLOWSHIP



RAINIER AVE S

Welcoming mixed-use development proposal for Damascus's property along Rainier Ave S includes facilities for the church, senior living, childcare, retail, and apartments.



UNLESS OTHERWISE NOTED, ALL IMAGES WERE CREATED BY THE STUDENT TEAM MEMBERS.

DAMASCUS INTERNATIONAL FELLOWSHIP

5261 Rainier Ave S, Seattle, WA 98122

Pastor James Broughton

Jing Huang, MUP
Nicole Kerr, MSRE
Bobbie Koch, MARCH
Yunen Li, MARCH
Alanna Matteson, MLA
Alex McKenna, MSRE
Trajan Smith, MUP
Tim Spenser, MLA
Lauren Stevens, MUP
Wei Wang, MSRE
Olivia Zhang, MSRE

A Beacon for Columbia City

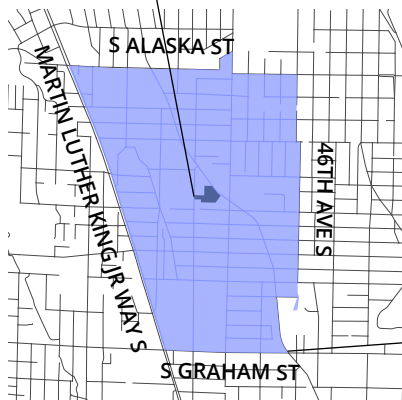
Looking to the future, Damascus is embracing its mission as a beacon of worship, international community, social connection, and support for Columbia City. Through partnerships, Damascus has opportunities to create substantial affordable senior housing and space for local business, educational institutions, and community services. They envision redevelopment that mitigates displacement and provides both spiritual services and income-generating housing.



Damascus Site GOOGLE EARTH



Context surrounding the church site

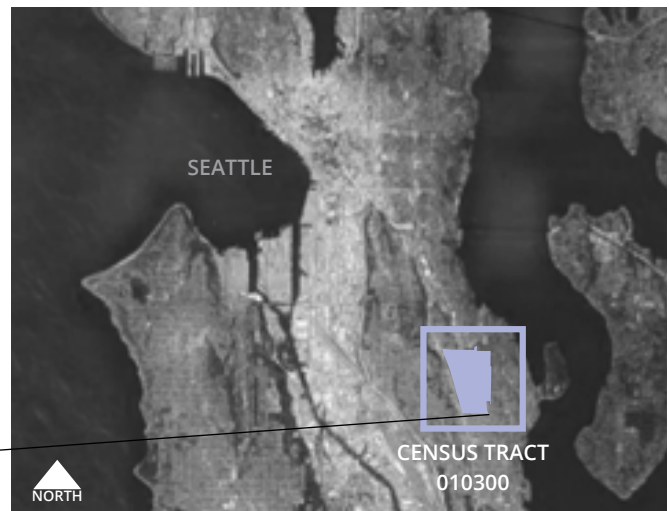


Location of Damascus site within Census Tract 010300

COLUMBIA CITY COMMUNITY CONTEXT

Damascus International Fellowship is located within the neighborhood of Columbia City in the southeast portion of the City of Seattle. The neighborhood lies in a small valley carved by prehistoric glaciers. The commercial core of the neighborhood retains its historic character, creating a small town, pedestrian-friendly shopping experience. Columbia City is connected to downtown Seattle by the Link Light Rail. The diverse neighborhood is home to a wide variety of food offerings and unique community events.

Today, the neighborhood is becoming a target for increased investment as Seattle continues to experience intense growth pressure. Housing in the area consists of many single-family houses, but the area along Rainier Ave S is densifying with multifamily buildings springing up.



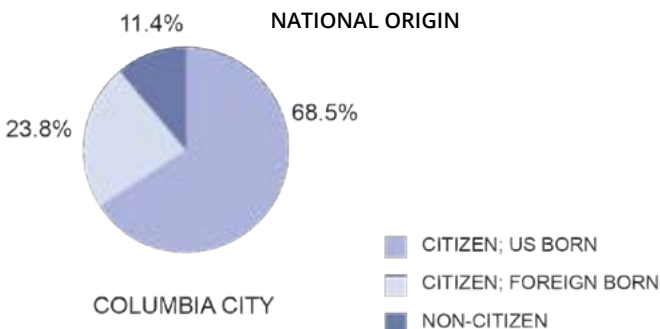
Census tract containing the Damascus site in South Seattle GOOGLE MAPS

POPULATION & DEMOGRAPHICS

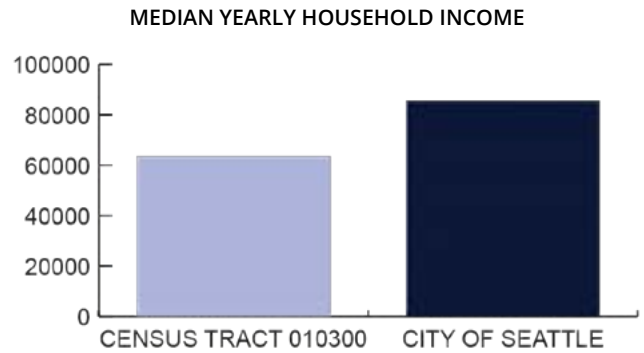
Seattle Office of Planning & Community Development (OPCD)'s 2016 report, *Seattle 2035 Growth and Equity*, lists Columbia City as one of the top three Urban Villages to experience a substantial decrease in Black population in both absolute and relative terms and has labeled it a “high displacement risk urban village”. The neighborhood is staged for displacement with continued development planned along Rainier Ave S, reinforcing the need for affordable housing and the retention of community services. The report shows that Columbia City has lost well over one third of its Black residents since the late 90s with the trend expected to continue as residents are priced out of the neighborhood.

With lower educational attainment, almost \$20K lower median income, and significantly higher numbers of households making less than \$10K a year relative to the city averages, the financially vulnerable residents in the census tract around Damascus depend on local social and community services. OPCD's 2015 draft *Growth and Equity Analysis* also identified Columbia City as experiencing significant upward pressure on rents and high displacement risk while providing no specific mitigation plan.

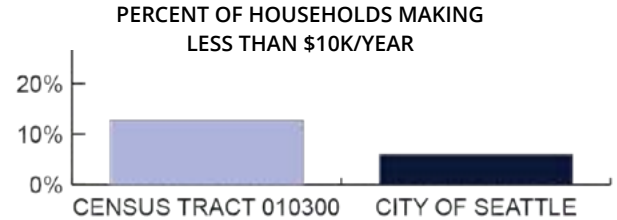
Within the census tract there is a higher percentage of foreign-born-citizen and non-citizen residents. With more than double that of the city as a whole, there is an alignment with Damascus's commitment to cultural inclusion and international acceptance looking into the future.



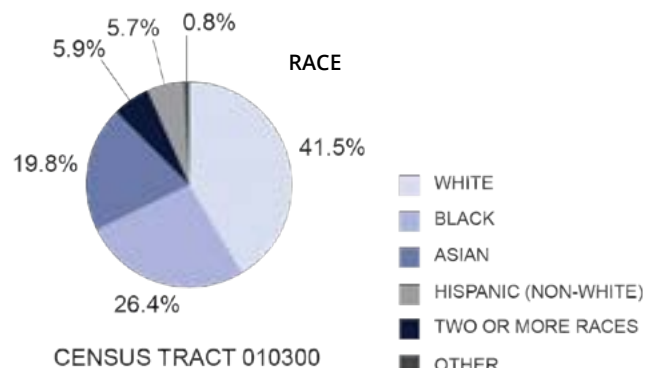
Neighbors around Damascus site are twice as likely as Seattle residents as a whole to be non-citizens or foreign born. 2012–2016 AMERICAN COMMUNITY SURVEY



The census tract containing Damascus has a median annual household income almost \$20K lower than the city as a whole. 2012–2016 AMERICAN COMMUNITY SURVEY



Damascus's neighbors include a higher percentage of very low income households compared to Seattle average. 2012–2016 AMERICAN COMMUNITY SURVEY



Damascus's neighbors are more racially diverse than Seattle as a whole, which is about 67% white. 2010 US CENSUS

NEIGHBORHOOD HISTORY

Following the Seattle fire of 1889, Columbia City developed into a booming lumber town, with mills shipping lumber along the Southern Railway to a rebuilding Seattle. After annexation by Seattle in 1907, the area with its characteristic brick buildings grew rapidly along Rainier Ave S.

World War II prompted an influx of immigrants seeking wartime work, with large Italian, Filipino, Latino, and East African populations moving into the neighborhood. Through the 1970s and 1980s, poverty rates climbed, and cheap housing options in the neighborhood attracted young professional people of color. In the last 15 years, Columbia City has experienced an extraordinary climb in housing prices and infill development. This has unfortunately come at the cost of minority-owned businesses and residents, many of whom have been priced out of their neighborhood on the back of Columbia City's unique character and rich history.

COMMUNITY SERVICES

Existing services surrounding the site are extensive and highly diverse. There is a strong push in the Seattle Comprehensive Plan to support the range of existing services in developing vulnerable communities. Within a mile of the site there are some 60 community services providing childcare and healthcare services as well as youth and senior centers, counseling, and immigration assistance. It is a testament to the community composition and the support network provided to and by local residents.



Existing Damascus site and neighboring properties along Rainier Ave S with upcoming neighboring development projects rendered into the streetscape and land uses of the various parcels described

THE FUTURE OF THE NEIGHBORHOOD

Sitting within the Columbia City Residential Urban Village, the neighborhood is set to undergo significant changes in the coming years.

Miles of new separated bike lane connections along arterials and extensive greenway infrastructure projects will create significant connections to public transit and support the transit-oriented development incentivized in the Seattle Comprehensive Plan's Neighborhood Planning Element. The Planning Element outlines mechanisms to incentivize new housing development near high capacity transit facilities and maximize light-rail-related investments. Route 7 is scheduled to be replaced with the RapidRide R Line, which will better connect locations along Rainier Ave S to the Link Light Rail and to downtown.

Existing land use goals to regulate off-street parking and new development flexibility in parking requirements reflect the City of Seattle's focus on vehicle and parking demand reduction.

These investments are necessary for the neighborhood, since the projections for housing demand in the Comprehensive Plan have been exceeded each year since adoption, with no sign of the trend slowing. To accommodate such accelerated growth, the City will lean on its outlined goals and policies for the area. The plan prioritizes strong support of business incubators and local business ownership within the community, a focus on mixed use development, affordable housing through public/private partnerships, increased housing density, and enhancing pedestrian-friendly qualities.

It is imperative to consider the neighborhood character and composition with which Damascus will interface in the years ahead. Our proposal leverages this context in the development and design of the site.



residential

residential



PROGRAM GOALS



Fellowship



Worship



Parking



Affordable
Senior Housing



Preschool



Community
Services



Community
Kitchen



Multifunctionality

THE CLIENT'S VISION

From interviews with Pastor Broughton and the Damascus leadership team, we distilled a list of goals representative of the highest and best Beloved Community use for the site.

International Fellowship: Create an internationally-focused community space that is inviting to all people.

Worship Services: Continue holding services and expand the church's capacity and presence as a community landmark. Preserve historic elements such as the cornerstone and stained glass window.

Affordable Senior Housing: Provide affordable housing and services to seniors within the congregation and in the wider community.

Parking: Provide enough parking on site for congregation on Sundays with some additional parking for residents.

Community Services: Maintain existing community services such as "The Closet." Provide space for other services according to community need.

Montessori Preschool: Build a preschool to support young members of the community and provide opportunities for intergenerational learning.

Multifunctionality: Prioritize mixed use and multifunctional spaces, particularly a commercial kitchen that can also be used by the church.

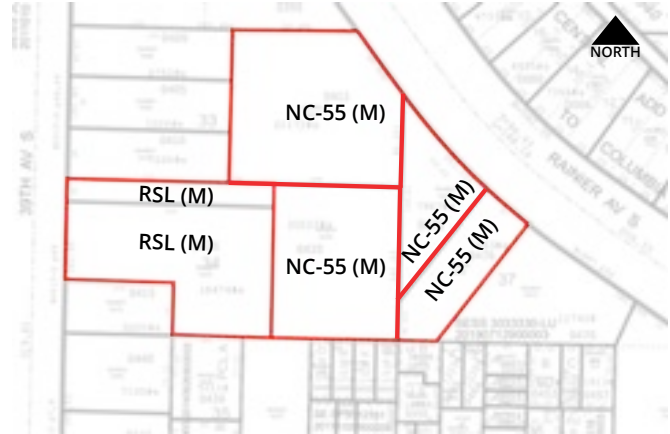
SITE & PROPERTY CONDITIONS

THE SITE

The Damascus International Fellowship site is flanked by Rainier Ave S on the east and 39th Ave S on the west and is located approximately halfway between Columbia City and Hillman City commercial centers. The site has significant grade change—dropping 36 feet from a high point in the southwestern corner along 39th Ave S to a low point in the northeastern corner along Rainier Ave S.

EXISTING ZONING

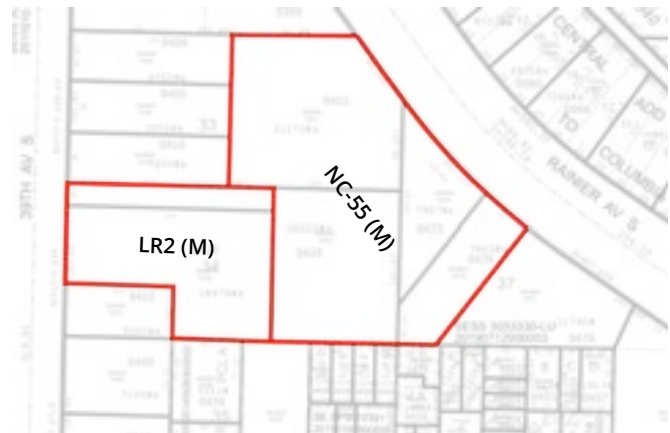
Damascus owns 5 parcels within the Columbia City Residential Urban Village. Three parcels along Rainier Ave S are zoned NC-55, the middle parcel is split-zoned NC-55 and RSL, and the last parcel is zoned RSL. All of these parcels are in a medium Mandatory Housing Affordability area with M zone suffixes. The parcels also lie within the Southeast Seattle Reinvestment Area, which adds some additional use restrictions to the property. General design guidelines apply to developments in this area.



Existing zoning of parcels owned by Damascus

PROPOSED UPZONE

One development scenario requires a parcel-specific contract rezone of one whole parcel and one piece of a split-zoned parcel from RSL to LR2. The proposed rezone would allow for increased density, lot coverage, and height on this portion of the site. The LR2 zoning matches that of several properties directly south of the site. The changing character of the neighborhood as a Residential Urban Village calls for increased housing options and density near high-transit service areas. This upzone would be in accordance with the goals of Puget Sound Regional Council's Vision 2050 plan as well as the Columbia City Neighborhood Plan.



Proposed upzone of RSL parcels to LR2



Damascus existing church building, built in 2001



Existing Damascus site

INSPIRATION

Precedents were a major source of inspiration for both architecture and site design. Three main architectural precedents influenced the materiality, form, and programming of proposed buildings on site. The Central Presbyterian Church in Vancouver, BC beautifully integrates existing stained glass features into a redesigned church building. The Dr. George W. Davis Senior Center in San Francisco is centered around a large shared courtyard. The Prinz-Eugen-Park Residential Complex in Munich features a “children’s house” or kindergarten in its bottom floor with residential units on the upper floors. Site precedents, particularly the biofiltration terraces at Sidwell Friends School in Washington DC, provided a palette of on-site stormwater management strategies that are both functional and aesthetic.

ARCHITECTURAL PRECEDENTS



*Incorporating salvaged stained glass,
Central Presbyterian Church, Vancouver, BC
HENRIQUEZ PARTNERS ARCHITECTS*



*Sanctuary in new building, Central Presbyterian
Church, Vancouver, BC HENRIQUEZ
PARTNERS ARCHITECTS*



*Prinz-Eugen-Park Residential Complex, Munich,
Germany RAPP ARCHITEKTEN*



*Shared courtyard, Dr. George W. Davis Senior
Center, San Francisco, CA DAVID BAKER
ARCHITECTS*



*Shared courtyard, Dr. George W. Davis Senior
Center, San Francisco, CA DAVID BAKER
ARCHITECTS*



*Dr. George W. Davis Senior Center, San
Francisco, CA DAVID BAKER ARCHITECTS*

PROCESS

Our process was iterative and drew inspiration from the many conversations we had with the client, teaching team, and with each other. In the early stages of the project, we examined the spatial, socio-cultural, and regulatory contexts for the site, performed market analysis and searched for design precedents. We then interviewed Pastor Broughton and members of the Damascus leadership team to learn about their goals for the project. As we moved into conceptual design we began modeling different spatial and financial configurations to develop feasible alternatives for achieving the client’s goals. We presented our concepts and ideas to the client, teaching team, and to outside reviewers, and incorporated their feedback into one last round of iterations that ultimately led to our final schematic design and financial proposal.

SITE DESIGN PRECEDENTS



A green roof at Ballard Public Library in Seattle detains rainwater. BOHLIN CYWINSKI JACKSON



Bioswales on SW 12th Ave in Portland, OR retain and clean runoff from paved surfaces. CITY OF PORTLAND



Bioretention planters in Seattle retain and clean runoff from roofs.



A green roof in Brooklyn, NY absorbs rainwater, grows food, and provides event space. BROOKLYN GRANGE



A bioretention swale invites nature play at Lindvang Park in Copenhagen, Denmark. NIRAS



Biofiltration planters form terraced seating at Sidwell Friends School in Washington, D.C. ANDROPOGON ASSOCIATES

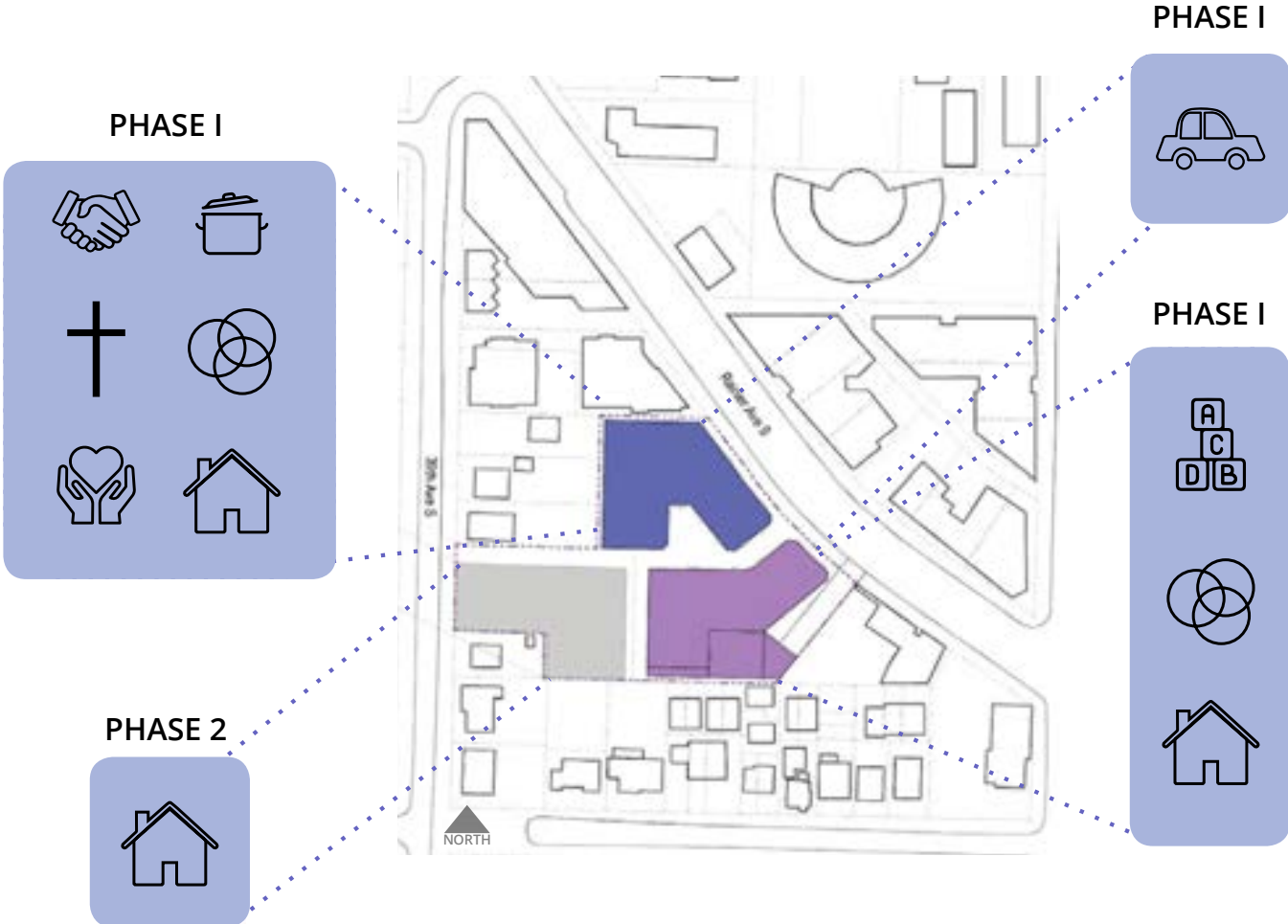
DEVELOPMENT PROPOSAL OVERVIEW

PHASING

The project will be split into two phases.

Phase 1 focuses on the construction of two mixed-use buildings and an underground parking garage on the NC-55 parcels along Rainier Ave S.

Phase 2 involves the construction of residential units on the parcels currently zoned as RSL along 39th Ave S.



Elements of each building and the spaces between them respond to the 8 program goals expressed in the Damascus vision.

PHASE I

Damascus Fellowship & Senior Center

The north building houses the sanctuary and other fellowship spaces, affordable senior housing, and community services, with mixed-use elements and a commercial kitchen.

Preschool & Mixed-Income Residential

The south building accommodates a Montessori preschool and other mixed-use spaces on the ground level with mixed-income apartments (studio, one- and two-bedroom units) on the upper levels.



Phase 1 North building

PHASE 2

Residential Parcel

The existing Residential Small Lot parcel along 39th Ave S to the west is zoned for multifamily residential development. Two separate proposals for this parcel are outlined in this chapter.

The first proposes townhouses that could be built within current Residential Small Lot (RSL) zoning.

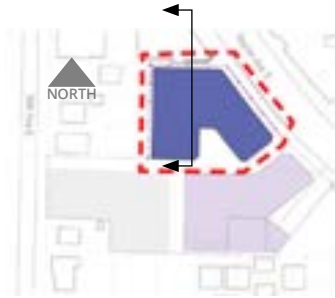
The second proposes apartments that could be built if the zoning changes to Lowrise 2 (LR2).



Phase 1 South building



Phase 2 Residential parcel



Phase 1—North building

PHASE 1—NORTH BUILDING DAMASCUS FELLOWSHIP & SENIOR CENTER

The first two floors of the north building are home to the Damascus sanctuary and church gathering areas as well as mixed-use spaces intended to support a variety of community services.

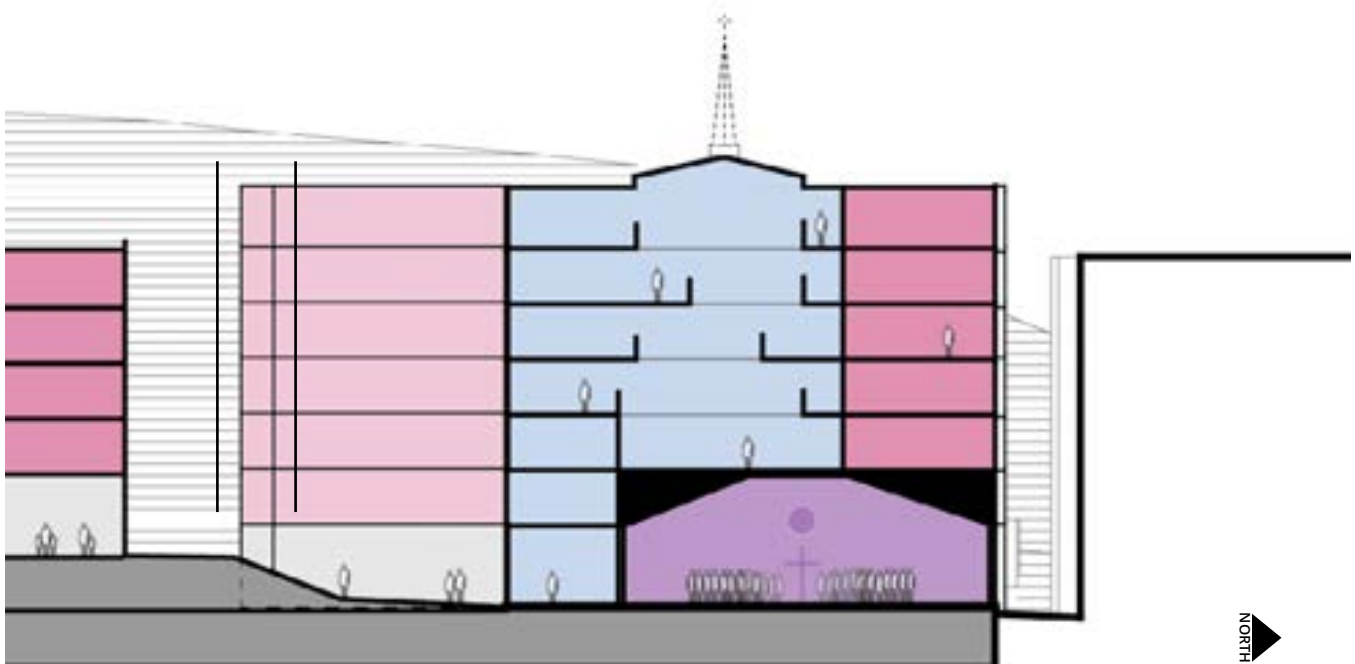
Senior housing is located on the upper floors. A total of 160 units are provided. Of these, 120 are studios and 40 are studios+. Half of the units will target residents making 50% of area median income (AMI) and the other half 60% of AMI.

Ground Floor: Church and community spaces including the sanctuary, fellowship foyer, church offices, senior housing office, commercial kitchen, and three mixed-use spaces.

Second Floor: Church spaces including the double-height space of the sanctuary, a church community gathering area. **Housing** including 11 studio units, and 5 studio+ units.

Third Floor: Housing including 22 studio units, 7 studio+ units, and an interior community courtyard.

Fourth to Seventh Floors: Housing including 22 studio units, 7 studio+ units, and common areas that look down into the interior courtyard.



A view into the north building looking west shows sanctuary space in purple, studio housing units in pinks, and common spaces in blue.



GROUND FLOOR

Ground floor—church spaces, housing offices, and mixed-use spaces for use by church and community

Use	Square Footage	Units
Total Floor Area	104,500 SF	161 Units
Damascus	10,000 SF	
Sanctuary	4,000 SF	
Foyer	1,500 SF	
Admin/Offices	1,500 SF	
Fellowship	3,000 SF	
Community	8,000 SF	
Senior Housing	80,000 SF	
Offices	1,700 SF	
Services	4,500 SF	
Studio	41,000 SF	121 Units
Studio+	20,000 SF	40 Units
Circulation	12,800 SF	
Mixed Use	6,500 SF	

North building—amount of space given to each use

- DAMASCUS
- COMMUNITY SPACE
- SENIOR HOUSING



4TH—7TH FLOORS

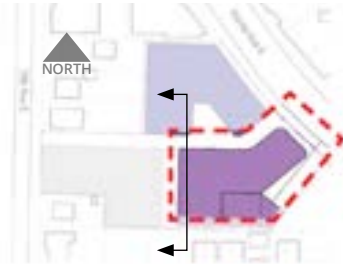


3RD FLOOR



2ND FLOOR

Upper floors—160 units of senior housing and community spaces for residents



Phase 1—South building

PHASE 1—SOUTH BUILDING PRESCHOOL & MIXED INCOME RESIDENTIAL

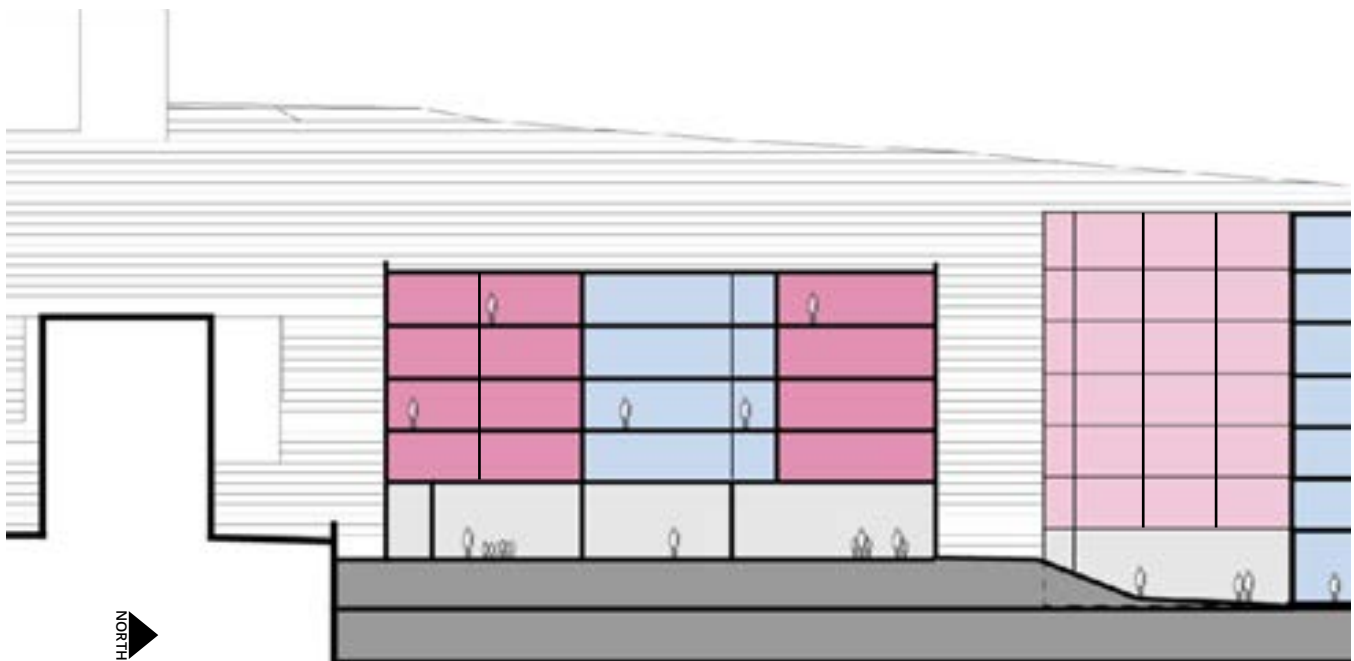
The ground floor of the south building is dedicated to retail, reception areas, and a Montessori preschool. The upper floors comprise a total of 74 mixed-income residential units, including 20 studios, 42 one-bedrooms and 12 two-bedrooms. While the majority of the units will be offered at market rate, 20% of the units will be offered as affordable units based on the MFTE program, which provides housing options for people earning less than 80% of the AMI. This means that 14 out of the 74 units will be affordable, including 4 studios, 8 one-bedroom units, and 2 two-bedroom units.

Ground Floor: Public-facing ground floor spaces include 3 retail spaces, a reception area and entryway for the residents, and classrooms and office space for the preschool. The classrooms may also function as additional space for Damascus activities at other times.

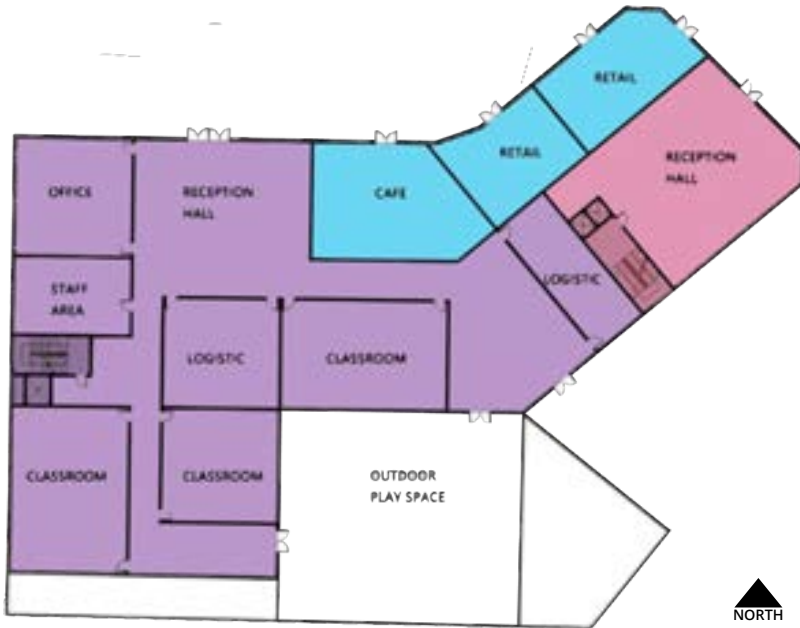
Second Floor: Housing including 20 one-bedroom units, 4 two-bedroom units, and a community gathering area.

Third & Fourth Floors: Housing including 14 one-bedroom units, 4 two-bedroom units, and a community gathering area.

Fifth Floor: Housing including 12 one-bedroom units, 3 two-bedroom units, two community gathering areas, and a gym.



A view into the south building looking west shows studio housing units in pink and common spaces in blue above ground floor preschool spaces.



GROUND FLOOR

- MIXED USE/RETAIL ■
- PRESCHOOL ■
- RESIDENTIAL LOBBY ■

Ground floor—preschool facilities, 3 commercial spaces, and a lobby for residents



5TH FLOOR



3RD & 4TH FLOORS

Use	Square Footage	Units
Total Floor Area	80,500 SF	
Preschool	10,500 SF	
Mixed Income	80,000 SF	
Community Spaces	3,840 SF	
Studio	9,000 SF	20 Units
One-Bedroom	25,200 SF	44 Units
Two-Bedroom	10,800 SF	12 Units
Mixed Use	2,800 SF	

South building—amount of space given to each use



2ND FLOOR

- STUDIO UNIT ■
- ONE-BEDROOM UNIT ■
- TWO-BEDROOM UNIT ■

Upper floors—76 housing units including studios one-bedroom and two-bedroom units



Phase 2—Residential parcel

PHASE 2 THE MULTIFAMILY RESIDENTIAL PARCEL

The RSL portion of the property presented an interesting challenge for our team. Without utilizing the proposed faith-based organization zoning incentives currently under review by the City of Seattle, or petitioning for an upzone, this parcel could only include a small number of housing units. The parcel also has an environmentally critical area in the southwest corner in the form of a steep slope, which requires special considerations for development. This parcel is not located along a major arterial road but is instead nestled amongst lowrise residential development. Damascus wanted to be able to provide more housing for the neighborhood here while also creating a source of income for the church. With no changes to the zoning, the combined RSL square footage would allow for approximately 11 housing units.



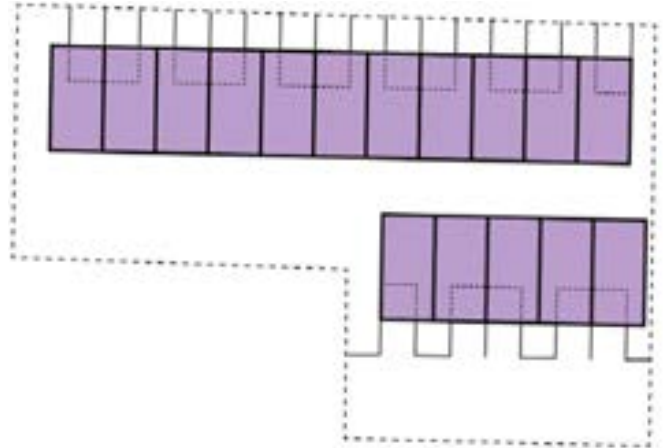
In Phase 2, developing the residentially zoned lot on the west side of Damascus's property completes the project.

Option 1—Townhouses

The FBO zoning incentives are still under discussion by the City, so the height or lot coverage allowances that might be ultimately apply to this parcel are unknown. However, the team moved forward with the assumption that the number of housing units allowed under the RSL zoning could be roughly doubled, but they would all need to be classified as “affordable” units. With this in mind, this option proposes 16 townhouse units, each with their own parking space, that would be suitable for families with children. The large outdoor common space adjacent to these units provides room for social connection and play. This development would add to the multi-generational feel of the overall project.

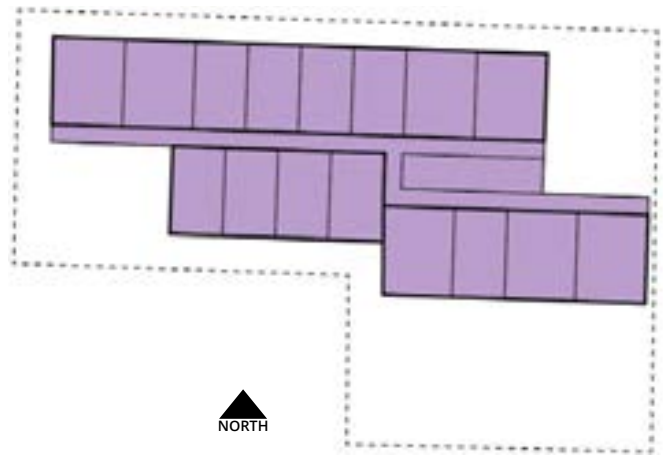
Option 2—Apartments

Assuming Damascus moves forward with the upzone process instead, the future LR2 designation would allow for an increased height limit to 40’ and no density limit. This alternative proposal includes 28 studio apartments and 40 one-bedroom apartments, for a total of 68 market-rate units. This development would greatly increase the ability of Damascus to generate an income from rents, as well as add density to the neighborhood within walking distance of transit services.



OPTION 1 (RSL)—TOWNHOMES

Townhouses—Under current RSL zoning with the pending faith-based density bonus added, approximately 16 townhouses could be built on the residential parcel.



OPTION 2 (LR2)—APARTMENTS

Apartments—With an upzone to LR2, lowrise apartment buildings containing approximately 68 market-rate units could be built on the residential parcel.



Under and around Phase 1 buildings

SITE PARKING

The client identified access to parking as a high priority in the redevelopment of their site and specified a need for approximately 60 spaces. To achieve that capacity, this design places the parking garage underground below the Phase 1 development. Parking is accessed from the southeastern corner of the site along Rainier Ave S. Since the parking garage will experience significant use at peak times such as Sunday services, the efficiency of the layout was paramount. An efficient “end-to-end helix” ramp design allows for straightforward circulation and egress and achieves the desired number of parking spaces for Church congregants and leadership plus 40 spaces for use by building residents.



Underground parking garage provides 100 parking stalls.



The end-to-end helix ramp design allows straightforward two-way circulation and egress.

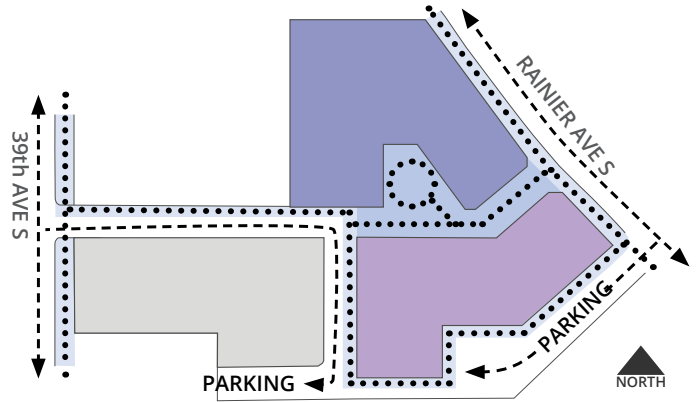
CIRCULATION

Vehicular access is limited to the parking garage and residential back parcel. The area between the two Phase 1 mixed-use buildings along Rainier Ave S is designated pedestrian-only to enhance the experience of residents, congregants, and community members.

ON-SITE STORMWATER MANAGEMENT

The proposed development would significantly increase the volume of stormwater runoff on site. A five-year rain event could generate up to 100,000 gallons of stormwater runoff per hour. City and state regulations require that the majority of this stormwater be managed on site. Proposed measures to meet these requirements also provide beauty and contribute to a strong sense of place.

- 1 **Terraced biofiltration planters** in the courtyard negotiate the grade change and structure a gathering space for residents and congregants.
- 2 **Green roofs** on the Phase 1 buildings slow runoff and provide amenity space to residents and congregants.
- 3 **Bioswales** along Rainier Ave S slow and infiltrate runoff and enhance the pedestrian experience.
- 4 **Biofiltration planters** along the Phase 1 buildings slow and filter stormwater and add beauty to the site.



- PEDESTRIAN ONLY AREA ■
- PEDESTRIAN FLOW ⋯⋯
- VEHICULAR FLOW - - - -

Vehicular traffic enters and exits at two points, while the entire site is open to pedestrians.



Stormwater interventions are located throughout the site.



1 BIOFILTRATION TERRACE



2 GREEN ROOF



3 BIOFILTRATION SWALE



4 BIOFILTRATION PLANTER

Types of designed stormwater mitigation measures proposed for Damascus site ANDROPOGON ASSOCIATES, BROOKLYN GRANGE, CITY OF PORTLAND

FINANCING

FUNDING SOURCES & APPROACH

The affordable housing and market rate components of the development will be funded through separate means. Affordable housing elements will be funded through three primary sources:

- 4% tax credit allocation (~30% of project costs),
- bond financing (~45% of costs)
- additional gap funding (~25% of costs) through city and state programs designed to reduce displacement and encourage transit oriented development.

Market rate components require permanent financing for approximately 70% of project costs while equity contributions account for the remaining 30%. Damascus would contribute the value of their land and will require an equity partner to fill the remaining gap.

SANCTUARY & PARKING CONDOMINIUM

Damascus would contribute the value of their land to offset the construction costs of building the sanctuary and parking structure since these cannot be financed through tax credit financing. We estimate approximately \$2.1 million gap remains. We recommend Damascus leverage cashflow from the market rate developments to get an additional loan to cover this gap. Any additional shortfalls could be funded through grants or fundraising.

CONDOMINIUM STRUCTURES

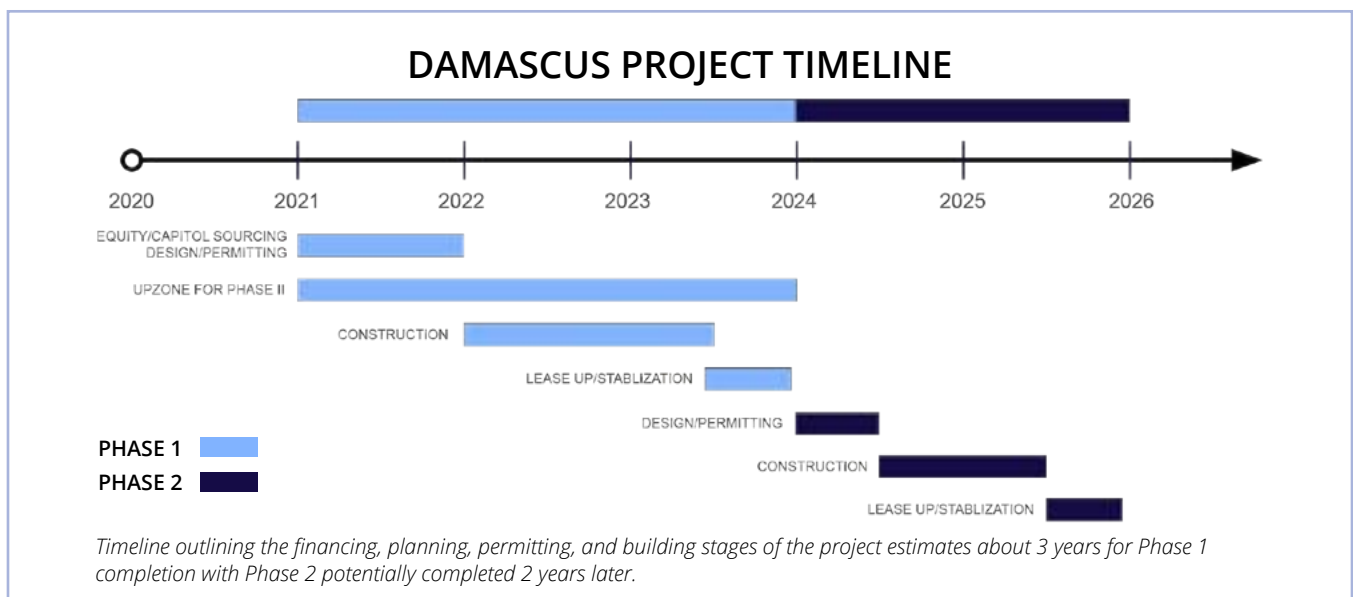
Given the variety of uses in the affordable senior housing building and intent to use tax credits, we recommend a condominium structure for the north building. Since the tax credit funds can only be applied to spaces for and supporting senior affordable housing, we recommend that the respective uses be separated into three individual condominiums: senior affordable housing, the sanctuary, and parking. The parking and sanctuary structures would be financed and operated separately by Damascus.

AFFORDABLE PARTNERSHIP

The affordable housing component requires two primary partners. First Damascus would need a developer who specializes in senior affordable housing to compete for a tax credit allocation, build the facility, and manage the property upon completion of construction. This partner would not have an ownership stake, but rather would be compensated on a fee basis. Second, the deal would require an equity partner to buy the tax credit allocation. This partner would own 99.9% of the property for 15 years and benefits primarily from a reduction in their taxes over this time period. After 15 years, 100% ownership would revert back to Damascus in a partnership buyout. If structured properly by a highly experienced affordable housing developer and their legal team, this buyout can occur at no direct cost to Damascus.

MARKET RATE PARTNERSHIP

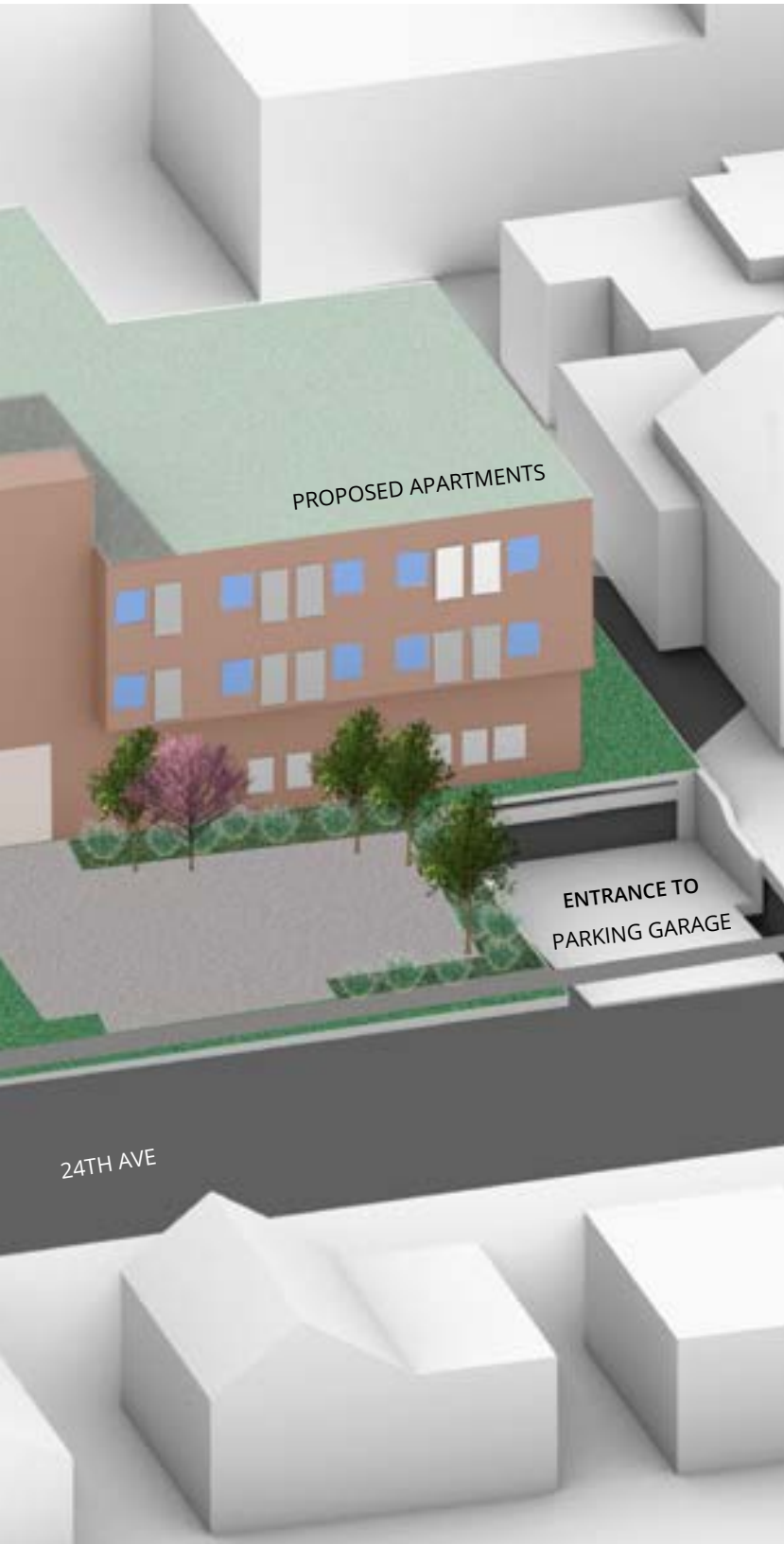
Both market-rate developments would entail a Joint Venture (JV) with a for-profit developer. On both sites (RSL and NC-55 South), Damascus would contribute the value of their land for a certain percentage of the overall ownership of the deal. On both sites we estimate that Damascus would be a minority partner assuming no additional cash is invested beyond their land value. Responsibility for financing, construction, and management would fall on the for-profit developer while Damascus would receive their share of the cashflow upon completion and lease-up of each project.



PEOPLES INSTITUTIONAL BAPTIST CHURCH



Artful and people-friendly outdoor spaces invite connections of Peoples' updated sanctuary and west wing with the existing west parking lot, a proposed new apartment building and underground parking on the north portion of the site, and with the greater neighborhood.



UNLESS OTHERWISE NOTED, ALL IMAGES WERE CREATED BY THE STUDENT TEAM MEMBERS.

PEOPLES INSTITUTIONAL BAPTIST CHURCH

159 24th Ave S, Seattle, WA 98122

Pastor George I. Davenport, Jr.

Gloria Cheng, MARCH
 Kelsey Dempsey, MARCH
 Mitchell Higgins, MSRE
 Jeff McCann, MSRE
 DeJai Mitchell, MUP
 Laura Nauert, MUP
 Matt Palodichuk, MSRE
 Courtney Ross, MUP
 Kerry Tiedeman, MUP
 Sean Underwood, MSRE
 Erynne van Zee, MLA

A Community Anchor

As a longstanding anchor in the area, Peoples is a place for the entire community to gather, worship, and serve. Keeping Beloved Community at the center of its vision, Peoples hopes to expand their role in the community by using their property to provide a welcoming environment with affordable housing, updated fellowship space, and a renovated sanctuary for worship.



Peoples Institutional Baptist Church Site GOOGLE EARTH



Peoples sits within the historically redlined part of Seattle, most of which is within today's Central District.



Garfield High School is just one block north of Peoples.



Peoples site is located within a highly serviced transportation corridor.

CITY CONTEXT

Peoples Institutional Baptist Church is centrally located just east of downtown Seattle within the culturally rich Central District neighborhood. We recognize the historic redlining boundary which forced many members of Seattle's Black community to rent or purchase property within that border as one of many racist housing policies forced on marginalized groups. Today's neighborhood boundary is slightly different from this redlining map and covers census tracts 77, 79, 87, 88, 89, and 90. These tracts include a large portion of what many today would consider the heart of the Central District.

TRANSIT & BIKE ACCESSIBILITY

There are numerous transit routes close to the church, including bus routes with stops within one block of the site. Additionally, 23rd Ave is a principal arterial road that will likely see increased accessibility in the future. E Yesler Way, which is just one block south of the site, is another transportation corridor that connects to downtown Seattle and Pioneer Square. Most transit access sits at the intersection of 23rd Ave & E Yesler Way. There is also bicycle infrastructure nearby, though this is not as developed. According to Seattle's Pedestrian Master Plan, the streets surrounding the church are part of the City's designated priority investment network. This indicates that future investments will be directed to these prioritized streets to increase safety and walkability.

NEARBY COMMERCIAL NODES

There are four major commercial nodes nearby:

- 23rd Ave & E Union St
- 23rd Ave & E Cherry St
- 23rd Ave & E Yesler Way
- 23rd Ave & S Jackson St

THE CENTRAL DISTRICT

The Central District is a vibrant neighborhood and cultural center in Seattle, Washington located just east of downtown Seattle. The Central District's neighborhood boundaries have fluctuated over the years, with historic redlining practices, racially restrictive covenants, and highway development being some of the larger forces shaping the built environment of the area. It is prominently known as a historically Black neighborhood, though the Central District has been home to other minority and marginalized groups through the years. Today, the Central District is a hub of new development, alarming longtime residents and increasing fears of unabated gentrification that will strip the neighborhood of its cultural character.



Downtown Seattle is visible to the west from 23rd Ave in the Central District.

DEMOGRAPHICS

The racial makeup of the Central District has drastically changed over the last 18 years. In 2000, the Black population in the Central District was approximately 35.7%. In 2018, that number had dropped to just 19.8%, while the White population was 64.9%. Seattle saw its Black population shrink by just 1.5% in the same time period. Compared to the City of Seattle as a whole, the Central District is rapidly losing its historically Black population.

SIGNIFICANT NEIGHBORHOOD LANDMARKS



- Garfield High School
- Bailey Gatzert Elementary
- Seattle Public Library—Douglass Truth Branch
- Langston Hughes Performing Arts Center
- Washington Hall
- Providence Hospital/Swedish Cherry Hill
- YMCA—Phyllis Wheatley Branch
- Ezell's Fried Chicken
- Taste of the Caribbean
- Flowers Just 4 U

Flowers Just 4 U is a beloved Black-owned small business in the neighborhood.

Central District Zoning

- 2035 single-family residential
- 2035 multi-family residential
- 2035 urban center
- 2035 major institution
- 2035 residential urban village
- 2035 commercial/retail use zoning
- public green space
- Central District analysis boundary



23rd's Union-to-Jackson corridor is the Central District's main Residential Urban Village, noted in yellow in the above map.

URBAN VILLAGE

Seattle's Urban Village strategy concentrates growth in areas of dense housing and economic opportunities. The Central District's main Residential Urban Village, 23rd & Union-Jackson, covers a large area along 23rd Ave. This area has high risk for displacement and gentrification and specific neighborhood policies intended to support the Black community.

Future Growth

The City's Comprehensive Plan, Seattle 2035, outlines the following policies to encourage smart growth in the area directly surrounding the church:

- **Consider rezoning single-family-zoned parcels** to neighborhood commercial to support continuation and **expansion of services provided by local institutions** (CA-P68).
- Support additional retail, restaurants, services, and office space near 23rd & Yesler to **increase activity on the sidewalks** (CA-P64).
- **Improve access and connectivity** to community assets at 23rd & Cherry and **activate space** around Garfield High School, Garfield Community Center, and Medgar Evers Pool (CA-P67).

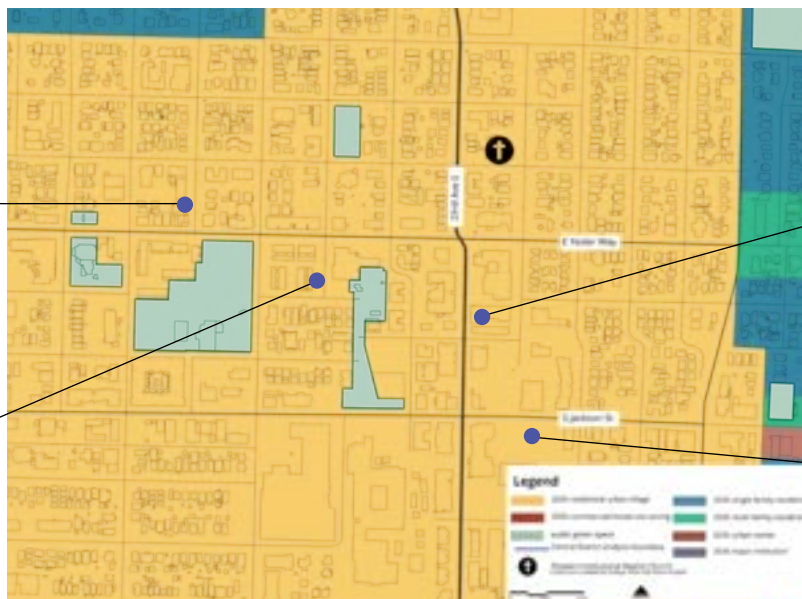
NEW DEVELOPMENTS NEAR PEOPLES SITE



Cadence 19
119 19th Ave S



Cadence 21
111 21st Ave S



Monica's Village Place
140 23rd Ave S



Jackson Apartments
2401 S Jackson St

New multifamily developments in the neighborhood provide precedents CADENCE REAL ESTATE, CATHOLIC COMMUNITY SERVICES, VULCAN

INCENTIVE PROVISIONS

Mandatory Housing Affordability

Responding to concerns regarding housing affordability in Seattle, in 2014 the City convened an advisory committee to analyze and provide solutions to the problem. They produced the 2018 Housing Affordability and Livability Agenda (HALA), a lengthy report with 65 recommendations to address affordability. The City began implementing some of the many suggestions, including doubling the Housing Levy and Mandatory Housing Affordability (MHA). The MHA provision requires that new developments in applicable areas must include affordable housing units in their plans. Alternatively, developers can contribute to a City fund that will go towards building affordable housing elsewhere. The primary goal of this legislation is to include affordability alongside growth – a major tenet in the city's comprehensive plan. Large parts of the Central District, including the area surrounding Peoples, are MHA applicable, so any new development is required to include it in their plans.

2019 Substitute House Bill 1377

Substitute House Bill 1377, passed in 2019, is a state-level incentive that affords additional density bonuses to affordable housing development on land owned by faith-based organizations. The City of Seattle will expand upon this bill with more direction on how this affects properties in city limits.

Multifamily Property Tax Exemption Program

This statewide development incentive program allows developers to claim a tax exemption for devoting a portion of their properties to low-income and rent-restricted development. To apply for this program in Seattle, developers or property owners must commit 20–25 percent of their proposed units to low-income renters. These exemption incentives last up to 12 years, after which they can no longer be claimed. There are no restrictions on the size of these units, so typically they are used for studio or one-bedroom units which yield the highest profits. Developers are also required to execute an Affirmative Marketing Plan to ensure that renters are aware of vacancies and feel welcome to apply.

Low Income Housing Tax Credits

Low Income Housing Tax Credits (LIHTC) are a federal subsidy widely used by developers to lower overall costs of development for affordable housing. These are the primary method of generating affordable housing development in the country and are preferred over tax reduction incentives. However, there are a limited number of LIHTCs distributed to state housing agencies and they are extremely competitive to acquire.



SHB 1377 will provide development opportunities for faith-based organizations, including churches like Peoples.



Peoples Institutional Baptist Church is located at 159 24th Ave, Seattle, WA 98122.

SITE OVERVIEW

Peoples Institutional Baptist Church sits on a small, irregularly shaped site at the corner of 24th Ave & E Fir St, with the west property line reaching 23rd Ave. The existing main entrance to both the sanctuary and fellowship hall opens onto 24th Ave, though grade changes between the sidewalk level and the sanctuary level require guests to traverse stairs at this entrance. Two administrative wings, the north wing and the west wing, provide office space, storage, and classrooms. There is a large, slightly elevated parking lot on the northeast portion of the site that provides approximately 31 parking stalls for church use. There are an additional 9 parking stalls on the west side of the property that is partially on 23rd Ave, but mainly on E Fir St. The site is predominantly south facing with high sun exposure.

SITE CONSTRAINTS

- The site is small and irregularly shaped, making it difficult to develop a singular large building.
- There are substantial grade changes on the site, and the original building entrance is not on ground level.
- There is a large right of way on 24th Ave, meaning the property line owned by the church does not extend out to the sidewalk, but instead only several feet in front of the main church facade.
- The site's split zoning designation creates challenges.
- Lot lines on site need adjustment for maxing out new development projects.



Peoples property, seen here from E Fir St looking north, spans the block between 23rd Ave and 24th Ave.

ZONING CHALLENGES

The parcels' zoning is split between Residential Small Lot (RSL(M)) on the east side and Lowrise 2 (LR2(M)) on the west side. If Peoples works with the zoning as is, it would be challenging to make any financial profit with new housing development, since over half of the land restricts high density. The table below shows the Floor Area Ratio, Height Allowances, and uses of buildings permitted in RSL (M) and LR2 (M). Another important aspect of the zoning of this site is the (M) designation, which indicates that the site must adhere to Seattle's Mandatory Housing Affordability legislation implemented in 2019 by either providing affordable housing on site or contributing to a City housing fund.

CASE FOR A REZONE

Since the site is in a designated Residential Urban Village and the city's comprehensive plan generally supports density for future growth, the church can make a strong argument for a rezone. Because a portion of the site is already zoned for higher density (LR2), we suggest that the church pursue a rezone from RSL to LR2 for the entire site, which would allow for consistency and opportunity for development. The church will need to pursue this rezone ahead of any development plans.

DEVELOPMENT INCENTIVES

Additional incentives provided through the City and Washington's new faith-based development legislation (2019 SHB 1377) allow for increases in floor area ratio (FAR) depending on the level of affordability and number of affordable units of housing offered in the development. FAR is the total square footage of the building compared to the total square footage of the parcel. The church will need to take advantage of these incentives in order to maximize development capacity on the site, which will serve church goals of providing housing and generating income.



Map of existing zoning at the Peoples site

SITE ZONING REQUIREMENTS

	Lowrise 2 (M)— Apartment	Residential Small Lot (M)
FAR	1.4 1.6 w/ specific amenities 1.8 w/ FBO	.75
Density	No limit	1 dwelling unit per 2,000 sf
Height	40'	30'
Setbacks/ Yard Req.	Front: 5' Rear: 10' w/ alley, 15' w/ no alley Side: 5' min; 7' avg	Front: 10' Rear: 10' except when alley Side: 5' except when alley

Comparison of Peoples site's existing zoning designations CITY OF SEATTLE



Pastor Davenport inside the sanctuary at Peoples

“The aftermath of nonviolence is the creation of the beloved community.”

— Dr. Martin Luther King, Jr.

CHURCH HISTORY

Peoples Institutional Baptist Church is a cultural and community anchor in the Central District. The church was founded in 1942 by a small group of invested community members. The current church building was purchased in 1946, with additional structures and parcels acquired in 1962 and 1982. In 2012, the Reverend George I. Davenport, Jr. became the fourth pastor to lead the church and continues to serve the congregation today.

CHURCH GOALS

The church aims to build Beloved Community, a vision championed by Dr. Martin Luther King, Jr. that focuses on building love and trust to overcome fear and hatred. At the neighborhood level, the church has set goals to serve their congregants and the wider community by providing:

- A safe and welcoming **sanctuary space** for worship
- A **fellowship hall** to host small groups and larger community outreach efforts
- **Amenity spaces** such as a daycare center and updated greenspaces
- **Affordable housing** units to serve vulnerable community members at risk of being displaced
- **Improved accessibility** for all members of congregation



Improved Circulation



Updated Church Spaces



Affordable Housing



Community Outreach



Income Generation

PRECEDENTS

Faith-based organizations create affordable housing

Our team drew from several precedents to gain inspiration for design and programming including:

- Arlington Presbyterian Church and Gilliam Place Development | Arlington, VA
- Sandtown Winchester Neighborhood Transformation Initiative | Baltimore, MD
- Bethel New Life | Chicago, IL

Arlington Presbyterian Church shared goals similar to Peoples, and was able to construct a large affordable housing apartment building on its site. We took lessons from these precedents for our proposal.



Affordable apartments in Arlington, VA built by a church with similar goals GILLIAM PLACE

CENTRAL AREA NEIGHBORHOOD DESIGN GUIDELINES

Design of the project was also influenced by The Central Area Neighborhood Design Guidelines (CANDG). These guidelines focus on the physical design of the built environment to accomplish the following goals:

- Build on local cultural assets
- Reflect on the unique character of the Central Area
- Retain the rich characteristics valued by the community's long-term residents as well as its new and future residents
- Facilitate inclusive and equitable growth and development



Apartments in the Central District that are human scale and encourage lively streets. CANDG

PROPOSAL

Our team considered many options for the design of the church site. We incorporated church goals into every component of the final proposal, and developed a plan that we hope the church will take as inspiration for the possibilities of the property.

The existing main sanctuary is a beautiful space with exposed wood beams and stained glass windows. We wanted to retain the character of this space, and opted to renovate but not demolish the building. Renovating the west administrative wing will improve circulation and maximize its use.

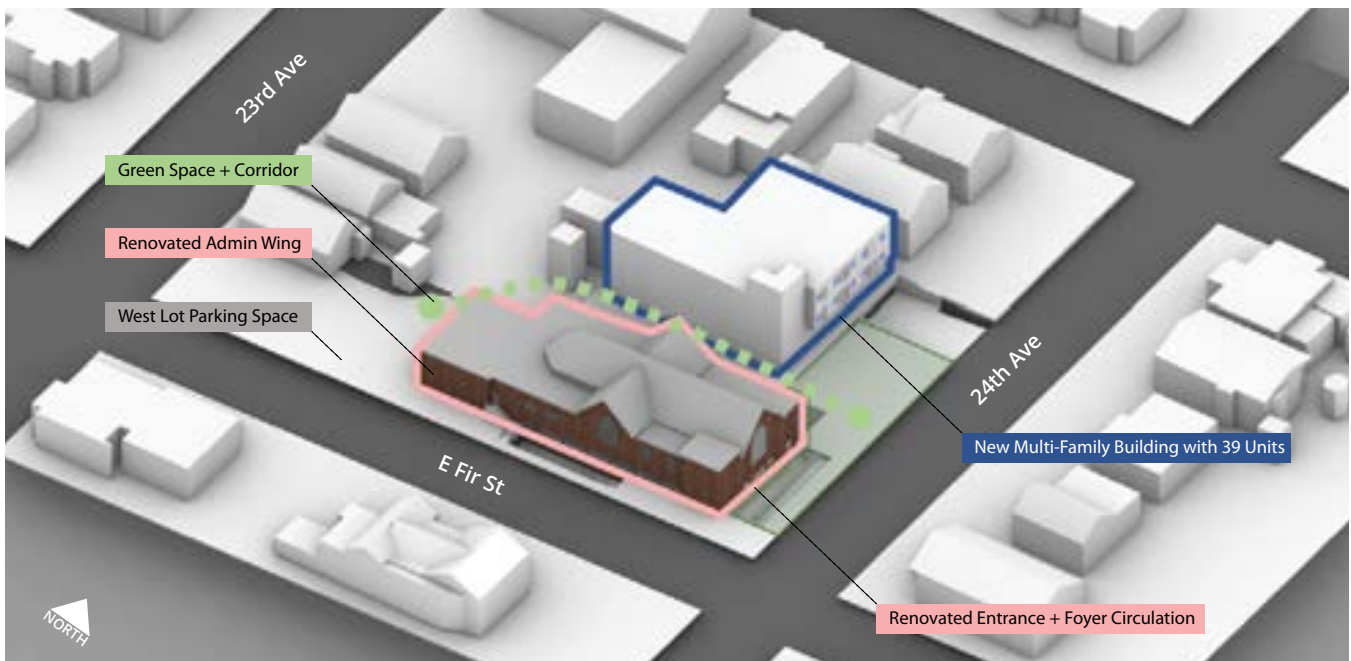
To build the new apartment building, we propose that the church demolish the north administrative wing and relocate those uses to the renovated west administrative wing. The new apartment building would need to make full use of the space currently occupied by the north wing and the north parking lot.

Greenspaces and landscaping are used to connect all areas of the site together to create a warm and welcoming environment. A new green corridor provides resting space, tranquility, and connection for all visitors to the church.

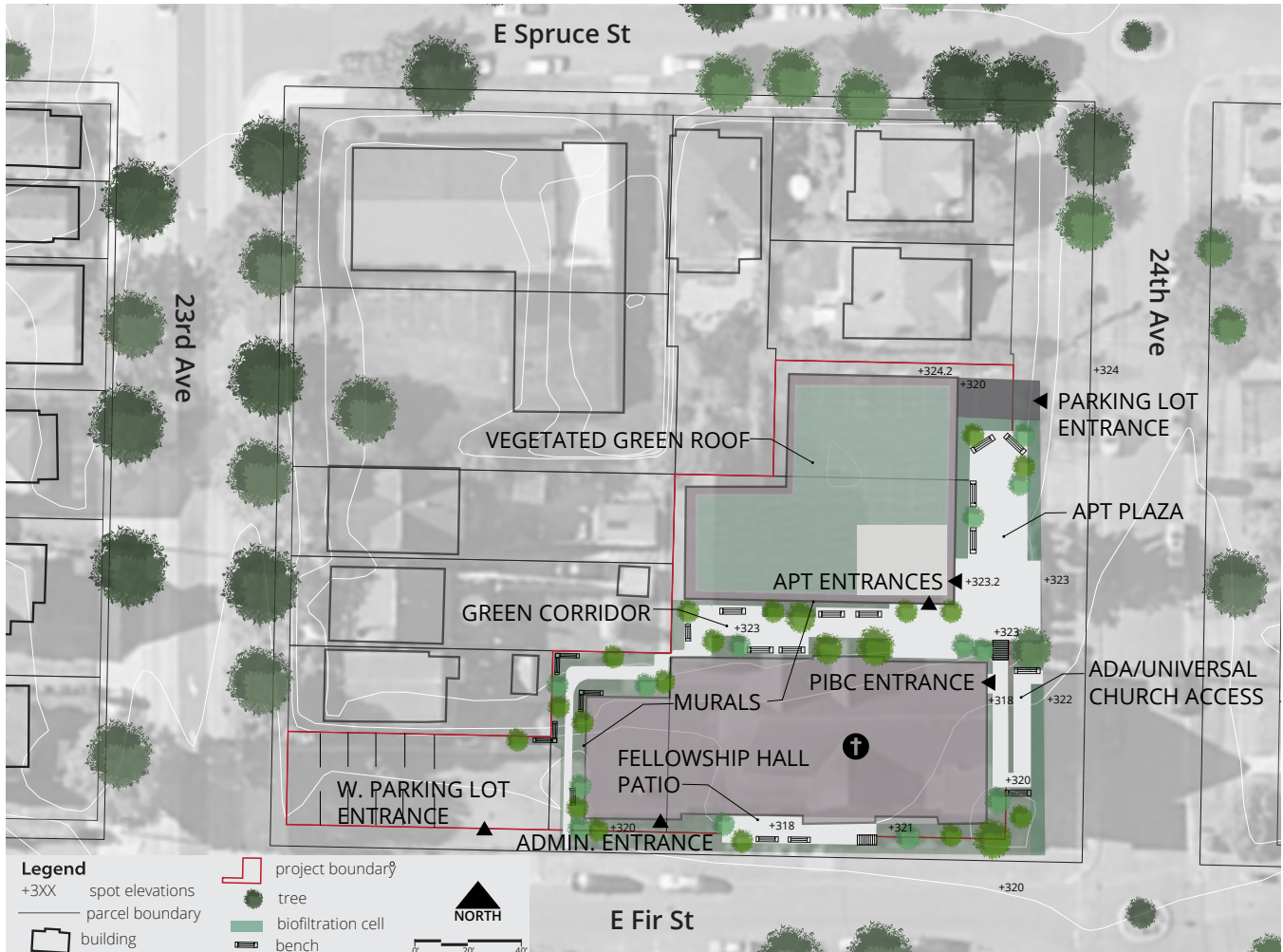
The west parking lot is retained for use of its parking stalls and to connect to 23rd Ave. New landscaping will bring attention to the church.



3-D overview of Peoples proposal



Bird's-eye view of the Peoples project points out new and renovated elements of the proposal.



Site plan of proposal showing landscape design features creating social spaces and connectivity on the site

RENOVATION

Church

- New entrance and foyer
- Renovated fellowship hall with space for classrooms and other programming
- New ADA accessible bathrooms
- New ADA accessible elevator

West Parking Lot

- Parking stalls retained
- Landscaping, public art, and furniture additions
- Welcoming upgrades to streetscape

NEW CONSTRUCTION

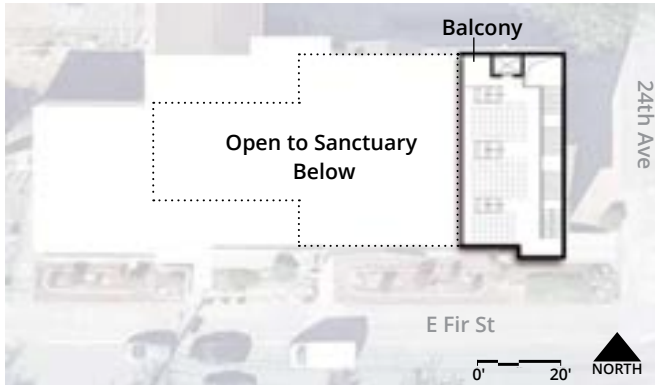
New Apartment Building

- 39 studio units
- All affordable housing
- Underground parking
- Protected bike storage

Greenspaces

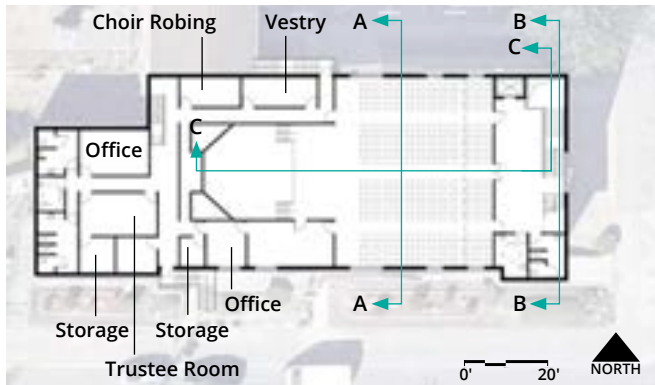
- ADA accessible entrance ramp
- Welcoming corridor connects all parts of building
- Stormwater treatment upgrades
- Additional benches and other street furniture
- Public art

LEVEL 2



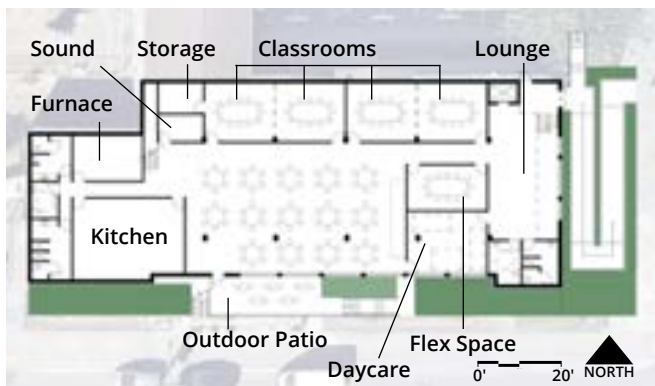
Level 2—Expanded balcony and improved circulation

LEVEL 1



Level 1—Reimagined sanctuary floor plan

LEVEL 0



Level 0—Reimagined fellowship hall floor plan

SANCTUARY RENOVATIONS

Our proposal improves upon the existing sanctuary structure while retaining its unique character by maintaining the beloved sanctuary space, improving circulation and accessibility, and introducing flexibility to the fellowship hall level.

LEVEL 2—BALCONY

To make up for lost pew space on the sanctuary floor, the balcony is expanded. The balcony is accessible from the stairs and new ADA accessible elevator.

- Expanded balcony with more seating
- ADA accessible elevator connectivity

LEVEL 1—SANCTUARY LEVEL

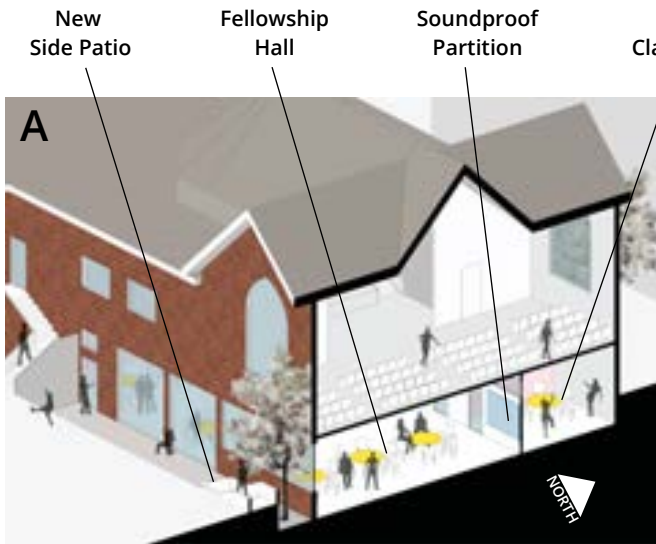
To accommodate improved accessibility and circulation, the sanctuary becomes slightly condensed, losing roughly three rows of pews. The new foyer adds ADA accessible restrooms, new elevator, and open stairs. New restrooms can be easily accessed from the sanctuary without needing to traverse stairs.

- ADA accessible restrooms and elevator
- Double-height foyer with open staircase
- Slightly condensed pew space

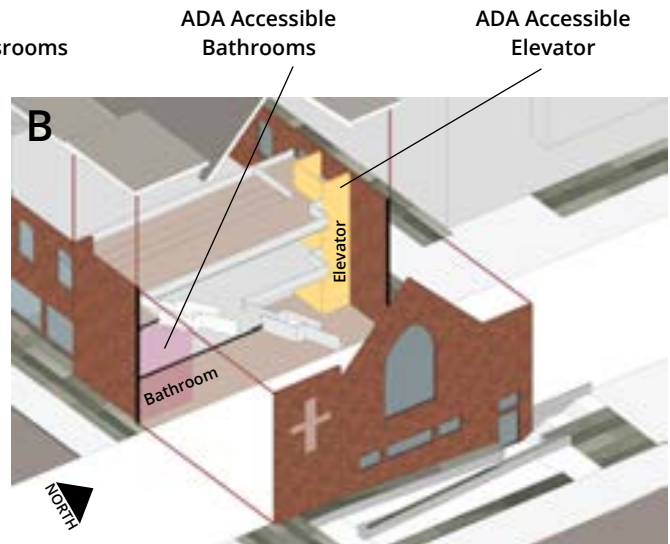
LEVEL 0—FELLOWSHIP HALL

The reimagined fellowship hall level adds flexibility and improves circulation. The space includes soundproof partitioned classrooms for simultaneous Sunday School classes. Though the north wing is demolished, its uses are redistributed in the renovated west wing. A new exterior ADA ramp leads to the relocated main entrance, which opens into a double-height foyer with open stairs and upgraded elevator that provides access to all three levels of the building.

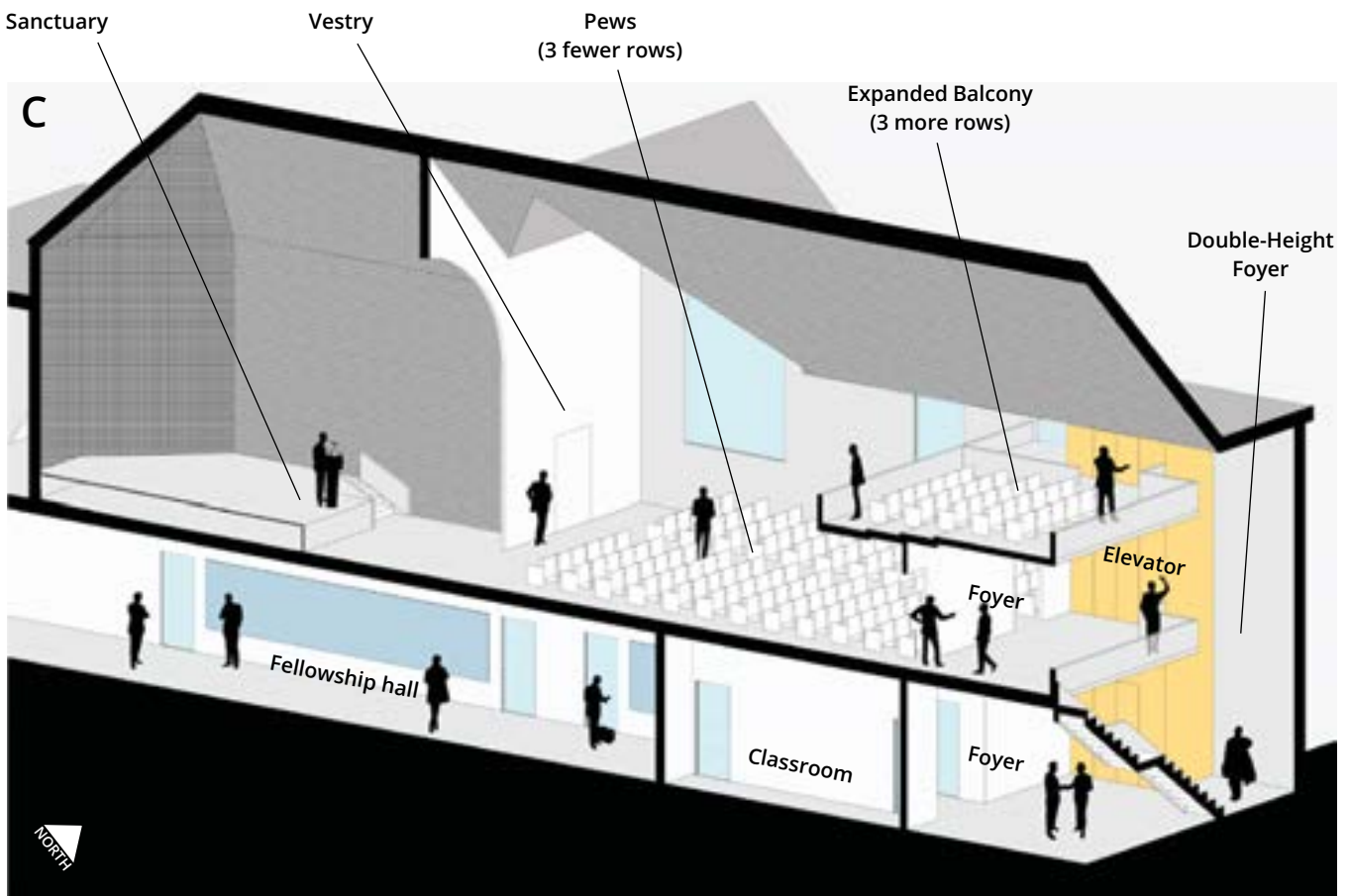
- Main entrance with ADA ramp
- Soundproof partitioned classrooms
- Improved accessibility and circulation
- Flexible fellowship hall space



A west-facing view of proposed renovations for Peoples sanctuary and the fellowship hall below it (Section A)



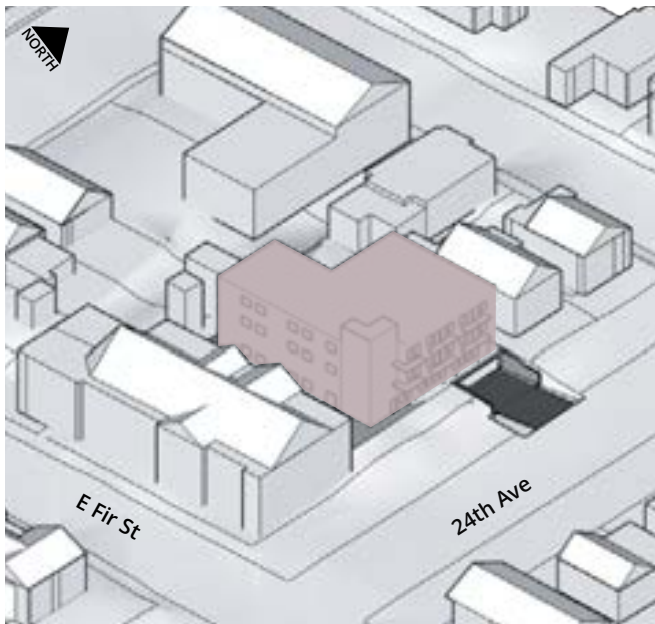
Enlarged foyer featuring a new elevator and bathrooms (Section B)



Cutaway view of the proposed renovation

APARTMENT DEVELOPMENT

The church expressed interest in using their land to build affordable housing units for vulnerable community members or seniors. Though our team considered townhouse units on the west lot, the church opted to focus on the large amount of underutilized space in the north parking lot and the to-be-demolished north wing.



The new apartment building will take design cues from the church sanctuary and the Central Area Neighborhood Design Guidelines to ensure it blends with the surrounding neighborhood.

AFFORDABLE HOUSING

We propose building a four-story apartment building that includes 39 affordable studio units, all of which would be designated for residents earning at or under 80% area median income (AMI). To build this new development, our assumption is that the church will be able to rezone the property to LR2 and take advantage of the bonuses offered through SHB 1377.

Features of the new building

- Vegetated green roof to treat stormwater
- Rooftop deck access for residents
- Balconies for each unit
- Secure bike storage for 10–12 bikes
- Improved planting along 24th Ave



A rendering of the new apartment building from 24th Ave—Setbacks and greenspaces integrate the apartments into the neighborhood's scale.
GOOGLE MAPS

PARKING

In conversations with the church leadership, parking was frequently referenced as an important consideration when assessing development options. To accommodate the church's parking needs, our proposal includes a new, below ground parking garage under the apartment building. This lot will have 17 regularly sized parking stalls and 4 compact parking stalls. Additionally, since the west lot will not be redeveloped, the church will still have access to 9 regularly sized parking stalls on that lot. This gives the church a total of 30 parking spaces that can be used at any time for church visitors. Street parking would be maintained.

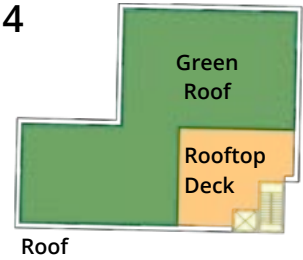
Due to the church's location in a Residential Urban Village, parking is not required with new development. As such, our proposal does not provide any parking for apartment residents. To offset this, there will be space for 10–12 bikes in secure bike storage lockers in the parking garage. Additionally, current trends are moving away from offering free parking to residents, and the church's location along a designated transit corridor means that future investments in public transportation and bike infrastructure will continue to improve.

VEHICLE & BIKE STORAGE

- Underground garage beneath apartment building
 - 17 regularly-sized car stalls
 - 4 compact car stalls
 - 10–12 bike lockers
- West surface lot with 9 regularly-sized car stalls



LEVEL 4



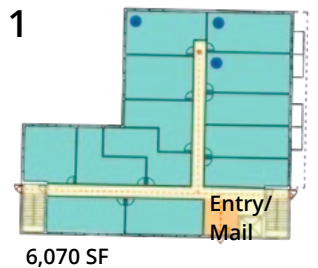
LEVEL 3



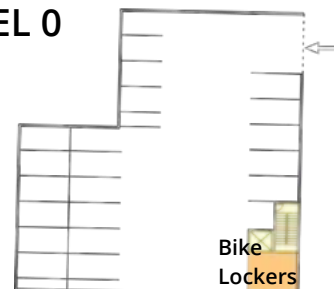
LEVEL 2



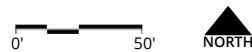
LEVEL 1



LEVEL 0



- Studio Apartment (400+ SF)
- Studio Apartment
- Green Roof
- Amenity
- Circulation



**Parking: 17 Regular, 4 Compact
Bike storage for 10–12 bikes**

Three-story apartment building with 39 units, underground parking, green roof, and rooftop deck



Redesigned front entrance includes relocating the main door to Level 0 with an ADA accessible ramp and improved planting.

IMPROVED GREENSPACES NEW FRONT ENTRANCE

The proposed new front entrance moves the door just north of the existing entrance where it will open into fellowship hall (Level 0). New landscaping creates a warm and welcoming environment.

- New ADA accessible ramp
- Improved planting with flowers
- Biofiltration cells to treat stormwater

GREEN CORRIDOR

A new green corridor between the sanctuary and the proposed new apartment building connect the main entrance on 24th Ave to the west parking lot.

- Improved circulation through the site
- Outdoor seating
- New planting with flowers and fruit trees
- Public art mural on new apartment wall
- Permeable pavement to filter stormwater



The green corridor increases circulation on the site while also providing space for planters, benches, fruit trees, and flowers.

WEST PARKING LOT

The west parking lot along 23rd Ave remains a parking lot with nine spaces. Improvements to the lot create a more visually pleasing connection to the rest of site.

- Improved planting
- New fencing
- Public art mural along renovated admin wing
- Benches and other seating



The west entrance to the green corridor from the parking lot at the corner of 23rd Ave & E Fir St invites people in with murals and benches.



The proposed new side patio along E Fir St connects to the fellowship hall via the side door and visually via large windows. [GOOGLE MAPS](#)

STORMWATER

New development in Seattle is required to treat stormwater produced by new and replaced pollution-generating surfaces such as paved areas and roofs with on-site stormwater treatment methods. The church will need to treat stormwater produced by the proposed apartment roof, parking garage driveway, and pathway renovations to the Peak Control and Enhanced Water Quality Treatment standards outlined in the City of Seattle Stormwater Manual, Volume 3.

Using the EPA Stormwater Calculator, we estimate that Peoples would need to treat approximately 26,000 gallons per hour of stormwater in a five-year storm. This is equivalent to two full buses of water per hour. Green stormwater infrastructure offers opportunities for treatment on-site while also creating beautiful public spaces. Our proposal recommends a vegetated green roof with an accessible deck on the apartment building, permeable pavers for new pathways, and biofiltration cells along the apartment plaza and 24th Ave sidewalk. Water would be then directed into below-ground pipe infrastructure that discharges the stormwater to underground catch basins.



Stormwater will be filtered through a new green roof, permeable pavement, and biofiltration cells. Water flow, shown with blue arrows, is slowed and treated before joining the municipal stormwater system. GOOGLE MAPS

TIMELINE

Redesign and development of the Peoples property has four major steps to reach substantial completion and stability:

- 1. Rezone**—This rezone is imperative to the project as it grants the density bonuses needed to produce a financially feasible project.
- 2. Entitlements**—After the rezone, the regular design process will need to be initiated for the development of the new apartment building.
- 3. Apartment construction**—Estimated build time for the apartment building is 18 months.
- 4. Church renovations**—Estimated build time is 6 months.

Each step is met with its own process, paperwork, possible opposition, and challenges. Below you can see a timeline showing the phases, along with when these steps need to be taken. We estimated this entire process would take 4.25 years.

PEOPLES PROJECT TIMELINE

Phase	Goals	Year 1				Year 2			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Preconstruction	Rezone	1 year Rezone Process				1 year Design Review & Entitlement			
	Entitlement								
Phase 1 & Preconstruction 2	Phase 1 Construction								
	Leasing/Marketing								
	Refinancing Permitting Phase 2								
Phase 2	Phase 2 Construction								
		Fundraising Period—3 years for cost of permitting							

Timeline outlines the fundraising, financing, planning, permitting, and construction stages of the Peoples project and estimates project completion within about 4.25 years of project's start.

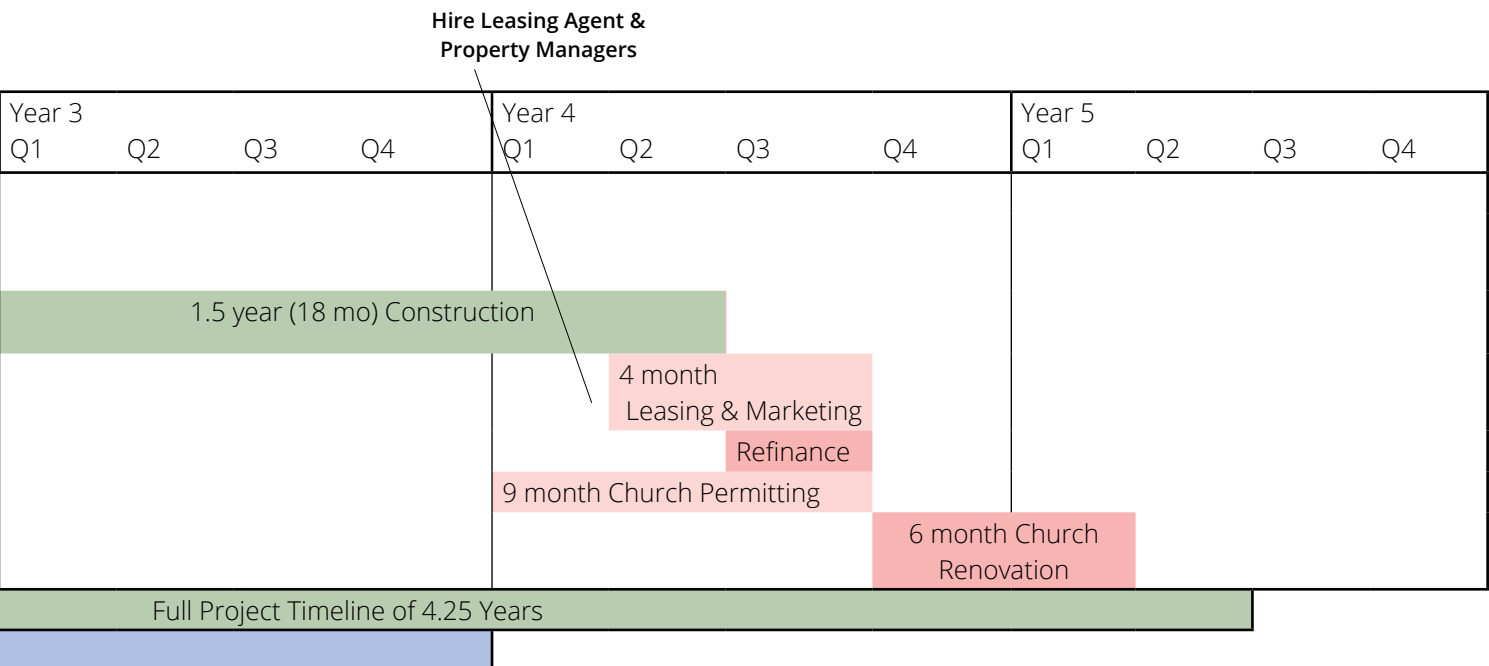
PERMITTING OVERVIEW

Several permits are necessary if the church wishes to pursue completion of the entire proposal. The permits are listed below in the order in which they are required. Those permits necessary for the church renovation should start in tandem with the site redesign (about two-thirds of the way through the apartment construction). In order for this to happen, the church would need to use their own equity to fund the permit process for the church renovation, as a refinance of the construction loan would not have occurred yet.

Permitting Plan

1. Wait to determine whether the City of Seattle will grant a density bonus to church properties based on SHB 1377
2. Rezone with narrative explanation of pertinence
3. Apartment permitting
4. Right-of-way permitting for church
5. Church renovation permitting

Each permit will require research, a preliminary application, coordination with other agencies, submission, payment, and patience.



FINANCING

APARTMENT DEVELOPMENT & BUDGET (PHASE 1)

Financing for this project has three major parts.

1. Equity is generated via the sale of existing church assets.
2. Further equity is leveraged post-rezone and via typical lender debt. The first portion of this process is \$100,000 in equity needed to achieve the rezone.
3. Once the parcel is rezoned, leverage the increased value of the rezoned land for additional equity required.

RENT SCHEDULE & UNIT MIX OF NEW APARTMENT BUILDING

Affordability Req.	% AMI	% of Units	# of Units	Rent per Unit
MFTE	40%	20%	8	\$830
MHA	60%	10%	4	\$1,250
Density Bonus	80%	70%	27	\$1,600

All of the new building's units are designated to be affordable housing, with specific units focused on renters making 40, 60 or 80 percent of AMI.

REVENUE GENERATING POTENTIAL

At our current rent limits, Year 1 income is \$140,000. This increases to \$240,000 by Year 5. The basic pro forma format used was total revenue, minus contra revenues (vacancy, bad debt, etc.), minus operating expenses to achieve a net operating income (NOI). From the NOI the "below line" expenses (debt service, capital expenditures etc.) were removed to leave a resulting free cashflow for the church. Depending on the church's operating expenses on the main building, these revenues can be further adjusted to provide affordability. The resulting income can also be used in further church capital improvements, reinvested in the community, or used to subsidize programming. Typical financial metrics were inappropriate for

NEW APARTMENT BUILDING COSTS

Sources & Uses	Portion of Total Costs	Total	Cost Per GSF	Cost Per Unit
Sources	100%	\$11,170,000	\$600	\$290,000
Cash	1%	\$100,000	\$5	\$3,000
Land	25%	\$2,800,000	\$150	\$75,000
Construction Financing	74%	\$8,270,000	\$445	\$212,000
Uses	100%	\$11,170,000	\$600	\$290,000
Land	25%	\$2,800,000	\$150	\$75,000
Construction Costs	54%	\$6,000,000	\$325	\$155,000
Soft Costs	21%	\$2,370,000	\$125	\$60,000
Contract Rezone	1%	\$100,000		
Design Fees	5%	\$600,000		
General & Administrative	2%	\$200,000		
Marketing & Leasing	0%	\$50,000		
Legal	2%	\$200,000		
Development Fee	3%	\$300,000		
General Contingency	3%	\$375,000		
Construction Financing & Loan Fee	5%	\$545,000		

Estimate of funding sources and development costs for new apartment building

analyzing this project since the church operates as a 501c(3) nonprofit and its stakeholders are vastly different from a for-profit institution. Return on investment (ROI) then means little to the church other than as a way to further help their community. Therefore, a cash-on-cash (CoC) metric, along with physical returns, was the preferred measurement of performance. These were 5% CoC in year 1, 31% CoC in year 5 with 39 affordable units, similar total parking, renovation of church community spaces, and improved community outreach opportunities.

CHURCH RENOVATIONS (PHASE 2)

Church renovations will cost roughly \$900,000 as indicated in the table below. Permanent financing proceeds provide a fraction of that but still leave a shortfall of \$870,000 in equity. Possible sources of that equity can come from sale of the parsonage or west parcel, leverage against these two assets, fundraising by the church, or income from the neighboring apartment building. If the church hopes to substantially complete its remodel in line with the timeline, a portion of this money needed for design consulting and permitting, will need to be garnered before completion and stabilization of the apartment building. Depending on the church’s need for circulation, building refresh, and hazmat contingencies, portions of these renovations could happen independent of each other.

OTHER FINANCIAL CONSIDERATIONS

- Rezoning is necessary for this project to be financially feasible
- Financing by collateralizing church property will be difficult with typical lending institutions
- If church relinquishes the need for further parking, construction costs could be significantly decreased
- Mezzanine debt or extra equity required to fill gap of leftover from construction loan

CHURCH RENOVATION COSTS

Budget Summary	Cost per SqFt	SqFt Applied	One-Time Cost	Total
Total Renovation	-	-	-	\$895,000
Building Refresh	\$25	14,400	-	\$360,000
3-Story Elevator (4 person)	-	-	\$100,000	\$100,000
Hazmat Contingency	-	-	\$30,000	\$30,000
Balcony Addition/Foyer	\$250	1500	-	\$375,000
HVAC new Reznors	-	-	\$30,000	\$30,000
			300	\$155,000
			125	\$60,000
			Permanent Financing Procured	\$25,000
			Total Renovation Cost	\$895,000
			Additional Equity Required	\$870,000

Estimate of costs and equity needed for church renovation

TABERNACLE MISSIONARY BAPTIST CHURCH



Events prompt lively interaction in the plaza between the Tabernacle sanctuary and the proposed NE corner building along S Jackson St. To the south, rowhouses and townhouses with shared greenspaces match the calmer energy of the residential neighborhood.

TABERNACLE MISSIONARY BAPTIST CHURCH

2801 S Jackson St, Seattle, WA 98144

Pastor Robert L. Manaway, Sr.
Evangelist Jessica P. Manaway

Dre Avila, MUP
Erin Irby, MLA
Zach Myers, MLA
Arpana Nautiyal, MUP
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UNLESS OTHERWISE NOTED, ALL IMAGES WERE CREATED BY THE STUDENT TEAM MEMBERS.

Supporting Community Services

Founded in 1950 on the current site, Tabernacle aspires to serve as a beacon of light in the community. The church currently provides many services in the neighborhood and beyond, including housing, food, outreach, and other service ministries. This development proposal focuses on supporting the church's existing services, creating additional space for church and community activities, and devising a sustainable funding approach.



Tabernacle Missionary Baptist Church Sites GOOGLE EARTH

SITE & PROPERTY CONDITIONS

CHURCH HISTORY

Tabernacle Missionary Baptist Church was formally organized on September 12, 1950 by the Reverend Hezekiah King Griffin, Jr. along with 43 original members. The congregation converted a vacant Safeway grocery warehouse into a place of worship, which still stands on the northwest corner of the site.

SITE HISTORY

The Tabernacle site has witnessed significant change over the course of nearly 120 years. The Sanborn Fire Insurance Maps from 1904, 1916, and 1950, catalogue changes in the built environment over time. The current sanctuary site is shown by a purple rectangle.

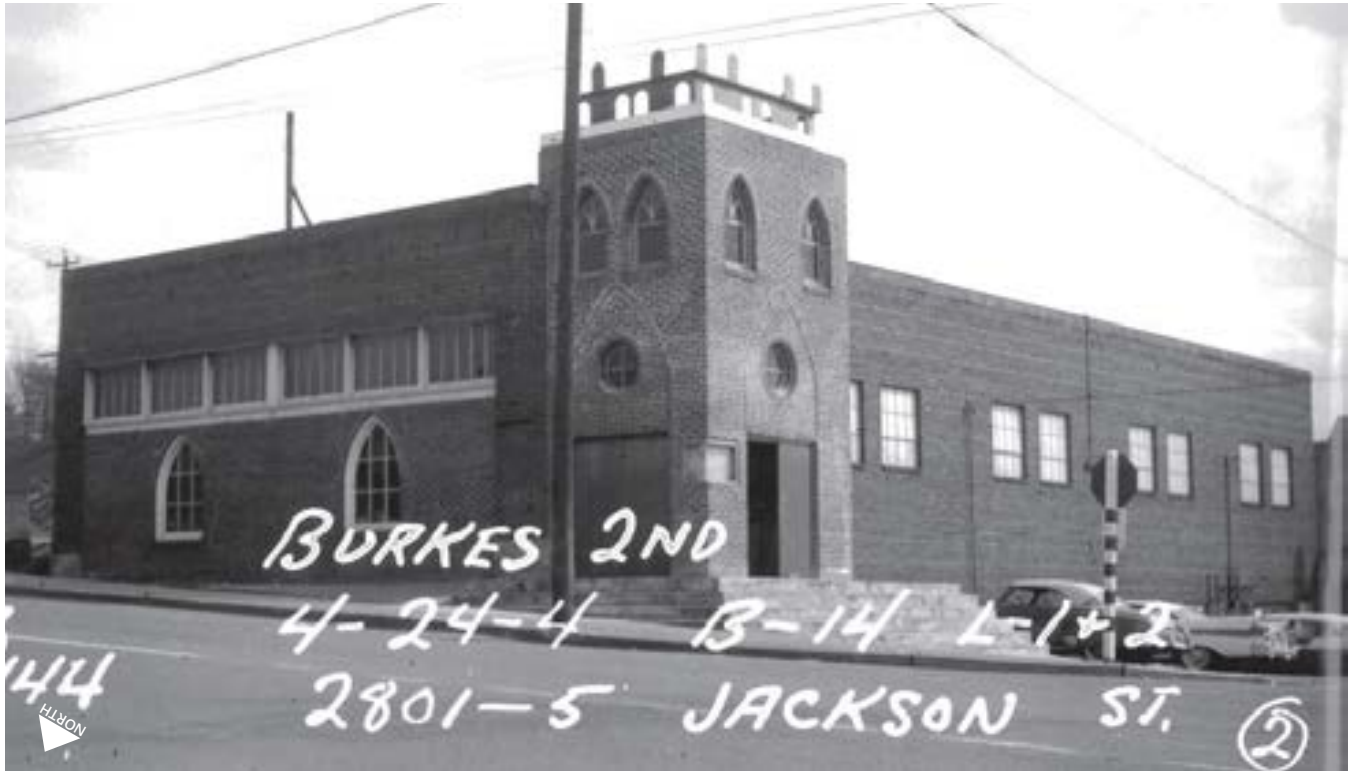
In the **1904** map, the Tabernacle block is relatively sparse with a handful of dwellings and a store with second-floor apartments located on the future site of the first church sanctuary, indicated by a blue rectangle.

The **1916** map records the addition of several single-family houses, apartments, and office space.

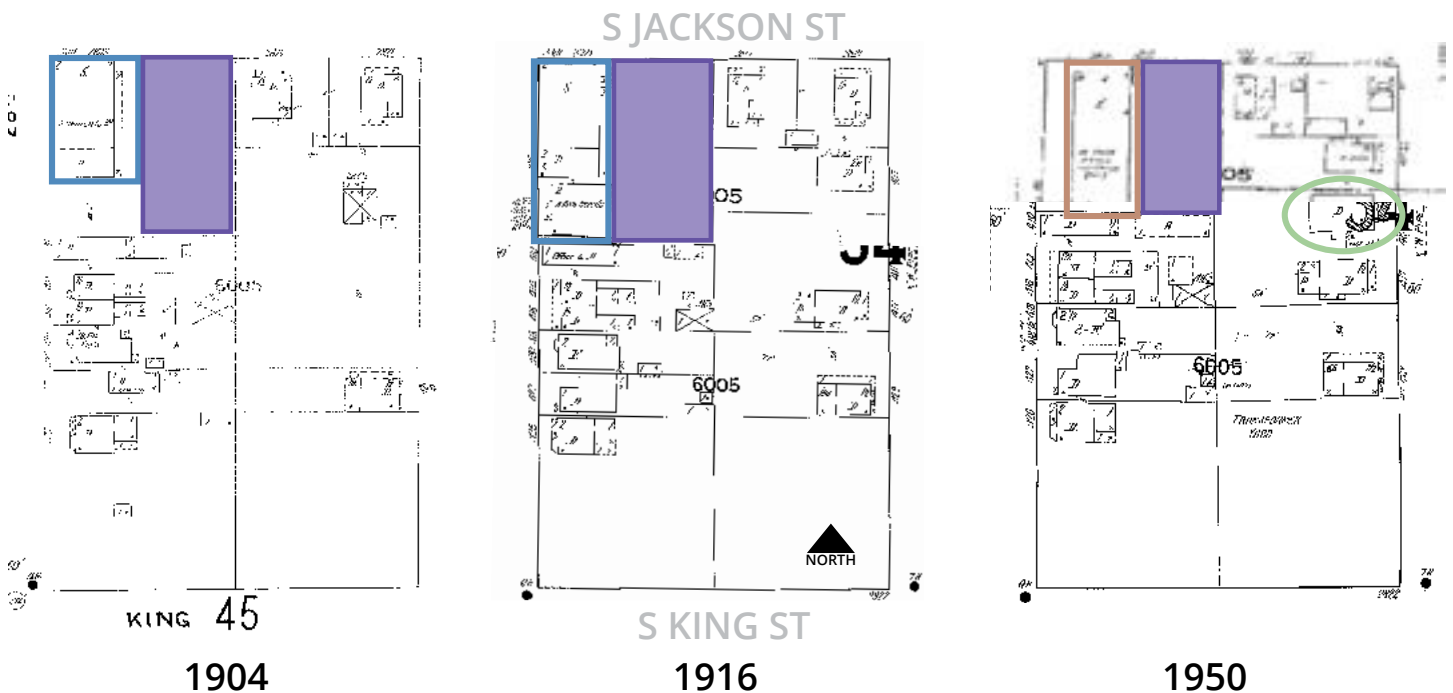
The **1950** map shows the site in April, just six months before Tabernacle was formally organized. This most recent map now depicts the Safeway storage building, which is marked with a brown rectangle, the same storage building that was converted into the original Tabernacle Missionary Baptist Church. Additionally, the Meskelly residence, which was built in 1922 is shown on the map in a green circle.



The original Safeway store that was later converted into the Tabernacle Missionary Baptist Church
TABERNACLE



The old Safeway building was remodeled to become the home of Tabernacle Missionary Baptist Church and is now used as their administrative building, shown here in the late 1950s. TABERNACLE



Sanborn Fire insurance Maps show changes over time on the Tabernacle site between 1904, 1916, and 1950. SEATTLE PUBLIC LIBRARY



Public transportation routes near Tabernacle site

COMMUNITY CONTEXT NEIGHBORHOOD AMENITIES

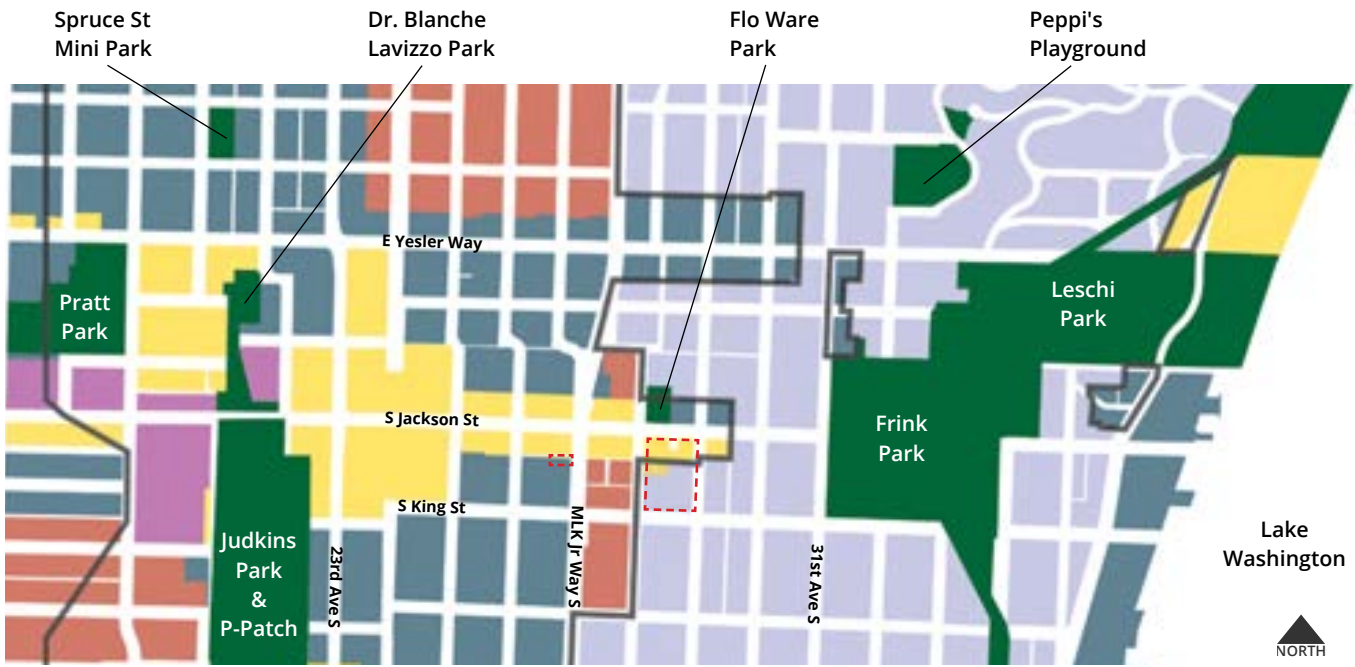
The Tabernacle site is socially and physically connected to the Central District, a culturally rich neighborhood. Tabernacle lies in close proximity to several parks, notably Frink Park, Flo Ware Park, Sam Smith Park, and Judkins Park and P-Patch. Additional amenities include several cafés and dining establishments, shops, and educational institutions such as the Seattle Girls School.

PUBLIC TRANSPORTATION & WALKSHEDS

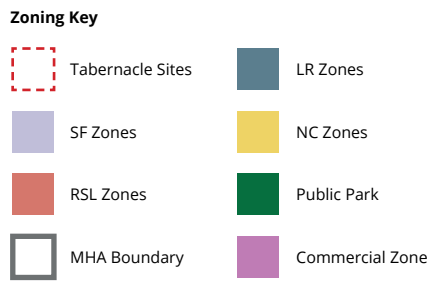
The site is located close to four bus lines and in close proximity to several bus stops, particularly the 14, 48, and 8 line stops. With the upcoming completion of the Judkins Park Light Rail Station, church congregation members will have increased accessibility to downtown and South Seattle just twenty minutes by bus from the Tabernacle site. Additionally, the East Link will provide transit options to Bellevue and Redmond, giving residents access to two of the largest job centers in the Central Puget Sound region. The streetcar and Sounder and Amtrak trains, less than two miles west on S Jackson St offer additional means by which to move through and beyond the city. The site also lies adjacent to prominent bikeways, particularly those on S Jackson St and Martin Luther King Jr Way S.



Walksheds from Tabernacle site and future Judkins Park transit center



Zoning and parks around the Tabernacle site



ZONING

Located at the eastern end of S Jackson St before it terminates at Frink Park and Lake Washington, the Tabernacle site sits squarely between two neighborhood zones. Westward is the growing Jackson & 23rd Urban Village, and to the east the strictly residential neighborhood of Leschi. The church's prominent streetside location along S Jackson St offers the site an opportunity to act as both a bridge and anchor, weaving the influence of both of these typologies. Tabernacle's main site is located just outside of the Urban Village boundary and has the potential to strengthen the eastern edge of this emerging Urban Village, which stretches more than 10 blocks westward. However, it is important to also note the scale and uses of the residentially-scaled neighborhood hubs just north and south of the site.

The nearby Urban Village zone is one of three intersections along 23rd Ave in the Central District that has recently been rezoned to allow for more residential density and mixed use development. New nearby buildings that have been built in these zones have helped inform the size and shape of the open lot in the NC-55 zone. We also noted the existing neighborhood commercial strips of Madrona Center on 34th Ave to the northeast and Mt. Baker Ridge on 31st Ave S to the southeast. Both are made of a short block of various residential forms and light mixed use that tuck into the surrounding residential zoning with ease. We used these for inspiration on how to connect to the smaller scale and make up of the neighborhood near the south property line near S King St.



Existing Tabernacle sanctuary (to be retained)

MAIN SITE

The existing church facilities and sanctuary are located on the north end of the main site in an existing NC-55 commercial zone. Adjacent to east of the sanctuary is a parking lot and are also in the same commercial/mixed use zone. Located immediately south behind the church buildings, the zoning dramatically shifts to an SF 5000 single-family zone with several detached houses and a large undeveloped parcel used as temporary parking. The proposal retains the existing sanctuary and administrative building and offers development options for the rest of the site.



Existing Tabernacle administrative building (to be retained)

MLK SITE

Tabernacle owns a smaller parcel nearby located off S Jackson St on Martin Luther King Jr Way S, next to Seattle Fire Station #6. This parcel is closer to the main commercial strip of S Jackson St between 23rd Ave and MLK Jr Way S and is located within the Urban Village boundary. Its small parcel size, lack of parking requirement, and proximity to frequent primary bus routes makes it viable for residential development.

EXISTING PROGRAMMING

Currently, Tabernacle engages with the congregation and greater community through robust programming and events. These include three Sunday services as well as weekday meetings for Christian education, choir practices, and after school activities, all of which utilize the facilities throughout the week. Tabernacle hosts larger seasonal events, including Christmas programs, Black History Month activities, as well as church anniversary celebrations.



MLK site, existing structure (to be replaced)



Parking lot on the east side of Tabernacle sanctuary with the Meskelly residence visible beyond

CENTRAL DISTRICT DESIGN GUIDELINES

To support and preserve the Central District's unique and multifaceted built form, the City of Seattle has crafted the Central Area Neighborhood Design Guidelines (CANDG) to respond to concerns of displacement and development pressures while ensuring that subsequent development honors the character of the neighborhood (CANDG 2018). The guidelines offer design suggestions such as enhancing pedestrian spaces with planter strips and street trees and encouraging developers to adapt existing buildings for new projects (known as adaptive reuse) to preserve the historic architecture of the area. These guidelines have informed the Tabernacle development proposals discussed in this chapter.

DESIGN CONSIDERATIONS

Our design process began with conducting a diagrammatic spatial analysis of the Tabernacle site. Ideal and appropriate locations for public space, semi-public space, pedestrian circulation, and housing were articulated through sketches and symbols to indicate the potential areas for these uses. The uses along S Jackson St were among the first to be solidified—that the existing sanctuary would remain in place and that from a development and land use perspective, mixed-use commercial space would only be feasible in the northeastern corner of the site. With these uses reserved in the north of the main site, we created a site plan for the southern two-thirds of the main site. This site plan went through several iterations, each varying in housing type and quantity, before a final plan was designated. Lastly, the additional parcel on Martin Luther King Jr Way S, was designed and incorporated into the proposal. The financial analysis was woven into each of the three phases of the proposal synchronously with the designs themselves.



Space for street-level Interaction CANDG



Varied massing in building forms CANDG



Connected spaces CANDG



Open courtyards between buildings CANDG



Affordable Housing



Land Ownership



Parking



Expanded Programming



Community Spaces

HIGHEST & BEST BELOVED COMMUNITY USE

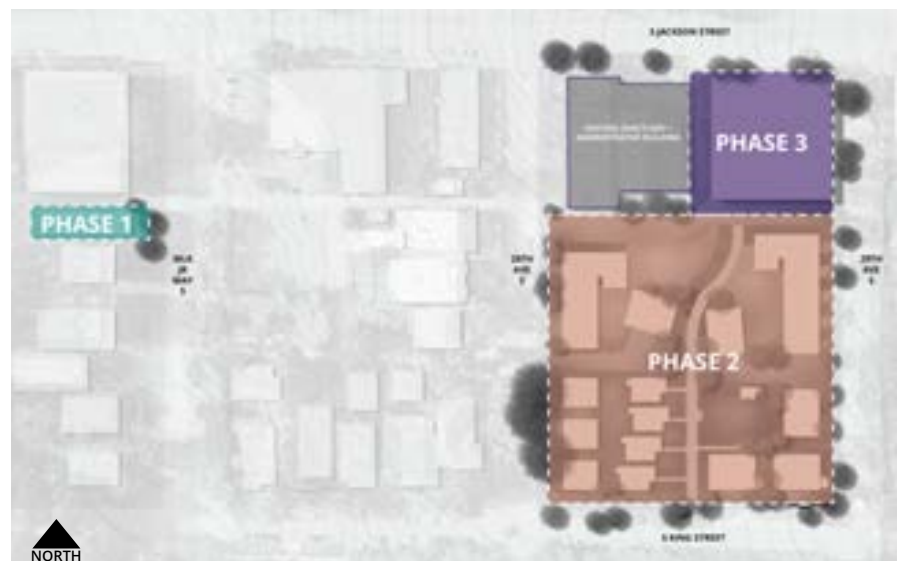
When imagining possible futures for our site, we continually tested our ideas against their ability to provide adequate and affordable housing for the neighborhood. Alongside the goals and missions of the ministry, future development of the site was viewed as a way to provide for the community, not just the bottom line of the church. This policy reorients the notion of housing from a capital investment that creates only more financial value, to a notion that expands this definition holistically to include the welfare and health of the people who live there. By providing rental housing, the church can provide a continuous system of support rather than stepping away immediately when the units finish construction. In-line with other programs such as feeding those in need and providing space for local community events, housing can continue to solidify Tabernacle’s position as an everlasting beacon of the community.

CLIENT VISION

- Provide affordable housing
- Maintain land ownership
- Address need for parking
- Expand programming
- Create community spaces



Everlasting Beacon



The 5 goals of Tabernacle’s development vision

Sites of the three phases of the Tabernacle proposal

PROPOSAL OVERVIEW

A PHASED APPROACH

Due to the variety of zoning designations on both sites and different degrees of financial capital involved, we have chosen to develop the site in three distinct phases that sequentially build upon one another.

Phase 1—MLK site apartment building

The first phase is to develop the MLK site with a single residential building. The church would solely finance, own and manage this building.

Phase 2—Mixed-type single-family housing

The second phase moves to the southern two-thirds of the main site where we propose a ground lease development plan. An outside partner could put up the capital needed to build housing while the church earns passive income from a yearly lease. Here we propose a diverse mix of single-family housing types including rowhouses and townhouses along with detached and cottage-style houses.

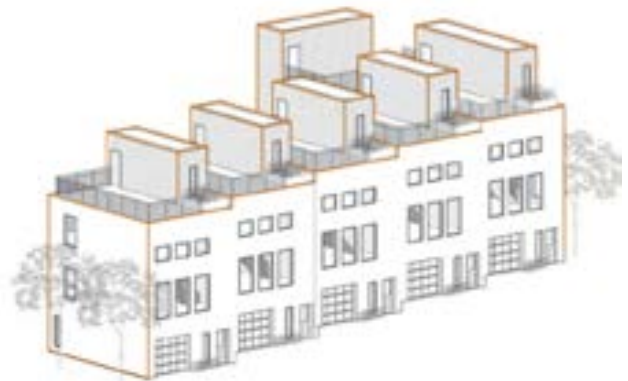
Phase 3—NE corner multi-use building

The last phase is to develop the northeastern corner of the land, adjacent to the sanctuary to build a multi-story apartment building. The two floors near the ground level will expand church facilities to accommodate larger special events like weddings and other social gatherings, an asset for the church and other community organizations. Due to its high capital cost, this phase is projected to begin in 2033, over a decade later than the first and second phase.

Once completed, the development will knit Tabernacle deeper into the social fabric of the Central District. In effect, it will signal its commitment to the long term health of the congregation and neighborhood at large.



Phase 1: Proposed apartment building for MLK site has 8 units.



Phase 2: Rowhouses are among the mix of housing types proposed for the southern two-thirds of the main site.



Phase 3: The proposed NE corner building has a split-level ground floor with shared spaces for church and community use plus 8 floors of apartments.



Phase 1 MLK apartment housing



Phase 1 site plan of MLK site



PHASE 1

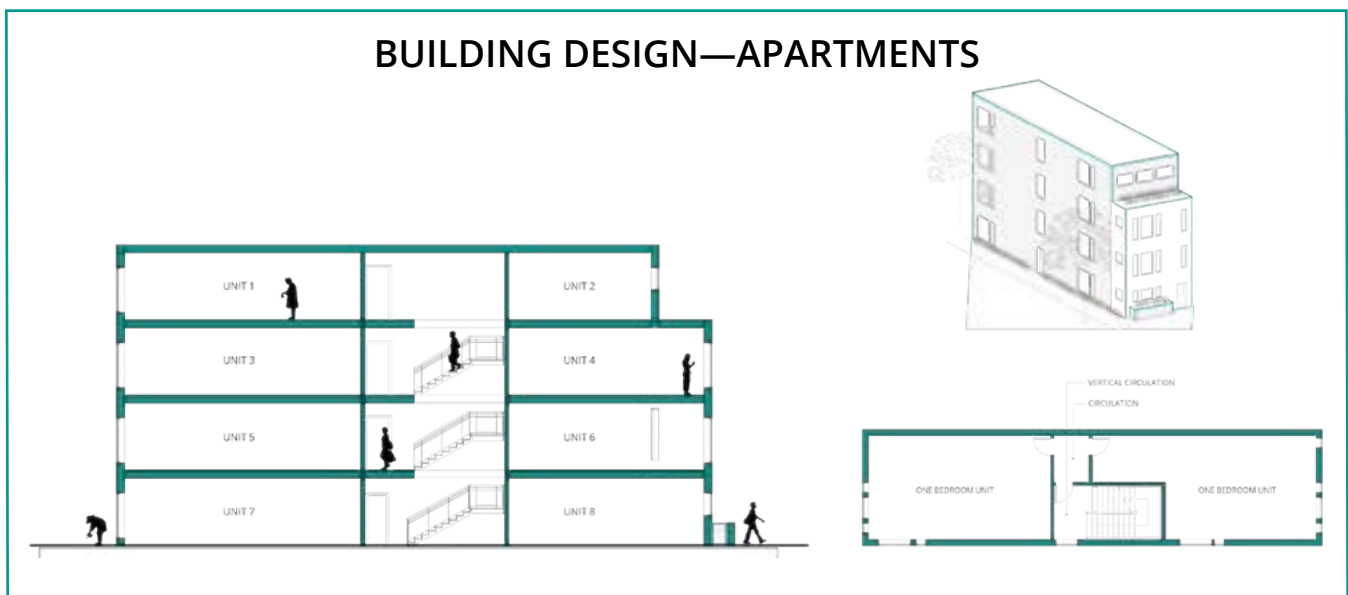
- MLK APARTMENTS
- 7 ONE-BEDROOM UNITS | 1 STUDIO UNIT
- CHURCH MAINTAINS LAND OWNERSHIP
- PROVIDES AFFORDABLE HOUSING FOR THE COMMUNITY

PROPOSAL DETAILS

The property owned by Tabernacle at 415 Martin Luther King Jr Way S sits advantageously within the Urban Village boundary. The site, although small, holds enormous potential. Its size renders the project viable and allows for development to begin immediately.

Our development proposal proposes a new four-story building with 7 one-bedroom units and 1 studio, with 2 units on each floor. A central stairway and a mid-lot entrance along the southern edge of the building maximizes the number of market-rate units. Rainwater can be treated on site with a small green roof, bioretention planters and a backyard garden area for all residents.

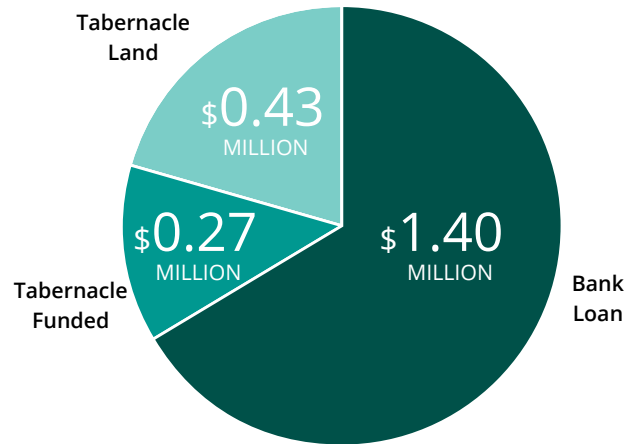
BUILDING DESIGN—APARTMENTS



FINANCING

The estimated development budget for this phase of the redevelopment is \$2.1 million with a forecasted project duration of 2.75 years from the point of inception to stabilization. Underwriting of this site leverages yet to be codified faith-based zoning incentives proposed as part of SHB 1377. To qualify for these incentives, which allow for greater density, all of the units must rent at or below 80% AMI rent limits imposed by the City. This strategy qualifies this project for the MFTE tax abatement and, in our analysis, enabled the greatest financial returns. The church would be required to put up approximately \$270,000 in cash alongside \$1.4 million in construction debt to fund the deal. Upon building completion, permanent financing would allow Tabernacle to pull the majority of their cash investment out of the project to reinvest elsewhere. We forecast a 21% cash-on-cash return in year 1 of operations and a 16% leveraged internal rate of return (IRR) for an indefinite hold of the property.

BUILDING FINANCING



**\$57,000/YR
IN POCKET**

\$124,000	\$188,000	
Operation Expenses	Mortgage Payment	

Phase 1—Financing needed to develop MLK site and projected annual church income from completed MLK apartments



Example of a typical residential bioretention cell which holds and infiltrates stormwater on site LA TEAM EFFORT



Phase 2 site plan with community greenspaces, plazas, and the central path

PHASE 2



- RESIDENTIAL-ZONED PORTION OF TABERNACLE SITE
- 28 RESIDENTIAL UNITS
- CHURCH MAINTAINS LAND OWNERSHIP
- EXPANDS PROGRAMMING
- ADDITIONAL COMMUNITY SPACE & PARKING

PROPOSAL DETAILS

Like the rest of the Tabernacle site, the southern two-thirds of the main site offers extensive potential to cultivate an activated and engaging community and residential environment. The Phase 2 proposal builds upon Tabernacle’s enthusiasm for engagement through a multifaceted design that cultivates a sense of community while maintaining private areas of relaxation and respite. To support the Tabernacle community’s goal for income generation, the site holds opportunity for passive revenue generation through an integrated design that fits into the neighborhood built form. With a living street, central plaza, and a variety of housing types proposed here, this portion of the site holds immense potential.

BUILDING DESIGN—ROWHOUSES



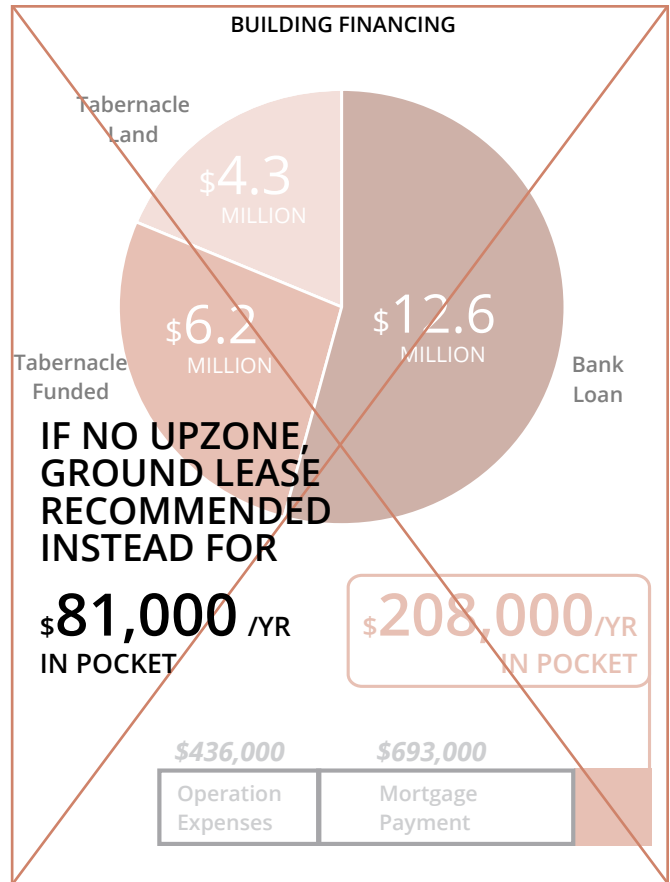
FINANCING

As designed, this portion of the site could be redeveloped for approximately \$19 million over four years. Phase 2 of the project has simultaneously encountered the greatest feasibility and financial challenges. Our financial analysis recommends that the church pursue an upzone for this portion of the site and advocate for inclusion within the Urban Village boundary. Additionally, Tabernacle could consider selling a portion of this land to raise capital for redevelopment along S Jackson St.

If Tabernacle decides against selling the land and is unable to secure an upzone, a ground lease model should be pursued. In this structure, a third party would develop new building improvements and pay an annual sum to the church for the use of the land. This model would remain in place for 75–100 years, at the end of which ownership of the land and the buildings would revert back to Tabernacle. If the church were to find a developer interested in this model, forecasts show the potential for more than \$81,000 in annual income from the ground lease.

HOUSING TYPOLOGIES

To support a diverse community, the design proposal endeavors to reflect this breadth in offering an array of housing options. Larger detached houses on the southwestern corner of the site offer a conventional single-family option, while townhouses and rowhouses provide ample parking and living space while working with the site’s topography. The cottage houses provide housing options for those who need single-story ADA accessible accommodations. As a whole, the site presents several options to house a wide range of family sizes and to support specific needs in a pleasant and vibrant atmosphere.



With the upzone, Phase 2 proposed financing plan could yield \$208K income annually, but without the upzone that plan does not pencil out. A ground lease could provide a feasible alternative, yielding \$81K per year above expenses.



Phase 2 redevelops the southern two-thirds of the Tabernacle site with a variety of attached and detached housing types.



Rowhouse-style living allows for density within a small area, while maintaining privacy and personal entrances. NEST | GAMUT360

PHASE 2—CONTINUED

Rowhouses

There are eleven rowhouse-style units on the Tabernacle site. They are four stories tall and each include three bedrooms, a personal rooftop amenity space, and a single bay garage. These rowhouses run along 28th Ave S and 29th Ave S to engage with the street as well as the sloped topography. The back of the rowhouses open into shared, semi-private courtyard spaces that encourage socializing or relaxing with neighbors.

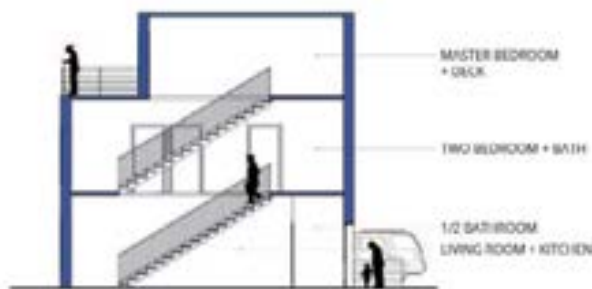


Townhouse duplexes offer efficiencies of shared-wall living combined with the increased light and outdoor space of detached housing styles. FIRENZE DEVELOPMENT, INC

Townhouses

There are ten townhouse units that are placed throughout the site, with each pod containing two units. Each unit has three floors with three bedrooms, along with a private deck at the rear that faces the community garden or plaza space. These allow for a single personal driveway-style parking spot adjacent to the building. The integration of the living spaces on the ground floor enhances the flow to the community garden or plaza space.

BUILDING DESIGN—TOWNHOUSES



Single-Family Houses

Three detached single-family houses are situated on the southwest corner of the site. Each house is three stories tall, with four bedrooms. These houses have front-facing porches that look out onto 28th Ave S and include a first floor expansive living space designed specifically for larger families. The houses also include semi-private greenspaces at the rear to provide opportunities for gardening and playing, along with a private driveway style parking space for each house.



Detached four-bedroom houses provide capacity for larger families. INDY HOME TOUR

Cottage Houses

There are four ADA accessible cottage-style houses located behind the single-family houses in the interior of the block. Each unit is a single-story, one-bedroom unit with living space, bath, and kitchen located at the front to cultivate interaction with the private front porch and community garden.



Single-story cottages clustered around shared outdoor spaces offer a neighborly and ADA accessible detached housing option. WAKE COHOUSING

BUILDING DESIGN—SINGLE-FAMILY HOUSES





Outdoor public spaces

PHASE 2—CONTINUED PUBLIC CORRIDOR

The Tabernacle block sits as a bridge between a higher traffic neighborhood arterial to the north and a quieter, single-family fabric on the south side. To work with this shift, the design incorporates a graduated density that follows changes in topography, with the densest structures adjacent to S Jackson St and single-family houses and cottages molding into the lower-traffic, neighborhood. This gradation, punctuated by a community garden, central plaza, the living street, and several semi-private courtyards cultivates a sense of place and welcome.

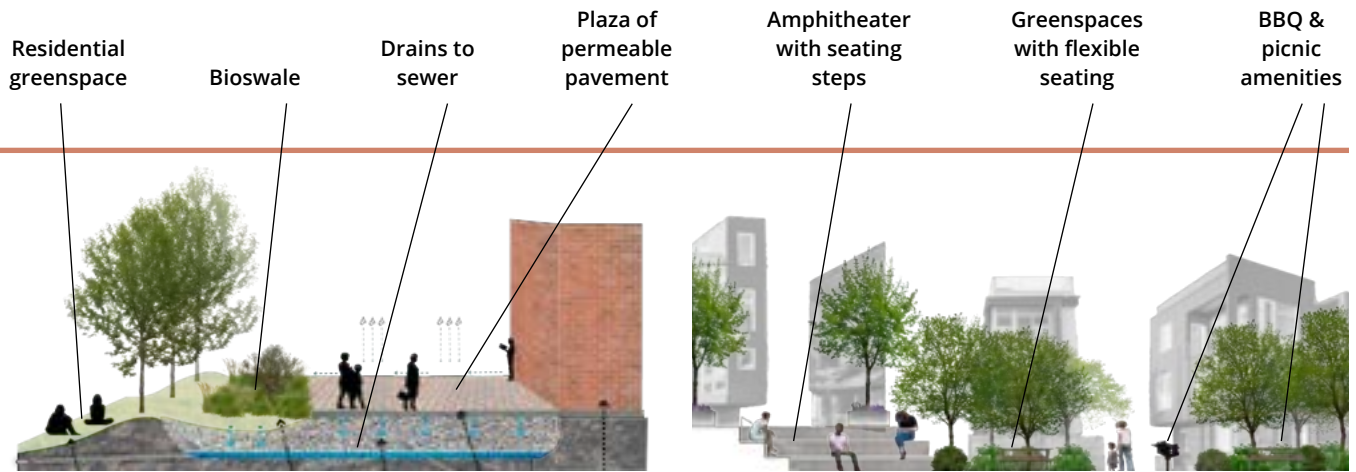
GREENSPACE, PUBLIC SPACE & STORMWATER

Living Street & Access Alley

The living street, also known as a woonerf, creates a buffer of public space between the church building, the NE corner building, and the southern residential area. This living street combines multiple functions by providing circulation while also capturing rainwater and storm runoff through permeable pavement. This multifunctional space includes traffic calming elements such as bioswale bulbs and a raised crosswalk to minimize friction between pedestrians and vehicles. Other features include a drop-off/pick-up zone and extra parking opportunities that can be utilized at peak times on Sunday. To support Tabernacle's intention to promote programming, the woonerf can be closed to traffic and be used with the plaza for street fairs, weddings, and other special events.

BUILDING DESIGN—COTTAGE HOUSE





Living street and service alley allow for pedestrian and vehicle circulation while also managing rainwater on site.

Central plaza provides outdoor gathering and event spaces for church and community.

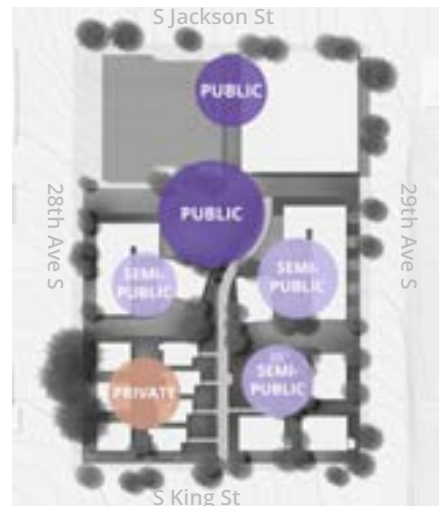
Central Plaza

Located just south of the living street, the central plaza acts as the primary public space and node between the church and the residents living on the site. The plaza consists of two major components: seating steps and a flexible community space. The seating steps follow the natural slope of the site and double as an amphitheater for live performances, community outreach, and youth program events. The flexible community space is designed as a shady grove that offers amenities such as picnic tables and barbecue grills to encourage outdoor dining to congregation members and residents alike.

Stormwater on Site

With the proposed development, the site would have 80% impervious, hard surfaces and 20% pervious, or greenspaces that can absorb water. It is the nature of these hard surfaces to make it so that stormwater rushes off of them and into local water bodies and sewer systems. Looking to the future, a major storm such as the predicted five-year storm—which has a 20% chance of happening in any given year—could create 100,000 gallons of stormwater in an hour. With this mind, it is essential to design strategically to create solutions for stormwater collection.

Two of the central goals of green stormwater infrastructure are to slow the flow and to treat water to the maximum extent possible. To address this, bioswales have been placed along the main north-south pedestrian path that serves both residents and the church community. Additionally, cisterns connected to many of the residential buildings would capture and store water for garden use and emergency preparedness. The woonerf and other hardscapes could also be paved with permeable pavers that allow rainwater to soak into the ground rather than running off into roads and drains. This type of design could set a positive example for future developments in the area.



Public versus private exterior spaces diagram



Stormwater management diagram



PHASE 3

- NE CORNER BUILDING
- 90 UNITS | 60% AMI
- 75 STRUCTURED PARKING & 25 SURFACE

NE CORNER BUILDING PROPOSAL DETAILS



Phase 3 NE corner building takes advantage of density while incorporating affordable housing and ground floor community amenity space.

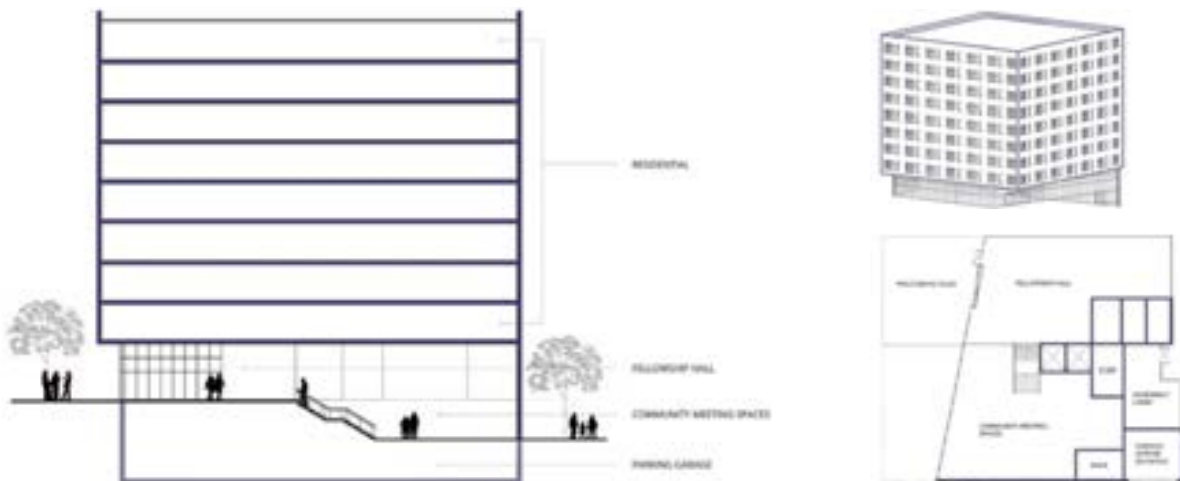
The largest, most ambitious phase includes the development of a dense mixed-use project in the northeast corner of the site. This building offers numerous opportunities with eight floors of 60% AMI apartments, community and church spaces on the ground floor, and an occupiable green roof for rent, for weddings and other events. The NE corner building takes advantage of the site's dense zoning while providing ample community space that could help to expand Tabernacle's meal distribution program as well as other community and church events.



Phase 3 site plan

Phase 3 touches on all aspects of Tabernacle's vision for the Central District community: expanding on the programming with the addition of fellowship hall and additional meeting spaces, incorporating affordable housing with residential units above, placing community spaces both internally and externally, all while maintaining ownership of the land and creating underground parking to service the church needs.

BUILDING DESIGN—APARTMENTS & COMMUNITY SPACES



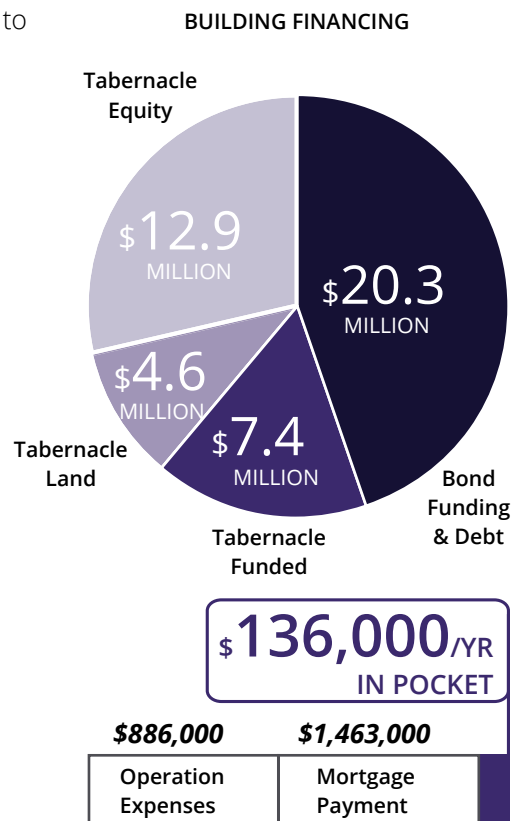
The NE corner building is set back 40 feet from the existing sanctuary to create a large plaza facing S Jackson St. The proposed location of the new fellowship hall is located within its double-height glass facade and features expansive sliding doors to spill out onto the plaza on sunny days. Although there are financial incentives to drive the dense development of the northeast corner, the plaza and setback ensure that the sanctuary maintains its strong Jackson St presence both physically and spiritually.

There are several programmatic possibilities available on the ground floor. Close proximity to Tabernacle's sanctuary entrance encourages meeting and gathering before and after services. The main entrance to this building, located on its northwest corner leads into a split-level ground floor comprised entirely of community space both with an expansive fellowship hall for Tabernacle's use, and with other spaces for use by the larger Central District community. Underground parking is provided at the location to increase the amount of parking available for the church and their members, which was an important priority of the congregation.

FINANCING

This phase of the project leverages the proposed faith-based zoning incentives to construct a 90 unit mixed-use building and addresses Tabernacle's need for parking with 75 structured parking stalls and 25 surface parking stalls. Forecasts show a four-year development timeline and a total budget of \$45.1 million. The strategy for this phase of the project is to mitigate any upfront cash investment required of Tabernacle. Fortunately, for a residential building of this scale, there are a number of public funding sources available, and if the project is underwritten with rents capped at 60% AMI limits, the project would qualify for those funds. By combining 4% Tax Credit financing, bond financing, and funding from the City of Seattle's Rental Housing Program, we would be able to raise nearly 85% of the total project cost.

Unfortunately, public financing is only available for the residential portion of the project. As such, we split the project into two condominiums so that the residential portion could be financed separately from the parking and the ground floor commercial space. If the model includes the 75 underground parking stalls, the church would need to contribute \$7.4 million to fund the project. If the parking is removed, the upfront cash investment drops by \$6 million, a significant difference. As underwritten, this project generates a small cash-on-cash return of 1.8%.



Phase 3—Financing needed to develop NE corner site and projected annual church income from completed mixed-use building



An inviting plaza allows for a variety of events and activities to be hosted between Tabernacle sanctuary and the new fellowship hall.

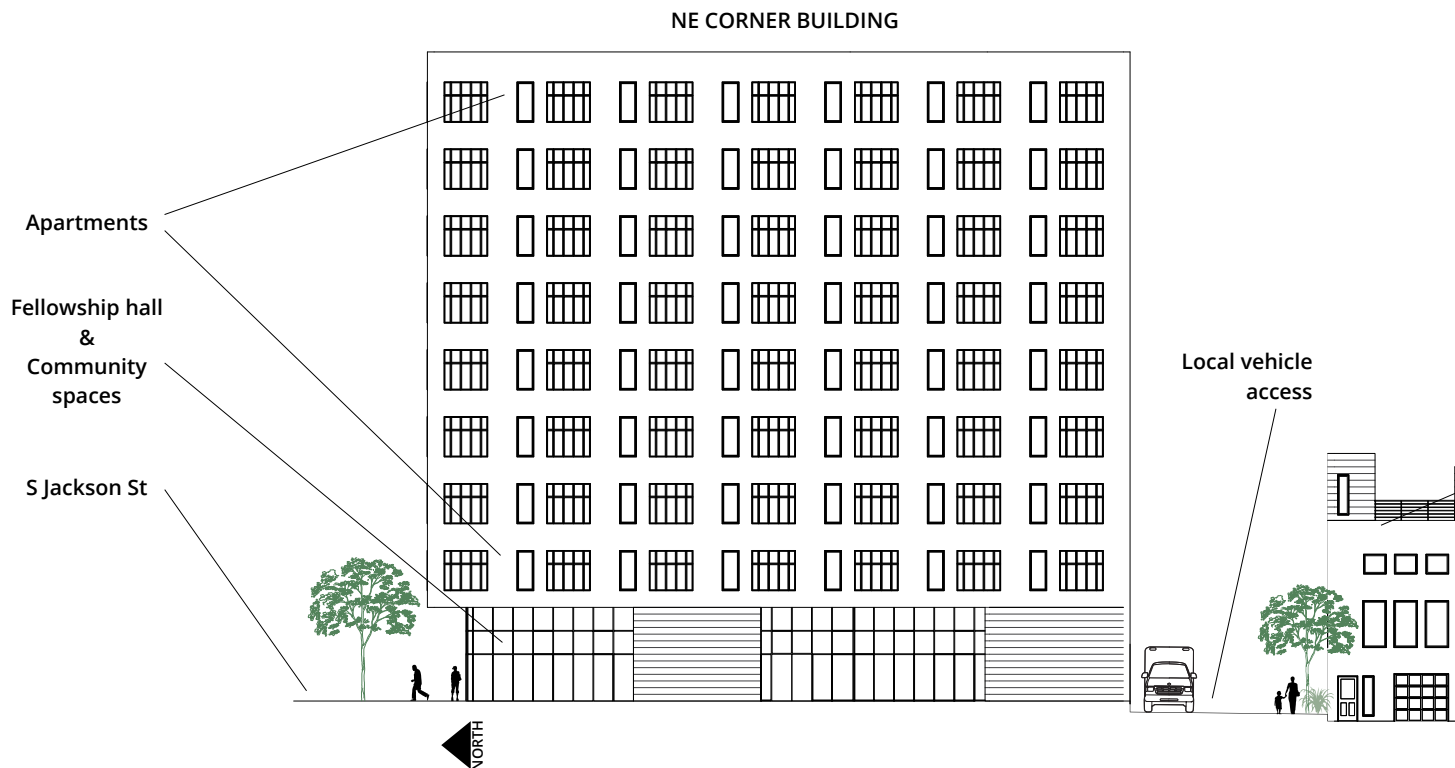
PHASE 3—CONTINUED

PARKING FEASIBILITY

Although this building proposal touches on all objectives for Tabernacle, the structured parking poses a concern with the cost of construction, and the scale of the building may be large for the neighborhood at this time, though the neighborhood would likely grow into it as development continues into the future.

Phased Approach with Parking

To gain a better understanding of how parking affects the project feasibility, two analyses have been conducted to determine funding and overall timeline. The first analysis looks into the feasibility of pursuing a phased approach with parking.



Looking east from the interior of the block, the proposal's residential forms shift from the high density apartment building near busy S Jackson St to rowhouses then townhouses in the quieter part of the block closer to S King St.

Here, the following assumptions are made:

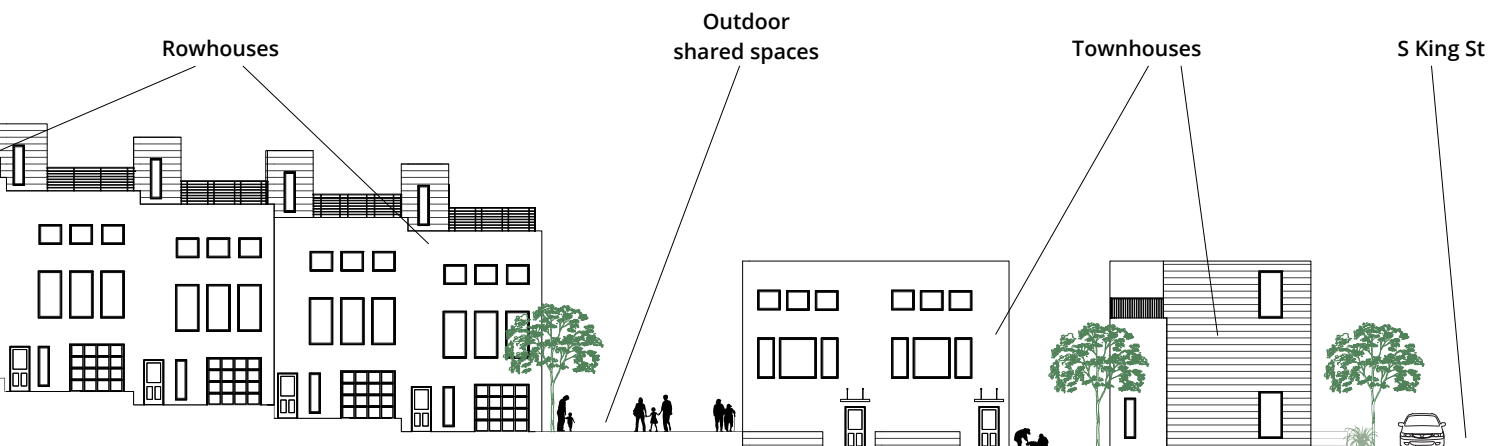
- Tabernacle begins Phase 1 MLK Jr Way S project on January 1, 2021
- All equity raised for the projects and all cashflows generated from the projects are saved for future projects
- All calculations are in 2020 dollars (without inflation or compounding interest)

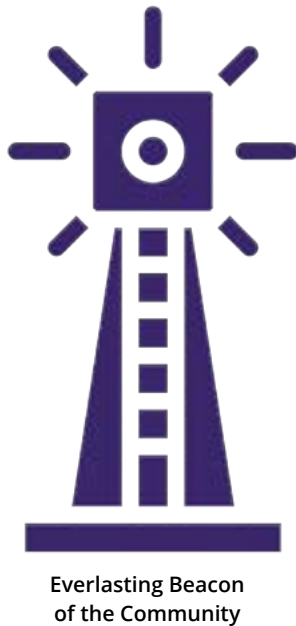
With this in mind, if the church starts the Phase 1 MLK Jr Way project on January 1, 2021, it will require \$273,000 of equity. In 2023, it would be generating \$51,000 in income. The model illustrates that the Phase 2 ground lease option would start to generate \$81,000 in income by 2025. Together, these properties would generate \$132,000 a year. This means it would take until 2078 to raise the \$7.4 million in cash required to start the Phase 3, NE corner project.

Phased Approach without Parking

To compare, this second analysis illustrates the feasibility of the project if no structured parking is built. Overall, this reduces the church's cash equity component of the NE corner building to \$1.4 million. Using the same start date assumptions as the previous graph but reducing the cash target to \$1.4 million, the model shows Tabernacle is able to save enough money for the project by 2033, a 43 year difference. Tabernacle has stated a need for parking in order to maintain operation, but this example illustrates how reexamining the parking requirement could drastically change project timelines.

MIXED-STYLE SINGLE-FAMILY HOUSING





FINANCING AFFORDABLE HOUSING

Affordable housing is one of the church's desires. In real estate, affordable housing is discussed through the lens of Area Median Income (AMI). The affordability of a building and housing units are classified by the maximum income a resident earns annually expressed as a percentage of AMI, such as, "an 80% AMI."

In 2020, an 80% AMI unit is available to two-person families earning \$69,500 annually or less. If those units are 60% AMI, a two-person family could only have an income of \$52,150 to qualify.

AMI percentages also correspond to a maximum monthly rent. In 2020, a one-bedroom 80% AMI unit has a maximum rent of \$1,737 while a one-bedroom 60% AMI unit has a maximum of \$1,303 rent. We used current AMI figures and an area market analysis, to project what rents would be generated by each proposed type of housing unit.

FUNDING AFFORDABLE HOUSING

AMI is an important metric as it allows developers and owners to qualify for different zoning and funding programs. Faith-based zoning incentives allow qualifying properties to have a higher density, but require 100% of the units to be designated at 80% AMI or lower.

Multifamily Tax Exemption (MFTE) is an incentive that benefits developers and increases the stock of "missing-middle" housing. If a building makes 20% of units available to 80% AMI or lower residents, the property owner does not pay property tax for 12 years.

4% Tax Credit provides an incentive to potential investors of a project. Generally, if a building is 60% AMI or lower, it is competitive to produce a tax credit for 15 years that is worth 4% of construction costs every year. This credit is usually sold to an investor at the beginning of the project to raise cash for building construction.

In a ground lease, the church would rent their land to a developer who builds on it. This tool generates a rental income every year for the church based on the value of the land without getting the church involved in the development business. These leases typically last between 75 and 100 years. At the end of the term, the church gets the land back and whatever structures are on the land.

The list is certainly not exhaustive, and there are many alternative funding sources to bring money into a project. For example, the Seattle Office of Housing provides very low interest loans for affordable housing projects. Eligibility for these programs depend on multiple factors, including the AMI that units are targeting.

ALTERNATIVE OPTIONS & RECOMMENDATIONS

As a whole, the final main recommendations and potential alternatives based on the development proposal are as follows:

- Explore extension of the Urban Village boundary and request an upzone for the SF 5000 portion of the site within the Lowrise (LR) designation
- Examine alternative options for the 75+ parking stall on the NE corner project
- Consider selling land or the redeveloped MLK Jr Way S building

Incorporating the Tabernacle site into the Urban Village boundary and upzoning the SF 5000 portion of the site would eliminate the requirement to provide parking for any of the residential units and would allow for more building height and width options in the development process. It may also benefit Tabernacle to reduce the number of parking spots in the NE corner project, as this parking drives \$6 million in additional cash requirements for Tabernacle to develop. To support transportation needs, Tabernacle could fund a shuttle service with the income to reduce parking needed to support their programming uses.

The most significant barrier to redevelopment is a lack of funds to contribute towards the equity needs of the project. While selling land may not be the initial first choice, it is likely to be the best way to raise the overall value of Tabernacle's real estate through redevelopment. Tabernacle need not sell all of its land for this to be a potential solution. There are options to sell for redevelopment that promotes affordable homeownership opportunities, especially in the SF 5000 portion of the site.

As a whole, the goal of sharing recommendations and alternatives is to simply highlight the sheer potential and opportunity that Tabernacle holds. Tabernacle's property offers numerous ways to creatively engage with the sanctuary and the Central District. The development proposal shared here illustrates one option to highlight and support the longstanding church community that has long been a beacon to all.

THE DEVELOPMENT PROCESS

As the second year of the Nehemiah Studio wraps up, it is instructive to reflect on our progress. Students and instructors assimilated the lessons learned from the 2019 Studio and incorporated the possibilities created by the City of Seattle's planned implementation of Washington Substitute House Bill 1377, which offers additional zoning capacity for faith-based organizations' landholdings. While the final details of the Seattle land use amendments are yet to be worked out, the students were able to test preliminary ideas and objectives put forth by the City and help inform how these concepts would work out in scenarios on the ground.

“Highest and best Beloved Community use” is a holistic solution that responds to client program, site constraints, zoning, presumed neighborhood needs, and stakeholder input.

Clients and their development consultants will need to engage in fundraising and sourcing strategies to meet the challenge of developing housing in Seattle.

The students had to consider the economic fallout of the Covid-19 pandemic, which, as of this writing, continues unabated. Ultimately, we assumed that life would return to whatever is the new normal at some point in the future. Given the lead time of these proposals, the pandemic should not hinder these developments in the future.

Our clients' focused involvement also helped the students develop responsive projects that met the bar of “highest and best Beloved Community use.” Unlike last year, the students started the quarter with the assumption that they were solving for highest and best Beloved Community use, a term that captured a holistic solution for each site responding to the client program as well as the reality of site constraints, zoning, neighborhood needs, and stakeholder input. This resulted in both students and clients feeling confident they were all on the same page from the start of class through the final presentation. Two of the three teams chose to incorporate 4% tax credit buildings into their site plans. The students benefited greatly from the guidance of affordable housing practitioners Obi Amobi of Mercy Housing and Richard Loo of Bellwether Housing, who helped them understand the basic concepts and funding mechanisms available for such developments.

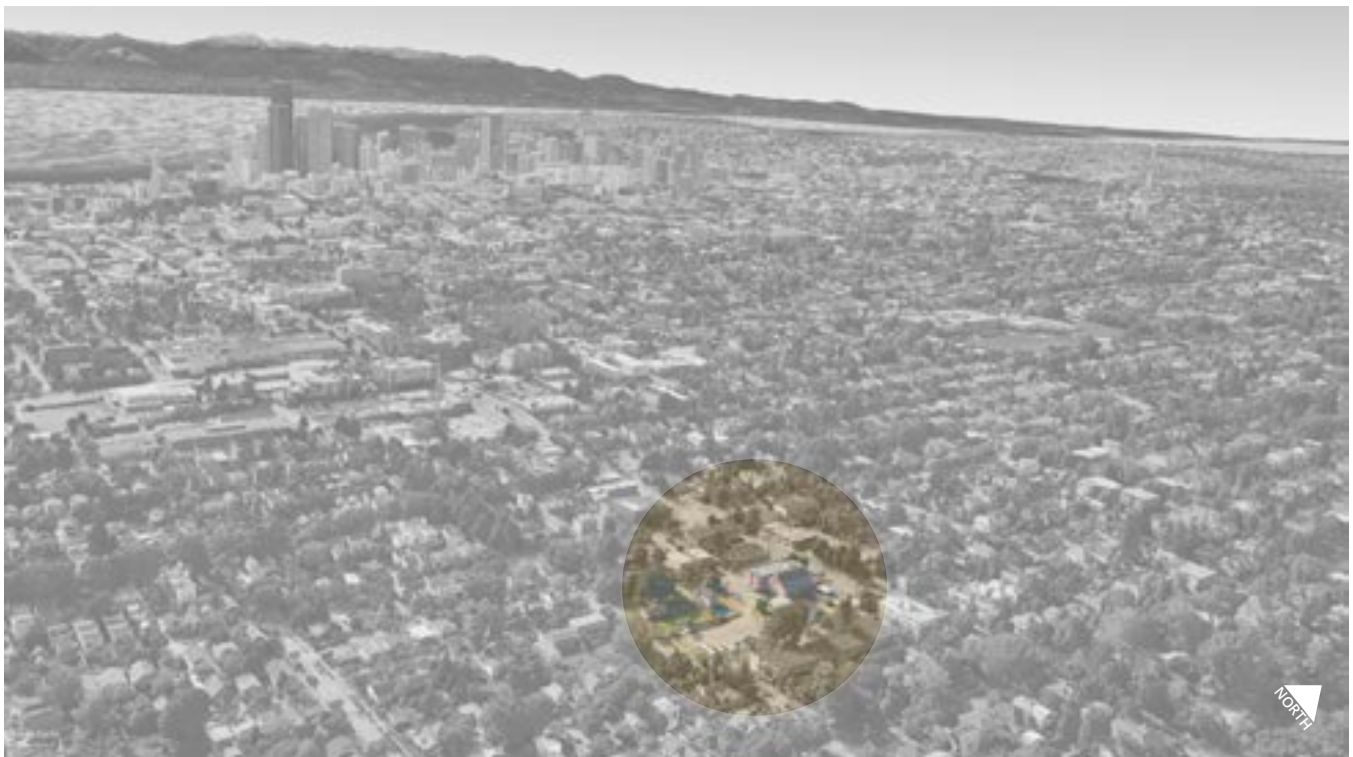
The three projects gave students a genuine opportunity to test their creativity in addressing the myriad requirements put before them. Each of the teams dealt with a level of complexity rarely addressed in “real” projects, including multiple sites and split zoning, existing users who,

if possible, preferred to remain “in business” throughout construction, competing programmatic needs, parking requirements with extraordinary peak time demand, creation of "affordable housing," rapidly changing neighborhood dynamics and limited capital beyond property value. These nuances challenged students to define "feasibility" in its broadest sense. Through multiple iterations drafting "solutions" for each site, each team achieved a financially feasible design that met client requirements.

Sporadic but concentrated parking demand remains a major barrier to development. The City could play a significant role in working with the churches to reserve on-street parking, improve public transportation between remote parking sites and the churches, and identify partners with excess parking during peak demand periods for the churches to partner with. All of this would enable a greater concentration on workforce and affordable housing by reducing the high cost of structured parking.

Moving forward, there are still many questions to answer. For these efforts to be successful, the City will have to adopt land use amendments that implement SHB 1377 allowances. The clients and their development consultants will need to engage in fundraising and sourcing strategies to meet the challenge of developing housing in Seattle’s current construction market.

To move forward,
it is necessary
to access
government,
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and social equity
funding sources.



The church as a beacon of light and hope in its Seattle community TABERNACLE TEAM

Church and religious funds are a necessary financing source, preferably in the form of patient capital.

While pre-Covid market-rate developers have benefited from increasing household incomes with tenants able to pay whatever the market will support in rent, the non-profit developer has the opposite problem. Their challenge is to keep up with increasing construction costs while serving households with fixed or falling incomes relative to the cost of living.

As a result, for the projects explored in this studio to move forward, it is necessary to access government, philanthropic, and social equity funding sources to fill the gaps between development cost and low-income and workforce households' ability to pay rent. The number of cost-burdened households (paying more than 30% of their income for housing) has reached critical levels in Seattle, and the lower a household's income, the greater their cost burden.

Local government resources for producing housing have increased due to Seattle's Housing Affordability and Livability Agenda (HALA) implementation, new taxes, and earmarking other funds. However, most of these sources come with priorities such as serving the unsheltered and households below 30% area median income (AMI), which may not entirely align with client objectives to provide affordable housing at higher AMIs.

Sources of social equity such as low-interest loans without amortization from high-wealth individuals, foundations, corporations, and philanthropists are gaining traction but have yet to demonstrate sufficient volume to provide anything beyond gap-fillers in financing plans with short term (10-year) commitments.

Church and religious funds from local congregations and national organizations are a necessary financing source (preferably in the form of patient capital available for equity in addition to the underlying land value). These types of funds will also be required to make these projects work.

While challenges remain, the Nehemiah Initiative shows success in opening eyes to the potential of the hundreds of church-owned sites available for development in greater Seattle. Multiple church sites are now in planning, and we can expect more in the future.

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