

**Reimagining Religious Spaces: Opportunity Exploration**

**Prepared for M.J. Murdock Charitable Trust**

**by**

**David E. Kresta, PhD**

**June 9, 2020**

The background is a stained glass window. On the left, a large angel's wing is visible, with feathers in shades of green, blue, and brown. On the right, a figure in armor, possibly a saint or warrior, is depicted. The figure wears a golden crown and a breastplate with a cross and other symbols. The overall color palette is dominated by blues, greens, and golds.

# REIMAGINING RELIGIOUS SPACES

June 9, 2020

Research review for  
M.J Murdock Charitable Trust  
Dave Kresta, PhD



# AGENDA

Brief review of research

Open discussion:

Deeper dive on topics of interest

Role of leadership in this space

Next steps



# REIMAGINING RELIGIOUS SPACES (RRS)

An emerging field

Reconsidering, repurposing, transitioning, realigning,  
regenerating, maximizing, revisioning....

church buildings, property, and assets....

for the common good: community and congregational  
thriving.

# RESEARCH QUESTIONS

1. What data and research is available?
2. What organizations are working in this area?
3. What are emerging solutions and barriers to RRS?
4. How are leading denominations approaching RRS?
5. What is the size of the opportunity in the Northwest?
6. What are some potential next steps?



# FIELD BARRIERS

- NO ROADMAPS OR GUIDES
- LACK OF DOMAIN KNOWLEDGE
- COMPLEX, CROSS-SECTOR COLLABORATION
- DIFFICULT FINANCING

# SIZE OF OPPORTUNITY

PRESBYTERIAN, UNITED METHODIST CHURCH (UMC), CATHOLIC, LUTHERAN, UNITED CHURCH OF CHRIST (UCC), EPISCOPALIAN, AND EVANGELICAL GROUPS

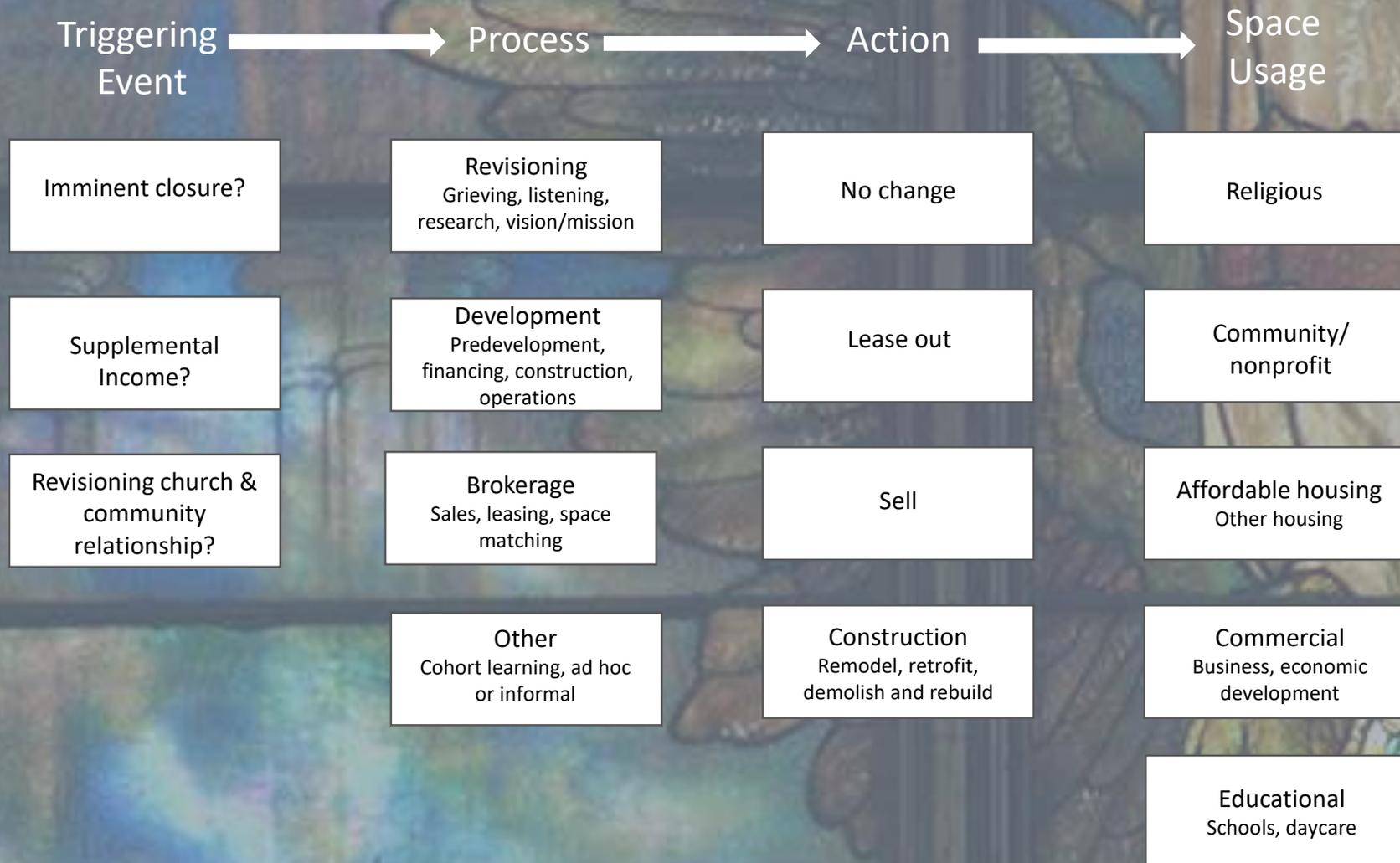
- Oregon denominational leaders estimate 10%, or a minimum of 50 churches in their jurisdictions are likely to close within 5 years
  - 2x to 3x within 10 years
  - For comparison: UMC building and real estate holdings in western conference of North Carolina have total physical footprint of 14 million square feet, \$1.4 billion in value (making it one of largest land owners in state of North Carolina)
- Simultaneously, demand for space and development towards “highest and best use” is driving gentrification, displacement, affordable housing crisis
  - City of Portland estimate of over 600 acres of church land across 435 properties has potential space for affordable housing development
  - Nonprofits looking for space
  - Some churches (primarily evangelical) are looking for space



## ADDITIONAL BARRIERS FROM DENOMINATIONAL PERSPECTIVE

- Process takes time – grieving, visioning, reimagining
- Working in a vacuum
- Lack of resources – difficult to scale beyond one project at a time

# A PRELIMINARY ENGAGEMENT MODEL



# AN ECOSYSTEM OF SERVICE PROVIDERS, NEW AND OLD

<p><b>Organizational model</b></p> <ul style="list-style-type: none"> <li>Nonprofit</li> <li>For-profit</li> <li>Denominational affiliate</li> <li>City/Governmental</li> <li>University</li> <li>Funding entity (banks, foundations, CDFIs, etc)</li> </ul>	<p><b>Application focus areas</b></p> <ul style="list-style-type: none"> <li>Community hubs</li> <li>Historic Preservation</li> <li>Affordable Housing</li> <li>Underutilized spaces</li> <li>Arts</li> <li>Eco/sustainability</li> <li>Mixed-use</li> <li>Various</li> </ul>
<p><b>Service offerings</b></p> <ul style="list-style-type: none"> <li>Re-visioning</li> <li>Pre-development</li> <li>Development</li> <li>Connectors</li> <li>Operations</li> <li>Research</li> <li>Training</li> <li>Funding</li> </ul>	<p><b>Size/impact</b></p> <ul style="list-style-type: none"> <li>Small</li> <li>Medium</li> <li>Large</li> </ul>
	<p><b>Scope</b></p> <ul style="list-style-type: none"> <li>City</li> <li>Regional</li> <li>National</li> <li>International</li> </ul>

# HIGHLIGHTED SERVICE PROVIDERS

<p><b><u>Rooted Good</u></b></p>	<p>Org Model: Nonprofit            Service Offerings: Re-visioning                                      Pre-development                                      Research                                      Training                                      Funding            Focus Areas: Various            Scope: National            Size/Impact: Medium</p>	<p>Implementers of the Lilly Endowment funded Oikos project. This three year project will use a cohort model with advisors to help 12 congregations with strategic use of property for mission and ministry. Project will result in a toolkit to "enable congregations to chart their own course in creatively aligning mission, money and their property."</p>
<p><b><u>Land &amp; Housing Coalition</u></b></p>	<p>Org Model: Nonprofit            Service Offerings:                                      Pre-development                                      Training            Focus Areas: Affordable housing            Scope: City            Size/Impact: Medium</p>	<p>Portland-based coalition of faith communities focused on faith-based affordable housing advocacy and training. Provide a cohort-based process to help congregations listen, research, and act. Worked with city of Portland to pilot three church-based projects leveraging a Metro grant. Launching multiple cohorts across Portland metro area.</p>
<p><b><u>Wesley Community Development</u></b></p>	<p>Org Model: Nonprofit            Service Offerings: Re-visioning                                      Pre-development                                      Development                                      Training                                      Research                                      Operations            Focus Areas: Affordable housing                                      Mixed-use            Scope: Regional            Size/Impact: Medium</p>	<p>A CDC focused on helping North Carolina churches develop or repurpose real estate. Provide full spectrum of services including construction consulting, church leadership training, affordable housing design and development, real estate brokerage, and property management services. Could represent an organizational model to consider for the Northwest.</p>
<p><b><u>Enterprise Faith-Based Development Initiative</u></b></p>	<p>Org Model: Nonprofit            Service Offerings:                                      Pre-development                                      Development                                      Training                                      Connectors                                      Funding            Focus Areas: Affordable housing            Scope: National            Size/Impact: Large</p>	<p>Initiative of a large nonprofit affordable housing developer in the mid-Atlantic region. Offers advisory/technical assistance, predevelopment grants and other help procuring capital, access to pro bono legal services, connections to vetted developers and consultants with faith-based experience. Developing a national platform to bring their model to other cities/regions which could be considered for the Northwest.</p>



# FUTURE OPPORTUNITIES FOR CONSIDERATION

- Support for Portland's Land & Housing Coalition
- Enterprise Faith-Based Development Initiative to the Northwest
- Wesley CDC model in the Northwest
- Church Preservation Trust and Clearinghouse
- RRS Field Building Initiative (Lilly Endowment proposal)

The background is a stained glass window. On the left, an angel with large, feathered wings is depicted. On the right, a figure, possibly a saint or a religious leader, is shown wearing a crown and holding a cross. The colors are muted, with blues, greens, and earthy tones.

# OPEN DISCUSSION

Deeper dive on topics of interest  
Role of leadership in this space  
Next steps

Thank you!  
Dave Kresta, PhD

## **Executive Summary**

Churches across the nation are re-examining their current use of building, property, and capital. The M.J. Murdock Charitable Trust wished to develop a better understanding of the opportunities for community enrichment that reimagining these religious spaces may provide to communities in the Northwest.

While a complete audit was beyond the scope of this study, denominational leaders report a minimum of 50 churches in Oregon that are likely to close within 5 years, with two to three times that many in danger of closing within 10 years. The city of Portland has determined that just over 600 acres of church land within the city across 435 properties is potentially available for affordable housing development.

While opportunity abounds, challenges are significant as well. Tentatively called “Reimagining Religious Spaces”, there are four primary challenges to this emerging field: 1) *No roadmaps or guides*, 2) *Lack of domain knowledge in churches*, 3) *Complex, cross-sector collaboration required*, 4) *Difficulty connecting to financial capital*.

A wide variety of service providers are participating in this emergent field, from small consulting non-profits formed specifically to engage in this field, to larger organizations within denominations and development firms. While affordable housing is garnering current headlines for church property reuse, other examples include arts space, community hubs, entrepreneur and business incubation space, co-working space, lofts, breweries, childcare, fitness, and more. A preliminary four-stage engagement model was developed to help churches chart their way forward: triggering event > process > action > space usage. Finally, a number of considerations for future action to move this field forward are provided.

## Overview of an Emergent Field

Churches across the nation are re-examining their current use of building, property, and capital, desiring to use these assets to their fullest potential in serving God and their communities. The triggers for such re-examinations are varied including churches facing imminent closure, those seeking supplemental revenue streams to maintain financial viability, and those revisioning the church/community relationship. Tentatively called “Reimagining Religious Spaces” (RRS), there are four primary challenges to this emerging field:

1. *No roadmaps or guides*: churches need help to chart their way forward, recognizing their unique context while leveraging learnings from the success and failure of others.
2. *Lack of domain knowledge*: the educational and professional backgrounds of most church and denominational leaders does not equip them to navigate fields such as real estate development, land use regulations, economic development, affordable housing, financing, and more.
3. *Complex, cross-sector collaboration required*: Academic research recognizes the importance of a connected ecosystem across traditionally siloed sectors for community thriving. RRS will require complex, collaborative projects with multiple stakeholders rallied around the common good.
4. *Difficulty connecting to financial capital*: projects in this field are often smaller than traditional housing and commercial development projects, making them unattractive to traditional sources of capital. Connections with social impact investors, foundations, CDFIs, CRA bank funds, and other sources, must move beyond the ad hoc and nurtured into sustainable sources of capital.

## Research Questions

The M.J. Murdock Charitable Trust (“Trust”) wished to develop a better understanding of the opportunities for community enrichment that RRS may provide to communities in the Northwest and develop a preliminary set of resources and a framework from which to evaluate grant requests.

Research questions include:

1. What data and research is available?
2. What organizations are working in this area?
3. What are emerging solutions and barriers to RRS?
4. How are leading denominations approaching RRS?
5. What is the size of the opportunity in the Northwest?
6. What are some potential next steps?

## Methods

The primary research method was to interview church leaders and practitioners active in RRS. See Appendix B for the full set of 21 interviewees. The research also comprised a literature review of a variety of popular and academic sources, including organizational websites and whitepapers.

## Service Provider Ecosystem

There are a wide variety of organizations or service providers in this emergent field. Some are new, primarily small consulting and advisory non-profits, formed specifically to engage in this field. Others, such as denominational land and building funds, affordable housing developers, and historic preservation societies, are larger organizations with newer departments or initiatives focused on preserving or repurposing buildings and properties owned by faith-based organizations. A five-way typology (Table 1) was developed to aid in understanding the breadth and depth of the service provider ecosystem.

<b>Organizational model</b>	Nonprofit For-profit Denominational affiliate City/Governmental University Funding entity (banks, foundations, CDFIs, etc)	<b>Application focus areas</b>	Community hubs Historic Preservation Affordable Housing Underutilized spaces Arts Eco/sustainability Mixed-use Various
<b>Service offerings</b>	Re-visioning Pre-development Development Connectors Operations Research Training Funding	<b>Size/impact</b>	Small Medium Large
		<b>Scope</b>	City Regional National International

Table 1: Five-way Typology of RRS Service Providers

Table 2 below highlights service providers that are particularly relevant for this research and which will be discussed again in the Future Opportunities section below. See Appendix A for a complete list of service providers uncovered by this research project<sup>1</sup>.

<a href="#"><u>Rooted Good</u></a>	Org Model: Nonprofit Service Offerings: Re-visioning Pre-development Research Training Funding Focus Areas: Various Scope: National Size/Impact: Medium	Implementers of the Lilly Endowment funded Oikos project. This three year project will use a cohort model with advisors to help 12 congregations with strategic use of property for mission and ministry. Project will result in a toolkit to "enable congregations to chart their own course in creatively aligning mission, money and their property."
<a href="#"><u>Land &amp; Housing Coalition</u></a>	Org Model: Nonprofit Service Offerings: Pre-development Training Focus Areas: Affordable housing Scope: City Size/Impact: Medium	Portland-based coalition of faith communities focused on faith-based affordable housing advocacy and training. Provide a cohort-based process to help congregations listen, research, and act. Worked with city of Portland to pilot three church-based projects leveraging a Metro grant. Launching multiple cohorts across Portland metro area.
<a href="#"><u>Wesley Community Development</u></a>	Org Model: Nonprofit Service Offerings: Re-visioning Pre-development Development Training Research Operations Focus Areas: Affordable housing	A CDC focused on helping North Carolina churches develop or repurpose real estate. Provide full spectrum of services including construction consulting, church leadership training, affordable housing design and development, real estate brokerage, and property management services. Could

<sup>1</sup> Because of limitations in research scope, the service provider list provided herein should in no way be considered exhaustive or even “extensive”. Follow-on research will no doubt uncover many more organizations. In particular, there are likely a large set of “faith-friendly” firms in architecture, development, real estate, and finance, that have experience and alignment of values in working with congregations.

	Scope: Mixed-use Size/Impact: Regional Medium	represent an organizational model to consider for the Northwest.
<a href="#"><u>Enterprise Faith-Based Development Initiative</u></a>	Org Model: Nonprofit Service Offerings: Pre-development Development Training Connectors Funding Focus Areas: Affordable housing Scope: National Size/Impact: Large	Initiative of a large nonprofit affordable housing developer in the mid-Atlantic region. Offers advisory/technical assistance, predevelopment grants and other help procuring capital, access to pro bono legal services, connections to vetted developers and consultants with faith-based experience. Developing a national platform to bring their model to other cities/regions which could be considered for the Northwest.

Table 2: Highlighted Service Providers

**Denominational Perspectives**

Interviews were performed with numerous denominational leaders from Presbyterian, United Methodist Church (UMC), Catholic, Lutheran, United Church of Christ (UCC), Episcopalian, and Evangelical groups. The geographic extent was primarily Portland/Oregon, with one interviewee from the Seattle area<sup>2</sup>. While each denomination is unique, most Mainline denominations report a significant number of anticipated church closures and efforts to shore up church financials with supplemental income. *Most expect these numbers to increase post-COVID19*. While a complete audit was beyond the scope of this study, denominational leaders report a minimum of 50 churches in Oregon that are likely to close within 5 years, with two to three times that many in danger of closing within 10 years. While there are certainly examples of declining Evangelical churches, their emphasis on church planting and innovation has resulted in many of these churches growing and actually looking for space to accommodate them. This opportunity will be discussed further in the Future Opportunities section below. Other common themes from denominational leaders include:

1. The importance of walking alongside congregations, in some cases as part of a grieving process, turning hearts and minds from fear towards a “reimagined” presence in the community. This process takes time! Churches in danger of closing within 2 to 5 years may already be too late to start such a process and are more likely to be driven by financial desperation.
2. Lack of resources, guidelines, expertise from national denominational organizations and other sources. Need for connection to success stories, best practices, and expertise, while recognizing the unique nature of each congregation and community.
3. Significant challenges funding re-visioning and pre-development activities, typically in the \$10k - \$25k range. Several also report that denominations are unwilling to be guarantors on development loans because the investments are outside of their risk tolerance and comfort zone.
4. Need help bridging into the development world of architects, developers, real estate transactions, zoning, etc. This experience is missing at all levels of church leadership.
5. Lack of dedicated resources at both the congregational and denominational levels. These types of projects take a lot of time and energy, with great difficulty in scaling the process beyond one project at a time.

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<sup>2</sup> See Appendix B for a complete list of interviewees

## Case Studies

There are many case studies available nationally (and internationally) to show the breadth of possibilities for RRS. While affordable housing is garnering current headlines for church property reuse, other examples include arts space, community hubs, entrepreneur and business incubation space, co-working space, lofts, breweries, childcare, fitness, and more. In most cases, the congregation seeks to ensure that the repurposed space contributes to community thriving and is aligned with congregational values, but this is not always realized. Some of these darker examples include luxury/loft housing which contributes to gentrification, lounges and nightclubs, and sadly, even strip joints. Below are links to several collections of case studies showing the wide variety of uses that have been pursued:

- Performing arts partnerships in Detroit, Austin, and Baltimore: see [here](#).
- Entrepreneur and business co-working space: see [here](#) and [here](#).
- A large collection of case studies including lofts/housing, breweries, community centers, social enterprises. Includes “dark” uses such as nightclubs and strip joints : see [here](#).
- Affordable housing in Arlington, Virginia, including a space to rent back to the faith community: see [here](#).
- Affordable housing case studies across the country: see [here](#).
- A large collection of case studies including affordable housing, arts, childcare, clothing, coffee/dining, fitness, health, horticulture, job training, recreation, and more: see [here](#).
- Variety of examples across Canada, particularly rich with historic sites: see [here](#).

### *Portland-specific case studies*

[Rockwood Center](#): In the winter of 2017, the Gresham and Rockwood United Methodist Churches in the Portland metropolitan area teamed up to convert the Rockwood UMC space into the Rockwood Center where “Spirituality and the Arts, Education and Opportunity, Culture and Community come together.” The Rockwood Center provides space for microbusiness development, several educational ministries, community event space, and space for venue rentals.

[Portsmouth Union Church](#): In February 2015, St. Johns Community Church, a 4 year old church plant, was suddenly without a place to worship. University Park UMC, a church with over a century of ministry in North Portland but a dwindling congregation, offered space. The merged congregation, Portsmouth Union, under the leadership of Rev. Julia Nielsen, has been on the forefront of the local movement to enable churches to build affordable housing on their property. The [Land & Housing Coalition](#) highlighted above was launched in response to widespread interest from the faith-community and the City of Portland to build affordable housing on church property. During this process, the City has determined that just over 600 acres of church land in the City across 435 properties is potentially available for affordable housing development. After five years of hard work, including zoning regulation changes and the creation of a City-faith community liaison to make these types of projects easier in the future, Portsmouth was awarded a \$2.3M grant to begin development of a 20 unit affordable housing complex on their property.

[First Congregational UCC](#): Established in 1851, First Congregational is a literal icon in Portland. Its beautiful building offers space for private and public events and notably houses the ArtReach Gallery. The church has long supported the arts, with exhibits documented as far back at 1875. ArtReach began in the 1970s, formally evolving into an art gallery in 2006. First Congregational provides an example of

the intimate tie between a church’s values (in this case for community support of free expression, social justice, ecumenicalism) and use of space.

[Sunnyside UMC/The Groves Church](#): the Sunnyside UMC congregation, located in a 100 year old building on SE Yamhill, shut down several years ago. The building is in poor shape (estimated \$3-\$5m in deferred maintenance), with the space already being used by several neighborhood groups and nonprofits. In conjunction with the UMC Columbia District’s Innovation and Vitality Team, a newer non-UMC church (“The Groves”) was brought in to oversee the revitalization/revisioning of the church building and property. Still very much an active work in progress, the leadership team is working with [Parish Properties](#) to integrate the church’s vision/mission with community needs into a feasible development project.

**Preliminary Engagement Model**

RRS is an emergent field with a wide variety of approaches or pathways for stakeholders to consider, made all the more difficult without the benefit of a map or guide from which to gauge progress or determine appropriate next steps. While a fully developed engagement model is beyond the scope of this research, the preliminary model in figure 1 below provides the contours for stakeholders to consider. Note that items in the model are not mutually exclusive, e.g. a church may pursue a revisioning process followed by brokerage services, and space usage may comprise multiple applications. Even in this preliminary form, the model can help churches clarify why they are considering reimagining their religious space (i.e., what is the triggering event and how much time do we have?), see that there are many options for space usage to consider, and determine the right type of services to pursue.

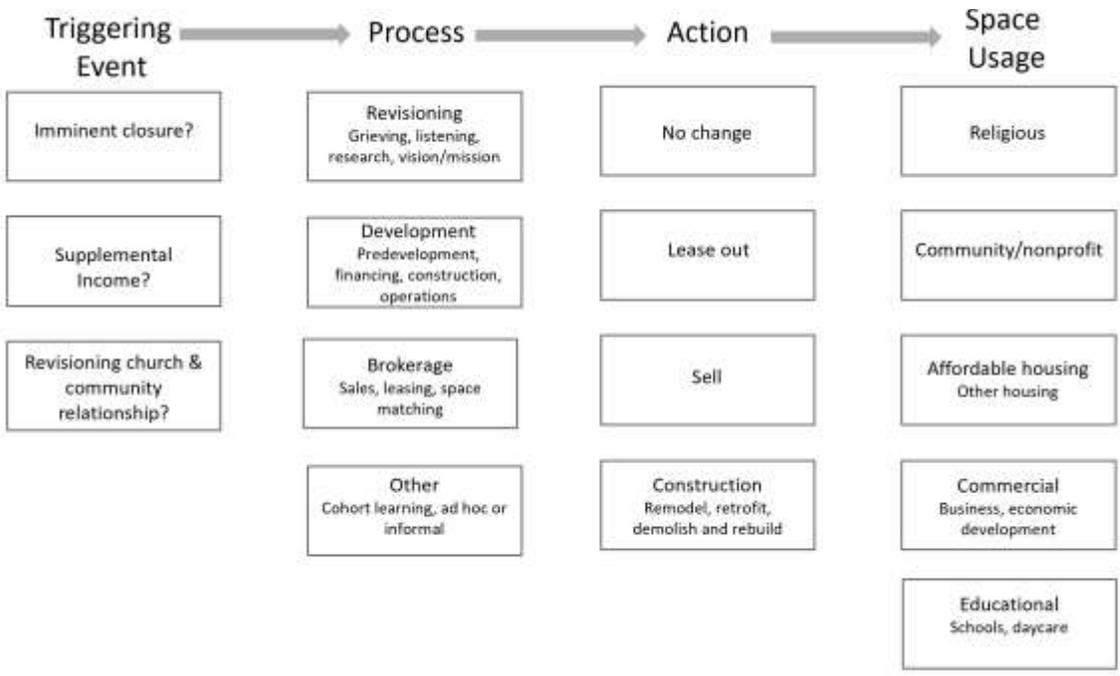


Figure 1: Preliminary Engagement Model for Reimagining Religious Spaces

## **COVID-19 Implications**

The COVID-19 crisis will significantly alter the operating environment in this field for the foreseeable future. Aside from obvious disruptions to travel and business, church leaders are being called on to pivot to new modes of operation with significant disruptions to social and economic activity, both inside and outside of the church. As communities emerge from this public health crisis, churches must be positioned to listen to and respond to needs for community (re)building and economic (re)building. We anticipate an uptick in “trigger events” to reassess the current use of church assets in order to meet these community needs and address increased financial struggles for some churches.

## **Future Opportunities for Consideration**

Below are a number of concepts to advance the RRS field and maximize opportunities for community enrichment in the Northwest. More serious consideration by the Trust or others to help realize these opportunities will require additional work to create fully formed concepts and specific asks for additional funding or resources. Thus, this closing section is meant to be a springboard for further discussion on potential next steps for the Trust in the RRS field.

### *Reimagining Religious Spaces Field Building Initiative*

The current research project could be naturally extended to not only survey the emergent RRS field from a national perspective, but to promote and build the overall capacity of the field. This field building initiative comprises:

- *Field Guide*: a national survey of the field of practice (church case studies, denominational offerings and approaches, ecosystem of service providers) to identify trends, the constellation of approaches, and common challenges. Includes a framework to proceed from insight and analysis to action, along with frontiers of practice for further exploration and learning.
- *Online Learning Environment*: a dynamic offering for churches and other stakeholders to continue advancing the field through stories, thought leadership content, and connections to take action.
- *Live and virtual convenings*: a series of convenings across the broad ecosystem of actors in the field including churches, denominations, consultants, architects, developers, community investment funders, researchers, theologians, professors, local governments, and entrepreneurs. The convenings will inform the Field Guide, Online Learning Environment, and potentially lead to the formation of communities of practice or other institutional associations.

Full disclosure: the author of this research (David Kresta) is partnering with Josh Yates of the Ormond Center/Thriving Cities Group to propose such a field building initiative as part of the Lilly Endowment’s Thriving Congregations [RFP](#).

### *Support for Land & Housing Coalition*

The Portland-based [Land & Housing Coalition](#) is launching a series of cohorts across the Portland metropolitan region for congregations interested in building affordable housing on their property. However, a number of barriers must be overcome in order to take this movement beyond its current pilot stage, including: 1) funding for trainers and consultants to work with congregational cohorts, 2) creation of a fund for pre-development work, and 3) a solution for sustainable development funds.

### *Explore bringing Enterprise Faith-Based Development Initiative to the Northwest*

The [Enterprise Faith-Based Development Initiative](#) has achieved some success in the mid-Atlantic region in building faith-based affordable housing. An exploratory effort to bring their emergent national

platform to the Northwest could uncover new ways to support congregations interested in building affordable housing. As an experienced affordable housing nonprofit, their platform could potentially complement and strengthen the work of the Land & Housing Coalition.

#### *Northwest Extension of Oikos Project*

The Lilly Endowment funded Oikos project, implemented by [Rooted Good](#), has a goal of creating a 12 congregation cohort drawn from across the country. There is the potential to expand the project with a specially funded Northwest contingent of congregations which may otherwise not be able to get into the project.

#### *Explore replicating Wesley CDC in the Northwest*

[Wesley Community Development](#) is well positioned to influence a wide swath of RRS work in the Western region of North Carolina. For example, they have been tapped to manage all unused property of the UMC in the region, mapping all 2400 parcels (7600 acres) owned by the conference. Their full spectrum of services and engagement model may provide a good organizational model to consider for the Northwest.

#### *Church Preservation Trust and Clearinghouse*

While supply of religious space is a critical component of the RRS field, equally important are the many community stakeholders looking for space (the demand). These community stakeholders include nonprofits, affordable housing developers, commercial developers, and other churches looking for space. However, there is no systematic matching of the available supply of religious spaces with uses that are aligned with the vision and mission of the churches supplying space. A clearinghouse could provide such a matching mechanism. A more substantial endeavor would be to establish a trust that purchases church spaces and manages the portfolio to serve community demands for space.

**Appendix A: Preliminary Audit of Service Providers**

Name	Org Model	Service Offerings	Focus Areas	Scope	Size/ Impact	Notes/Comments
<a href="#">Proximity Project</a>	For-profit	Re-visioning Pre-development	Community hubs	national	small	One person firm, focused on helping churches with placemaking impact.
<a href="#">Rooted Good</a>	Nonprofit	Re-visioning Pre-development Research Training Funding	Various	national	medium	Lilly Endowment funded cohort project - Oikos. Three year project will use a cohort model with strategic advisors to help 12 congregations, denominations, and networks with strategic use of property for mission and ministry. Project will result in a toolkit to "enable congregations to chart their own course in creatively aligning mission, money and their property."
<a href="#">Work of Place</a>	Nonprofit?	Re-visioning Pre-development	Underutilized spaces Community hubs Mixed use	national	small	One person firm, focused on helping churches with underutilized spaces.

<a href="#">Sacred Spaces Conservancy</a>	Nonprofit	Pre-development Development Research	Historic preservation Various	city	large	Washington D.C.-based, helps local congregations preserve sacred spaces through collaborative solutions. Provide technical assistance, consulting, brokerage services, connection between those with excess space and those looking for space. Performing an inventory of “all religious institutions” in the city. Also are focused on capturing the “stories of the faithful service of religious congregations”. Aim is to help preserve a faithful presence in the city, recognizing the need for spaces to “gather together to love, grow and serve”. Have pulled together research that shows by ward the percentage of sacred spaces that have been lost in D.C in last 10 years, 25% overall.
<a href="#">Partners for Sacred Places</a>	Nonprofit	Pre-development Development Connectors Research Training Funding	Historic preservation Various	national	large	Founded in 1989, maintains a national network of experts, training programs, fundraising assistance, and assessments. Funded research of Dr. Ram Cnaan on the Halo Effect. Provide a fundraising guide, best practices for arts partnerships, repair and maintenance guide, community outreach guide. Also provide guidance on shared spaces (finding potential tenants, best practices, business/strategy planning, lease

						development/negotiation) and space-tenant matching services.
<a href="#">Enterprise Faith-Based Development Initiative</a>	Nonprofit	Pre-development Development Connectors Training Funding	Affordable housing	national	large	Initiative of a large nonprofit affordable housing developer in mid-Atlantic region, moving to a nationwide footprint. Offers advisory/technical assistance, predevelopment grants and other help procuring capital, access to pro bono legal services, connections to vetted developers and consultants with faith-based experience. Developing a national platform to bring their model to other cities/regions.
<a href="#">Crossing Capital Group</a>	For-profit	Pre-development Development Training Funding	Mixed use	national	medium	Seeks to assist for-profit social enterprises, seminaries and colleges, and communities of faith to re-imagine their existing facilities, or land, to include mixed-used and mixed-income development projects, that mitigate the destabilizing effects of gentrification and offer community leadership development opportunities in Opportunity Zones. Provide advisory services, training, and are raising an impact fund.

<a href="#">Mission City Renewal/Good Acres</a>	Nonprofit	Pre-development Training	Community hubs Affordable housing	city	medium	A collaboration of real estate professionals, investors, community organizers and church and denominational leaders — Good Acres is a capacity-building workshop series created to empower churches to realize the full potential of their underutilized property for community good in San Antonio. Worked with the city and LISC who provided \$300,000 for several pilots with congregations to build affordable housing. Estimated 3000 acres of church property available for development.
<a href="#">Interfaith Alliance of Colorado/Congregation Land Campaign</a>	Nonprofit	Pre-development Training	Affordable housing	regional	medium	A program of a faith-led social justice organizations. Promotes use of faith community land for affordable housing, provides workshops, feasibility studies, connections to developers and financial partners. Estimate 5000 acres of developable land in five county region around Denver.
<a href="#">Missional Wisdom Foundation</a>	Nonprofit	Re-visioning Training	Various	national	medium	Helps churches explore alternative forms of Christian community such as intentional living communities, coworking spaces, economic empowerment/business incubation. Seeking to get churches ahead of the curve, to think theologically and creatively on what it means to be church in a

						community. Provide training/cohorts on missional thinking, spiritual formation, and planning for new forms of Christian community.
<a href="#">GoodLands</a>	Nonprofit Denominational affiliate	Re-visioning Pre- development Training Research	Eco/sustainabi lity Various	internati onal	medium	GoodLands provides the information, insights, and implementation tools for the Catholic Church to leverage its landholdings. Full spectrum of services from comprehensive master planning, social impact planning, land-use negotiations, data/mapping services. Developers of the "Catholic Geographic System" for Catholic properties worldwide. Focus is on Catholic Church, but also offer services to others.
<a href="#">Wesley Community Development</a>	Nonprofit	Re-visioning Pre- development Development Training Research Operations	Affordable housing Mixed use	regional	medium	A CDC focused on helping North Carolina churches develop or repurpose real estate. They manage all unused property of the UMC's Western North Carolina Conference. They have mapped all 2400 parcels owned by the Conference – 7600 acres. Provide full spectrum of services including construction consulting, church leadership training, affordable housing design and development, real estate brokerage, and property management services. Help churches with initial brainstorming

						and discernment with “Seeds of Change” seminar, focusing on the mission of the church and how it can be lived out in the community around it.
<a href="#">Virginia Diocesan Homes</a>	Denominational affiliate	Re-visioning Training	Affordable housing Various	regional	medium	A nonprofit affiliate of the Episcopal Diocese of Virginia. Vision is for the Diocese of Virginia and its parishes to use its property and assets to their fullest potential to serve God and our communities
<a href="#">Hope Partnership Services</a>	Denominational affiliate	Re-visioning Pre-development Training Funding	Various	national	large	Associated with Christian Church (Disciples of Christ), but serves other denominations as well “to empower courageous leaders as they guide the Church into life-giving expressions of God’s mission.” Provide services for churches along the entire lifecycle from 1) planting, 2) growth, 3) churches desiring to transform their presence in the community, warning signs in future, and 4) church’s facing “viability” concerns. Works in concert with Disciples Church Extension Fund.

<a href="#">United Church of Christ Church Building and Loan Fund</a>	Denominational affiliate	Re-visioning Pre-development Training Funding	Various	national	large	Oldest church extension fund in existence. Vision is to re-invent the concept of “church” by equipping church leaders to advance the Gospel mission through innovative uses of buildings and space created through unique partnerships, inventive church operating models, revenue-generating, faith-driven enterprises and the application of impact-driven metrics. Help congregations plan, raise, finance, and build projects, including property and social enterprises, that advance the mission of the church. Work collaboratively with Hope Partnership Services (Disciples of Christ affiliated) to provide training.
<a href="#">Arlington Partnership for Affordable Housing</a>	Nonprofit	Pre-development Development Training Funding	Affordable housing	regional	medium	This regional affordable housing developer has worked with several churches to reuse property for affordable housing.
<a href="#">LISC</a>	Nonprofit	Pre-development Development Training Funding	Affordable housing	national	large	This vital affordable housing intermediary nonprofit is responsible for hundreds of thousands of units throughout the country. They have pursued several regional initiatives to work with faith-based groups on adapting property for affordable housing in cities such as New York, San

						Antonio, and Alameda County/San Francisco.
<a href="#">LISC Bay Area</a>	Nonprofit	Pre-development Training Funding	Affordable housing	city	medium	The Alameda County Housing Development Capacity Building Program is designed to provide faith-and community-based organizations in Alameda County with the skills and knowledge to navigate their interests in developing affordable housing on their underutilized properties. Includes a series of workshops and targeted technical assistance offerings for up to 10 faith- and community-based programs. \$1 million in funding provided by the County and San Francisco Foundation.
<a href="#">LISC New York</a>	Nonprofit	Pre-development Training Funding	Affordable housing	city	medium	New York Land Opportunity Program provided funding and assistance for a cohort of 5 churches to explore and develop affordable housing.
<a href="#">Sympara</a>	Nonprofit	Re-visioning Pre-development Connectors Training	Various	national	small	Sympara repurposes closed religious properties, activates underutilized congregational spaces, and mobilizes members and neighbors for the common good. Provide training in asset-based community development. Consulting to assess opportunities

						and connect congregations to partners and financial resources.
<b>Portland-based orgs</b>						
<a href="#">Land &amp; Housing Coalition</a>	Nonprofit	Pre-development Training	Affordable housing	city	medium	Portland-based coalition of faith communities focused on faith-based affordable housing advocacy and training. Cohort-based process to help congregations listen, research, and act. Worked with city of Portland to pilot three church-based projects leveraging a Metro grant. Launching multiple cohorts across metro Portland.
<a href="#">City of Portland</a>	City	Pre-development Development Research Training Funding	Affordable housing	city	medium	The city of Portland's "Expanding Opportunities for Affordable Housing" program seeks to help community-based organizations, particularly faith-based communities, pursue affordable housing projects on their buildable land.
<a href="#">Catholic Charities of Oregon</a>	Denominational affiliate	Pre-development Development Funding	Affordable housing	regional	large	National organization has launched Healthy Housing initiative, with two of five pilots located in NW (Portland and Spokane). Focused on large-scale affordable housing development, but also work with churches interested in adapting property for affordable housing.
<b>University affiliated groups</b>						
<a href="#">Ormond Center, Duke Divinity School</a>	University	Research Training	Various	national	small	A relaunched research center funded by the Duke Endowment. Focused on "Thriving

						Congregations and Communities", including work on repurposing of religious assets.
<a href="#">Memorial University, After Church Atlas</a>	University	Research	Various	national	small	The After Church Atlas is an interdisciplinary and collaborative research project led by Dr. Barry Stephenson (Religious Studies) and Dr. Nicholas Lynch (Geography), of Memorial University, St. John's, Newfoundland
<b>Canadian orgs</b>						
<a href="#">Parish Properties</a>	For-profit	Re-visioning Pre-development Development	Community hubs Various	national	small	Small Canadian firm, integrates development partners for full spectrum of services.
<a href="#">Trinity Centres Foundation</a>	Nonprofit	Pre-development Development Operations Funding	Community hubs	national	medium	Full service model assembles stakeholders, pulls together funding, and provides operations support with a shared services model.
<a href="#">Québec Religious Heritage Council</a>	Nonprofit	Pre-development Development Research Training Funding	Historic preservation	regional	large	Brings together different faith traditions, the Quebec government, local authorities, and many experts as part of a concerted approach to preserve historic church buildings.

<a href="#">Regeneration Works: Places of Faith</a>	Nonprofit	Re-visioning Pre-development Development Research Training	Historic preservation Various	national	large	Initiative of National Trust for Canada focused on “providing resources for congregations, heritage advocates and community groups to revitalize these [places of faith] important community landmarks.” Collaboration between the National Trust and Faith & the Common Good. Their approach: 1) creating a strong leadership team that involves the congregation and has a clear missional focus; 2) exploring space sharing options based on a thorough understanding of the building; 3) considering alternative governance models; 4) improving building performance for financial and environmental benefits; 5) engaging in a meaningful way with the community; and 6) building new partnerships. Provide resources such as an insurance portal for affordable insurance for groups looking to rent event space out of their church building, case studies in a blog, and an Endangered Places Toolkit.
<a href="#">Faith &amp; the Common Good</a>	Nonprofit	Re-visioning Pre-development Development Research Training	Eco/sustainability Historic preservation	national	large	Partner with National Trust to implement Regeneration Works:Places of Faith

<a href="#">Edge/United Church of Canada</a>	Denominational affiliate	Re-visioning Pre-development Research Training	Various	national	medium	Component of United Church of Canada "Church in Mission" unit. Work with congregations, presbyteries, conferences, regional councils, and ministries across Canada in areas of new ministry, renewing ministry, property, and innovation
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## Appendix B: List of Interviewees

Organization	Name	Title
Presbyterian Church (USA)	Brian Heron	Presbyter for Vision and Mission, Presbytery of the Cascades
Presbyterian Church (USA)	Scott Lumsden	Co-executive Presbyter Seattle
United Methodist Church	Erin Martin	District Superintendent, Columbia District
Catholic Church	Todd Cooper	Director of Special Ministries
Catholic Charities of Oregon	Travis Phillips	Director of Community Development & Housing
Lutheran (ELCA)	Melissa Reed	Bishop's Associate for Vital Leadership and Sacramental Organizing, Oregon Synod
United Church of Christ	Tyler Connoley	Conference Minister, Central Pacific
Episcopal Church	Michael Hanley	Bishop of the Diocese of Oregon
Luis Palau Association	Kevin Palau	President
The Groves Church	Sunia Gibbs	Pastor
Portsmouth Union, Land & Housing Coalition	Julia Nielson	Pastor
Independent, formerly Thrivent	Chris Kopka	
Sympara	Daniel Pryfogle	CEO/Co-founder
City of Portland, Bureau of Planning and Sustainability	Nan Stark	City Planner
National Trust of Canada	Rober Pajot	Regeneration Projects Leader
Faith & the Common Good	Kendra Fry	Advisor
Ecumenical Ministries of Oregon	Jan Elfers	President
Parish Properties	Dave Harder	Principle Consultant
Episcopal Diocese of Northern California (retired)	Gail Cafferata	author
Rooted Good	Mark Elsdon	Director
Princeton University	Madeline Gambino	PhD student, researcher