

GOODWILL MISSIONARY BAPTIST CHURCH

CHAPTER EXCERPTED FROM:

BUILDING BELOVED COMMUNITY

ENVISIONING
THRIVING FUTURES
FOR BLACK CHURCHES IN
SEATTLE'S CENTRAL DISTRICT

Permission to use: This book represents original student work and recommendations prepared by students in the University of Washington's McKinley Futures Nehemiah Studio. Text and images contained in this book may be used for not-for-profit purposes with credit given.

Recommended citation: McKinley Futures Nehemiah Studio. 2019. Building Beloved Community: Envisioning Thriving Futures for Black Churches in Seattle's Central District. Seattle, WA: The University of Washington, College of Built Environments.

Available at: nehemiahinitiativeseattle.org

For more information, please contact Prof. Rachel Berney at rberney@uw.edu.

2019 MCKINLEY FUTURES NEHEMIAH STUDIO
a partnership of
The Nehemiah Initiative &
The McKinley Futures Studio



COLLEGE OF BUILT ENVIRONMENTS
UNIVERSITY of WASHINGTON

GOODWILL MISSIONARY BAPTIST CHURCH



A bird's-eye view of the two Goodwill sites showing all three project phases



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

GOODWILL MISSIONARY BAPTIST CHURCH

126 15th Ave, Seattle, WA 98122

Bishop Garry L. Tyson

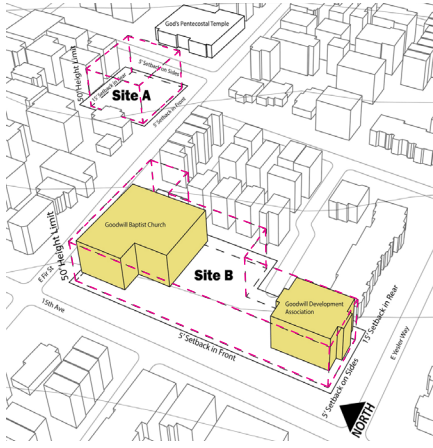
Julie Aune, MSRE
 Will Devault-Weaver, MARCH-MSRE
 Xiao Ding, MSRE
 Emily Haines, MSRE
 Jamie Merriman-Cohen, MUP
 Sarah Pullman, MUP
 Jason Steinberg, MUP

Becoming a Community Church

Rather than a church in the community, Goodwill Missionary Baptist Church seeks to be a community church and to maintain its role in the Central District. Goodwill's vision focuses on nurturing Beloved Community with spaces for worship, service, culture, play, gathering, and living in a spiritually-uplifting, multi-generational, and abundant environment. The church is planning for the future with aspirations to redevelop its property and to generate income through housing, commercial space, and facility rentals.



Goodwill Missionary Baptist Church Site GOOGLE EARTH



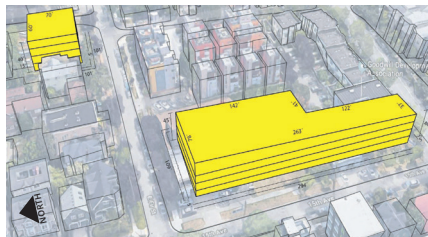
Existing built environment and zoning envelopes showing Site A and Site B, with existing buildings shown in yellow

SITE & PROPERTY CONDITIONS

CLIENT'S VISION

The team's proposal was developed with the client's overarching goals as guiding principles. From interviews with Bishop and First Lady Tyson and their team, we learned that church members now live all around the region and still return to their church home in the Central District. The Church has changed from being a church in a community, to a community church.

Our client's guiding vision is to maintain a vibrant church in the Central District, to have long term financial sustainability by retaining and developing its land, to generate income through housing, commercial, and facility rentals, and to nurture Beloved Community with spaces for worship, service, culture, gathering, playing, and living in a spiritually uplifting, multi-generational, abundant environment.



Maximum building envelopes given existing zoning

THE SITE

Goodwill Missionary Baptist Church is located close to the western edge of Seattle's Central District on E Yesler Way, which provides easy connections to downtown, First Hill, and Capitol Hill—all urban centers. The site is part of a transitional multi-family zone that includes higher-intensity commercial, institutional, and industrial uses, and lower-intensity single-family uses within a five-block radius. The church is currently surrounded by a mix of single-family homes, townhomes, and apartments.

Goodwill owns two properties. Site A is located at the corner of E Fir St & 16th Ave. Site B is a half-block site containing the existing church; it fronts 15th St and stretches from E Fir St to E Yesler Way.

DESIRED PROGRAMMING

For Site A, the client requested parking, residential units, and, potentially, childcare facilities.

For Site B, the client asked for the sanctuary to be located on the corner of E Fir St & 15th Ave with adjacent fellowship hall, childcare facilities, residential units, and parking.

EXISTING ZONING

Goodwill's two properties are located in an LR3 Zone with a high Mandatory Housing Affordability requirement due to their location in a high displacement risk area. The sites are in an Opportunity Zone, which allows investors to defer paying taxes on capital gains on investments in distressed communities. The area may experience heightened investor interest as a result. The Central Area Neighborhood Design Guidelines apply to the project.

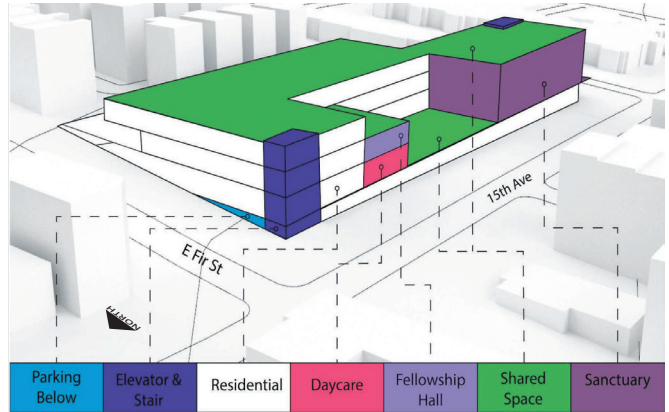
PRELIMINARY DEVELOPMENT PROPOSAL

Our preliminary proposal suggested fully developing Site B with a single mixed-use building containing a new church, childcare facilities, offices, residential units, parking, and open space. Based on our initial calculations, Site A could be sold to generate capital to develop Site B.

This proposal was later reimagined as we further explored financing options and the client's vision for maintaining property ownership and offering engaging and empowering community facilities.

PROPOSED UPZONE FOR SITE B

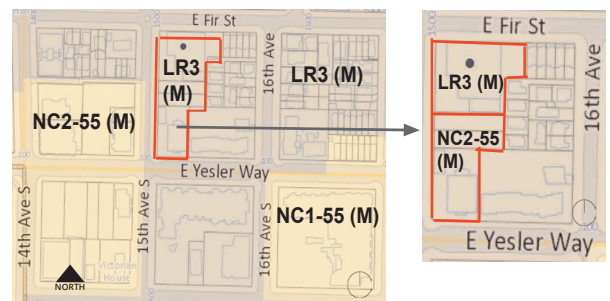
In the team's final proposal, the second phase of the project at E Yesler Way & 15th St (Site B) would require a "parcel specific" contract rezone. The rezone site is currently the Aridell Mitchell Building and grassy area south of the Church. A "contract rezone" from Low-rise 3 to Neighborhood Commercial 2-55 will give the Church commercial space, extra height, and floor area. Our client suggested a rezone to NC-65, which allows a 65' tall building, however, the NC zoning in the area all has a 55-foot height limit, so we think that this will have the best chance of getting City approval. The rezone boundary matches the NC-55 zoning across the street.



Early plans and massing diagram (later revised) showing client-requested program contained to Site B



Early proposal building section facing east along 15th Ave showing courtyard relationship to surrounding uses



Existing Zoning: Context

Proposed Contract Rezoning:
LR3 (M) / NC2-55 (M)

Existing and proposed zoning categories and their locations on Site B



“Residential units provided with individual, private outdoor spaces, a shared, semi-public walk with seating, and landscape buffer next to the public sidewalk.” SCHEMATA WORKSHOP, CANDG



“Frequent stoops accompanying ground floor entrances to residential units provide a place for social interactions.” SCHEMATA WORKSHOP, CANDG



“Ground floor retail space with high ceilings and clerestory windows.” SCHEMATA WORKSHOP, CANDG

NEIGHBORHOOD DESIGN GUIDELINES

The Central Area Neighborhood Design Guidelines (CANDG) shaped our vision for site and architectural design. To enhance the pedestrian realm, we set back the buildings to create space for a generous sidewalk that will be protected from the street by a landscaped curbside buffer. We also concentrated pedestrian amenities—larger green areas, street furniture, and patios—at the corners closest to the church and E Yesler Way to encourage interaction. Our project referenced these guidelines in particular:

Garden & Farm

- When providing vegetation at the roof level, consider edible urban agriculture instead of a passive green roof.
- Provide vegetated spaces throughout the project. Vertical green walls are encouraged in addition to landscape beds.
- Consider utilizing rooftops as an opportunity for family gathering and gardening.
- Consider how each facade may respond to climate conditions such as solar shading and prevailing winds.

Lounge

- When providing open gathering spaces for the community, include weather protection to ensure the space can remain active all year long.
- Provide cultural and place-specific open spaces for social gathering, festivals, and other larger celebrations.
- Provide opportunities to honor African and Black American presence in the neighborhood. Create pockets of culture to represent both the Black American identity as well as other heritages that have had a large impact on the Central Area’s past.

Play Area

- Provide safe areas for children to play where they can be seen. Incorporate seating areas nearby for parents, guardians, and other community members to congregate.
- Provide multi-generational public gathering spaces for young and old to recreate and converse together.
- Not all open spaces need to be landscaped; hardscapes are encouraged when sized and designed to encourage active use.

Exercise Area

- Provide amenities appropriate to the community, such as basketball hoops, chess boards, or other family-oriented activities.

*Established
human-scale
neighborhood corridor*



DESIGN PROCESS

Our process was iterative and based on input and feedback from the client, studio professors, and reviews by real estate, design, and planning professionals. In particular, we valued our conversations with Bishop and First Lady Tyson of Goodwill about their vision and goals for the project.

*Shared ground-floor
common spaces*



CLIENT GOALS

- Keep the church and Christian education in the Central District
- Create economic empowerment
- Engage the community

*Overhangs provide
extra coverage for
residents and give
privacy to families*



TEAM GOALS

- Design a new church for worship, fellowship, education, and service
- Maintain church land ownership
- Generate church income via residential, commercial, and preschool leasing and facility rentals
- Activate the streetscape and community gathering spaces for health and enjoyment

*Street-front entrances
next to each other
to promote social
capital*



We also incorporated ongoing feedback from the studio faculty and mentors, as well as from critics at three reviews. Our final development proposal is our vision of the highest and best Beloved Community use for our site.

*Many different
materials used as
an expressive way to
create boundaries*



*Open and engaging
front facing facades*



*Planting strips to
protect garden units
from traffic*



*Cafe frontage
that spills onto
public space*



*Protected sidewalks
create a "room" for
pedestrians*



*Engaging pedestrian
furniture*



*Vegetative buffers
between sidewalk
and street*



Neighborhood design guidelines for streetscapes and exterior spaces

BELOVED COMMUNITY DEVELOPMENT A 3-PHASE ARCHITECTURAL PLAN

The project would be built in three phases.

Phase 1 (Site A—4-Story Residential Building) allows for three years to design, permit, construct, and lease the multifamily development. This includes application for a Master Use Permit (MUP) for Site A and a contract rezone for Site B2 (built in Phase 2). We expect Site A construction to last approximately one year, and lease-up would overlap the final three months of construction. After Phase 1 is built and stabilized, a cash-out refinance at the end of that three-year period plus future years of cash flow would help fund Phase 2.

Phase 2 (Site B—5-Story Residential Building with Commercial on ground floor, Roof Garden) begins with relocating the Aridell Mitchell tenants. While this is taking place, the MUP for Sites B1 and B2 would begin and is expected to require approximately 18 months. Construction would follow for 18 months with lease-up overlapping at the end. A second cash-out refi plus a year's cash flow would fund Phase 3.

Phase 3 (Site B—Church Sanctuary & Community Spaces, Active Roof) begins with the temporary relocation of the congregation to another location in the Central District. Once services are relocated, Phase 3 moves into construction of the new church and its associated spaces. Construction would last approximately one year; lease-up would occur in advance by securing a preschool operator.

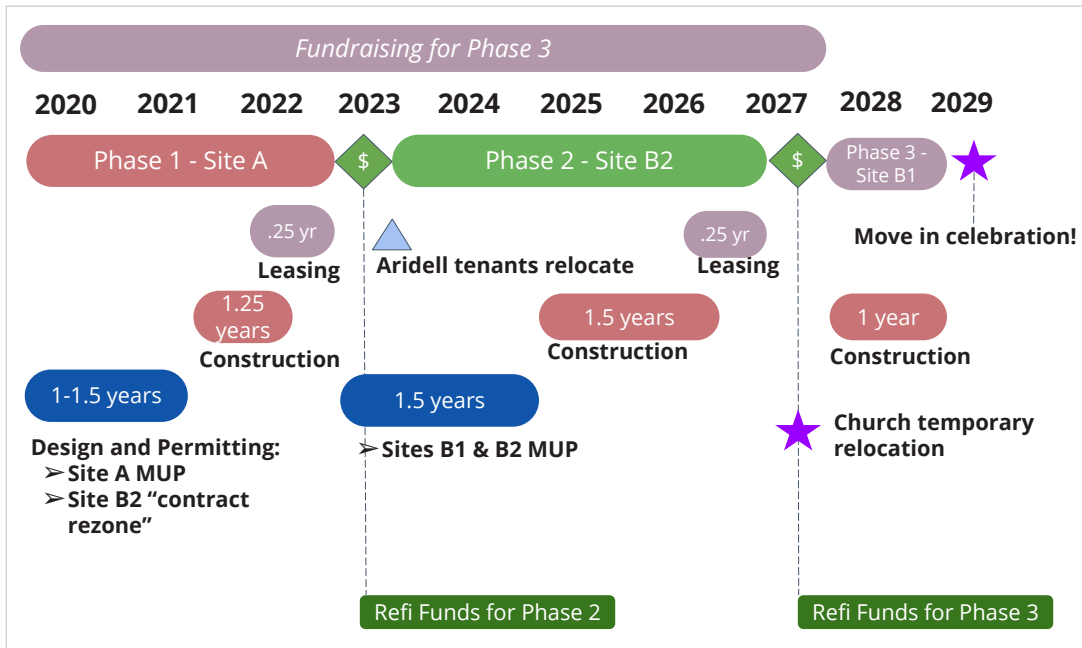


Ground floor full-site plan



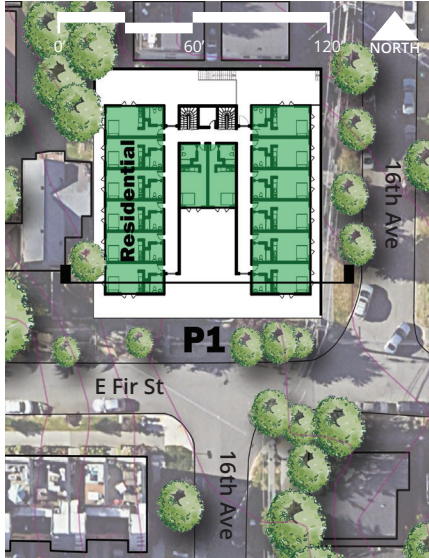
View of all three phases complete (viewed from 15th Ave, looking east)

GOODWILL DEVELOPMENT PROPOSAL TIMELINE



Timing of proposed phases and actions needed to complete the Goodwill project





Phase 1 building plan for floors 1-4: 14 studio housing units on each level



Phase 1 studio apartment housing (section-elevation view looking north)



Phase 1 exterior of residential building (elevation view looking west)

SITE A: PHASE 1 MARKET-RATE RENTAL HOUSING

The success of the Goodwill project hinged on Site A, and we proposed its development as Phase 1 of the project. In our vision, the value and rental revenue generated by Site A would be used to fund the Site B/Phases 2 and 3 part of the project, which includes the new church facilities and several other desired uses. To generate income for Goodwill over time, we proposed developing Site A with market-rate studio rental apartments. Per the City's HALA/MHA requirements, four of the units would be reserved for tenants making 60 percent of the Area Median Income or lower.

In our design, the building wraps around a south-facing courtyard that opens onto E Fir St. This creates a sunny shared courtyard for tenants. Our site design proposal links the housing on Site A with the majority of the church functions on Site B through a re-designed and landscaped streetscape along E Fir St, which connects the sites. The Site A building is conveniently located one block north of E Yesler Way where several public transportation options connect to downtown and to other areas of the city.

Parking and childcare move to the Site B/Phase 2 part of the project because of space, topography, and cost considerations.

SITE B

On Site B, the larger of the Goodwill properties, the church asked for church facilities (sanctuary, fellowship hall, offices, meeting rooms), childcare facilities, residential and commercial units, and parking. A key design consideration was Goodwill's desire to maintain the sanctuary location at the corner of E Fir St & 15th Ave. Our building design responds with a beautiful sanctuary on the corner and generously-sized windows for visual and physical connections between the space and the neighborhood.

SITE B: PHASE 2 MARKET-RATE RENTAL HOUSING & COMMERCIAL SPACE

Phase 2 provides a commercial space on the ground floor that faces E Yesler Way, along with residential units with individual entrances that face 15th Ave. The remainder of the building is designed to provide four additional floors of market-rate residential rental units on double-loaded corridors accessed via stairs and elevators.

SITE B: PHASE 3 CHURCH FACILITIES

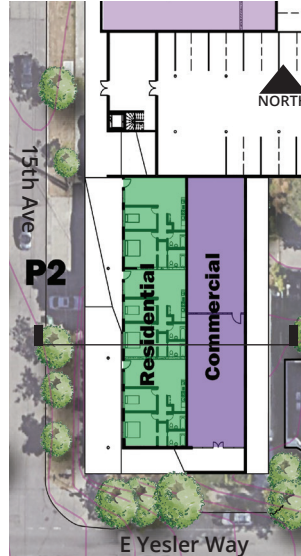
Phase 3 focuses on the redesign of the church facilities. The sanctuary and fellowship hall are located adjacent to one another directly off of 15th Ave with offices and a flexible childcare/classroom space on the second floor.

ACTIVE ROOFTOP

In response to Goodwill's desire for community-oriented amenities, we incorporated exercise, kids' play, and lounge spaces on the expansive rooftop. The design includes a community garden, basketball court, and a walking track.

PARKING

Located behind residential and church uses on the ground floor, the garage is well-screened from the street. More than thirty parking spaces are provided at-grade with access from 15th Ave. To improve project feasibility, we do not recommend incurring the expense of excavating additional underground parking levels. The budget includes funding for a complimentary valet/shuttle service for high demand periods.



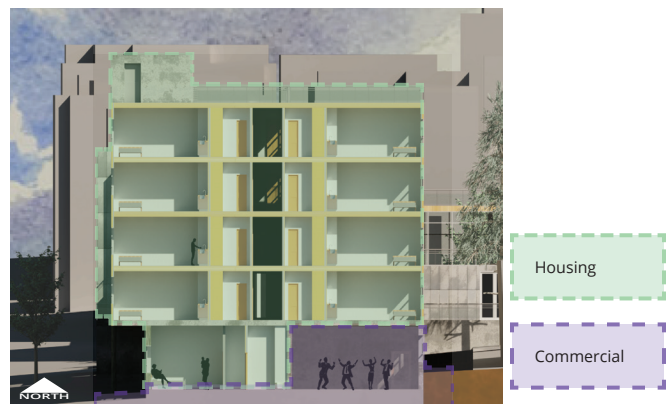
Phase 2 ground floor: 1 retail space and 3 two-bedroom units



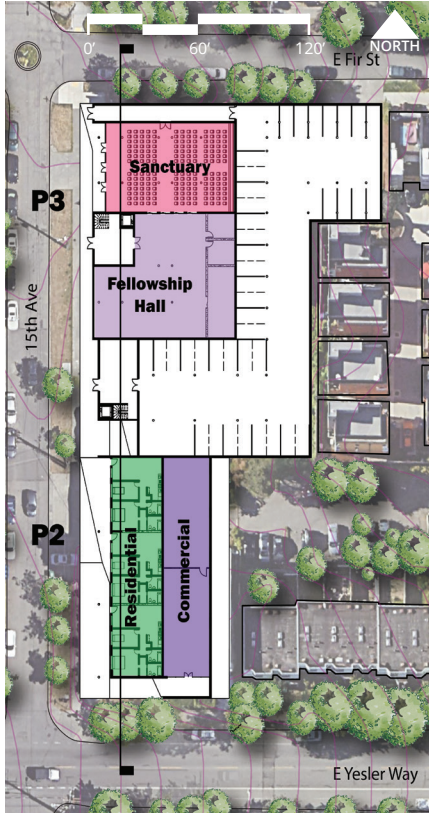
Phase 2 floors 2-5: 18 studio housing units on each level



Phase 2 mixed use housing/commercial (viewed from across E Yesler Way, looking northeast)



Phase 2 mixed use housing/commercial (section view looking north from E Yesler Way)



Ground level plan showing Phase 2 & 3 spaces with direct sidewalk connection

SITE B: PHASE 3 SANCTUARY & COMMUNITY SPACES

Our client's desired program focused on a smaller, more modern sanctuary, office space for administrative activities, a fellowship hall, a kitchen for community events, and childcare facilities. We have designed these spaces to serve the immediate church community and the broader community.

The fellowship hall is located directly off 15th Ave, adjacent to the sanctuary's lower level. The hall and lower level of the sanctuary are convertible into a single space. The fellowship hall contains a generous kitchen. One elevator and stairwell sit across from the kitchen, making it easy to provide service between the kitchen and events on the upper levels.

The balcony level of the sanctuary connects with the second floor childcare/classroom space, and the two spaces can be combined to create a larger flexible space for events and other functions.



Phase 2 & 3 Longitudinal section showing the sanctuary at the corner of 15th Ave & E Fir St and other uses that front on 15th Ave

Sanctuary

The sanctuary is designed to seat 150, and the adjoining overflow space can increase seating capacity to 195. The sanctuary can flexibly accommodate a range of events, from church services to banquets, workshops, classes, and dances. The space has 22-foot ceilings, a carpeted floor, air conditioning, a stage, and state-of-the-art sound and lighting systems.

Fellowship Hall & Kitchen

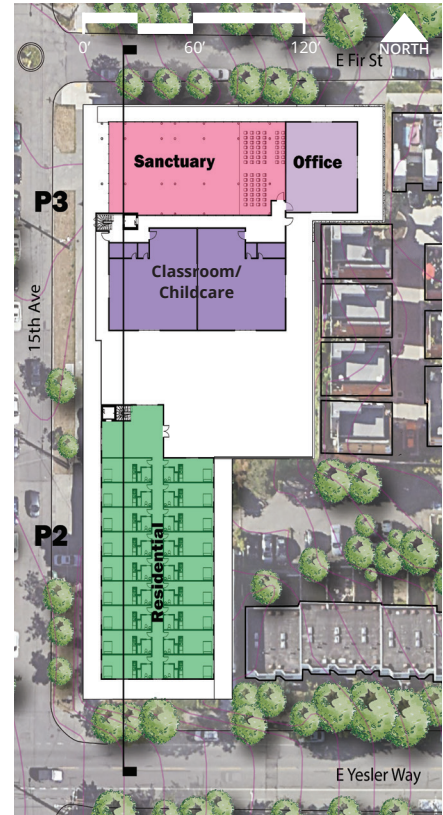
The fellowship area on the first floor can accommodate 70 people seated at 4-foot round tables or 125 people with no tables or 100 people in seated rows. There is a full kitchen, a side room for buffet service, and two bathrooms. The fellowship hall has a separate entrance. A sound system is available for public meetings/forums.

Classroom

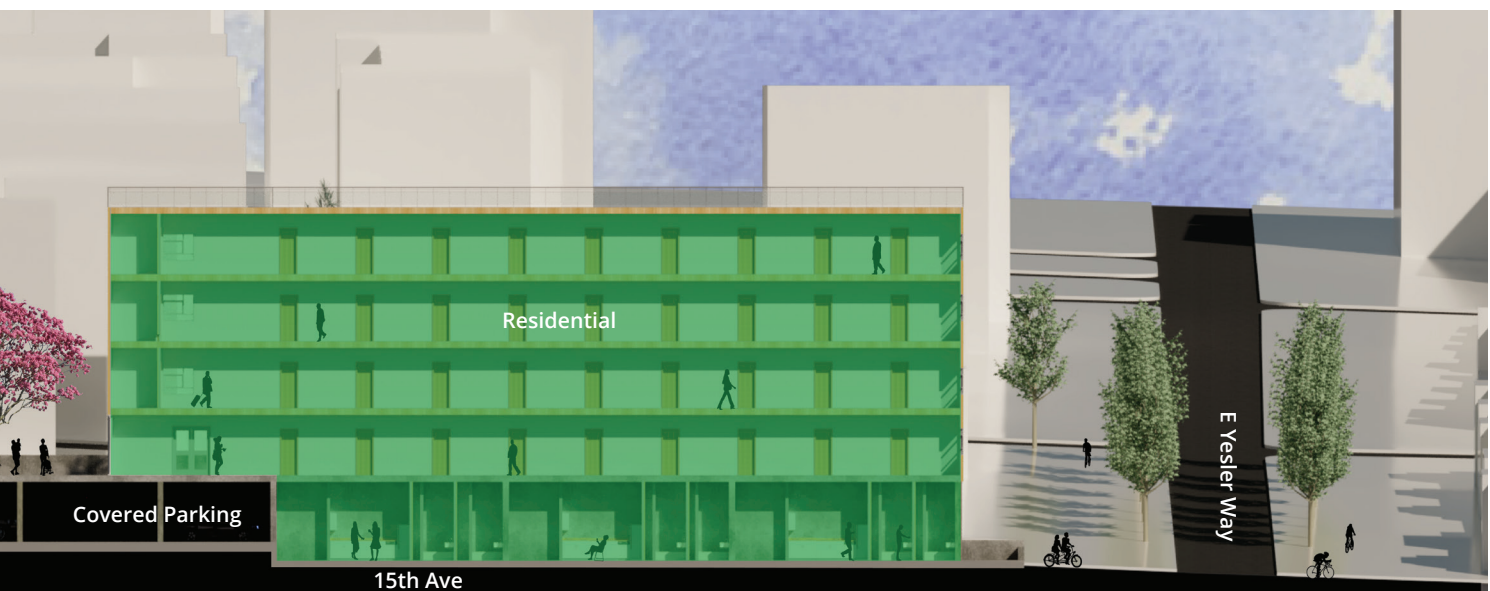
The 17-by-30-foot classroom on the second floor can accommodate up to 40 people seated in rows. The classroom has a separate entrance and adjacent bathroom, and it serves as the overflow space for the sanctuary.

Renting church spaces

The client asked us to explore potential revenue sources from renting church spaces. Based on a search of comparable spaces in Seattle, we established a rental rate of \$125/hour for the sanctuary. Other rentable spaces include the classroom, fellowship hall, kitchen, and childcare space.



Second level plan showing (phase 3) 2nd floor church spaces and (phase 2) residential floor plan for floors 2-5



Urban Farm & Community Garden

Recreation & Play Spaces

Outdoor Lounge



Viewed from above, the rooftop design provides many active spaces for play, exercise and gathering.

SITE B: PHASE 2 & 3 ROOFTOP SPACES: GROW & GATHER

Activated rooftops on Phase 2 and Phase 3 buildings provide many activities for people from Goodwill, the preschool, and the residential units on this site. These rooftops are designed to facilitate community connection and are well-connected, safe, and accessible to all ages and abilities. The varied uses on the rooftops foster many types of active play, gathering, and growth.

Edible & Decorative Plants

Raised Garden Beds

ADA Accessible Loop Path



Rooftop community garden and urban farm (looking south)



The community garden/urban farm includes sheltered gathering spaces (looking north).

Long-time Central District residents face challenges associated with drastic neighborhood changes, some of which have contributed to the erosion of strong cultural connections, such as links to many important musical artists and clubs in the Central District's history. An important foundational motivation of this design proposal is to solidify both a strong community and a strong culture. Bringing people together through games, events, exercise, food, school, church, and music in a development with significantly increased housing is a strategy for a healthy growth of all that makes the Central District great.

Community Garden & Urban Farm

The community garden/urban farm is a space for church members, residents, and local families to raise flowers, grow their own food, grow food for the community kitchen below or for sale, or to use in other ways. Fantastic views of Seattle and surrounding nature are visible from this height. The community garden/urban farm is a place to gather as well as a place for quiet and calm reflection.

Outdoor Lounge

The lounge is an area to cook, gather, eat, and relax. There are a vast array of possible social activities on this roof, including getting together after Sunday services. A fire pit, covered seating, and open walking paths represent a spectrum of activities that will be possible to enjoy in a variety of weather conditions.



Seattle lounge space precedent



Seattle lounge space precedent

Gathering Spaces Comfortable, Movable Outdoor Furniture BBQ area Weather Protection



Rooftop lounge area with fire table (looking east)



Rooftop lounge area and BBQ (looking west toward downtown views)



Recreation and play areas on roof of Phase 3 building (looking east)

Exercise Equipment

Active-Use Hardscape Areas

Full-Size Basketball Court

ADA Accessible Loop Path



Rooftop exercise area next to basketball court (looking northeast)



Rooftop basketball court provides hardscaped play surface (looking west)

SITE B: PHASE 3 ROOFTOP SPACES: EXERCISE & PLAY

Exercise

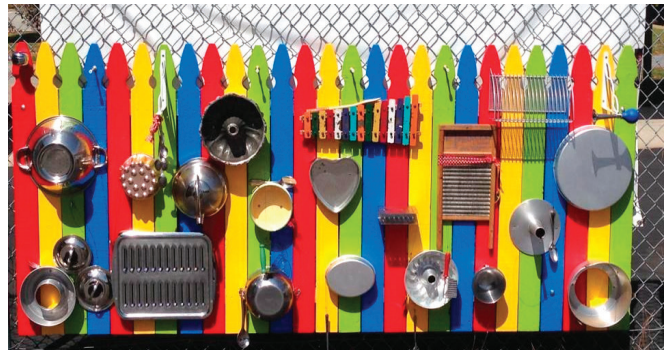
Exercise facilities provide ways to become stronger both personally and as a community. The pathway which traverses the entire set of roofs loops around the exercise area to allow for exercise as well as stimulation and social engagement. Part of the bishop's vision for Goodwill is to have a basketball court. This provides opportunities for basketball and other games, just as the play area on the roof below encourages fun ideas.

Play

With a mix of sun and shade, the play area is the "valley" of the rooftops; this position gives the feeling of a central communal hub and allows playing children to be safely located and visible. The play area's many facilities include a playground, children's fountain, and plentiful seating for parents and other community members. A "music wall" on the side of the preschool would foster children's creativity, add to the vibrancy of the play area, and honor the musical history of the Central District.



Play fountain precedent



Music wall precedent GEARBUBBLE

Rec Level Overlooks
Play Area

Seating Near Play
Areas

Vegetated
Spaces

Play
Fountain

Shade & Wind
Shelter



Rooftop children's play area (looking west)



Rooftop seating area sheltered between taller buildings looking east toward children's fountain and play area

FINANCING

To fund the Site A and B2 developments, Goodwill will likely acquire construction and permanent loans to finance a portion of the total project cost (TPC). Additional funding sources will be sought to cover the gap between the TPC and the primary loan amount.

FUNDING MARKET-RATE HOUSING

In addition to construction and permanent loans, other funding sources and financing for multi-family housing include philanthropic donations and impact investments with the expectation of payback at below-market returns. Investors should check on the potential for Economic Opportunity Zone benefits.

FUNDING AFFORDABLE HOUSING

1. City of Seattle Office of Housing.
2. Enterprise Community Loan Fund (ECLF): This fund is a U.S. Treasury Department-certified Community Development Financial Institution. In WA State, ECLF funds are provided by the Capital Magnet Fund.
3. Local Initiatives Support Corporation (LISC): LISC funds support investments in community infrastructure to catalyze economic, health, safety, and educational mobility.
4. King County Housing Finance Program.
5. City of Seattle Equitable Development Fund. This fund can be used for project feasibility and development.

FUNDING THE CHURCH BUILDING

Goodwill may consider obtaining a loan to finance construction and long-term debt for the church, preschool, and parking. Or, they could find a loan geared specifically toward church institutions. BCLC is one example of non-profit lending specifically to churches.

FUNDING THE PRESCHOOL

The church can access grants and loans designed to assist in the construction of childcare facilities if the preschool is financed separately from the church and parking. Funding sources include the Washington State's Early Learning Facilities Grant program, Enterprise Community's Loan Fund, and Impact Capital's Short-term Predevelopment loans. Impact Capital is a Northwest institution that provides loans and technical assistance to help nonprofits develop essential community services.

AFFORDABLE HOUSING

Goodwill had an initial goal to increase homeownership among the Black community. However, they needed to balance that desire against retaining ownership of the church properties, which meant constructing residential units that will bring in cash flow. Therefore, we did not design or budget affordable housing units above what is required by zoning. Seattle's MHA requires that 7% of the building's gross square footage in the LR3 zone be made affordable to people making up to 40% of AMI. Based on the unit size on Site A, this resulted in 4 units of affordable housing. By retaining ownership and cash flow, Goodwill supports its ability to contribute more to affordable housing down the road.

JOINT VENTURE PARTNERSHIP

Goodwill stated a desire to work with a private developer partner to gain resources and expertise on entitlements, financing, and construction as well as sharing the risk of project development. The developer partner will be required to act as a mentor to an aspiring Black developer to increase their knowledge and experience in the field. The goal is to prepare more Black real estate developers to take on future projects on their own. Goodwill will need to think through its objectives and comfort level for risk and sharing project control, among other issues, before it pursues this course.

Choosing the best partner available is also a key consideration as real estate development is complicated even without managing a partnership.

CONDOMINIUM STRUCTURE

A joint venture with a contractor could also be undertaken using a condominium structure. In the event of a condominium, there would still be a single construction loan. Moving into construction would require either a guarantee for the entire construction loan or secure "takeout" funding for each condominium. Separate condominium ownerships could be established for the church, preschool, parking, and related spaces.

Condominiums add a level of complexity to the development but also have the advantage of providing ownership opportunities for specific uses such as the preschool.