



THE EPISCOPAL CHURCH IN WESTERN OREGON
DIOCESAN REDEVELOPMENT
PROCESS

JUNE 2023



FROM THE BISHOP

Dear Friends in Christ,

One of our best opportunities for discipleship is to become good stewards of God's creation. This includes the call to be good stewards of the assets of the Episcopal Church in Western Oregon, including our individual churches. A number of our faith communities are discerning the ways in which they might monetize their property to support their ministries as well as to meet the needs of those in their neighborhoods. This discernment must be based on solid research, reliable data, and most importantly, it must be deeply rooted in the Gospel.

To assist in this work, we have developed a process within the diocese to assure that congregations are in regular conversation with the Bishop and the Redevelopment Team regarding all facets of property development. We have developed a flowchart to help to guide your journey. There is one flowchart for the acquisition, sale or lease of church property. The other flowchart is for construction or alteration of property.

We are not the first diocese in the church to embrace innovative thinking about our missional call in the world, and in particular in our local contexts. The following are gleanings from our own diocesan projects and that of other dioceses engaged in this exploration.

Blessings,



The Rt. Rev. Diana Akiyama
Bishop
The Episcopal Church in Western Oregon



1. **GROUND YOUR PROJECT** in the missional vision of the whole congregation – not just the leadership or clergy or current Vestry/Bishop’s Committee. This is important foundational work and will take time. It will also produce fruit for the life of the congregation whatever the final decision.
2. **TALK TO THE BISHOP AND REDEVELOPMENT TEAM** as soon as possible. Episcopal Church polity requires the support of the diocese regarding any major project involving property. Clear and consistent communication with the Bishop and the Redevelopment Team is a key element in the success of a redevelopment project. Your project is important to the diocese along with similar efforts by other faith communities.
3. **NEW VISIONS BRING CHANGE.** Faith communities generally don’t like change because it challenges the familiar and the comfortable. Cultivate engagement around the vision with pastoral sensibilities knowing that some members may leave. Prepare the leadership for tension and conflict, especially if the project timeline grows longer. Impatience and frustration are to be expected. Be prayerful and present as each step of the process will invite resistance from some and cooperation and support from others.
4. **PACE YOURSELF.** The more ambitious your project the more complex it will be in terms of partners, investors, stake-holders and potential risk. Key leaders in the work will need to be committed to staying with the project over its entire course keeping in mind that most projects take five years or more to initiate.
5. **CULTIVATE ALLIES, BUILD PARTNERSHIPS.** Your project will change the appearance of your faith community’s campus thereby altering how the neighborhood understands your ministry and its impact on them. Build partnerships through generative and cooperative conversations around shared interests, hopes, and visions for the neighborhood. Your neighbors, local civic leaders, and the media are all potential friends and allies who can make your vision achievable as valued stake-holders.
6. **BUILD YOUR KNOWLEDGE AND UNDERSTANDING** about the advantages and risks; ask questions – lots of questions. Identify the expertise you need; you are not expected to know everything. Choose wisely among those who are potential vendors, developers, consultants, and partners. Each will bring their self-interest into the mix; your emphasis will need to be on those whose self-interests align with your vision for the project.
7. **UNDERSTAND INITIAL PROJECTED COSTS.** Initial projected costs are just that: initial. The cost will increase and you would be wise to include cost over-runs, inflation, change orders, and general unanticipated expenses in your budget. Add to that number 10% to realistically manage expectations around the total cost of the project.
8. **BE REALISTIC** about your particular property and its suitability for redevelopment. Some churches are on land that is uniquely suited for a single-purpose structure. Among the factors that should be considered are lot size, accessibility, relevance of the vision in the local context, and zoning.
9. **REMAIN GROUNDED IN PRAYER.** Center all of the redevelopment work with faithfulness. Pray together and regularly. Remember that we are instruments of God’s plan; we are not in full control. We trust the Holy Spirit to guide us in the fulfillment of God’s purpose.

DICOESAN REDEVELOPMENT TEAM

Bishop Akiyama assembled a group with a wide range of experiences and expertise in building development, including construction management, property development, and community development.

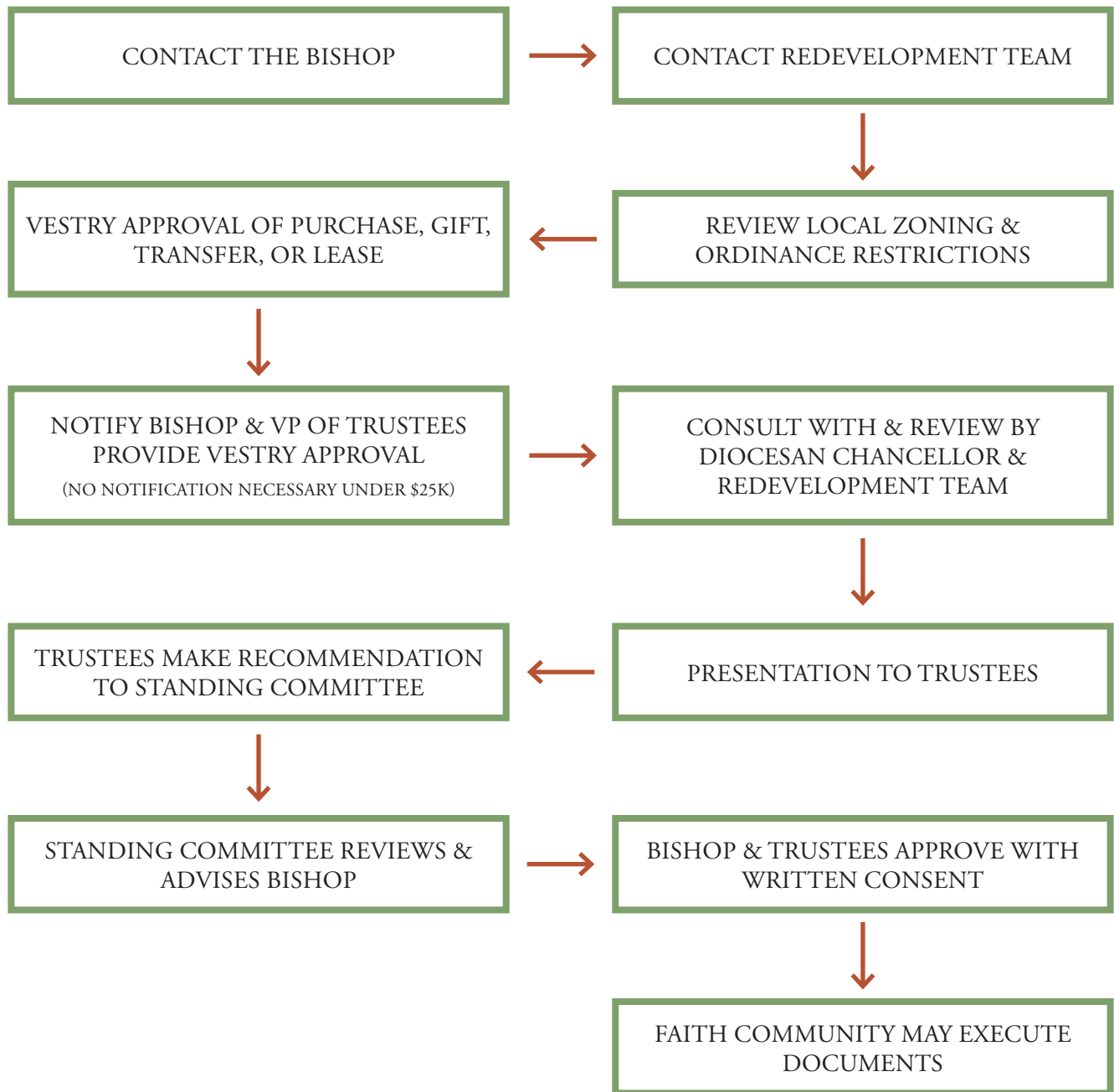
They are a resource to the Bishop and the diocese as faith communities and the diocese discern how to best steward our properties. The team meets on an as-needed basis to assist and advise on any project.

Based on the input from the Redevelopment Team, in cooperation with the Bishop and the governing bodies of the diocese, the diocese has developed the following processes for project approval. Ultimately, projects will be approved by the Bishop and the Board of Trustees, not the Redevelopment Team.

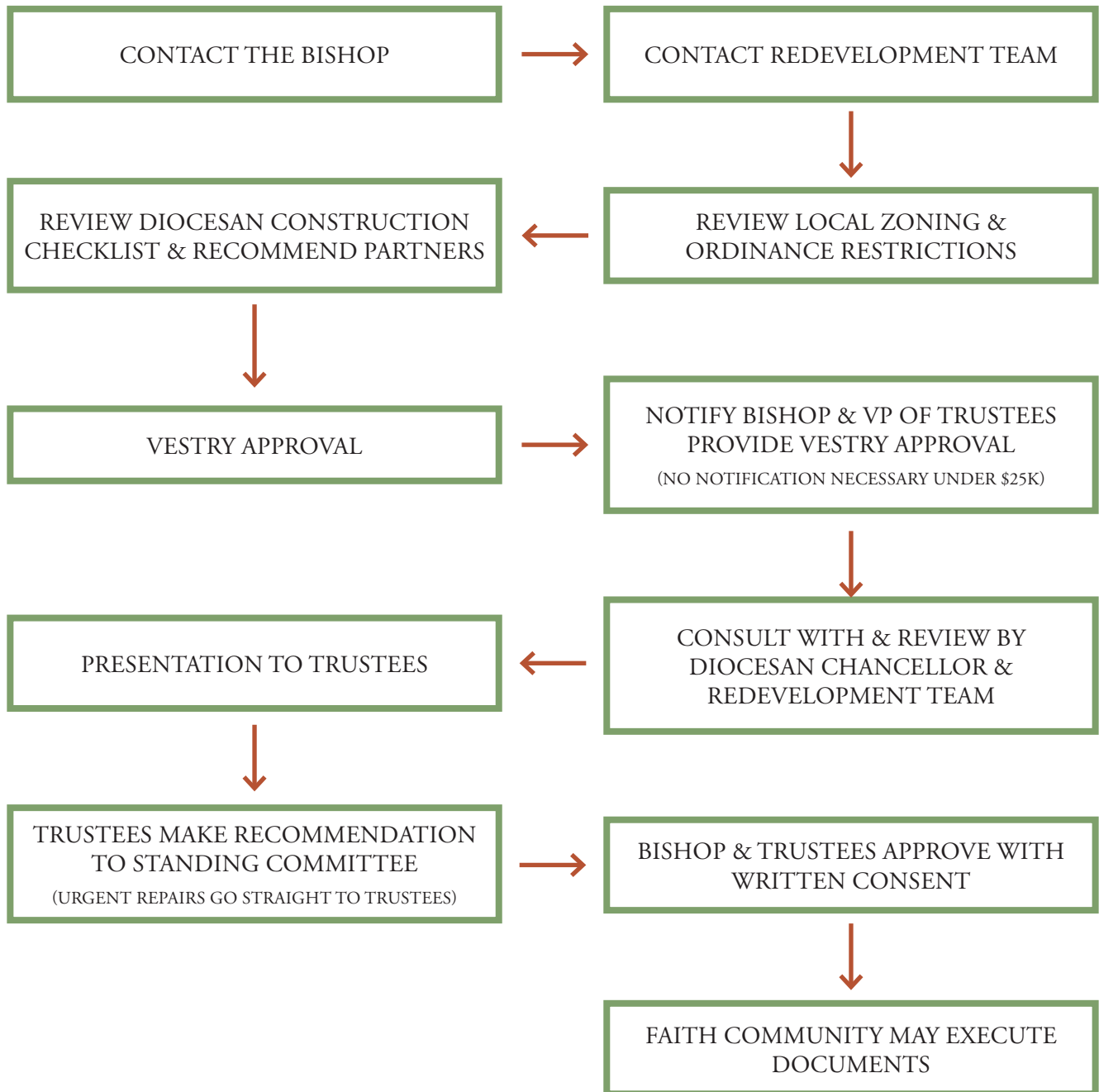
The Redevelopment Team can be a resource to a faith community as it discerns how to steward its property, but will not lead that discernment process. Once a project is approved, the Redevelopment Team can support the faith community throughout the process. Faith communities will need to set up quarterly check-ins with the team. Team members will not take on project responsibilities unless contracted with the faith community separately and with approval from the Bishop.



ACQUISITION, SALE OR LEASE OF CHURCH PROPERTY BY PURCHASE, GIFT, TRANSFER OR LEASE



CONSTRUCTION OR ALTERATION OF CHURCH PROPERTY OVER \$25K AND NON-URGENT



FACTORS IN APPROVAL OF ACQUISITION, SALE, & LEASE

- ✦ Missional impact of project
- ✦ Congregational health
- ✦ Financial viability of project
- ✦ Zoning and regulatory implications
- ✦ Lease diligence: permitting implications
- ✦ Impact on non-profit status
- ✦ Congregational health
- ✦ Management resources of parish/mission
- ✦ Multi-year commitment of clergy after project completion
- ✦ Diocesan liability if the project is unsuccessful

FACTORS IN APPROVAL OF CONSTRUCTION & ALTERATION

- ✦ Missional impact of project
- ✦ Congregational health
- ✦ Financial viability of project
- ✦ Zoning and permitting implications
- ✦ Construction/development partners
- ✦ Impact on non-profit status
- ✦ Construction management resources/expertise
- ✦ Congregational health
- ✦ Management resources of parish/mission
- ✦ Multi-year commitment of clergy after project completion
- ✦ Diocesan liability if the project is unsuccessful





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