

Annual Report of the Building Committee Exploring the Potential for Development of the Mount Olivet United Methodist Church Parking Lot in Arlington, Virginia



Initial Issue: July 27, 2023

Submitted by:
Mount Olivet Parking Lot Building Committee
Chuck Mitchell - Chair
Justin Kopca - Vice Chair

Revision Log

Revision	Date	Changes
0	7/27/2023	Initial Issue

Definitions and Terminology

Task Force - A work group of Mount Olivet members was formed in 2019 to assess the feasibility of future development of the Mount Olivet United Methodist Church parking lot parcels. The proposal to potentially develop the parking lot parcels emanated from a strategic planning process that culminated in a Mount Olivet Strategic plan in 2017. A report from the Task Force determined a future development of the parking lot parcels is feasible.

Building Committee/Parking Lot Committee - Per the *United Methodist Book of Discipline 2016*, a Building Committee (otherwise known as the Parking Lot Committee [the Committee]) was established through a resolution adopted by the Mount Olivet congregation in May 2022. The Building Committee's charge is to develop a proposed plan for future development of the parking lot parcels.

Ambassadors - In addition to the appointment of the Committee members (named in the resolution), Ambassadors were also identified. The roles of the ambassadors are to:

- Assist Committee members in their work on the proposed plan
- Liaise with designated groups within Mount Olivet and the adjacent communities to Mount Olivet to ensure all points of view, concerns, and opinions are incorporated into the work of the Committee

Charge Conference - As defined by the *United Methodist Book of Discipline 2016*, a Charge Conference is "To encourage broader participation by members of the church, the charge conference may be convened as the church conference, extending the vote to all professing members of the local church present at such meetings. The church conference shall be authorized by the district superintendent."

Executive Summary

This report details the activities and findings of the Mount Olivet Parking Lot Committee (the Committee) to provide the congregation with a common understanding of the Committee's progress. In accordance with the *United Methodist Book of Discipline 2016*, a called Church Conference on May 21, 2022, established the Committee and directed it to pursue development of a building project.¹ The Committee applied a multi-faceted approach by communicating with and learning from:

- The Mount Olivet congregation
- Neighboring civic associations
- Representatives from other, similar Arlington projects
- Affordable housing operators
- Affordable child care advocates
- A commercial real estate broker

The work of the Committee, in conjunction with information learned from the work of the previous task force,² provides a framework of zoning and financial considerations that can be applied to move forward with a development project. The project will align with Mount Olivet missions and addresses community needs in a manner that is financially sustainable with no capital campaign to the church or need for Mount Olivet annual funding. Additionally, the project provides an opportunity to replace the revenue stream that is no longer available from parking space leases.

Zoning and financial elements notwithstanding, the Mount Olivet congregation has provided substantial input on ministry, social, and programming activities. Congregational input was solicited through a survey, small group discussions, and one-on-one meetings. There is general support for alternative use of the parking lot, with changes aimed at supporting community and congregation needs aligned with the ministry and missions of Mount Olivet. There is a desire across the congregation for actions on the parking lot to be taken in a strategic context, taking into account fire recovery efforts, lasting effects of the pandemic, and impact on Mount Olivet finances and staff support. A parking lot development project provides an opportunity for synergies with the fire rebuilding efforts and space utilization of the proposed community center.

Although neighbors continue to express concern with disruptions during construction and the potential for lasting effects of traffic, setbacks, building height, and reduction on open space, they as well as the congregation are optimistic about the potential for improved stormwater management.

¹ *The Church Conference of Mount Olivet United Methodist Church, meeting in called session on Saturday, May 21, 2022, authorizes the development of a building project on the Parking Lot according to The United Methodist Book of Discipline (2016) Paragraph 2544(4). This action authorizes a Building Committee to proceed from Paragraph 2544(1) through 2544(6).*

² *June 27, 2022, Report of the Task Force Exploring the Potential for Development of the Mount Olivet United Methodist Church Parking Lot in Arlington, VA., Mount Olivet Task Force*

1 Background

This report (1) details the activities, results, and recommendations of the Mount Olivet Parking Lot Building Committee (the Committee) for the 12 months following the establishment of the Committee by the called Church Conference on May 21, 2022, and (2) provides the Mount Olivet Congregation and other interested parties access to the full knowledge base of the Committee with the intent to provide all parties with a baseline of information so further discussions can be conducted based on a common knowledge set.

Key events and milestones leading up to the May 2022 church conference and the establishment of the Committee include:

- In 1954, Mount Olivet purchased the land on the corner of Glebe Rd and 16th St. North, currently being used as the parking lot for Mount Olivet. Later that year, a church committee made a motion to investigate the possibility of building a youth center and a swimming pool. Neither of these options were pursued, and the paving began in 1955 and was expanded a number of times until it reached its current size in 1988.
- Since 1988, a number of ideas, suggestions, and research have investigated the potential for building on the parking lot. Developing the parking lot would require funding from Mount Olivet, generally achieved through a capital campaign. In all cases, Mount Olivet opted to retain use of the space for parking.
- The Mount Olivet Strategic Plan adopted in March 2017 derived substantial input from the Paul Nixon/Epicenter Group study that took a broad look across data and trends to inform the recommendations. The study looked at:
 - Demographic data about Arlington
 - People and money trends at Mount Olivet
 - Observations of Sunday morning ministries
 - Community assistance
 - Church identity and inclusivity
 - Adult discipleship and youth ministry
 - Property and facilities
- One of the recommendations was to identify a working group to research ideas for the eventual planning and construction of a large facility beyond the Green, which would replace the current parking lot.
- In keeping with the strategic recommendation of the Epicenter Group study, Mount Olivet formed a Task Force in the fall of 2019 to begin looking at options and potential paths forward.
- The work of the Mount Olivet Property Development Task Force is described in the final report of that task force.³ Having completed the research described in the Task Force report, Mount Olivet called a church conference to (1) authorize a building project on

³Ibid

the church parking lot property and (2) elect a building committee. Specifically, the church conference acted with the following outcome:

THEREFORE, BE IT RESOLVED THAT, the Church Conference of Mount Olivet United Methodist Church, meeting in called session on Saturday, May 21, 2022, authorizes the development of a building project on the Parking Lot according to The United Methodist Book of Discipline (2016) Paragraph 2544(4). This action authorizes a Building Committee to proceed from Paragraph 2544(1) through 2544(6).

THEREFORE, BE IT RESOLVED THAT the Church Conference elects the following church members to serve as the Building Committee to oversee this project: Chuck Mitchell (chair), Justin Kopca (vice-chair), Marilyn Traynham, Ryan Brown, the chair of Finance Committee, Mike Nelson, and the senior pastor (ex officio). In addition to these members, the following will serve as Ambassadors to the Building Committee: Neela Babu, Jaydee Hanson, Greg Hitt, Alexis Joyce, Mike Cropper, and the Lay Leader and Associate Lay Leaders who choose to participate. Changes to the Building Committee and/or Ambassadors are subject to the approval of Church Council.

BE IT FURTHER RESOLVED THAT the Building Committee comply with Paragraph 2544 (1 through 6) of the United Methodist Church Book of Discipline (2016) and is authorized to engage the services of one or more architects and consultants to:

- *develop a budget to support the work of the Building Committee;*
- *meet/communicate with members of the Arlington County government, non-profit organizations, and community members including but not limited to the neighborhood associations and neighbors abutting the church to identify how community needs compatible with the church's ministry and mission could be addressed by the building project;*
- *develop preliminary architectural plans;*
- *complete a detailed study of the size of the parking lot and its daily use;*
- *identify requirements for and develop a preliminary financing package that uses the Parking Lot property as the church's primary financial investment in the project and for a long-term ground lease;*
- *assess the experience and capabilities of developers and builders who might be interested in the project and develop a RFP;*
- *provide a report on the work of the Committee to the congregation at least quarterly.*
- *take all other actions of a building committee as authorized and directed by The United Methodist Book of Discipline (2016) Paragraph 2544(1-6).*

Further to the resolutions adopted by the church conference and consistent with research and lessons learned by the initial Task Force, the Committee adopted additional guiding principles to help ensure that any project would:

- Remain financially sustainable with no capital campaign to the church or need for

Mount Olivet funding

- Retain Mount Olivet as landowner (i.e., would not require sale of the property)
- Have overall governance from Mount Olivet to ensure operations within the building align with the mission and ministries of Mount Olivet
- Impose minimal, if any, burden on Mount Olivet staff for building management
- Provide a return of the income stream to the Mount Olivet budget for the revenue lost by the termination of the parking lot lease to Virginia Hospital Center and Marymount University.

The Committee began work in June 2022 and meets monthly, with some exceptions, to (1) review progress on activities and (2) define/refine actions for further pursuit. Minutes of these meetings are retained in Mount Olivet archives for future reference. The remainder of this report describes the work and findings of the Committee.

2 Approach

The Committee acknowledges that the time leading up to approval and construction of a major project in Arlington is measured in terms of years. Further complicated by the 2020 global pandemic and the October 14, 2022, fire at Mount Olivet, the Committee takes a cautious and determined approach to educate not only ourselves but the congregation and our neighbors by conducting conversations and listening sessions with stakeholder groups described in the following sections.

Ongoing/recurring outreach regarding status, updates, and information about frequently asked questions is achieved through:

- Quarterly status reports to church council
- Posting of the status reports on the [Mount Olivet portal](#) dedicated to this project
- Periodic updates of FAQs
- Email updates

2.1 Mount Olivet Congregation

From the outset, the Committee adopted a “listen and learn” approach to engage with the Mount Olivet congregation and the wider community. The Committee understands the importance of hearing everyone’s voice because doing so builds trust and confidence in the process and helps ensure the best possible outcome as we consider options for the future of the parking lot. Throughout the past year, Committee members made themselves available for one-on-one conversations with Mount Olivet members. The Committee also undertook a two-step process to systematically capture feedback by conducting (1) an email survey of the Mount Olivet congregation and others (including neighboring civic associations), which was distributed through the church’s weekly email newsletter, and (2) a series of small-group discussions, which provided participants the opportunity to share deeper, more nuanced insights.

2.1.1 Survey

The Mount Olivet parking lot survey was structured to gather input from stakeholders to guide the process of aligning the ministries and mission of the church with financially viable services needed in Arlington. The survey was structured around the pillars of Mission, Community, and Financial Stewardship. The survey consisted of 28 questions covering 5 subject areas and was open for 51 days, ending December 31, 2022. Of the 113 responses received, 95 were Mount Olivet members, 12 were nonmembers who attend Mount Olivet, and 6 were nonmembers.

[Appendix A](#) is the full report of the survey results. Some of the key takeaways from the survey are:

At the end of the day, what do you think is the most important thing the Mount Olivet Community Center needs to achieve? - An overwhelming number of responses supported

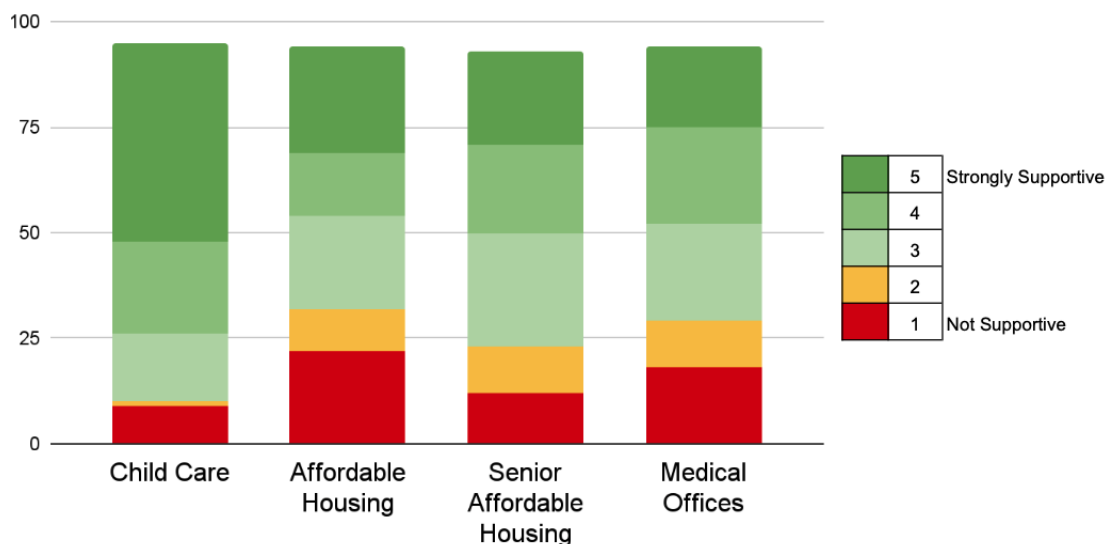
“Community and being a good neighbor” followed by accommodating growth, financial stability, and physical appearance.

What other ideas do you have for a Mount Olivet Community Center? - Let's envision two activities that could serve and attract the opposite "ends" of the population--children and older adults--in some distinctive way that helps to GROW Mt. Olivet itself. We do not need to replicate what others are doing. - *Mount Olivet member*

Mount Olivet is strongly supportive for tenants and operations consisting of child care, affordable housing, senior affordable housing, and medical offices in the public space of the building. The Committee continues to research these options as well as other tenants/operators for potential occupancy.

Composite view of Mount Olivet members

95 responses



Finally, the survey asked **“What is the one question you'd like to know the answer to regarding the parking lot development?”** and received the following categories of questions:

Question
What is the financial arrangement and what, if any, impact will it have on Mount Olivet's budget?
What is the likely timeline?
Is this project being driven by the Missions of Mount Olivet?
What will be the size, height and environmental impact of the Community Center and other buildings?
What will be the impact on our neighbors?

Question
Where will we park during construction?
How much parking will be available for Sundays
How are other churches addressing this kind of opportunity?
How will the decision be made?
How is traffic being addressed?

To the extent that information is available at this stage of project development, this report is addressing these questions. Additionally, the Committee will provide updates to the [FAQs](#) that are posted on the Mount Olivet portal to address these and other topics of interest. However, information to adequately respond to some of the questions is forthcoming in later stages of the project and will be provided in subsequent quarterly and annual reports.

2.1.2 Small Groups

Results of the survey laid the groundwork for more intimate group discussions with members. The goal of the sessions was to provide participants with the opportunity to share more nuanced insights, beyond the sentiments captured by the survey. Those conversations began in April, following Easter Week, led by Committee members. Sessions were held at a range of times and locations - after church services and in select Sunday School classes, for example. And both in-person and virtual options were offered to ensure the widest possible access.

In all, 7 conversations were offered, with nearly 50 members participating. [Appendix B](#) provides a comprehensive summary of responses from the small group discussions.

To kick off the discussions, participants were asked to share their current sentiment about possible changes for the parking lot. Across the sessions, participants were generally split among those either concerned or excited, to varying degrees, with some indicating they felt both at once. Supporters suggested redeveloping the parking lot would ensure Mount Olivet remains a vibrant part of the community. But even among supporters, there was not a clear consensus on details. And a range of issues and concerns, such as the impact of a project on parking and the surrounding neighborhood, was expressed on both sides. In follow-on discussions, a core set of themes emerged.

- **Strategy.** A range of comments focused on ensuring changes to the parking lot are made in the context of long-term planning, and whether the strategic plan should be updated. The focus was on clarifying what (1) the church hopes to accomplish in the years ahead, (2) programs will encourage congregation growth, and (3) facility upgrades may be needed.
 - In the context of strategy, one focus of concern and question was on ensuring the fire recovery is addressed in advance of the parking lot development. It was noted that (1) decisions arising from the fire recovery could have a bearing on

potential priorities established for the parking lot and (2) even the initial work on the parking lot now underway could distract church leadership from executing on fire recovery.

- Concerns were voiced about finances and whether the project may distract from efforts to address financing challenges, including needs for this fiscal year as well as long-term challenges.
- Questions emerged about whether the project might distract leadership from the church's continued recovery from the pandemic. It was noted that attendance has recently begun to improve, but questions were raised about whether programs and plans are in place to encourage continued growth and recovery.
- There was sentiment that the church staff will need to grow to help address a range of issues, from upkeep of the expanding facility footprint to recruiting for expertise in managing potential real estate partner relationships.
- *Community Priorities and Needs.* Some support was voiced for senior care or affordable senior living options, but the overriding interest among participants was for expanded child care options for the community, especially full-day care.
 - It was noted the county already has a robust set of programs encouraging affordable housing, but not as many programs to support parents and families in need of child care. Mount Olivet could help fill that need.
 - Participants were less supportive or in opposition to making public space for overtly commercial activities.
 - It was suggested that criteria be established to help church staff and leadership evaluate public uses. As we evaluate, participants encouraged that the needs of Arlington County be considered and continued support be provided to existing community programs supported by the church, such as the Boy Scouts and Alcoholics Anonymous.
- *Congregation Priorities and Needs.* Broadly, there was support expressed for ensuring that the church's portion of any new facility be used in ways consistent with the church's mission. Priorities included:
 - Preserving and expanding the green space next to the parking lot.
 - Addressing issues related to the environment, including stormwater run-off and potential use of solar power for a future facility.
 - Ensuring the project is fully accessible for those with disabilities.
 - Assisting Mount Olivet partner organizations, such as La Cocina and others
 - Expanding community assistance activities.
 - Moving the kitchen from the current space to a new space.
 - Having some sort of multi-purpose space.
 - Planning for the future of the parsonage, specifically the associate parsonage next to the parking lot.
- *Finances.* Participants, across the spectrum, affirmed their support for a project that is self-financed and avoids a capital campaign, as provided for in current planning. It was recognized that other churches in the area have successfully pursued projects with similar financing arrangements. Even so, there were questions raised about the short- and long-term risks of entering into such an arrangement and undertaking a

development project. A range of additional issues was raised, some conflicting, reflecting a lack of consensus on financing. The issues include:

- Concern that a focus on generating ‘maximum revenue’ could lead to decisions at odds with church values.
- Concern the congregation may lose control over church property and in doing so create something inconsistent with Mount Olivet’s mission.
- Questions about whether church leadership has contingency plans in place, should the project fail in the future.
- **Community.** A range of comments reflected continued interest in ensuring the concerns of Mount Olivet’s neighbors be addressed, beyond the work already underway, For example:
 - It was suggested local neighborhood churches, including Mount Salvation Baptist and Calloway UMC, be given a chance to provide input.
 - Questions were raised about the impact the project would have on local property values; a study was suggested on how similar projects have impacted nearby property values.

2.2 Civic Associations

The Committee reached out twice to the civic associations listed below that neighbor Mount Olivet and offered to meet with them.

Waycroft-Woodlawn Civic Association	703-351-9730	michaelbruce21@verizon.net wwcaemail@gmail.com
Waverly Hills Civic Association		president@waverlyhills.org
Glebeewood Civic Association	703-527-4246	ljohnson15@hotmail.com
John M. Langston Citizens Association	571-262-1475	infoHighViewPark@gmail.com
Cherrydale	703-795-4234	president@cherrydale.net

To date, we have met via zoom or in person with Waverly Hills Civic Association and Waycroft-Woodlawn Civic Association and are scheduled to meet in September 2023 with Glebeewood Civic Association.

Our presentation/discussion with the civic associations follows the material posted on the Mount Olivet portal. The discussions aim to reinforce Mount Olivet’s commitment to open communications with our neighbors.

Feedback from the neighbors highlights their interest in minimizing disruption to the community and the importance of addressing potential traffic and safety issues during both construction and subsequent operations. Neighbors are pleased with our commitment to an environmentally friendly building with an emphasis on stormwater management.

2.3 Arlington Projects

Other churches and Faith Based Organizations (FBOs) in the Arlington and Washington DC region have undertaken building programs as a calling for their missions and ministries. To learn from their experiences, the Committee had conversations with two of these programs and invited representatives to share with the Mount Olivet Congregation.

On February 26, 2023, Mount Olivet held an expert forum with invited speakers who have completed, or are in the process of developing, similar projects on their property.

We had the pleasure of hearing from Pastor Sarah Harrison-McQueen, the senior pastor at Central United Methodist Church in Ballston. Pastor Sarah played a key role in visioning and now constructing an eight-story residential building that will incorporate a new church, with onsite childcare and 144 affordable housing units.

Susan Etherton is an Elder and Spiritual Director and served as the lead layperson for the redevelopment effort of Arlington Presbyterian Church, which created [Gilliam Place](#), a mixed-use development of 173 units of 100% affordable housing, a right-sized space for the church, and the new home of La Cocina (now Kitchen of Purpose). Earlier in her professional career, Susan spent 18 years in multifamily real estate, the last 3 in developing affordable housing in WashinDC.

A [video](#) of the Mount Olivet Town Hall is posted on the Mount Olivet website

2.4 Affordable Housing Operators

The Committee has reached out to a number of local organizations involved with housing and affordable housing. Conversations were held with:

Date	Organization	Contact	Key Topics
1/31/23	Arlington Partnership for Affordable Housing (APAH)	Carmen Romero - Director	Economies of scale would prefer a number of housing in the vicinity of 100 units
2/16/23	Northern Virginia Affordable Housing Alliance	Jill Norcross: Executive Director	Recommends we continue having conversations with housing developers to explore options for the mixed use that Mount Olivet is proposing.
2/27/23	Wesley Housing	Kamilah McAfee: President and CEO	As developer, Wesley Housing has not worked on a solution that matches what we are seeking but is open to

Date	Organization	Contact	Key Topics
		Judith Cabelli: Director of Real Estate	seeking options. Kamilah indicated that to pursue something like this would likely involve some form of joint venture on the development side.
3/12/23	Culpepper Gardens	Ken Aughenbaugh	Ken is a board member at Culpepper Gardens and former Arlington County Director of Housing. Ken described options in addition to ground lease that Mount Olivet may want to consider.
3/14/23	AHC Inc. (Formerly Arlington Housing Corporation)	Paul Bernard: President & CEO Alan Goldstein	AHC is another option as a full service developer that can lead/assist with the full scope of a development project.
3/21/23	Cushman and Wakefield - Commercial Real Estate Brokers (C&W)	Paul Norman Mark Wooters Brendan May John Pellerito	The C&W team provided background and comments on a number of the topics key to the Mount Olivet project, including: <ul style="list-style-type: none"> • Long-term ground lease • Medical office use • Capital markets particularly as they relate to projects in Arlington • Demographics • Demand • Assisted living, independent living, and memory care • Parking

2.5 Child Care Operators

The Committee reached out to The Arlington Community Foundation (ACF) for input and insights on affordable childcare in Arlington. The ACF initiatives are aimed at reducing existing disparities, particularly in the areas of affordable housing and affordable child care, especially for those residents making below 30% of the area median income (AMI), or less than \$43,000 for a family of four. For context, the latest census data show there are nearly 1,800 Arlington children under age 6 who live in households at or below 150% of the federal poverty level (\$41,625 for a family of four), which is equivalent to making below 30% AMI. There are over 3,300 Arlington children who live in households below 60% AMI.

The ACF characterized the child care challenge in Arlington as one that is difficult to achieve dedicated slots for 30%-60% AMI families because the Arlington marketplace has sufficient demand for market-rate child care. Providers are not incentivized to provide low and very-low income slots. State and local subsidies are available to offset the pricing, thus allowing providers to recognize market rates even for low income slots. However, the bureaucratic process for obtaining those subsidies discourages many providers from pursuing those options. The ACF provides assistance for obtaining subsidies but is still not achieving targeted numbers of slots.

The ACF recommends an approach for Mount Olivet that begins with our overarching governance for the project (see Section 3 of this report). In that governance, Mount Olivet can specify that some percentage (e.g., 25%, 50%) of the child care slots be committed to 30%-60% AMI families. Then ACF will assist with obtaining subsidies. Finally, the child care provider is financially operating as a market rate provider. Example language for the overarching governance is provided in Section 3.

3 Development and Governance

Current and future activities and development on the parking lot shall abide by overarching governance set forth by Mount Olivet so that ownership and activities in that space represents the spirit and practice of Mount Olivet missions and ministries. Accordingly, any lease, contract, and negotiations will include provisions of the Mount Olivet Governance. Following is an example of the content of applicable governance. A draft has not been developed but the following content gives examples of what may be included.

- All users/owner/tenants of the building have to agree to abide by the MOUMC Inclusivity Statement:
 - “We welcome all persons into the life and ministry of our congregation regardless of race, culture, ethnicity, age, sexual orientation, gender identity, family or socioeconomic status, education, politics, physical or mental ability or health, or faith history.”
- Parking Spaces:
 - The church needs at least X parking spaces 7 days/week
 - The church needs at least Y parking spaces in the evenings (after 5 pm)
 - The church needs at least Z parking spaces on Sundays
- Preschool/Day Care:
 - Do church members get some priority for spots at the preschool or daycare?
 - Daycare provider will make X number of slots available to 30% - 60% AMI families
- Assisted Living/Affordable Assisted Living/Affordable Housing:
 - Do church members get some priority for rental of housing units in the building?
- What outdoor spaces do we need or want?
 - Playground for daycare/preschool.
 - Outdoor area for scout events - BBQ/Christmas Tree Sale/etc.
- What environmental features do we want to require in the building?
 - Stormwater management (Arlington County Code requires this)
 - LEED Silver/Gold/Platinum?
 - Green roof?
 - Solar?
- What indoor air quality features do we want?
 - Isolate church air handling system from other uses?
 - Increase exchange of outdoor air?
 - HEPA/UV filtration?
 - Windows that open to allow in outside air to some extent?

The following slides illustrate the conceptual process being considered for the development of the parking lot. Efforts have been made to (1) differentiate the various parties that would be involved in the process and (2) articulate separation of ownership, legal responsibilities, and other differentiating factors.

Disclaimer

Numbers presented in these slides are for context only and do not represent actual architectural or financial analysis. They are presented solely for the purpose of illustrating a process that Mount Olivet could pursue in developing the property. Furthermore, these “representative” numbers reflect analysis by the Committee and consultants prior to the 2020 pandemic.

Markets have changed. Updated numbers will be generated in later stages of study by the Committee.

Mount Olivet is considering developing the parking lot across from the church

Location:

Corner of Glebe and 16th Street across from the church over the existing paved parking lot

Size:

Parcels 07-029-013, 07-029-028, and 07-029-029 with a total land area of 84,534 square feet.

Purpose:

This space will be integral to a larger, mixed use development that aligns with the missions of Mount Olivet and meets many of the growing needs of Arlington County.



When we think about the development, there are three divisions of the space



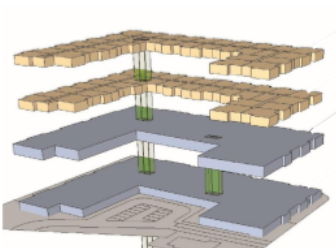
The Land

Owned by the **Land Owner**
(Mount Olivet)



The Building

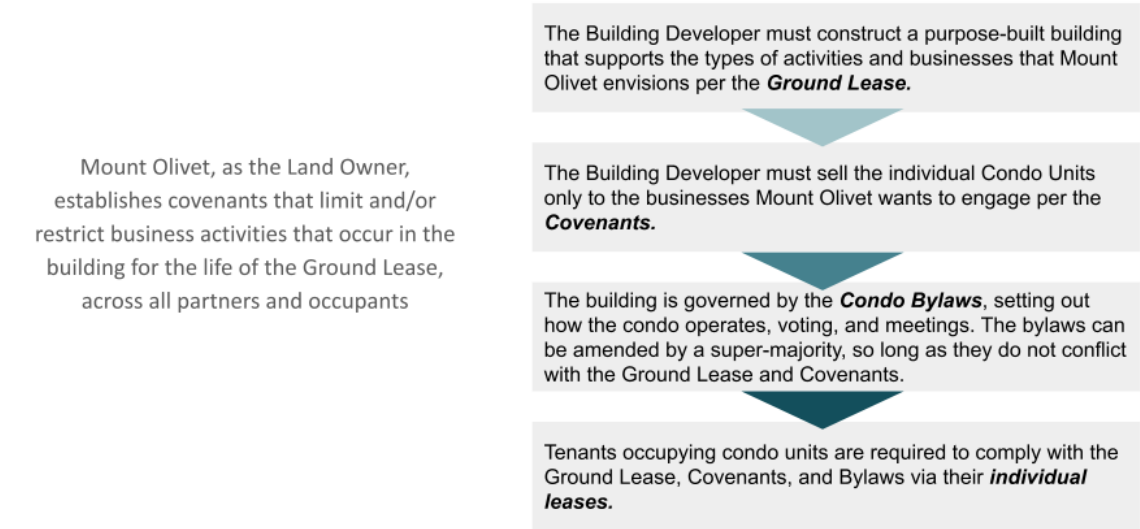
Physical structure built by a **Building Developer**
(e.g. Skanska, CBRE, Penzance)
and sold to **Unit Owners**



The Condo Units

Individual businesses or uses
located within the building,
owned by **Unit Owners**
(e.g. Bright Horizons, APAH)

Throughout the project, Mount Olivet retains title to all land and establishes the overarching covenants for the life of the building



There are four key roles in developing and operating the community center

Land Owner	Building Developer	Unit Owner	Tenant (Optional)
Provides the land for development	Enters into a long-term ground lease with the Land Owner	Purchases a condo unit from the building developer	Individuals that occupy a specific unit, in cases where the owner is not also the operator
Owns the land at all times	Takes on all costs associated with the development of the land	Pays condo fees to maintain the overall building, property taxes, and ground rent to the Land Owner	Ex. The individual living in the APAH apartment
Owns the <i>improvements</i> to the land (e.g. the building) at the conclusion of the lease	After constructing the building, sells portions of the space to individual organizations (non-profit or for-profit businesses)	Is responsible for the customization or “build out” of their own unit	Ex. Bright Horizons daycare operated by an individual franchisee

Let’s explore each of these roles and relationships in more depth

The Land Owner and Building Developer enter into a long-term ground lease agreement

Land Owner
Building Developer
Unit Owner
Tenant

- The Land Owner can dictate the lease term, usually around 75 years
- The Building Developer *purchases* the right to develop the land via lump sum, annual lease payments, or some combination
- The Building Developer *constructs* a purpose-built building that supports the tenants proposed by the Land Owner

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Example 1: Lump Sum Payment

Assume: Net Present Value (NPV) of the land = \$12 Million

- ❖ Building Developer pays Land Owner \$12 Million
- ❖ Building Developer covers the cost of construction
- ❖ The Church, as the Land Owner, purchases the Church Condo Unit within the building for \$9 Million
- ❖ The Church, as the Land Owner, nets \$3 Million and invests this remainder (similar to Enduring Gifts Fund)
- ❖ The Church's investments generate approx \$150,000/yr to cover maintenance costs and replace operational revenue

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Example 2: Annual Lease Payment

Assume: Annual Ground Lease Payment = \$500,000/yr + 3% annual increase

Assume: Annual Mortgage = \$350,000

- ❖ Building Developer pays Land Owner \$500,000 for first lease payment
- ❖ Building Developer covers the cost of construction
- ❖ Land Owner covers the mortgage of \$350,000 + annual maintenance costs of \$50,000
- ❖ Land Owner nets \$100,000/year to replace operational revenue

The Building Developer sells smaller portions of the building known as Condo Units to the Unit Owner

Land Owner
Building Developer
Unit Owner
Tenant

- The Unit Owner purchases a specific portion of the building from the Developer
- The Unit Owner pays condo fees, property taxes, and ground rent in addition to the purchase price of their unit
- The Unit Owner is responsible for the final build-out of their space (ex. dividing a daycare unit into individual classrooms)
- The Unit Owner's purchase is limited to the term of the Ground Lease.
- The Unit Owner and Condo Association bear the vacancy risk.

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Mount Olivet as Unit Owner

Mount Olivet intends to develop and use a portion of the building for church purposes

- ❖ Church use is required for development and tax status

Mount Olivet will play the role of both the Land Owner and a Unit Owner

- ❖ Mount Olivet will be a voting member in the Condo Association

Funding is derived from the Ground Lease, with no additional capital campaign required

- ❖ The size of the church space will be dictated by the available capital from the Ground Lease

The Building Developer sells smaller portions of the building known as Condo Units to the Unit Owner

Land Owner
Building Developer
Unit Owner
Tenant

- The Unit Owner purchases a specific portion of the building from the Developer
- The Unit Owner pays condo fees, property taxes, and ground rent in addition to the purchase price of their unit
- The Unit Owner is responsible for the final build-out of their space (ex. dividing a daycare unit into individual classrooms)
- The Unit Owner’s purchase is limited to the term of the Ground Lease.
- The Unit Owner and Condo Association bear the vacancy risk.



Unit Owners & Ground Lease

The first purchaser of the condo unit agrees to own the space for 75 years; the price of the unit corresponds to the length of time the space is available for use.

In the event that a Unit Owner chooses to sell their unit:

- ❖ The sale of the unit is governed by the Ground Lease, Covenants, and Condo Bylaws
- ❖ The price of the unit will reflect a lease term that corresponds to the time left in the Ground Lease (less than the initial 75 years)

At the end of the Ground Lease, the Unit Owners no longer own the space and Mount Olivet takes over the land, building, units, and all improvements.

Mount Olivet may choose to amend and extend the Ground Lease at the end of 75 years.

The Building Developer sells smaller portions of the building known as Condo Units to the Unit Owner

Land Owner
Building Developer
Unit Owner
Tenant

- The Unit Owner purchases a specific portion of the building from the Developer
- The Unit Owner pays condo fees, property taxes, and ground rent in addition to the purchase price of their unit
- The Unit Owner is responsible for the final build-out of their space (ex. dividing a daycare unit into individual classrooms)
- The Unit Owner’s purchase is limited to the term of the Ground Lease.
- The Unit Owner and Condo Association bear the vacancy risk.



Vacancy Risk

Because individual units are sold, Unit Owners are obligated to pay for their unit and all ongoing costs (taxes, ground lease, condo fees) regardless of whether the unit is occupied.

Business sense dictates that Unit Owners will not continue to pay ongoing costs without a viable business and revenue to offset the occupancy costs.

In the event a condo unit is vacant for an extended period, the other Condo Unit Owners may use the permissions granted in the Bylaws to force the sale of the unit.

In some cases, the Unit Owner may enter into a lease agreement with a Tenant that actually occupies the space

Land Owner
Building Developer
Unit Owner
Tenant

- The Tenant signs a lease with the Unit Owner
- The Tenant’s lease may be for a shorter amount of time than that in the Unit Owner’s ground lease
- Tenants are governed through the hierarchy of the Ground Lease, Covenants, Condo Bylaws, and their individual leases

In some cases, the Unit Owner may enter into a lease agreement with a Tenant that actually occupies the space

Land Owner
Building Developer
Unit Owner
Tenant

- The Tenant signs a lease with the Unit Owner
- The Tenant’s lease may be for a shorter amount of time than that in the Unit Owner’s ground lease
- Tenants are governed through the hierarchy of the Ground Lease, Covenants, Condo Bylaws, and their individual leases



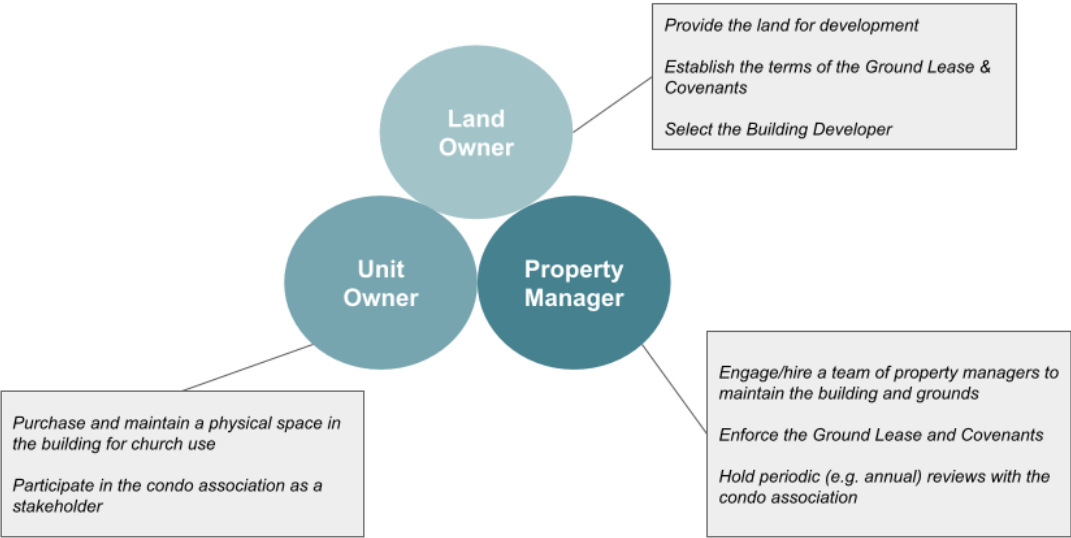
Who are the tenants?

- Example 1. If APAH is a Unit Owner, a tenant would be an individual living in a specific housing unit.
- Example 2. If Bright Horizons is a Unit Owner, a tenant could be the franchisee/operator for that specific location.
- Example 3. If an owner purchases a block of medical offices, a tenant could be an individual doctor.

What’s in it for me?

Land Owner	Building Developer	Unit Owner	Tenant (Optional)
Grow in our mission to serve the community by providing needed services	Access to develop land that would otherwise not be available	Access to fit for purpose space in a highly desirable location	Access to space in a highly desirable location
Grow the physical church space to expand our ministries without a capital campaign	Revenue from the sale of individual condo units	Ability to serve the community and/or grow a needed local business	
Generate revenue to support operating costs while maintaining ownership of the land (no sale required)			

Mount Olivet plays three key roles in the development and ongoing support of the parking lot site



Mount Olivet maintains a secure financial position and ownership of the land throughout the development process

Initial Development Agreement	<ul style="list-style-type: none"> Developer pays Mount Olivet either a lump sum or annual lease payments (or a combination) for the right to develop the land Developer finances building construction
Build-Out of Church Space	<ul style="list-style-type: none"> Mount Olivet uses proceeds from the Ground Lease to cover the build-out of the church use areas in the new building The size of the church space is dictated by the available capital from the lease
Ongoing Operating Income	<ul style="list-style-type: none"> If developer paid a lump sum: Mount Olivet invests the difference between the Ground Lease and the capital for the new space, with interest payments covering Operating Expenses If developer pays annual lease payments: Condo Unit Owners will continue paying their annual apportionment from the Ground Lease to Mount Olivet
Final Ownership	<ul style="list-style-type: none"> Condo unit ownership expires at the end of the Ground Lease The land, building, units, and all improvements are turned over to Mount Olivet Mount Olivet retains the ability to extend Ground Lease, if desired

4 Concept

The work of the initial 2019 Task Force contracted with architect Michael Foster (MTFA) for guidance. The “**CONCEPTS**” presented in this section were prepared by MTFA to illustrate how the Mount Olivet parking lot has the potential for a mixed-use development that embodies the principles, mission, and ministries of Mount Olivet. This is **CONCEPT ONLY** and does **NOT** represent a plan or proposal on the part of Mount Olivet.

The goal is to create compatibility, setback, and landscape with an urban edge along Glebe Rd., to be compatible with the scale of the neighborhood and the church while balancing economic value with compatibility as defined by the county zoning ordinance



The properties in consideration include Parcel numbers 07-029-013, 07-029-028, and 07-029-029, all across 16th Street from the main church property. Each of these is zoned R-6. The general land use plan (GLUP) allows for S-3A zoning for semi-public use.



Lot:	07-029-013	07-029-028	07-029-029
Area:	59,995 SF	10,953 SF	13,586 SF
Total SF:	84,534 Square Feet		

Current zoning allows for 1-12 houses on these combined lots. This isn't sustainable or necessarily the best solution for the community and church. Although rezoning would have challenges, examining the by-right building options for churches under S-3A zoning opens up potential options, including churches and church-related ministries. Special exceptions can be granted through a public approval process to the extent the use is deemed compatible with neighborhood, community, and county goals.

Given the location on Glebe Rd., a high-traffic county artery, close to and between Ballston, Metro, and Virginia Hospital Center, the site offers a compelling, but not guaranteed, case for increased intensity of use. Since the church property is fully surrounded by existing single family residential homes, resistance to change will be likely. The community context will (1) play a significant role in approval and (2) require that the design offers a sensitive transition from an institutional to a residential scale through architecture, landscape, and screening.

Several options to use the site as a church could be considered, which can be approved "by right" and for semi-public use, which could be allowed under the GLUP. In order to address future program needs for the church and an economic driver for stewardship, missions, and fiscal sustainability, a hybrid approach must be considered. It might be reasonable for a fully

independent (annex or mission) church worship facility that would be supplementary, compatible, and synergistic with the existing facilities, creating a community campus for Mount Olivet. As long as each site maintains an independent space for worship, the S-3A by right status could be justified. A worship space could be in the form of a multi-use hall that serves both for worship as well as youth recreation, community arts center, or another associated church mission space.

Once the by-right status is deemed established by zoning through worship and ministry space, the goal remains to create revenue generation that has a legitimate ministry mission of the church and yield potential revenue to cover redevelopment costs and offer a positive cash flow endowment for other church missions.

The R-6 zoning calls for a maximum of 56% lot coverage and a height of 35', which would limit the building to three levels. However, with a special exception, a "reasonable additional height" can be granted, and contextual precedent could allow for 60' or up to five stories at the corner of Glebe and 16th St.

Under the S-3A zoning, church and church-related ministries like daycare, education, affordable housing, and healing-related ministries can operate under a special use permit as an accessory to the church use. Just like many church daycare operations are a ministry of the church, they may be organized as a separate legal entity, with separate board of directors, to distinguish both unrelated income, which may be taxable and separated from liability that is not associated with the church.

While there is not a defined limit to area or floor area ratio (FAR), guiding principles based on precedent and reasonableness suggest that 56% lot coverage, sympathetic transition to the adjacent uses, and density can exceed residential zoning requirements, as long as it does not rival the Metro Corridor. For purposes of concept, a range between 1.5 FAR and 2.75 FAR was applied to determine potential value and minimum threshold of economy of scale to support any development revenue over time.

Given the above considerations, a number of options can be considered, including:

- *Maximum lot coverage based on setbacks established by zoning.* Although these provide the greatest total area, this strategy exceeds the allowable FAR for the property.
- *Variations on the connection of the community center and the church across 16th Street.* By opening the building's internal courtyard, the idea is to provide a welcoming gesture, create an engaging pedestrian experience along Glebe Road, strategically consider the existing lowered site topography on the west, and back up to the neighbors in a sensitive way.
- *Opening the courtyard intentionally toward the neighborhood on the west side of the site.* These models most effectively take advantage of the site topography to limit required excavation for parking while still creating visual interest and revealing activity at the pedestrian level.

Sketches of potential building footprints are provided below. Together, they will inform the character and guide the design direction for the final master plan for Mount Olivet.



5 Conclusions and Path Forward

Mount Olivet and the Committee are continuing to work on a number of initiatives to strengthen and position Mount Olivet as a stronger and more vibrant community in the years to come, including the work on the potential development of the parking lot.

A number of significant events, namely the global COVID pandemic, the upheaval within the global United Methodist Church, and the recent fire at Mount Olivet all present challenges in how best to move forward with this long-range planning. During its work, the Committee recognizes the challenges that a major construction effort brings to these efforts. Information learned from experts the Committee has engaged with indicate that any major development of the parking lot effort is years away - possibly 2 to 3 years once Mount Olivet votes on a decision to move forward to the next step.

However, the work of the Committee must continue to move forward with a goal of developing, implementing, and completing a development plan for the parking lot within a reasonable time. Furthermore, the idea of providing additional space for community services and Mount Olivet missions in the parking lot development provides a unique opportunity for the fire rebuilding effort to view the new space as a potential extension or alternative use for the rebuilt fire space. Finally, it is not the Committee's intention to supersede or otherwise impair the work of the fire rebuilding or other efforts aimed at Mount Olivet's recovery of recent events.

With these issues in mind, the Committee believes the next step is to engage with a commercial real estate broker to pursue options for engaging with a developer. Engaging with a commercial real estate broker neither commits Mount Olivet, from a contractual standpoint with a developer, nor incurs costs to be borne by Mount Olivet. Work of the Committee to date has laid the groundwork for moving forward.

The Committee's research and conversation with commercial real estate broker Cushman and Wakefield (C&W) concludes that C&W (or others) can properly guide Mount Olivet forward on this journey and vision for the development of the parking lot in a manner that does not commit Mount Olivet resources - but only provides more information and guidance that will help Mount Olivet mature its vision for future property development.

Most importantly, the Committee wants to hear from you. Please take a moment to give us your thoughts and input by completing this brief [survey](#).

6 References

[June 27, 2022, Report of the Task Force Exploring the Potential for Development of the Mount Olivet United Methodist Church Parking Lot in Arlington, VA., Mount Olivet Task Force](#)

Appendix A

Mount Olivet Parking Lot Summary of Responses from Survey #1



Mount Olivet Parking Lot Summary of responses from Survey #1

Objectives

Lay the groundwork for upcoming small group and Town Hall discussions

Gather input from stakeholders to guide the process of aligning the ministries and mission of the church with financially viable services needed in Arlington by asking about:

- Mission
 - What is going on at Mount Olivet that God has blessed?
 - What is NOT going on that God is calling us to do?
- Community
 - Who is our community?
 - How do we fit?
 - What is the impact of our location?
- Financial Stewardship
 - What is the long-term stewardship vision of a mixed-use space?



Approach and Response

Outreach

- Email with survey links to members and newsletter subscribers
- Postings on the Mount Olivet portal
- Bulletin and weekly newsletter announcements
- Invited neighboring civic associations to participate

Survey

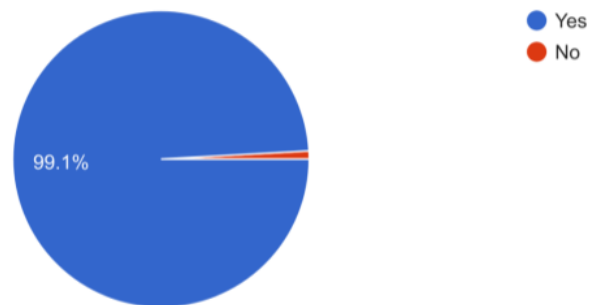
- Guided by Mission, Community and Financial Stewardship
- Five subject areas
- Twenty eight question
- Open for 51 days ending December 31

Response

- 113 responses
 - 95 members
 - 12 non-members that attend
 - 6 non-members
- Greater response from older, longer-term members

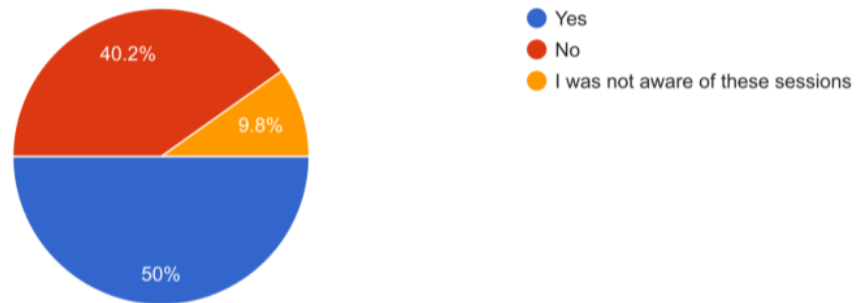
1.1 Are you aware that the Mount Olivet Study Committee and congregation are undertaking this effort?

113 responses



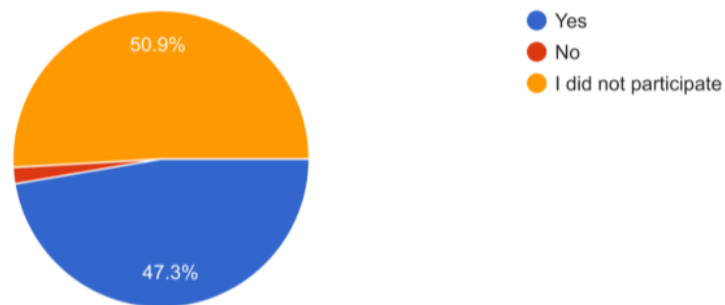
1.2 Did you participate in any small-group discussions, listening sessions or Town Hall meetings regarding the future of the parking lot?

112 responses



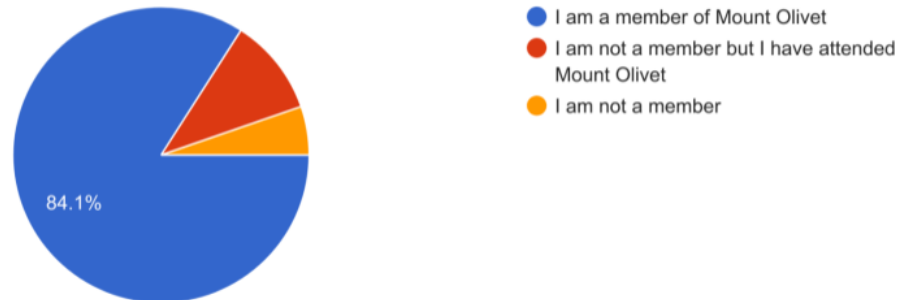
1.3 If you participated in small-group discussions or meetings regarding the future of the parking lot, did you find them helpful?

112 responses



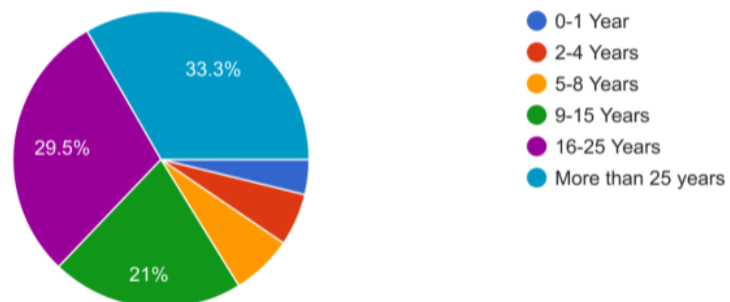
4.1 What is your relationship with Mount Olivet

113 responses



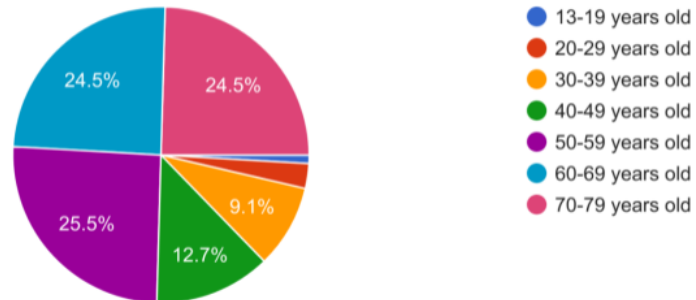
4.2 How long have you been a member of Mount Olivet United Methodist Church?

105 responses



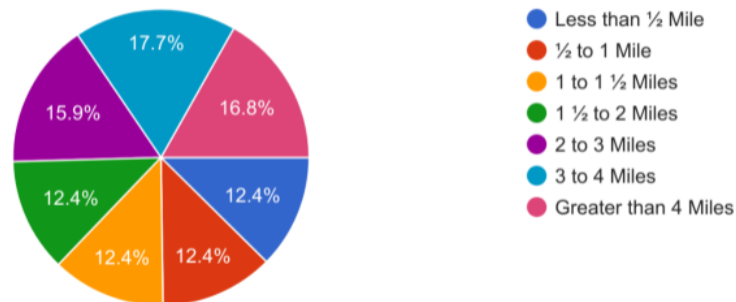
4.3 How old are you?

110 responses



4.4 How close do you live to Mount Olivet?

113 responses





Mount Olivet Community Center

2.1 Choose three short phrases that you would use to describe Mount Olivet to others.

Phrase	Count
Friendly to all kinds of people	56
Good for families	39
Cares about social issues	28
Works on social issues	26
Meaningful sermon/ message	25
Fun programs for kids	19
Warm and inviting	18
Small groups I enjoy	16
Music I go home humming	13
Supportive and fun programs for teens	12
Different musical styles	11

Phrase	Count
Bible/Gospel message in a way I can understand	11
Informal and open feeling	10
Place where my family can grow	8
Caring	8
Works to solve root issues in community	6
Preaching I can use in everyday life	6
Puts money where its mouth is	3
Kids music	3
Solos/newcomers feel comfortable right away	2
wealthy landlord	1
Community Service Projects	1

2.2 What can you envision in a new ministry space? Give special thought to what can enhance Mount Olivet ministry efforts.

What Can You Envision?	Count
Something innovative like La Cocina	60
Café or other informal gathering space	51
Larger meeting area	32
More/separate space for kids	29
Gym	26
Classrooms	22
Kitchen	19
Space that could be used for ministry to the homeless (including showers	2
Office hoteling spaces (like WeWork) for local nonprofits or nonprofit startups	2
Affordable Housing for Seniors and Families	2
Child care that is distinctive--perhaps centered on immediate n'hood	1
Other:	4

These features would be included as part of the other portions of the project, separate from the Mount Olivet Community Center space

2.3 What in a church/ministry space might be compelling to those who do not attend Mount Olivet yet?

Compelling Ministry Space	Count
Warm welcoming atmosphere	81
Convenient parking	66
Café	42
Mingling area	40
Good traffic flow/no congestion	30
Relevant programming	1
Not making traffic worse on Woodstock St	1
Inviting space for music/youth/coffee/edu groups	1

2.4 What other ideas do you have for a Mount Olivet Community Center?

Let's envision two activities that could serve and attract the opposite "ends" of the population--children and older adults--in some distinctive way that helps to GROW Mt. Olivet itself. We do not need to replicate what others are doing. - *Mount Olivet member*

<i>Response Category</i>	<i>Count</i>
Community Outreach	19
Gym/Performance/Activity Space	11
Other	5
Non-supportive	4
Physical appearance (windows/light/parking/etc)	3
Generate revenue for MTO	3

2.5 At the end of the day, what do you think is the most important thing the Mount Olivet Community Center needs to achieve?

<i>Response Category</i>	<i>Count</i>
Community Outreach and good neighbor	53
Accommodate growth	11
Financial stability	5
Physical appearance	2
Non-supportive	2
Maintain adequate parking	2
Third-party management	1

2.6 What would "success" look like to you for the Mount Olivet Community Center?

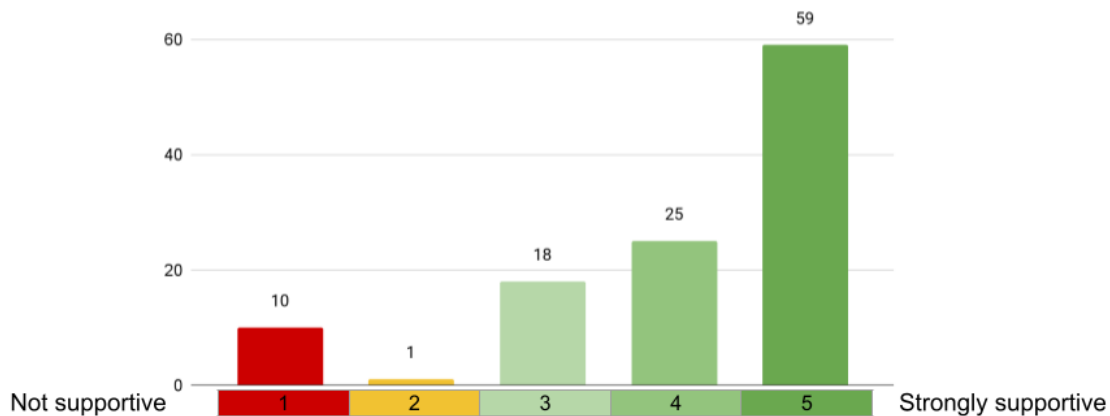
Fine looking building that "fits" in with the neighborhood and provides services to parishioners and the community - *Multiple responses*

Response Category	Count
Vibrant frequently used space	19
Positive community impact and outreach	18
Space for fellowship - members and non-members alike	12
Financial stability and support for other ministries	9
Supports growth	4
Income, outreach, space and parking	4
Redundant to other Community Centers	2
Physical appearance, appropriate size/density	2
Integrated with main church	2
non-supportive	1



Tenants/Occupants other than the Mount Olivet
Community Center

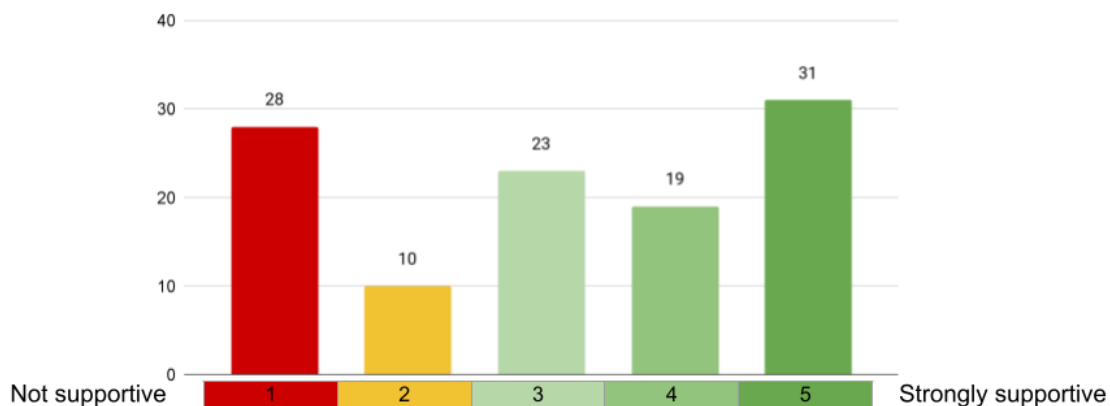
3.1A How do you feel about having **Child Care** as one of the paying tenants in the building?



3.1B Tell us why you ranked Child Care the way you did.

Response Category	1	2	3	4	5	Grand Total
More is needed			1	15	33	49
No Comment	2		3	5	10	20
Good outreach				3	13	16
Already have MTO preschool	4	1	8		1	14
Subsidize for low-income			2		2	4
Neutral			2	2		4
Not a core mission of MTO	3					3
Not profitable	1		1			2
Does not affect me			1			1
Grand Total	10	1	18	25	59	113

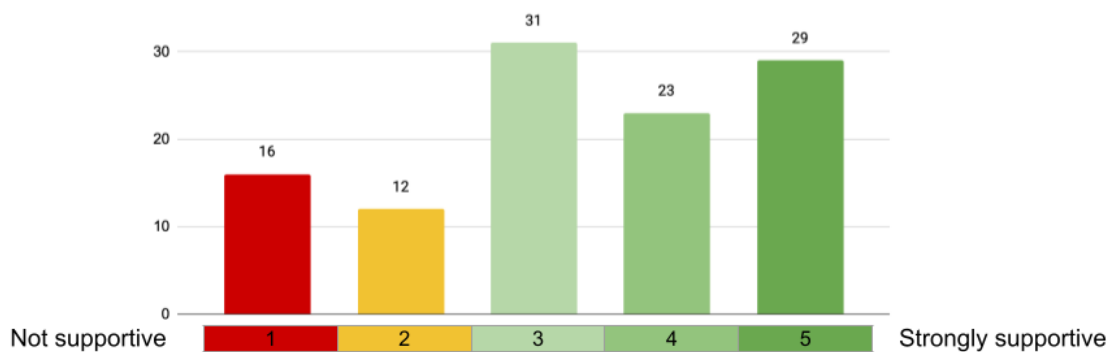
3.2A How do you feel about having **Affordable Housing** as one of the paying tenants in the building?



3.1B Tell us why you ranked Affordable Housing the way you did.

Response Category	1	2	3	4	5	Grand Total
Fills an important need			2	12	23	37
No Comment	9	4	7	4	7	31
Not a core mission of MTO	8	1	1			10
Parking/traffic/congestion/overcrowding	2	2	2	2		8
Other options are available	4	1	1			6
Management burden	2	1	2	1		6
Neutral			5			5
Not profitable	2		2			4
Limited space/impact		1	1			2
Other	1					1
Good outreach					1	1
Grand Total	28	10	23	19	31	111

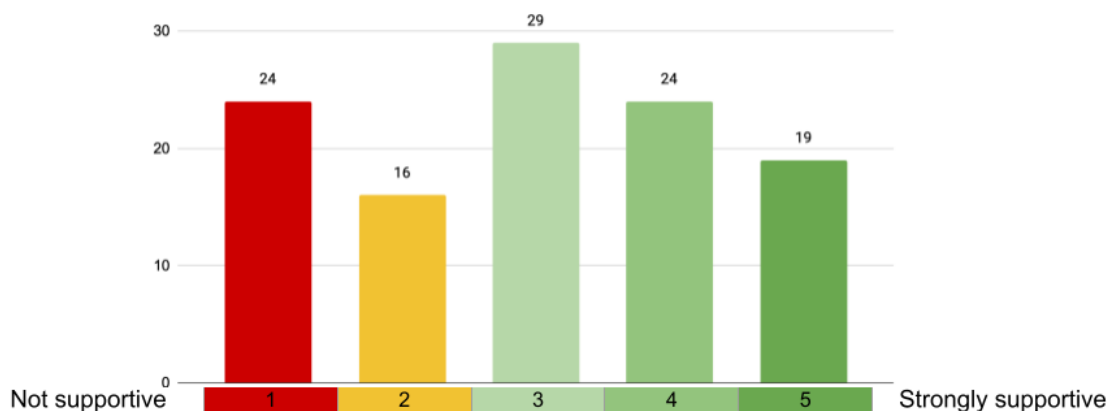
3.2A How do you feel about having **Senior Affordable Housing** as one of the paying tenants in the building?



3.1B Tell us why you ranked Senior Affordable Housing the way you did.

Response Category	1	2	3	4	5	Grand Total
No Comment	5	6	12	8	6	37
Fills an important need			2	12	21	35
Limited space/impact	1	2	5	1		9
Neutral			7	1		8
Not a core mission of MTO	5					5
Management burden	1	1	3			5
Other options are available	2	2				4
Not profitable	2		1			3
Location, liability, parking, congestion		1	1	1		3
Good outreach					2	2
Grand Total	16	12	31	23	29	111

3.2A How do you feel about having **Medical Offices** as one of the paying tenants in the building?

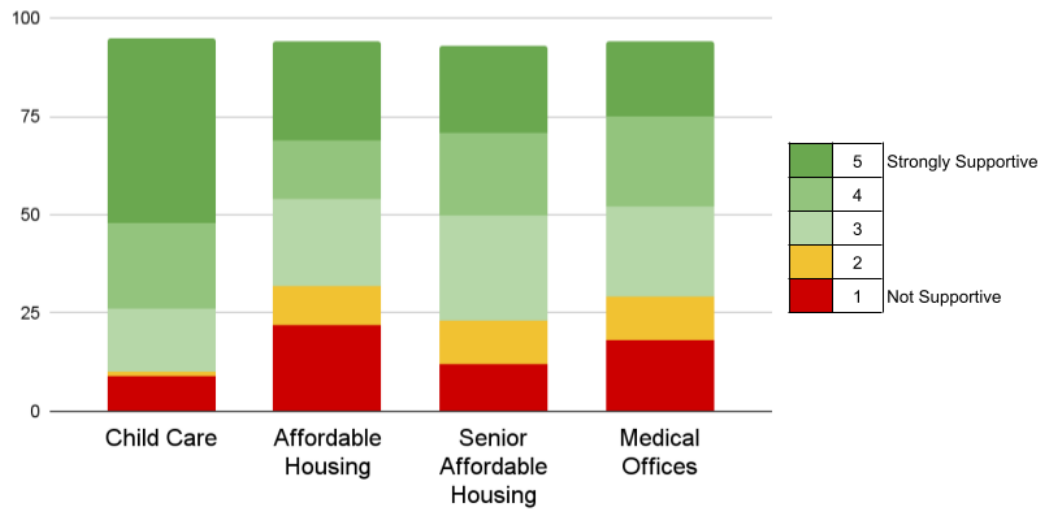


3.1B Tell us why you ranked **Medical Offices** the way you did.

Response Category	1	2	3	4	5	Grand Total
No Comment	8	6	7	5	4	30
Profitability/margins (yes and no)			3	9	6	18
Other options are available	6	7	4	1		18
Fills an important need			5	3	6	14
Not a core mission of MTO	6	1	3			10
Outreach including affordable services	1		4	1	2	8
Parking, space, congestion		1	1	2	1	5
Objects to this	3	1				4
Neutral			2	1		3
Lesser management burden				2		2
Grand Total	24	16	29	24	19	112

Composite view of Mount Olivet members

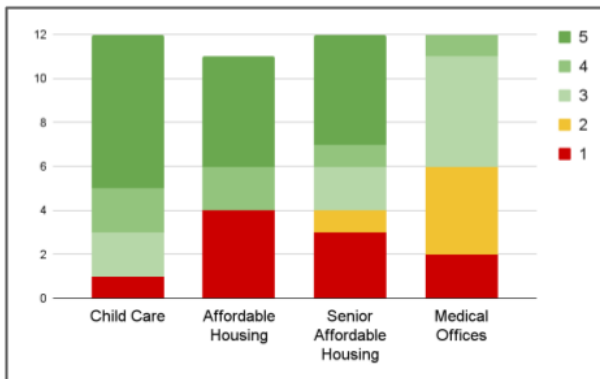
95 responses



How did non-members vote?

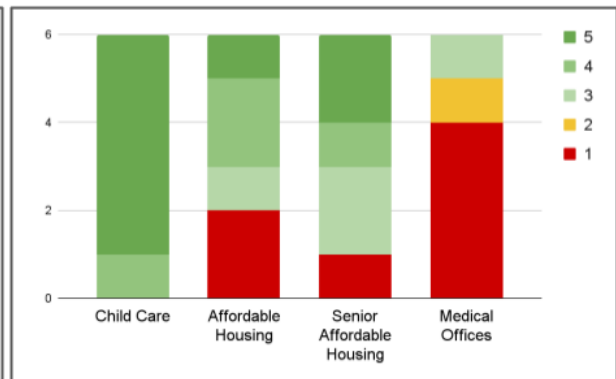
Non-members that attend

12 responses



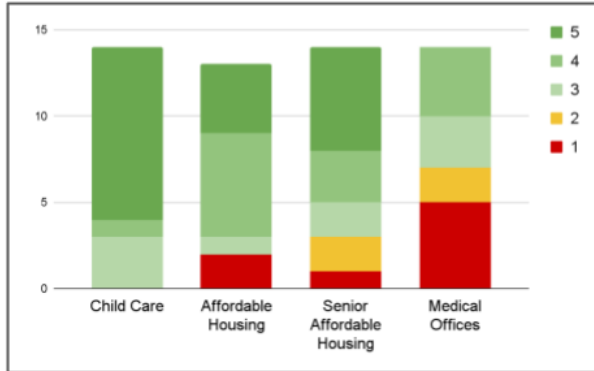
Non-members

6 responses

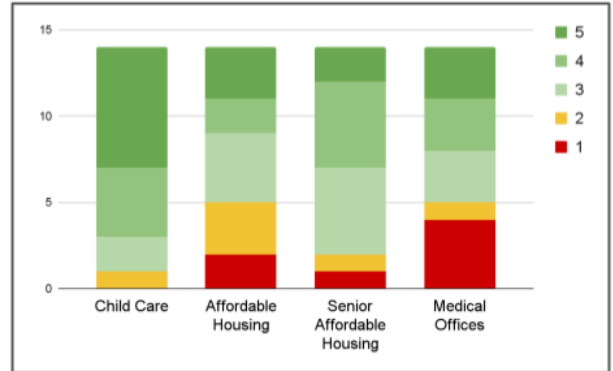


How did our neighbors vote?

Less than ½ mile
14 responses



½ to 1 mile
14 responses



5.5 What is the one question you'd like to know the answer to regarding the parking lot development?

Question	Count
What is the financial arrangement and what, if any, impact will it have on Mount Olivet's budget?	11
What is the likely timeline?	8
Is this project being driven by the Missions of Mount Olivet?	8
What will be the size, height and environmental impact of the Community Center and other buildings?	7
What will be the impact to our neighbors?	5
Where will we park during construction?	4
How much parking will be available for Sundays	4
How are other churches addressing this kind of opportunity?	2
How will the decision be made?	1
How is traffic being addressed?	1

Concluding Remarks

- The Mount Olivet Parking Lot Study Committee thanks you for sharing your thoughts and insights about the development of the parking lot.
- A series of forums, discussion groups and presentations are being scheduled that will address the topics and questions raised in this survey. In particular:
 - Experience from other projects
 - Governance and management
 - Financing and how the project will NOT require a capital campaign or impact Mount Olivet's budget
 - Differentiating the Mount Olivet Community Center as a separate entity from the other operations
- The [FAQs](#) on the Mount Olivet website are being updated to address the specific questions asked in Question 5.5 (Slide 30). Check back for updates.

Appendix B

Mount Olivet Parking Lot Summary of Responses From Small Group Discussions

During April and May 2023, the Mount Olivet Parking Lot Committee hosted a series of small group discussions with Mount Olivet members regarding their thoughts, views and opinions on the future use of the Mount Olivet parking lot. These small group discussions were designed to compliment and build upon the information that was gathered from the written survey that was disseminated during the last part of 2022.

The small discussions were guided by a questionnaire. The groups were led by a facilitator. A scribe was also present to record the responses from participants. A copy of the small group questionnaire and facilitator guide is included as an attachment to this summary.

The Logistics

The Parking Lot Committee announced seven small group discussions to be held. They were held on the following dates:

- April 16, 2023 (In-person)
- April 23, 2023 (In-person)
- April 30, 2023 (In-person and Zoom))
- May 7, 2023 (Session 1- In-person and Zoom)
- May 7, 2023 (Session 2- In-person and Zoom)
- May 10, 2023 (In-person and Zoom)
- May 14, 2023 (In-person and Zoom)

To note, the May 10, 2023 session had no participants.

For the remaining six sessions, a total of 47 individuals participated in the small group discussions.

The remainder of this summary provides an overview of responses to each of the 10 questions from the survey.

Icebreaker Questions:

1. Are you a member of Mount Olivet and if so, for how long?

When this question was asked by the facilitator, the participants responding were generally skewed to being longer term Mount Olivet (more than 10 years a member), with the greatest number being a member between 15-30 years.

2. As you come here today for this discussion, and looking at the spectrum below, where would you place yourself in terms of your overall feelings about the Parking Lot Committee and the assessment of the parking lot property?

- I am very concerned
- I am somewhat concerned
- I have no concerns or excitement
- I am somewhat excited
- I am very excited

When this question was asked by the facilitator, the participants responding were generally split between being very concerned and being very excited, with many participants indicating they felt both at the same time.

Among the responses from those who they were very concerned, the reasons they raised for their concern included:

- The impact of any project on the Church's finances, both short and long-term. The impact of the recent fire in the current church building.
- The degree to which any project is in sync with Mount Olivet's mission

- The degree to which any project is in sync with the needs of the Arlington community.

Among the responses from those who were very excited, the reasons they raised for their excitement included:

- The impact of meeting community needs.
- The impact of having something to be excited about.

Potential Uses of a Building on the Parking Lot Questions

The Parking Lot Committee is currently examining how a building on the parking lot property may be available for public use, as well as for use by the Mount Olivet congregation

Public Uses

3. The Parking Lot Committee is reviewing a number of uses for the public space of a building. In doing so, what factors should they take into consideration (cite examples below to generate discussion)?

- **Needs of the immediate neighborhood community**
- **Needs of the overall Arlington community**
- **Compatibility with Mount Olivet Mission**
- **Environmental impacts**
- **Traffic impacts**
- **Others, as raised**

When this question was asked by the facilitator, the participants responding generally agreed that the following factors that should be considered for the public use portion of a new building:

- Compatibility with the Mount Olivet mission;
- Environmental concerns, including water run-off;
- The needs of the overall Arlington community; and,
- The traffic impacts, including parking.

There were a number of other issues that the small group participants raised. Most notable were:

- The necessity of having additional space for Mount Olivet uses;
- The financial considerations, both short-term and long term;
- Understanding the division of space between public use and Mount Olivet use (why the separation of uses?); and,
- The current decision making process of this effort and the impact on the congregation.

4. Are there specific uses you favor or not favor and why (cite examples below to generate discussion)?

- **Medical/Professional Offices**
- **Child care business:**
- **Small commercial/retail businesses**
- **Others, as raised**

When the question was asked by the facilitator, the participants responding were most supportive of using the public space for daycare/child care. Participants also expressed support for affordable senior living accommodations. They were less supportive or in opposition of using the public space for commercial-based activities. Participants tied their concern with parking to their responses to this question.

Other issues raised with responses to this question included:

- Ensuring Mount Olivet had a clear “say” into the public uses of a building;
- Establishing clear criteria for evaluating public uses and to balance uses against the criteria;
- Understanding the needs of Arlington County by talking with County officials; and,

- Supporting existing community services, such as the Boy Scouts and Alcoholics Anonymous.

Mount Olivet Uses

5. The Parking Lot Committee is reviewing a number of uses for the Mount Olivet space of a building. Taking into account raised as they pertain to the public uses of the building, are there specific uses you favor or not favor (cite examples below to generate discussion)?

- **Additional/alternative worship space**
- **Adaptable community space for activities (space for the Arts or Athletics)**
- **Accommodations for out-of-town mission or event groups**
- **Others, as raised**

When this question was asked by the facilitator, the participants responding generally raised the concerns about the need for additional church space as well as the implications of parking. If additional space were provided, several ideas were presented, including,

- Expanding community assistance activities;
- Moving the kitchen from the current space to a new space;
- Having some sort of multi-purpose space.

Again, the issues of parking and financial/revenue considerations of the new space for Mount Olivet came up.

6. Based on your answer to the previous question, to what degree are you concerned with the capacity for the Mount Olivet ministers and/or staff to manage this additional space?

- **I have no concerns**
- **I have some concerns (what are the concerns)**
- **I am very concerned (what are the concerns):**

When this question was asked by the facilitator, the participants responding generally acknowledged that any new space would have an impact on current staff responsibilities, particularly for the Church Administrator.

Potential Financial impacts of a Building Project Question

7. The Parking Lot Committee is assessing options to finance options to support a parking lot project that do not include a congregational capital campaign or sale of the parking lot property. How does having this knowledge affect your feelings on this project?

- **It makes me feel more supportive of the project:**
- **It makes me feel less supportive of the project**
- **I feel the same about the project**

8. Can you provide thoughts on your reaction.

When these questions were asked by the facilitator, the participants responding indicated the following:

- For those who felt more supportive of the project, the prevailing sentiment was that if the project was self-financed and provide a revenue stream to the congregation, they were fine with the approach.
- For those who felt less supportive of the project, the concerns expressed were:
 - the congregation may be handing over the property and create something that would not achieve Mount Olivet's mission;
 - the concern that the project may fail in the future and there is no plan for that; and,
 - the possibility that the congregation should have a financial investment in the project and pay for part of the project.

General comments in response to this question again focused on financing/funding options as well as the short term and long-term risks of undertaking a development project.

Potential Issues of Mount Olivet Operations During a Building Construction Phase Question

9. Should any project commence on the parking lot property, the Parking Lot Committee is aware of issues that may impact Mount Olivet's mission and operations during construction, including access to the current building for worship and daily activities, as well as parking and general safety around the mount Olivet property. Can you articulate any other issues/concerns for the Parking Lot Committee

When these questions were asked by the facilitator, the participants responding indicated that parking, disruption of Mount Olivet activities and communications with the neighbors were the three major issues associated with concerns during a construction phase.

Other Issues/Concerns to Be Raised

10. What other information or actions or considerations would you like the Parking Lot Committee to communicate or consider as their work moves forward (cite examples below)?

- **Additional survey(s) of the congregation**
- **Additional opportunities for presentations on the potential use(s) buildings and pros/cons of each potential use vis-à-vis the community and Mount Olivet**
- **Additional opportunities for presentations on potential financing options for a building and pros/cons of each option**
- **I am satisfied with the information presented to date**
- **Other ideas from this discussion**

When these questions were asked by the facilitator, the participants responding were appreciative of the Committee's outreach and updates of its work to the congregation.

The remaining comments fell along two strains of thought- one the one hand, participants were excited about the potential for the parking lot and a plan for development. On the other hand,

there was a general consensus of caution and that additional time, thought and reflection needs to occur as the implications of any plan for the parking lot is being considered.

For purposes of this last question and to document the breadth and scope of responses to this question, the responses provided and documented by the scribes for each of the sessions are presented below:

- Can't stay status quo and remain a vibrant community.
- Do we have an idea about what the neighborhood thinks?
- They might believe the new construction would reduce their property values, but there is a chance this would increase their property values.
- We should look at property values around Gilliam place or church in Clarendon or other developments like what we are proposing to see if property values increased and share that back with the neighborhood.
- This project could bring in new members if the programs we house help people/ provide favorable view / stimulate interest in Christianity
- Kudos for communication so far—it is on us (the congregation) if we don't know what is going on with the parking lot
- Should present a plan for how much upfront money is needed, we need to pay someone for upfront design
- Control—if developer controls property, maybe we just need liaison, but then how does MO maintain influence over project
- Coalesce around options, then time to do market analysis, need data gathering to share
- Wondering about other projects in the vicinity—is there info and lessons learned shared? (Response, yes this is on website)
- Halls Hill—we should be interactive with that community on this project, how can it benefit them. Get other church's input. Specifically targeting that community--Mount Salvation Baptist and Calloway UMC.
- Is associate parsonage in the mix? (Response, no, not at this time)
- Need to maintain some quantity of green space on this lot.
- Environmental focus, can pkg lot support the needs of sanctuary? Solar?
- If revenue neutral, may reduce engagement/limit interest in the process
- More open discussion about the project and transparency
- What is the status of the area damaged by the fire?
- May end up coupling fire issues with the parking lot
- However, linking the two issues may delay repairs
- Given construction, can we live with the disruption?
- Issues of parking raised
- All this may be premature given:

- Mount Olivet's response to LGBTQ issue and becoming a reconciling congregation
- COVID
- The Fire
- Membership trends
- Great opportunity but premature
- Continue long range planning may be advantageous
- Church revitalization needs a similar effort as the Parking Lot Committee