

# **SITE AND FACILITY MASTER PLAN 2018**

## **ST JOHN'S UNITARIAN UNIVERSALIST CHURCH**

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# SITE AND FACILITY MASTER PLAN 2018

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*for*

*St. John's Unitarian Universalist Church  
320 Resor Road  
Cincinnati, Ohio 45220*

*Prepared by  
Childress & Cunningham Architects  
and BTH Construction Delivery*

## *Document Revision History*

Issue	Date	Description
1	2018-12-07	Format Review
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3	2018-12-18	Client Review
4	2018-12-21	Issue to Client
5	2019-02-15	Revision 1 – Issue to Client

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# Executive Summary

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This document and the elements within this Site and Facility Master Plan (SFMP) delineate the anticipated facility-planning, utilities, and logistics requirements to meet the church's Statement of Planning Needs (SOPN)<sup>1</sup>. The study team was comprised of representatives from organizational and ministry groups of the church<sup>2</sup>. The team proceeded to prepare a SFMP which would provide the following information:

- Identify the crucial facilities needs for the church to continue and grow operations.
- Incorporate findings and plans from ongoing initiatives and current church practices.
- Incorporate the latest developments in sustainability and energy efficiency.
- Provide a comprehensive plan to achieve the desired planning goals for the church while protecting the investment of the existing building and future facilities improvements.

These objectives were combined with a review of the existing facility, a study of the church's operational goals, a thoughtful understanding of the tenets and needs of the congregation. The team consulted with Childress & Cunningham Architects for master planning, and proceeded through a consensus-based methodology as a guide to reach these recommendations.

The direction was to achieve a phased set of capital projects to maintain the existing facility and enhance the building to meet the church's evolving goals. The final option recommendation is shown on page 19. This plan includes a strategy to upgrade the sanctuary shell and mechanical systems, renovate the lobby and create a new entrance point from the north, introduce a new elevator, and address spatial needs by reconfiguring rooms on all three floors.

Several more intensive options that included portions of new-construction were evaluated, but ultimately deemed to be too disruptive to continuing operations or not enough value added for the expense. Reviewing and prioritizing individual items has led the team to an appropriate solution that addresses as many important items within the budget and timeline constraints.

While many of the phased items can be completed individually, these upgrades have been bundled into discrete phases to assist with financing and scheduling. Each phase is intended to be completed in batches but can be done together if funding is in place.

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1 Refer to Appendix B for original SOPN document.

2 Refer to Appendix A for team lists.



# Introduction

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## Purpose and Goals

This document is the first implementation of a master planning process at the St. John's church facility. In 2018, the church requested the services based on a desire to understand the use and growth constraints of the existing building. It was evident to the church leadership that the facility was hindering the congregation's goals and operations. The scope of work for the project included the preparation of a conceptual master plan to establish the extent and nature of any planned renovation, expansion, or improvements for the facility to meet the needs outlines in the SOPN. The basic goal of the master planning team was to understand the existing facility, it's planning needs, limitations, and opportunities in order to provide a phased implementation process.

The SOPN for a church is much different than a business. The planning needs are not productivity-based, but goal and situational-based. The spatial and design needs of the church can be categorized as either empirical (the building needs restrooms and a roof) or theoretical (the congregation needs a sustainable and educational home). The master planning process has been implemented to organize consensus and identify the priorities of the congregation and leadership.

Future changes in the planning goals, particularly those with differing directions, should be cause to reevaluate this strategic plan. Otherwise, it is recommended that this strategic plan should be refreshed in 2023 or if the facility undergoes a dramatic change to keep it current.



Figure 1: Front facade (photo 1992).



## Background and History

St John's congregation began in Cincinnati in 1814 and built the facility at 320 Resor Ave in 1952. Previously, the site had a residential structure on it. The International Modern aesthetics of the sanctuary addition, completed in 1960, is unique within Cincinnati and was designed specifically to match the goals of the St John's church. The facade is simple and highly symbolic: it includes three projecting vertical window slits that direct sunlight at the year's equinoxes and solstice. The existing church facility has been built as a series of additions and renovations over time, including the sanctuary and a multipurpose room on the northeast.

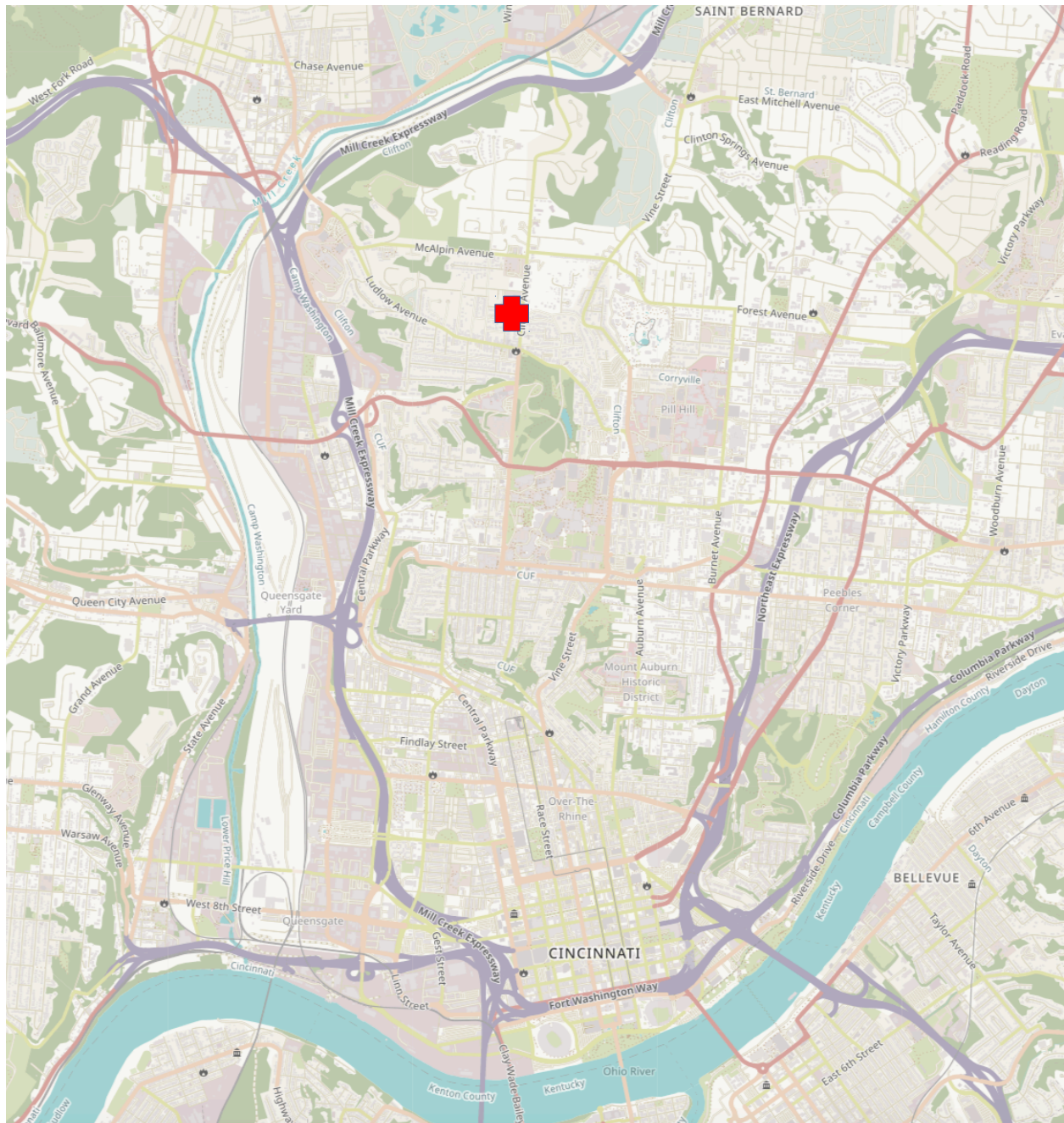


Figure 2: Map of Cincinnati

## Existing Site Conditions

The facility is sited in the middle of a large city lot measuring 120' x 320' in a residential section of the Clifton neighborhood in Cincinnati, Ohio (Figure 2). The site is generally orthogonal, with Resor Ave on the south side of the lot, a parking lot for the Clifton Fairview Public School on the north, and residential properties to the east and west (Figure 3). The parcel is zoned SF-10, which is a low-density single family zoning district. The City of Cincinnati Zoning Code schedule 1403-05 allows for conditional use for religious and education buildings if approved by the Zoning Hearing Examiner. Vehicle traffic arrives by Resor Avenue to park on the street or in the lot on the north, or guests park in the adjacent school parking lot and walk between the sites. Figure 4 clearly shows the three primary building masses. The sanctuary on the south, the offices on the northwest, and the lobby and multi-purpose space on the northeast.

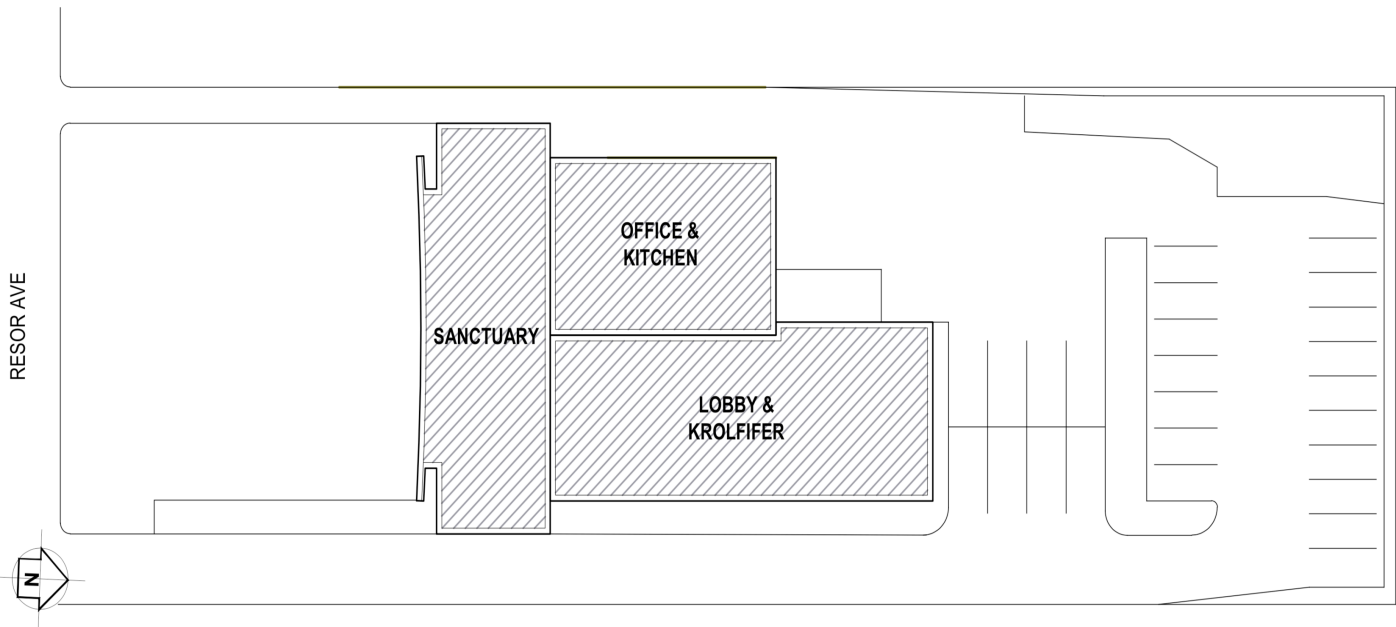


Figure 3: Site plan





# Data Gathering

## Existing Facility

We divided the spaces of the existing facility into 6 spatial categories based on their use.

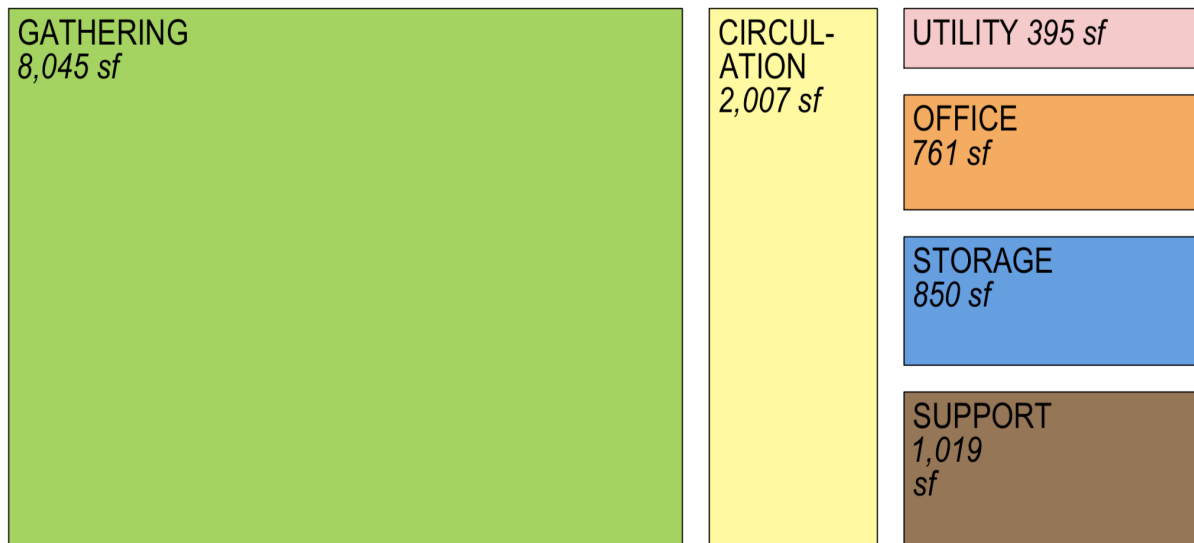


Figure 5: Area Summary

Each spatial category shown in Figure 5 combines the areas of net square feet of all rooms that fit under each category.

Gathering includes the sanctuary, chapel, classrooms, ministry, library, and Krolfifer.

Support spaces include restrooms, kitchen, coat room, and the printer room.

Storage includes closets and the music library.

Offices include the first floor office area, one office space in the basement, and the pastor's and choir office on the second level.

Utility includes the boiler room.

Circulation includes the stairways, the entry lobby, and the dedicated corridor space.

The planning process takes these values as a starting point and evaluates the facility's need for more or less space based on usage, constraints, and the organization's goals.

## Facility Analysis

To gain an understanding of the existing facility, its organization and operations, the building is organized by spatial use and studied using different diagrammatic representations. The different colors refer to the use types of each space (See Figure 6). The different building levels are similarly identified using the same system of functional areas (See Figure 8, Figure 7, and Figure 9). They are again summarized by function using a pie chart (Figure 10) to show percent of whole. Finally, those areas were graded to determine the ease of relocation (Figure 11).

### Functional Systems Diagram (Spatial Organizational Chart)

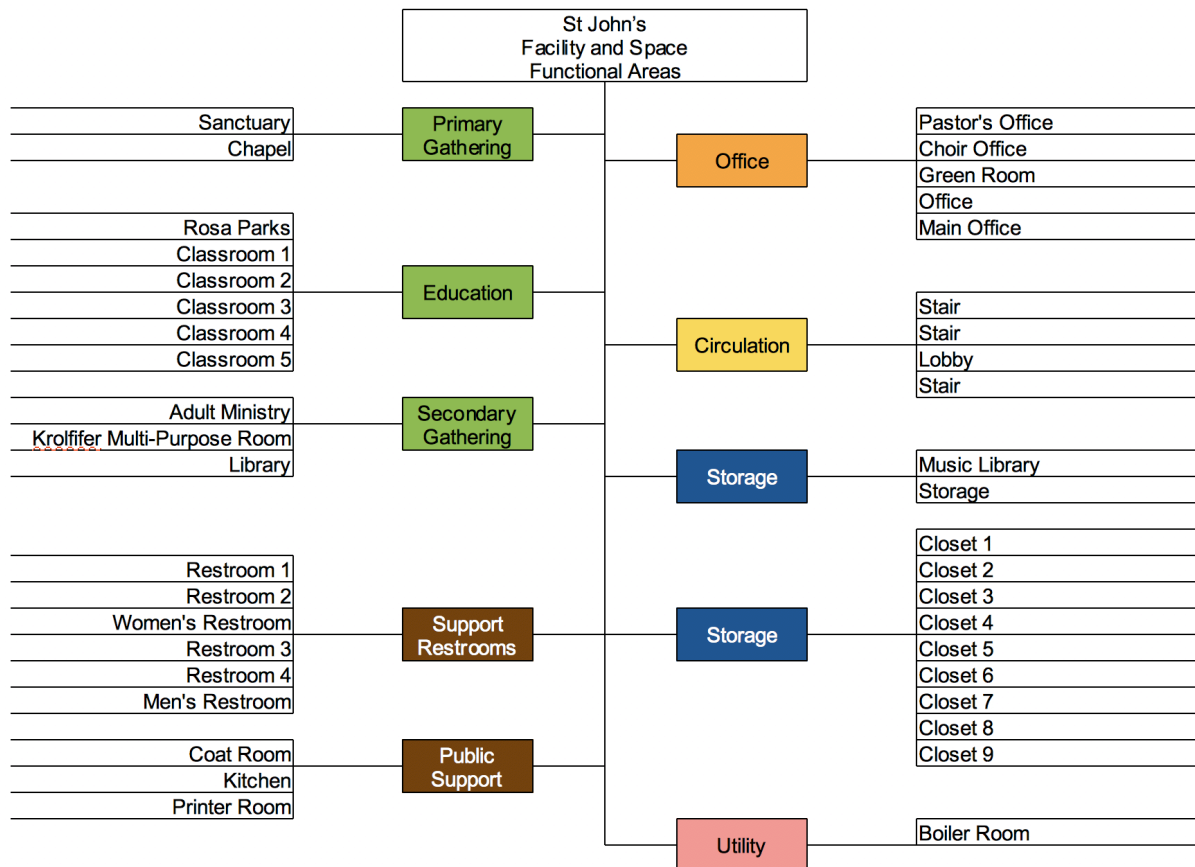


Figure 6: Functional systems breakdown by area and operation.

Existing Facilities Functional Diagram by Level



Figure 7: Lower Level Floor Plan.



Figure 8: Ground Level Floor Plan.

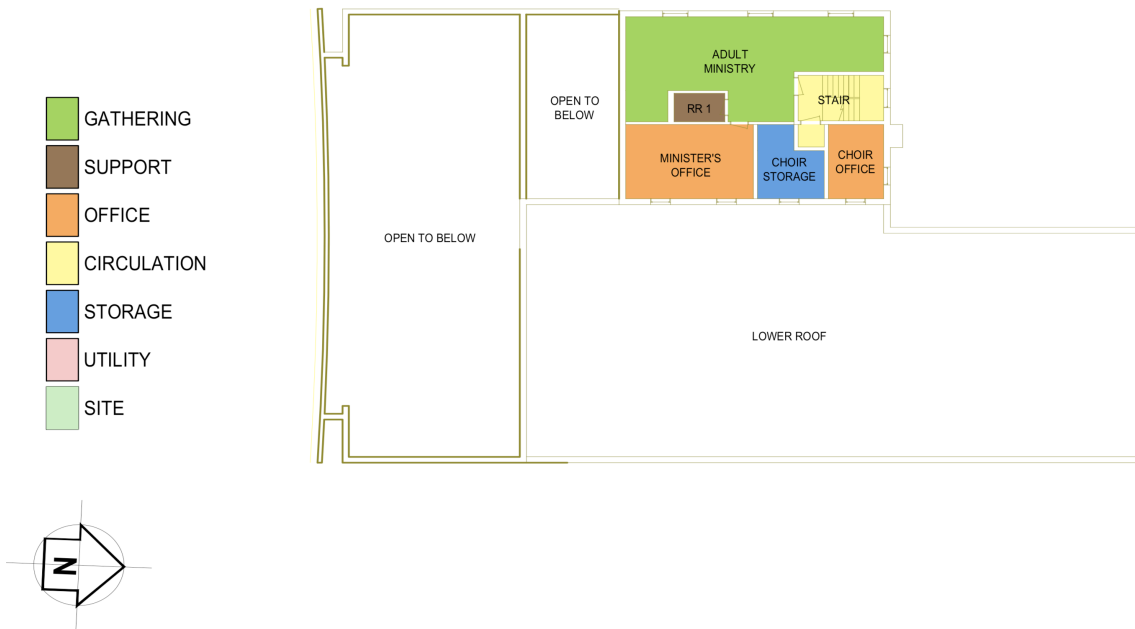


Figure 9: Upper Level Floor Plan.

## Space Assessment – Current Usage

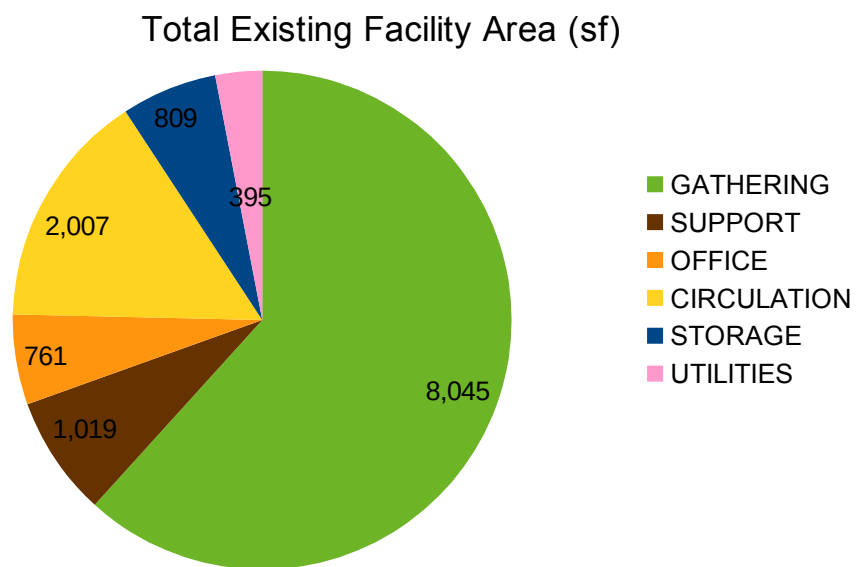


Figure 10: Chart showing current facilities space usage by function.



## Element Hierarchy

Members of the planning team identified those areas that important to remain (anchor), have some important characteristics (limited potential) and relatively easy to adapt or relocate (opportunity):

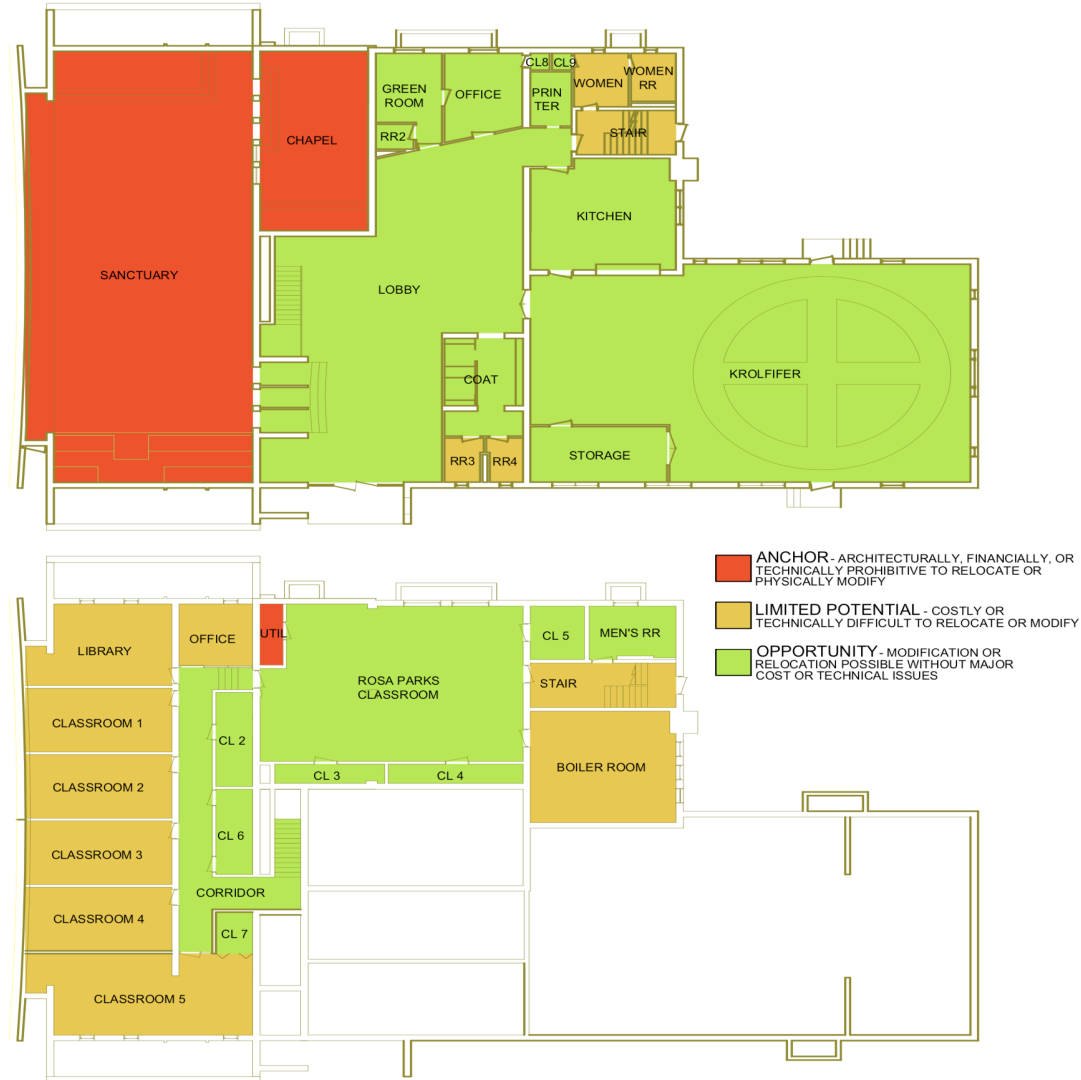


Figure 11: Element hierarchy diagram plan.

Those items defined as anchor elements cluster around the church sanctuary, including the architectural entry sequence, and any structure and design elements that help support the unique sanctuary space.

Areas that were identified to have important characteristics include the large lobby space near the sanctuary, a public office, and the centrally location kitchen space that acts as the heart of the building.

## Needs Assessment

Needs: The requirements for the facility to remain useful.

**Roof and Window** – Deferred maintenance on existing structure elements in the sanctuary and chapel must be completed, including repairing or replacing windows and repairing roof leaks.

**Heating and Cooling** – The sanctuary and public spaces are not properly served with appropriate heating and cooling to allow full use of the spaces. The existing system will need to be re-engineered, likely resulting in equipment and duct replacement.

**Accessibility** – Accessibility to the primary spaces is rudimentary, through a difficult entrance path, and outdated lift systems between the lobby and sanctuary, and stair climber from the lobby to the lower level classrooms. Current restrooms are not accessible. A fully accessible entrance, vertical circulation path, and restrooms are needed to provide universal access to the facility.

**Sustainability** – In support of the 7<sup>th</sup> principle of the Unitarian Universalists Congregations Covenant, the facility needs to decrease energy and utility usage throughout the facility, thereby increasing its overall environmental sustainability.

## Initiatives

Facility-based goals originating from specific organization groups.

**Membership** – Provide inviting, inclusive, and open space at building entry. Improve signage. Building design should reflect the qualities of the church message, and help people feel comfortable. More storage space is needed to keep the public spaces clean and tidy. Better seating and mingling areas are needed to add to informal gathering and meeting space.

**Green Sanctuary** – Improve sustainability of the facility, both in physical operation and in church organization. Items to consider adding to facility include: roof garden, rain garden/bio swale, permeable paving, dual flush toilets, fruit trees, solar panels, compost system. Many of these items can be incorporated directly into a facility renovation or improvement plan.

**Social Justice** – Group needs a dedicated meeting space for 10-12 people regularly, but up to 30 people on occasion. Location for screening films or presenting lecture series with dedicated infrastructure to minimize set up and clean up time.

**Religious Education** – Youth and religious education programming is extremely important and is currently undergoing a planning study that will inform facility needs. Dedicated classroom space is needed for varying sizes and ages of children. Accessible restrooms should be immediately adjacent to education areas. Relocation and improvement of the playground is needed to allow for better outdoor education integration.

**Young Adults** – Dedicated informal meeting space for 15-20 people required. A relaxed, lounge space is preferred to a formal meeting room.

**Music and A/V** – Music and choir is an important aspect of the Sunday worship service. Choir needs acoustically appropriate space for rehearsal, onsite library for music, and support for guest instrumentalists. Music presentation needs improved audio, lighting, and video support in sanctuary space. Goal is to expand guest and touring artist series outside of typical worship service. Organ is important visual element in sanctuary, but not an important musical element (seldom used) for service.

## **Constraints**

### **Architecture**

The sanctuary, entry sequence, and front facade are key architectural elements that define the church building and experience. They should remain in their current design as much as possible. Repairs and improvements should be designed around rehabilitation of these architectural elements.

### **Zoning and Parcel**

The existing facility is situated on a tight urban parcel. Building expansion is limited to adding to the rear of the building (north) and taking away space currently used for vehicle traffic and parking.

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# Development Goals and Guidelines

## Criteria Refinement

A collection of potential performance criteria, grouped into three categories, was compiled and refined by the Planning Team. Using an online survey, the team asked the congregation to respond with their planning and facility design priorities. The congregation's priority averages were combined with priority averages from the planning committee, weighted equally.

### St. John's Unitarian Universalist Master Planning Programming Qualities

We listened to your congregation and assembled the following list of concerns about the facility. They range from minor maintenance to complicated intervention.

Please provide your own Importance Score to each item by giving a rating 0-10.

10 = Extremely important priority.

0 = Not at all important.



Your Name:

#### BUILDING IMPROVEMENTS

- ☐ Accessibility Throughout Building
- ☐ Accessible Entrance
- ☐ Climate Control Throughout Building
- ☐ Wayfinding
- ☐ Flow and Connections Between Spaces
- ☐ Storage Needs (More Storage Areas)
- ☐ Restroom Updating and Accessibility
- ☐ Electric Update Throughout Building
- ☐ Office Suite for Staff
- ☐ Volunteer-Specific Space
- ☐ Green Room / Robing Room
- ☐ Natural Light in Lobby
- ☐ Meeting Room for 10-15 People
- ☐ Pastoral Care Private Space
- ☐ Design To Represent 7 Principles
- ☐ Green/Sustainable Building Materials
- ☐ Movie Theater / Presentation Room
- ☐ Children's Space
- ☐ Membership Corner in Lobby


Please complete, save, and email back to  
SAH@CC-ARCHITECTS.COM  
or return paper copies to David Roth.

#### BUILDING REPAIRS

- ☐ Basement Mold/Moisture Issue
- ☐ Kitchen Renovation and Organization
- ☐ Listening Assistance Improvement/Upgrade
- ☐ Krolfifer Modernization/Renovation
- ☐ Acoustics in Sanctuary
- ☐ Acoustics in Krolfifer
- ☐ Rosa Parks Flooring
- ☐ Plumbing Needs in Basement
- ☐ Roof Repairs (Fix Leaks)
- ☐ Security System Update (Cameras, Etc)
- ☐ Audio and Video Upgrade for Sanctuary
- ☐ Energy Efficient Appliances
- ☐ Insulation and Building Environment
- ☐ Sanctuary Stage/Platform Improvements
- ☐ Sanctuary Lighting (General)
- ☐ Sanctuary Windows/Structural Repairs

#### EXTERIOR

- ☐ Parking Accessibility
- ☐ Solar Panel Installation
- ☐ Playground Updating
- ☐ Reseal Parking Lot
- ☐ Bike Racks
- ☐ Rain Barrels
- ☐ Increase Trees on Site
- ☐ Remove Fence At North End of Property



This is how the Core Team evaluated these criteria and ranked them according to their importance and relative necessity regarding the facility options:

**Figure 12: Option Grading Criteria**



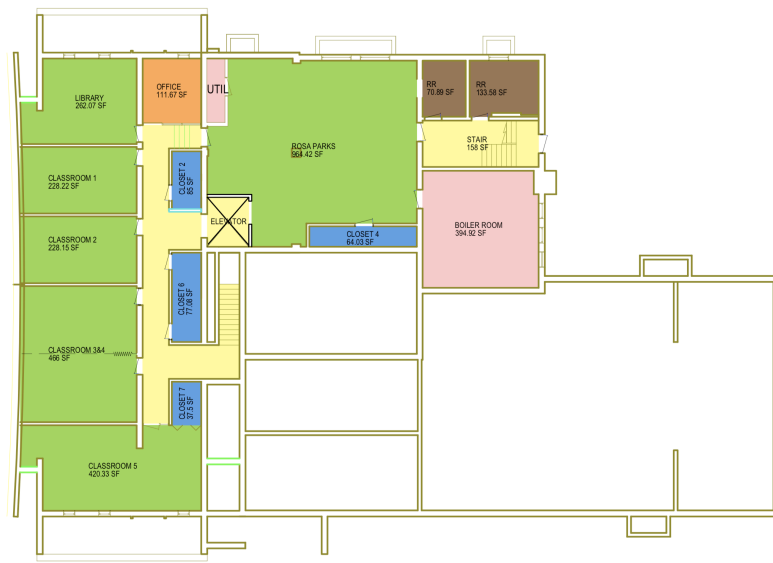


Figure 14: Master Plan, lower level

Elevator to connect Rosa Parks level and Classroom level.

Classrooms 3 and 4 to have removable partition to allow for room size flexibility.

Convert closet to restroom at northwest corner.

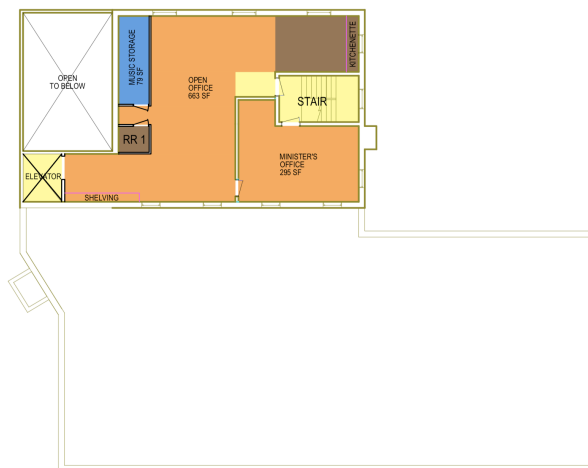


Figure 15: Master Plan, upper level

Elevator to connect to upper level.

Renovate upper level office space to provide private Minister's office and open office space for administration. New RR and music storage area.

There are several elements in the master plan that inform the construction phasing. Repair and upkeep work are integral to operations and must be completed first. This includes the structural and window repairs. The elevator is the most intensive item to affect the existing facility, and will require a careful schedule and implementation.

Option A bundles the lobby, kitchen, and toilet room renovation into the first phase, and tackles the exterior work in phase 2. This will allow the first step to have a bigger visual and operational impact.

#### PHASING OPTION A

##### Phase 1

Structural Repairs	\$100,000
In sanctuary	
Window Repairs	\$150,000
In sanctuary	
Lobby Renovation	\$250,000
Existing Lobby renovation and expansion	
Kitchen/Toilet room Renovation	\$400,000
Relocate kitchen, new toilet rooms	

**PHASE A1      \$900,000**

##### Phase 2

HVAC Relocation	\$180,000
Relocating new HVAC units	
Parking Lot, Garden & Playground Reconfiguration	\$115,000
Repave lot, relocate existing playground equip	
Exterior Plaza	\$250,000
Inflation (5% annual)	\$ 27,250

**PHASE A2      \$572,250**

##### Phase 3

New Elevator	\$300,000
2nd Story Office Renovation	\$105,000
Krolfifer Renovation	\$100,000
Inflation (5% annual x 2)	\$ 51,762

**PHASE A3      \$556,762**

**TOTAL PROJECT      \$2,017,987**



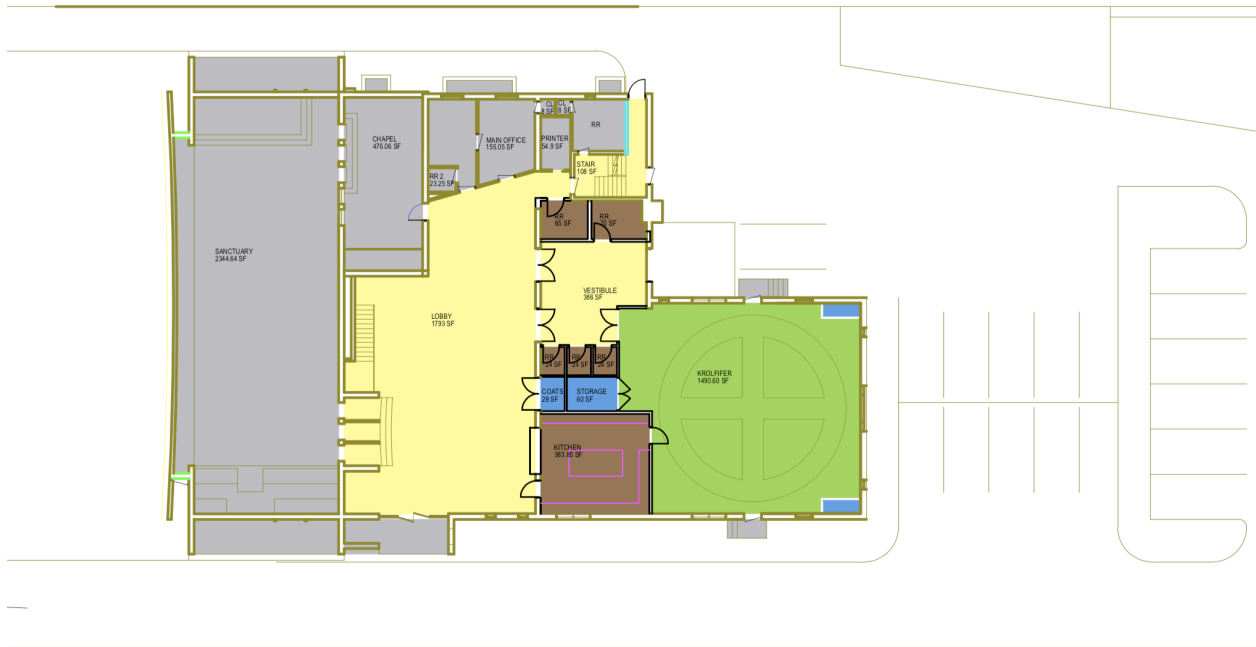


Figure 16: Option A, Phase 1

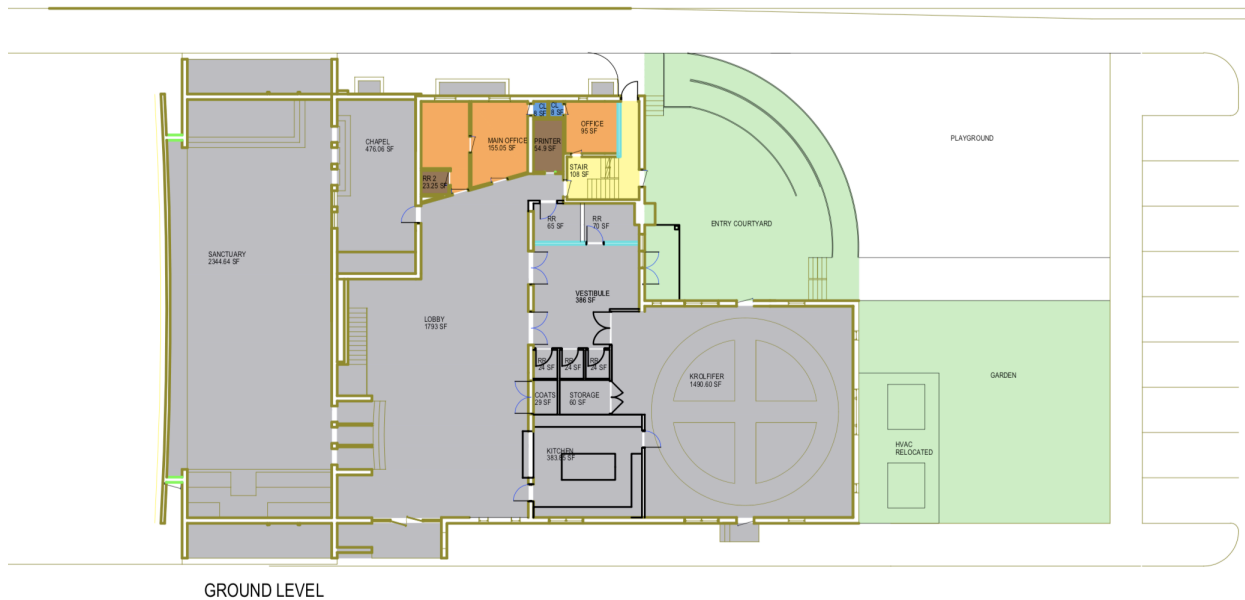


Figure 17: Option A, Phase 2

Option **B** phase 1 is only the mechanical and structural repair and improvements. Option B bundles the lobby, kitchen, and toilet room renovation with the exterior improvements in phase 2. This will allow the fundraising process a longer time to proceed, but could incur additional construction cost from inflation.

## PHASING OPTION B

### Phase 1

Structural Repairs In sanctuary	\$100,000
HVAC Relocation Relocating new HVAC units	\$180,000
Window Repairs In sanctuary	\$150,000

**PHASE A1 \$430,000**

### Phase 2

Lobby Renovation Existing Lobby renovation and expansion	\$250,000
Kitchen/Toilet room Renovation Relocate kitchen, new toilet rooms	\$400,000
Parking Lot, Garden & Playground Reconfiguration Repave lot, relocate existing playground equip	\$115,000
Exterior Plaza	\$250,000
Inflation (5% annual)	\$ 50,750

**PHASE A2 \$1,065,750**

### Phase 3

New Elevator	\$300,000
2nd Story Office Renovation	\$ 95,000
Krolfifer Renovation	\$100,000
Inflation (5% annual x 2)	\$ 50,737

**PHASE A3 \$545,737**

**TOTAL PROJECT \$2,041,487**



Figure 18: Option B, Phase 1



GROUND LEVEL

Figure 19: Option B, Phase 2

# Appendix A

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## Team Lists

### Planning Committee

David Roth – Chair  
Rev. Mitra Jafarzadeh  
Cliff Shisler  
Tracy Flanagan  
Dick Fencil  
Alice Diebel  
Maxwell Thompson  
William Cranor  
Jeanne Nightingale

### Ministry Group Representatives

Green Sanctuary – Jeanne Nightingale, Mira Rodwan, Judy Strong, David Terry

Social Justice – John Kachuba

Religious Education – Connie Prairie, Melissa Rowland, Carole

Young Adults – Matthew Cowperthwait, Nathan De Lee, Ashley Carpenter

Music – Michael Pikel, Nathan De Lee, Melissa Rowland

Membership – Greg Terhune, Nancy Greenlee

Audio / Video – Bill Surber, Howard Tolley

# Appendix B

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## Statement of Planning Needs

St. John's is a historic liberal faith community in Cincinnati, Ohio founded in 1814. Affiliated with the Unitarian Universalist Association, it has a current membership of about 230 members with an average Sunday worship attendance of 130 people.

The church consists of its iconic mid-century modern sanctuary constructed in 1960, which includes our heliocentric sanctuary on the first level with religious education classrooms on the basement level. The remainder of the building, constructed in the 1950's, consists of offices, kitchen, restrooms, and a fellowship hall.

The Architect will also work with the Church to develop a Facilities Master Plan that will cover our anticipated short and long-term facilities needs including but not limited to site improvements, building renovations, ongoing maintenance needs, engineering systems upgrades, addition(s) and/or new construction. Primary issues to address include:

- Assessment of the current state of the facilities.
- Creative and cost-effective solutions to modernize facilities and support current and future programming needs.
- Planning for universal accessibility of all building and site areas.
- As a designated "Green Sanctuary," endeavor to employ green building materials and practices, incorporate systems and designs that reduce environmental impact, and serve as a model of environmental stewardship.

The Facilities Master Plan deliverables will include at a minimum:

- An engineering review of the current structure and all building systems.
- A need assessment with input from all community stakeholders.
- Creative proposals for the use of the spaces and property, including conservative, moderate, and bold strategies and proposals.
- Timelines and project budgets for each above proposed alternative.

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