orders due to the Covid-19 pandemic. Stakeholder engagement was conducted through a series of digital forums with high priority, first-tier organizations. First-tier organizations were identified as those proximate to the site, those who would be directly impacted by redevelopment on the site, or those who have expressed previous interest in partnership. A few important common messages began to emerge from these conversations:

- Desirability desired on the Southeast corner
- A coordinated approach within the community for parking, services offered, amenities, and open space
- The pandemic’s significant negative impact on the community’s most vulnerable citizens

Supporting the operations of Urban Ministries of Durham both during site development and afterwards is key to community and county support.

SITE ANALYSIS

The church is located on the 400 block of East Main Street on the east side of downtown Durham. The block contains six parcels totaling just over 3.5 acres. The church owns four of the parcels, while the remaining parcels are owned by Durham County. The block includes surface parking, the St. Philip’s campus, a corner lawn, and Urban Ministries of Durham (UMD), which is a direct partner of the church and expected to remain on the block.

During Phase 1, the site and the surrounding area was mapped for a variety of parameters to better understand the built, environmental, social, and cultural context. Future development fronting on the campus of St. Philip’s Church was also documented and composed in an overall map to illustrate the intense development slated to occur in the next 5 years. Understanding this emerging site context along with the existing context has played a key role in the team’s recommendations.

MARKET ANALYSIS

Redevelopment built around a partnership with Urban Ministries of Durham (UMD) offers the most notable opportunity for significant development that aligns with the St. Philip’s mission. A UMD-focused redevelopment would create funding and partnership opportunities. It could also narrow possibilities for ground-floor commercial tenants, depending on the financial model and site layout. Opportunities and limitations should be explored in further detail through conversations with UMD and Durham County and through further site and market analysis during Phase 2.

Downtown Durham lacks adequate open space, and the corner lawn is one of the few existing pervious surfaces in the study area. Establishing a garden/park on this corner begins to recover from the economic hardships, the needs of our neighbors will continue and expand. With the St. Philip’s Church physical location and on-going commitment to be a beacon of hope to the community, the site and congregation are uniquely positioned to serve as a hub for social services, filling in the gaps of other providers, and complementing their suite of services.

The design team is eager to continue its work with the congregation and Campus Planning Committee of St. Philip’s to position the church to advance its mission in East Durham at such a critical time of need.
ENGAGEMENT SUMMARY
CONGREGATION ENGAGEMENT

INTRODUCTION
The design team conducted a series of six mini-workshop sessions to discuss current conditions, aspirations, and goals of the congregation:

• Sunday, February 9th 10:00-11:00 Adult Formation Hour Session
• Sunday, February 16th 8:30-9:00 Coffee & Conversation Session, Parlor
• Sunday, February 16th 9:50-10:50 Youth Workshop Session #1 Elementary
  Youth Workshop Session #2 Middle School
  Youth Workshop Session #3 High School
• Sunday, February 16th 12:00-1:30 Social Hour Workshop Session, Parish Hall

At each session attendees were encouraged to meet the design team, see what is planned in the neighborhood, share their aspirations for the future, and learn how to get involved in the master planning process.

Engagement sessions were intentionally casual and non-confrontational and were well-received by attendees. Future engagement should consider additional formats including formal presentations, special activities and accommodations for the elder population, and focus groups consisting of active volunteers in the Church’s ministries.

MATERIALS
The following materials and exercises were presented and are included in Appendix A:

• Information Handout - describing the purpose of the project, proposed schedule, and how to stay engaged throughout the process.
• Existing Conditions maps - indicating existing conditions and related service providers
• Neighboring Development map - indicating proposed/underway development in the neighborhood.
• Stop/Start/Continue Exercise - participants viewed a large aerial map and were asked to place stickers on a map indicating places and activities tied to specific places, that they would like to see stop (e.g. “I don’t like the location of this bus stop on the block”), start (e.g. “I wish there was a place for a community garden”), or continue (e.g. “I love that we have an existing relationship with Urban Ministries and a location to help serve our ministries”).
• Valentine’s Day Cards to St. Philip’s - open format cards were available for participants to fill out.

MAPS
The Stop-Start-Continue mapping exercise generated (12) individual maps with stickers and comments. The sticker locations have been summarized on the following page. Although not an indicator of the type of physical intervention that may be appropriate, the exercise does serve as an indicator of potential focus areas for future phases of the master planning process.

Additionally, 196 distinct comments with a direct cross-reference to a map were recorded. These comments were analyzed for common themes, concepts, and locations and are summarized in the word cloud (largest words receiving highest number of mentions) and table.
Map Exercise Sticker
Location Summary:
Compilation of all maps received to date
WORKSHOP SESSION DETAILS - ADULT FORMATION SESSION

STATION 1: INTRODUCTION AND EXISTING CONDITIONS
- Questions re: Marcus Hall office/parcels goes through the block
- Parking plan for library renovation
- Parking x 100? Can St. Philip's use new decks? What about funerals???
- Open space? @ St. Philip's, @ Liberty redevelopment; will that be incorporated?
- Why wasn’t this a slide presentation?
- Timing of various projects?

STATION 2: STOP-START-CONTINUE
- Preserve character of site
- Cross (in garden) to continue
- Stop loitering – give people a place to be
- Labyrinth is dead space
- Preserve function of labyrinth but maybe move it
- Bedroom windows of shelter against parking lot
- Parking to continue – address future needs
- Better pathway through site from UMD to DHS
- Take fences down/ remove barriers
- Make garden space useful
- Security – address it
- Eliminate nooks and crannies on site
- Make building suit future ministries
- Serve lower income populations
- Property should be welcoming
- Better pathway

STATION 3: FUTURE DEVELOPMENT
- Timeline for demo?
- Shared parking?
- Historic Renovation?
- Share docs with the group
- (what is the relationship of the) Master Plan to Existing projects
- Railings to allow safe entry into church for mobility impaired
- Non-police security solutions (No guns!)
- Courtyard as greenhouse
- Unusable front yard currently – make usable and secure
- Make corner garden a flower garden for Church use
- Barriers should not be unwelcoming
- Preserve daylight into spaces
- Connect corner garden to UMD
- Preserve fountain
- Practical approach to maintaining existing historic building
- Work with City to remove bike lane stanchions at bike lane
- Day shelter
- Integrate art into the site – Thomas Sayre?
- Full bathroom and shower
- Accommodate parking on site for congregation
- Washer/dryer facilities
- Outdoor space for children
- Improve sanitation
- Sanctuary space that is open 24 hours
- Playspace on site for young kids – maybe not in Courtyard
- Preserve historic structure
- Preserve columbarium – study how to dissolve barrier
- Plan how to grow facilities for future church growth
- Beautiful/improve labyrinth – shade – make space more inviting
- Protect historic structure
- How to better use office complex during off times
- Provide for needs of people in need without duplicating services of new development
- Happy that bus stop went away
- Playspace could be shared with UMD
- Preserve UMD on site – but integrate with Church
- Underground parking. Maybe pay parking during the week.
- Programming to help support folks @ UMD to get job ready (minimum of 2)
- Market groceries and prepared food- could employ UMD folks
- Accommodating pets as a way to increase site use
- Plan to maintain plants/greenspace – could be job opportunity for UMD residents
- Site drainage – garden close is level
- Marque sign with changeable messages

On February 9, 2020 attendees of the regularly scheduled Adult Faith Formation group were invited to meet the design team and learn more about the project. After a brief introduction by the Steering Committee Chair, Bynum Walter, and the design team lead, Brandy Thompson from Clearscapes, attendees were invited to visit information tables along the perimeter of the room and participate in activities at their own pace.

Attendees: +50
Committee Members: Bynum, Sasha, Jonah
Design Team: Brandy, Emily, Bert

St. Philip's Congregation Workshop
I love St. Philip's Church because:

- I can play in the courtyard. I love the fountain and the labyrinth.
- I love our historic building! I love the light and the greenery in the parish hall.
- This community has shaped and deepened my faith in the past three decades.
- It is a loving, compassionate, open, welcoming community.
- It brings so much into a relatively small slice of space & time.
- of people like Jill Bullard.
- Because of the programs, the young ones, and everything else.
- What we do in the community.
- SPEC feels like family!
- I love the outreach ministries.
- I was meant to be here.
- St. Philip’s is a place where I feel welcome & belonged. I do feel loved.
- We take seriously the call to care for all people.
- I feel myself there.
- Female fellowship (Christian).
- Diverse cultures to learn from.
- It influences my everyday life.
- Keep my Christian practice in line.

Why did you choose St. Philip’s?

- Urban Ministries
- Friendliness
- One big, warm family.
- Intimate spaces to gather.
- Courtyard
- Don’t like = the basement
- It is so welcoming.
- I went here long ago.
- My child and grandchildren go here.
- It has a heterogeneous congregation – wonderful mix of people.
- Friendly people – Christian love.
- Architecture felt like home church.
- Opportunity to be a part of something bigger than self.
- Originally (a lot) of music & preaching.
- Urban Ministry is a plus.
- Welcoming community.
- Excellent music.
- It was nearer to our new home in ’76.
- To be active in choir.
- My spouse needed a new church.
- To be a refuge in times of crises and to renew faith in God.
- I did not choose SPEC, St. Philip’s chose me.
- From the beginning I have always felt I belonged here.
- Spec is Family!
- Liturgy & music.
- As a newcomer, I first chose St. Philip’s because of convenience.
- I loved the facilities, as well.
- Good Parking.
- Diversity.
- Location.
- Social Justice Mission.
- Traditional Sanctuary.
- Very welcoming.
- Great kid’s programs.
- I love the leadership, the congregation, the old building.
- I worry about the future of parking.
- Diversity of members.
- Outreach programs.
- Downtown location.

What makes St. Philip’s home?

- Accepting of all people.
- Diverse Community –
- What can we do to increase diversity?
- E.g. annual festivals, “ethnicity” events…?
- Loving people, accepting of differences.
- Proximity.
- Open picture of Christ’s way.
- Diversity.
- Love.
- SPEC makes me feel love & security.
- Warmth & inviting.
- The community.
- Liturgy.
- Music.
- Beauty.
- And passion for social justice.
- All the people.
- Worship space.
- Opportunities to follow God with other people.
- My kid’s involvement in Sunday School and Family activities.
- Warm people.
- Cozy courtyard.
- Columbarium.
- Nave.
- Loving, welcoming people.
On February 16, 2020 the design team and a member of the Campus Study Committee met attendees in the Parlor. This meeting was a casual drop-in format where the design team was able to introduce themselves, the project, and the schedule. Materials and activities introduced at the February 9th session were available.

**Attendees:** 8  
**Committee Member:** Bynum  
**Design Team:** Brandy, Emily, Bert

### COFFEE AND CONVERSATION SESSION

**General Notes:**
- More parking on site – maybe a deck with income producing commercial space  
- Security – drug exchanges in courtyard along Queen  
- Need a grocery store  
- Any new building or site to be lower than Church spire; sensitive to historic buildings  
- Vagrancy – continuing issue  
- Add elements to promote or at least not inhibit growth  
- More formalized worship space in courtyard  
- General upgrades to Parish Hall to accommodate events  
- More parking on site needed – especially for funerals and such  
- Corner garden used for community (not garden and benches)  
- Maybe fences to protect property  
- Renovation to the kitchen  
- Parking needs to be addressed  
- More beautiful greenery on site  
- Improve corner to better accommodate cut-through  
- Improve little garden @ entry to large courtyard  
- Be a jewel in the densifying city  
- Do something to address drug activity on site while remaining welcoming  
- Study improvements to Urban Ministries and the shelter  
- Continue labyrinth  
- Protect columbarium  
- Questions re: grocery. Do new developments contain? Are they large enough?  
- Transportation [will be required] to get to food sources  
- Closest food – Fayetteville across highway; Whole Foods near Duke  
- Community Garden – safety concerns/ do something, keep cross  
- Parking – lost during other sites’ construction  
- Parking – during funerals and weddings  
- Owner should remain visible  
- UMD land belongs to church – pantry, clothing place, serve breakfasts  
- Stop–drug dealing, shooting in bus shelter, public toilet use, goats path on Queen and Main  
- Start–doing something in community garden area, use for something else, need a fence, maybe this area becomes parking  
- Continued need for parking  
- Concern for change in general  
- “Closing” courtyard/roofing (making 3 season)  
- Learn how to ride bus  
- St. Philip’s is the “Mother Episcopal Church” in Durham  
- Past leadership initiated a lot of changes (a.k.a. “St. Liberals”)  
- Prayer, Discernment, and Discussion as part of an important process  
- Day Center – for AA/NA meetings, mental health services  
- Drug dealing on campus  
- Expensive, fancy stuff will be built before housing that we actually need  
- Distrust with Durham Housing Authority (need to rebuild trust)  
- Gentrification coming block by block – “21st century Re-segregation”  

---

St. Philip’s Congregation Workshop

St. Philip’s Church Campus
On February 16, 2020 the design team and members of the Campus Study Committee conducted a series of workshops with the youth of the parish. Design team members dropped into regularly scheduled child faith formation classes to talk to elementary, middle school, and high school aged members of the congregation to introduce the concept of a master plan and solicit feedback on their aspirations for the site. Materials and activities introduced at the February 9th session were available.

### YOUTH WORKSHOP SESSION #1
**Attendees:** 9, plus 3 adult Committee Member: Emily Design Team: Brandy, Emily, Bert

**General notes:**
- Pointed out features on map (future development)
- What if old building [on adjacent block] falls down?
- Talked about heights on new buildings
- Many children familiar with UMD and its services
  - “many people at UMD don’t have cars”

**Mapping exercise:**
- Need places to park
- Community garden
- Play in courtyard
- Parking – remove some and return it to nature
- Lots of trash, clean up
- Places to eat after church
- Need more space to play
- Extension of ministries
- Make UMD bigger
- More parking
- Save some green
- More trees
- More nature in center of block
- Garden on adjacent block
- More green
- Beehives
- Make new houses
- Sidewalks need to be fixed

### YOUTH WORKSHOP SESSION #2
**Attendees:** 10, plus 2 adult
Design Team: Brandy, Bert

**General Notes:**
- Children oriented to map/map reading
- Spent time talking about food options
- Noted all new development taller than church
- Things they thought were missing – Barnes & Nobles, Coffee Shop, Video Game store, Starbucks

**Mapping Exercise:**
- Need more parking
- Improve garden space
- Tree [near tower] very important
- Move open space to center
- Make courtyard space nicer – firefly lights
- Baptisms/outdoor altar (maybe fix labyrinth, courtyard)
- Keep courtyard the same (“nice how it is”)
- Add artwork sculptures
- Add a park
- Somewhere to walk a dog
- Keep cross in garden
- Make a green roof [if we build something new]
- Add building space and expand housing for Urban Ministries
- Expand the park for Urban Ministries
- Improve safety around the perimeter
- Build a public restroom
- Add a memorial where the bus stop used to be
- Community events
- Preserve the cross in the garden
- Windows in the Parish Hall
- A stage or creative theater space
- Art space in the garden
- Preserve the special trees and historic church but maybe enhance it
- Keep or add walkways
- Outdoor worship space
- Save the Church-cat’s grave
- More security for the courtyard
- Expand the library
- Preserve the library and artworks
- Add a playground in the parking lot near the garden
- Make church more kid friendly

### YOUTH WORKSHOP SESSION #3
**Attendees:** 9, plus 4 adult
Design Team: Emily, Bert

**General Comments:**
- Likes:
  - Labyrinth
  - Parking
  - Chapel
  - Place to eat after church
  - Courtyard
  - UMD
  - Save Parking
- “Holy Donuts”
- Parking
- Retail for low income – what do they need?
- Green roof – Community Garden [replacement]
- Character of area – warmth of space
- Courtyard areas – go to place
- More space to play
- [Connect] to UMD
- More nature and trees
- Big maple
- Clean trash
- Garden
- Less concrete
- Ramp
- Beehives
- Flowers
- Housing for people
- Rise – walk there
- Playground
- More trees
- Flexible space to grow/repurpose
- Gym
- More families/ daycare
On February 16, 2020 the design team and members of the Campus Steering Committee conducted a workshop during the regularly scheduled church Social Hour. After a brief introduction by the Steering Committee Chair, Bynum Walter, and the design team lead, Brandy Thompson, attendees broke into eight separate groups, reviewed materials made available at each table, and completed a map exercise. Design team members were available to facilitate the discussion at tables when needed.

Attendees: 47
Committee Members: Jonah, Bynum
Design Team: Brandy, Emily, Bert

---

**SOCIAL HOUR WORKSHOP SESSION**

**Table C2**
- Level the brick walkways
- Rethink green spaces – especially on corners where the grass dies from being traversed
- Other landscaping issues: not a space for people to hide in – drug activity and relieving themselves
- Garden space – a flower garden
- Open-air market in public parking area on weekends

**Table CM**
- Parking lot- retain and increase the available parking on our property
- Stop loitering on Queen St side of property
- With more than 1000 apartments planned on two sides of church we might make our 2-3 story structure have condos on the top floor which can be sold and help finance project
- Do we know long term plan for WTVD?
- Balance of property to be m.u.-small retail and service users...
- Blow out labyrinth suggest for expansion of columbarium and add dome (with windows)
- Blow out parking area- new project [owner] function with first floor parking

**Table LL**
- Add plantings to make the block look beautiful
- (in courtyard) Plant milkweed, benches with shade so people can sit
- Shelter and UMD – people can easily get food at the shelter
- Expand walkways
- Corner garden or Queen Street side playground with swings and slide
- Courtyard for playing and fountain
- Parking: make it smaller or take up less space
- Space for children’s choir
- Corner garden-glazed in chapel
- UMD- expand kitchen for restaurant/catering
- Garden-grow flowers, food, and vegetables
- Queen St (side): quiet space
- Courtyard – trampoline
- Near gate – pollinators
- Parish Hall – fireplace
- Sidewalks seem dangerous- drugs
- Parish House – youth hangout- above ground

**Table SW**
- Urban Ministries to be bigger with restaurant
- [UMD] bigger kitchen/ more bathrooms
- Nearby grocery store/drug store (300 block)
- More parking decks/ places for drop-offs
- Restore community garden on old bus station site. Café too.
- More glass in parish hall (since multi-story development will reduce light)
- Single occupancy restrooms (accessible, gender-neutral)
- Public restrooms for surrounding neighborhood (part of café on old bus station plot?)
- Some way of integrating surrounding population within our church property (e.g. place for UMD residents during day, and homeless people who don’t have beds in UMD to bed down (instead of doorways), a shelter over the corner garden plot, perhaps?

**Table M**
- Security/secure property as density increases
- Parking
- Greenery
- Some security will improve
- Continue ministries
- Opportunity to work with UMD (more)
- No grocery (nearest across Fayetteville)
- Laundry
- Public area for meditation
- Labyrinth under-used
- Some outdoor space
- Water area/fountain
- Need [more] trees
- Community garden with flowers
- Drug use there
- Used to be a shed there
- Bus station site – maybe can’t do much there
- Change entry
- Amphitheater (in garden area)
- Outdoor worship
- Photography for outdoor weddings
• Maintain some parking – wish materials were more historical
• Better lighting
• Whole frontage underutilized
• Wishes neighboring buildings more historic looking (“stick built is dangerous”) / softened, tie in better

Table T
• Emergency call boxes because you are putting a bunch of people near UMD where open air drug deals and violence happens constantly
• Make part of the parking deck see-through so you can see our church from the road
• Add parking in current parking lot by reducing part of green space. Perhaps move cross closer to street with garden around it.
• Give priority for parking deck ground floor retail to St. Philip’s and 1st Presbyterian
• Contain UMD residents better, limit spilling out onto the street, generally improve UMD

Table X
• I am concerned about parking, but also safe parking. Parking decks make me concerned about the safety of parishioners, especially the elderly, or those walking alone.
• I also enjoy our green space and hope we can keep it – or have it somewhere – perhaps rooftop gardens
• There is a huge need for a town grocery store, especially for those without cars
• Get rid of large expansive bricks, because it is hard for people with disabilities
• Labyrinth – space for playground, some want labyrinth to stay where it is
• Get rid of red carpet in sanctuary

Table Z (no map)
• Create a way for racial and minority participation as stakeholders
• UMD food pantry – separate programs and residents; less disruptive to programs and residents
• Provide enough parking to support church functions, maybe structured
• Program to support the kids and youth of the church; better meeting spaces to support youth programming
• Find a way to decrease drug activity and sales on campus. Maybe a fence?
• Balance security with welcoming aspects of campus
• Stop public defecating, etc on property
• Replace carpet in the church – and other maintenance of the existing facilities. Create full-time Warden program to keep facilities clean and maintained – full time building and operations manager
• Construct a parking garage on site – revenue generating, maybe below ground. Maybe housing as part of a new structure.
• Figure out a way to provide public restrooms
• Tie development of buildings to the liturgy of the church
• How can public spaces help St. Philip’s interact with people we are uncomfortable with in a healthy manner
• Promote better connectivity with urban ministries
• Can the Church help with transit? If folks arrive to church early to beat the traffic, can the Church provide a gathering space (indoor, enclosed) outside of sanctuary
• Arrange parking and design of facilities so that outside groups can use them – bridge relationships with the City. Like Haytide. Intentional ask racially groups what they need?
• Maybe provide facilities for public computer use and training
• Draw people into campus in order to reconnect with the youth. Make the Church appeal to the youth.
• Help make programs of the Church to engage people
• Do something to address the food desert
• Do something to better address the larger concentration of homeless as they are displaced from low-density adjacent properties.
• Study Cancer Center of UNC – how they treat basement spaces

VALENTINES CARDS
Made available at all events on February 16th

I love St. Philip’s Church because...
• God lives in us and God’s house is the kingdom
• I love my family
• I like cheddar cheese and hamburgers
• I love God/Jesus
• This is baby Jesus and the world around baby Jesus
• ...of God
• It has an atrium
• I get to be with my best friend and play with her. We can be in nursery and the atrium together.
• Meeting people, connecting with friends, and eating
• I have been here forever and feel connected to the buildings and courtyard and trees and the people.

Why did you choose St. Philip’s?
• I am a St Philip’s baby, but I would always choose it for its message, people, and amazing view
It is a 2nd home
• Because it is a downtown church with a passion for the community

What makes St. Philip’s home?
• Being inside playing:
St Philip’s is like a big home, we eat here, we can ride our car here, we can do whatever we want.
• I know it really well – People, places, and spots. Courtyard is a big home, trees and vibe as well.
STAKEHOLDER ENGAGEMENT

INTRODUCTION

The design team held a series of five digital forums with key first tier organizations that were identified by the Campus Planning Committee. The digital format allowed in-depth conversations with individual stakeholders to identify limitations for future site interventions due to physical, regulatory, or political reasons, and alignment of goals and aspirations with potential project partners. Individual meeting summaries are included in the appendix.

At each session stakeholders were introduced to the design team and the St. Philip’s master planning process and were encouraged to discuss their organization’s experience, future plans and aspirations for the project site.

FIRST PRESBYTERIAN CHURCH SUMMARY
Pastor Mindy Douglas
April 6, 2020
First Presbyterian Church, established in 1871, is one of the oldest of ten churches of the congregation of the Presbyterian Church USA in Durham. The congregation includes 575 members and describes itself as being “downtown by history and by choice.” Like St. Philip’s Church, First Presbyterian has a rich history of service to low income communities, has an active social ministry program, and often experiences challenges co-existing in the urban environment of downtown Durham.

Key Take-aways:
- “Vision Team” and Long-Range Planning Effort on First Presbyterian Property
- Considering Fellowship Hall expansion and rethinking parking lot on their own site
- Open to partnership opportunities and complimentary services

URBAN MINISTRIES SUMMARY
Sheldon Mitchell
April 9, 2020
Urban Ministries of Durham is a faith-based organization focused on connecting “with the community to end homelessness and fight poverty by offering food, shelter and a future to neighbors in need.” Currently UMD occupies a building on St. Philip’s land adjacent to the church. From this facility services generally include a food and clothing pantry, a community café, and a Community Shelter with a total of 149 beds. Additionally the facility offering case management, some health services, and workforce development.

Key Take-aways:
- Magnitude of existing services
- Plans to expand services – personal development and life services (Oak City Cares model with mailboxes and shower/laundry facility)
- Covid-19 has caused severe negative impacts to their services

DURHAM PLANNING DIGITAL PRE-SUBMITTAL SUMMARY
City of Durham Planning/ Plan Review Team
April 8, 2020
The Durham City-County Planning Department is the planning agency for the City and County of Durham. The Development Services Center offers a Pre-Submittal meeting for potential projects by coordinating all members of a future plan review team. This team can assist interested parties in understanding limitations and requirements for site development and existing and proposed infrastructure projects in the vicinity of a potential development project.

Key Take-aways:
- Impacts of area development on infrastructure
- Historic Preservation flexibility
- Open space would be welcomed
- Partnership opportunities would need to be discussed with executive leadership

THE DEVELOPMENT FINANCE INITIATIVE (DFI)/DURHAM SUMMARY
Eric Thomas and Sara Odio
April 13, 2020
The Development Finance Initiative (DFI) at the UNC School of Government partners with local governments to attract private investment for transformative projects by providing specialized finance and development expertise. Since its founding in 2011, DFI has partnered with more than 85 communities to design and attract investment for development projects that accomplish local goals.

In May of 2017, Durham County engaged DFI to provide pre-development services for two County-owned sites on the 300 and 500 blocks of East Main Street in downtown Durham.

Key Take-aways:
- Scale of developments and remaining unknowns (retail tenants, daycare vs pre-K, etc)
- Potential for parking capacity on weekends
- Need to coordinate or compliment services

DURHAM COUNTY SUMMARY
Peri Manns
April 22, 2020
Durham County owns the site and building of the Community Shelter run by Urban Ministries and located on the St. Philip’s block.

Key Take-aways:
- Continuation of Services is a key concern during any development or partnership scenario
- Displacement Perceptions
- Open to partnership discussions on parking, would need to be discussed with executive leadership

Urban Ministries Durham
SITE ANALYSIS
HYDROLOGY & STORMWATER

Third Fork Creek Watershed
Ellerbe Creek Watershed
Surface Flow

Stormwater Pipe
Inlet

VEGETATION

Open Lawn
Significant Trees (>12" dbh)

Source: Durham Open Data and Durham GoMaps
ACCESS & CIRCULATION

PEDESTRIAN CIRCULATION
- Site Circulation
- Streets with Sidewalks

BUS STOPS & ROUTES
- Every 30 Minutes
- Every 60 Minutes
- Bus Stops

Source: GoDurham

VEHICULAR CIRCULATION & PARKING
- Site Circulation
- On-Street Parking
- Parking Lots & Decks
- One-Way Traffic

BIKE ROUTES
- Difficult
- Moderate
- Protected Bike Lane

Source: Durham Bike & Hike Map
### SUN & SHADE / DECEMBER 21

<table>
<thead>
<tr>
<th>Time</th>
<th>Existing</th>
<th>Proposed</th>
</tr>
</thead>
<tbody>
<tr>
<td>9AM</td>
<td><img src="image" alt="9AM Existing" /></td>
<td><img src="image" alt="9AM Proposed" /></td>
</tr>
<tr>
<td>Noon</td>
<td><img src="image" alt="Noon Existing" /></td>
<td><img src="image" alt="Noon Proposed" /></td>
</tr>
<tr>
<td>3PM</td>
<td><img src="image" alt="3PM Existing" /></td>
<td><img src="image" alt="3PM Proposed" /></td>
</tr>
</tbody>
</table>

### SUN & SHADE / JUNE 21

<table>
<thead>
<tr>
<th>Time</th>
<th>Existing</th>
<th>Proposed</th>
</tr>
</thead>
<tbody>
<tr>
<td>9AM</td>
<td><img src="image" alt="9AM Existing" /></td>
<td><img src="image" alt="9AM Proposed" /></td>
</tr>
<tr>
<td>Noon</td>
<td><img src="image" alt="Noon Existing" /></td>
<td><img src="image" alt="Noon Proposed" /></td>
</tr>
<tr>
<td>3PM</td>
<td><img src="image" alt="3PM Existing" /></td>
<td><img src="image" alt="3PM Proposed" /></td>
</tr>
</tbody>
</table>
MARKET AND FEASIBILITY STUDY
St. Philip’s Episcopal Church is investigating the feasibility of potential land uses for the redevelopment of its campus in downtown Durham, NC. Design Workshop investigated market conditions, real estate and demographic trends, and land uses by type to define the market and analyze demand. The findings are summarized below.

**KEY FINDINGS & RECOMMENDATIONS**

- There is opportunity on the St. Philip’s site for a transformational redevelopment that supports the church’s social mission while crafting a vibrant, mixed-use environment serving people of all ages and backgrounds. By emphasizing the historic sanctuary and supporting land uses that celebrate and serve the local community, the project can establish an iconic character that could not exist anywhere else.
- Redevelopment built around a partnership with Urban Ministries of Durham (UMD) offers the most notable opportunity for significant redevelopment that aligns with the St. Philip’s mission. A UMD-focused redevelopment would create funding and partnership opportunities. It could also narrow possibilities for appropriate ground-floor commercial tenants, depending on the financial model and site layout. Opportunities and limitations should be explored in further detail through conversations with UMD and Durham County and through further site and market analysis.

**INTRODUCTION**

- Downtown Durham lacks adequate open space, and the existing corner lawn is one of the few existing pervious surfaces in the study area. Establishing a garden/park on this corner would meet a local need for open space while creating an outdoor space for gathering and community-building for people who live, work and worship in the study area. There is also potential for income-producing programming, such as pop-up markets and food trucks.

**KEY FINDINGS & RECOMMENDATIONS**

- There is strong potential for retail and restaurant uses that serve daytime employees and study area residents. Tenant selection could prioritize socially driven businesses, such as pay-what-you-can restaurants and businesses that offer vocational training. Other viable commercial uses include daycare space and small, creative or coworking office space. These options are explored in greater detail in the Land Use Analysis section.
- Even with the nearby developments in the pipeline, there remains a significant need for affordable housing in Durham and the study area. Options for residential uses that suit the site and the St. Philip’s mission are explored in greater detail in the Land Use Analysis section.

**TABLE 1: OVERALL FEASIBLE LAND USE SUMMARY**

<table>
<thead>
<tr>
<th>LAND USE</th>
<th>DESCRIPTION</th>
<th>SOCIAL IMPACT</th>
<th>DEMAND</th>
<th>COST</th>
<th>PROFIT</th>
<th>COMPATIBILITY</th>
<th>RISK</th>
</tr>
</thead>
<tbody>
<tr>
<td>RESIDENTIAL</td>
<td>Affordable multifamily rental units targeting households and individuals earning &lt;80% of AMI</td>
<td>High</td>
<td>High</td>
<td>High</td>
<td>Medium-High</td>
<td>Medium-High</td>
<td>Low-Medium</td>
</tr>
<tr>
<td>COMMERCIAL</td>
<td>Socially driven retail/restaurant component strategically positioned to serve local workforce and future residents</td>
<td>Medium-High</td>
<td>Medium-High</td>
<td>Low-Medium</td>
<td>Medium</td>
<td>Low-Medium</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Low-to mid-rise office space serving smaller, local businesses or incubator/ coworking space</td>
<td>Medium</td>
<td>Medium-High</td>
<td>Low-Medium</td>
<td>Medium-High</td>
<td>Low-Medium</td>
<td></td>
</tr>
<tr>
<td>PUBLIC &amp; CIVIC</td>
<td>Community and social services</td>
<td>High</td>
<td>Low-Medium</td>
<td>Low</td>
<td>High</td>
<td>Low</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Day care and education</td>
<td>High</td>
<td>Medium-High</td>
<td>Low-High</td>
<td>Medium</td>
<td>Medium-High</td>
<td>Low</td>
</tr>
<tr>
<td></td>
<td>Parks and open space</td>
<td>Medium-High</td>
<td>Low</td>
<td>High</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**PUBLIC AND CIVIC LAND USE ANALYSIS SUMMARY**

<table>
<thead>
<tr>
<th>LAND USE</th>
<th>APPLICATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public and Civic Overall</td>
<td>The area and site are already characterized by the concentration of public, government and community services. Additional uses would be compatible with existing uses, although demand and requirements need to be investigated further.</td>
</tr>
<tr>
<td>Community and Social Service</td>
<td>Potential to provide additional community and social service space for other local organizations that would be compatible with UMD.</td>
</tr>
<tr>
<td>Parks and Open Space</td>
<td>The area has a lack of parks and open space that will become more pressing as more residents move to the area. The church should consider improving and maintaining the current corner open space to provide a welcoming gathering space that brings people closer to the church. There is also potential for income-producing programming, such as pop-up markets, food trucks, events, etc.</td>
</tr>
<tr>
<td>Daycare and Education</td>
<td>There is potential for additional child daycare that could be strategically located close to the nearby workforce, although the church should pursue conversations to evaluate demand and compatibility with existing uses on the site. Adult daycare is likely not feasible given the site's proximity to the existing senior center. The site will not accommodate a formal education institution due to space limitations.</td>
</tr>
</tbody>
</table>

**COMMERCIAL LAND USE ANALYSIS SUMMARY**

<table>
<thead>
<tr>
<th>LAND USE</th>
<th>APPLICATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commercial Overall</td>
<td>Required by code on the ground level. Can be profitable and will activate the block. Can be socially driven. Should be below-market rate lease, currently $1.60 to $1.80 per sf. Socially driven tenant selection. $1.30 to $1.40 per sf recommended.</td>
</tr>
<tr>
<td>Retail/Restaurant</td>
<td>Strong potential for retail and restaurant products positioned to serve the local workforce and future residents. Tenant selection could show preference for socially driven businesses that may have compatibility with other uses on the site.</td>
</tr>
<tr>
<td>Office</td>
<td>St. Philip’s may find it difficult to compete for Class A space due to investment, management and space requirements but could have potential for smaller creative, coworking or incubator space that could have a local impact and improve diversity and inclusion.</td>
</tr>
<tr>
<td>Overnight</td>
<td>Accommodations Market-rate hotel is not a feasible land use due to the competitive landscape, lack of destinations nearby, incompatibility with the Community Shelter and lack of social impact.</td>
</tr>
</tbody>
</table>

**RESIDENTIAL LAND USE ANALYSIS SUMMARY**

<table>
<thead>
<tr>
<th>LAND USE/PRODUCT TYPE</th>
<th>APPLICATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential Overall</td>
<td>Given the church’s mission, the development pipeline and site constraints, “affordable” multi-family rental apartments are the most feasible residential development opportunity.</td>
</tr>
<tr>
<td>Extremely Low-Income (&lt;80% of AMI)</td>
<td>This group represents the most significant housing need and would have the highest social impact of any residential use. Units targeting this income group may need additional programming, but could have more compatibility with the community shelter. These units should only be pursued with a master lease agreement with a partner organization to cover rent payments, which would make it low-risk.</td>
</tr>
<tr>
<td>Very Low-Income to Low-Income (30%-80% of AMI)</td>
<td>This group also has significant housing need and would benefit the community but would likely not have the opportunity for master leases or partnerships, making it slightly higher-risk but with higher profitability as well.</td>
</tr>
</tbody>
</table>

**LAND USE**

<table>
<thead>
<tr>
<th>LAND USE</th>
<th>DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential</td>
<td>Given the church’s mission, the development pipeline and site constraints, “affordable” multi-family rental apartments are the most feasible residential development opportunity.</td>
</tr>
<tr>
<td>Extremely Low-Income (&lt;80% of AMI)</td>
<td>This group represents the most significant housing need and would have the highest social impact of any residential use. Units targeting this income group may need additional programming, but could have more compatibility with the community shelter. These units should only be pursued with a master lease agreement with a partner organization to cover rent payments, which would make it low-risk.</td>
</tr>
<tr>
<td>Very Low-Income to Low-Income (30%-80% of AMI)</td>
<td>This group also has significant housing need and would benefit the community but would likely not have the opportunity for master leases or partnerships, making it slightly higher-risk but with higher profitability as well.</td>
</tr>
<tr>
<td>Commercial</td>
<td>Required by code on the ground level. Can be profitable and will activate the block. Can be socially driven. Should be below-market rate lease, currently $1.60 to $1.80 per sf. Socially driven tenant selection. $1.30 to $1.40 per sf recommended.</td>
</tr>
<tr>
<td>Retail</td>
<td>Strong potential for retail and restaurant products positioned to serve the local workforce and future residents. Tenant selection could show preference for socially driven businesses that may have compatibility with other uses on the site.</td>
</tr>
<tr>
<td>Office</td>
<td>St. Philip’s may find it difficult to compete for Class A space due to investment, management and space requirements but could have potential for smaller creative, coworking or incubator space that could have a local impact and improve diversity and inclusion.</td>
</tr>
<tr>
<td>Accommodation</td>
<td>Market-rate hotel is not a feasible land use due to the competitive landscape, lack of destinations nearby, incompatibility with the Community Shelter and lack of social impact.</td>
</tr>
</tbody>
</table>

**PUBLIC AND CIVIC LAND USE ANALYSIS SUMMARY**

<table>
<thead>
<tr>
<th>LAND USE</th>
<th>APPLICATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public and Civic Overall</td>
<td>The area and site are already characterized by the concentration of public, government and community services. Additional uses would be compatible with existing uses, although demand and requirements need to be investigated further.</td>
</tr>
<tr>
<td>Community and Social Service</td>
<td>Potential to provide additional community and social service space for other local organizations that would be compatible with UMD.</td>
</tr>
<tr>
<td>Parks and Open Space</td>
<td>The area has a lack of parks and open space that will become more pressing as more residents move to the area. The church should consider improving and maintaining the current corner open space to provide a welcoming gathering space that brings people closer to the church. There is also potential for income-producing programming, such as pop-up markets, food trucks, events, etc.</td>
</tr>
<tr>
<td>Daycare and Education</td>
<td>There is potential for additional child daycare that could be strategically located close to the nearby workforce, although the church should pursue conversations to evaluate demand and compatibility with existing uses on the site. Adult daycare is likely not feasible given the site's proximity to the existing senior center. The site will not accommodate a formal education institution due to space limitations.</td>
</tr>
</tbody>
</table>
• Future phases of site development studies and market analyses will need to further explore the balance between serving the church’s mission and generating revenue.

EXISTING CONDITIONS & KEY ASSUMPTIONS

MARKET DEFINITION
• The St. Philip’s market area for the study and campus plan is defined as the 10-minute walking radius from the site. This reflects the church’s vision for the development to bridge areas east and west of the campus, along with the walkability goals for the site’s Design District zoning. This market area includes a portion of downtown and neighborhoods to the east.

MARKET CONDITIONS & DEMAND DRIVERS
• Government service and public administration anchors employment in the study area and accounts for a large portion of the daytime population.
• The St. Philip’s study area has a more vulnerable and low-income population than surrounding areas.
• Growth associated with downtown revitalization has reached the eastern edge of downtown and the St. Philip’s study area. The Esri Community Profile for the study area projects the population will become slightly younger and more affluent between 2019 and 2024.
• A market analysis shows two consumer groups currently make up almost 90% of households within the study area: Tapestry Segment A, primarily single-parent and single-person households with relatively low income and educational attainment, and Tapestry Segment B, a highly mobile and educated segment who prefer to live alone and close to urban cores.
• Median household income is less than half of the downtown area and over 33% of households earn between $15,000 and $35,000 annually.
• Most of the residential population is between the ages of 25 and 34 and predominantly African American with a larger Hispanic population than downtown.

KEY DEVELOPMENT ASSUMPTIONS
• Any plan and land uses must be faithful to the church’s mission.
• Urban Ministries of Durham (UMD) should remain on the block but not necessarily in current facilities. The programs and services offered by UMD will need to remain solvent during any redevelopment, which represents a significant challenge.
• The master plan should preserve the historic sanctuary and parish hall in current configuration.
• The St. Philip’s site is split between the Core and Support 1 sub-districts of the downtown Design District, which allows for multiple uses and high density.
• Development potential is limited by historic overlays on the southern half of the site (Parcels 1 and 2 in Fig. 2).

LAND USE FEASIBILITY
• Based on the above findings and considerations, feasible land uses that may be considered by the church are summarized in Table 1.

PURPOSE & BACKGROUND
• Officially organized in 1880, St. Philip’s is a church and community of worship with a mission to be a, “Church for All People: Worship, Love, and Action.” The church offers more than 40 ministries and has a flourishing faith program for all ages.
• The church campus is located on the 400 block of East Main Street on the east side of downtown Durham. The block contains six parcels totaling just over 3.5 acres. The church owns four of the parcels, while the remaining parcels are owned by Durham County. The block includes surface parking, the St. Philip’s campus, a corner lawn, and Urban Ministries of Durham (UMD), which is a direct partner of the church and expected to remain on the block.
• Recognizing its ideal location in light of the growing demand for downtown real estate and rapid change in the area, St. Philip’s embarked on efforts to evaluate the future of the church as well as the highest and best uses of its facilities.
• These efforts solidified the need for a feasibility study to inform the development of a campus plan that will best leverage its assets, bring more people close to the church and remain faithful to the church’s mission.
• The purpose of the information in this document is to provide an assessment and better understanding of the following items identified by St. Philip’s:
  • Long-term plan for development of the campus that provides options for future program growth and a preliminary program of facilities to serve UMD
  • Current and projected parking needs, regulatory requirements, and strategies to meet future needs
  • Current and potential site capacity
  • Feasible land uses based on a high-level market analysis
  • Organization and phasing of new development
  • Short- and long-term strategies for improving welcome and presence

Figure 1: Bird’s-Eye View of St. Philip’s Campus and Surroundings
SITUATIONAL ANALYSIS

BACKGROUND
St. Philip’s operates on the 400 block of East Main Street, which consists of six parcels totaling 3.55 acres. The church owns four parcels on the block totaling 2.63 acres, with the remaining two parcels (0.92 acres) owned by Durham County. Two of the block’s parcels, one owned by the County and one owned by the Church, are occupied by Urban Ministries of Durham (UMD), which is a direct partner in mission with St. Philip’s and operates the Community Shelter on the northeast corner of the site. The church leases land to UMD and supports its services with financial contributions and volunteer hours. The church does not have a formal relationship with the county, but a solid working relationship is in place, and preliminary conversations with both UMD and the county have been positive, indicating a willingness to work together on any planning effort.

Downtown Durham is experiencing rapid growth, and demand for real estate has grown. Recent public and private investment in the area is reshaping the community and will bring significant change to the neighborhood. Recognizing its ideal location, St. Philip’s hopes to develop a plan for responding to this change in a manner that best leverages its assets and revitalizes the campus.

TABLE 2: PARCEL DATA BY OWNERSHIP

<table>
<thead>
<tr>
<th>ACREAGE</th>
<th>LAND USE</th>
<th>ST. PHILIP’S</th>
<th>DUHMAIN COUNTY</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.15</td>
<td>Corner Garden, Parking</td>
<td>1</td>
<td>0.81 Corner Garden, Parking</td>
</tr>
<tr>
<td>0.76</td>
<td>Sanctuary, Parish Hall, Offices Tower</td>
<td>2</td>
<td>Sanctuary, Parish Hall, Offices Tower</td>
</tr>
<tr>
<td>0.22</td>
<td>Sanctuary, Parish Hall, Offices Tower</td>
<td>3</td>
<td>Sanctuary, Parish Hall, Offices Tower</td>
</tr>
<tr>
<td>0.84</td>
<td>UMD Resource Center</td>
<td>4</td>
<td>UMD Resource Center</td>
</tr>
<tr>
<td>Subtotal</td>
<td>2.63</td>
<td></td>
<td>Subtotal 2.63</td>
</tr>
<tr>
<td>0.815</td>
<td>UMD Community Shelter &amp; Clinic</td>
<td>5</td>
<td>UMD Community Shelter &amp; Clinic</td>
</tr>
<tr>
<td>0.105</td>
<td>Inner Courtyard</td>
<td>6</td>
<td>Inner Courtyard</td>
</tr>
<tr>
<td>Subtotal</td>
<td>0.92</td>
<td></td>
<td>Subtotal 0.92</td>
</tr>
<tr>
<td>TOTAL</td>
<td>3.55</td>
<td></td>
<td>TOTAL 3.55</td>
</tr>
</tbody>
</table>

Source: City of Durham

EXISTING USES & PROGRAMMING
CORNER LAWN (PARCEL 1)
The southeast corner of the site currently exists as an open space and parking lot with 53 spots. St. Philip’s once hosted a community garden here, but there were issues with vandalism and maintenance. It is important to strike a balance between offering a welcoming boundary to the public, while maintaining a safe and secure environment. The church is optimistic that past issues with vandalism might be resolved in part by the future influx of nearby residents and businesses.

SANCTUARY & PARISH HALL (PARCELS 2 & 3)
The southwest corner of the site is occupied by the St. Philip’s sanctuary, parish hall, office and tower, which total 12,577 sf of interior space. This portion of the site is historic and frequently used by the church; any future site development should preserve its character and complement its existing functions.

URBAN MINISTRIES OF DURHAM RESOURCE CENTER (PARCEL 4)
Established in 1983, UMD is a non-profit organization working to end hopelessness and meet the emergency needs of poor and hungry neighbors through its programs and in partnership with other non-profits. Using donations from the community and the help of some 4,000 volunteers, UMD offers food, shelter and a future to more than 6,000 people each year. It is a stated goal that the master plan should include UMD remaining on the block, whether in current facilities or new facilities, and that there is an opportunity for a more purposeful design of the physical relationship.

UMD’s Resource Center occupies the church-owned northwest parcel of the site and consists of one 11,301-sf building occupied by the Food Pantry and Clothing Closet, the Community Cafe, office space, and 20 surface parking spaces. The Pantry and Closet address basic emergency needs for food, clothing, diapers and hygiene supplies. Most of those receiving support are not homeless but are trying to stretch very limited resources. Those served shop for what they need in a simulated retail setting, affording choice and better recognizing their dignity as individuals. The Pantry and Closet serve an average of 500 households per month.

The Community Cafe is also operated from the Resource Center and serves three meals per day, seven days per week, 365 days per year to shelter residents and anyone else in need of a meal. The welcoming Cafe area is a popular gathering place, and it is also used for community building and enrichment programs. The Cafe serves an average of 712 meals per day and totaled more than 228,000 meals in 2018.

UMRAN MINISTRIES OF DURHAM COMMUNITY SHELTER & CLINIC (PARCELS 5 & 6)
The UMD campus also occupies the northeast parcel of the block, which is owned by the county and contains a 17,852-sf building that houses UMD’s Community Shelter, a healthcare clinic, additional shared multi-use space, and 13 surface parking spaces.

The community shelter provides housing and food to individuals. The shelter has total of 149 beds (81 for men, 30 for women and 9 family rooms) and an additional 30 overflow cots that supplement bed space when needed. The Shelter is a backup provider for Durham County Social Services where clients must first report for a coordinated entry and diversion intake. Clients who cannot be diverted from shelter are then referred to the Community Shelter. UMD also offers “Journey Programs” in the building, which take a housing-stability oriented approach to helping end homelessness with case management and workforce development.

UMD collaborates with local partners as part of Durham’s area-wide System of Care. One key strategy is the Rehousing Program operated out of the UMD shelter in conjunction with Housing for New Hope. The System of Care enables UMD and each client to draw upon the resources of the entire community.

UMD also shares this space with the Healthcare for the Homeless Clinic operated by Lincoln Community Health Center. The Clinic is just one of their locations and has the goal of improving the overall wellbeing of homeless individuals through primary care and case management services offered on site and in collaboration with other service providers in the Durham area.
The St. Philip’s campus is located on the east side of downtown Durham within the Government Services District. St. Philip’s has been on its current site since 1880, when East Main Street was lined with residential mansions. In the middle of the 20th century the mansions were demolished, replaced by department stores, car dealerships and an Art Deco-style bus station on the corner of Dillard and Main. Today the area is anchored by city and county government services and is on the cusp of yet another transformation, as several large mixed-use developments promise to bring new retail and thousands of new housing units, including affordable housing, to the blocks immediately adjacent to St. Philip’s.

Downtown Durham west of Roxboro Street has seen considerable investment and growth during the past decade and more, and there is a perception from an urban design standpoint that the Government Services District has been a “dead zone” between that portion of downtown and the Golden Belt development on downtown’s far eastern edge.

There is also a perception that both public and private investment have under-served Northeast Central Durham, which includes the commercial areas and residential neighborhoods stretching from the edge of downtown east to Miami Boulevard. In the last several decades, the Northeast Central Durham population has had higher percentages of low-income and African-American residents compared to downtown and other urban neighborhoods. Even as Northeast Central Durham residents see a need for greater public investment in the area, there is concern that new investment will exacerbate existing issues of gentrification and displacement.

The St. Philip’s congregation is keenly aware of these dynamics, and it is a stated goal of the Church’s campus redevelopment to meaningfully bridge the communities to the Church’s west and east and to act in sensitivity to the wants and needs of its neighbors.

In recognition of these goals, the St. Philip’s market study area has been defined by the campus’ 10-minute walking radius; in other words, it includes all areas that someone in the middle of the St. Philip’s campus could reach in 10 minutes or less on foot, using existing paths and sidewalks.
PLANNING OVERLAYS

DURHAM DEVELOPMENT TIERS

Durham’s development tiers, last amended in 2016, work in concert with the Unified Development Ordinance and Future Land Use Map to ensure that development reflects the character of the area within which it occurs, through tier-specific guidelines for patterns, intensities and densities.

The Urban Tier is the area surrounding Durham’s historical downtown within which development was concentrated prior to the 1960s, with small lot sizes in traditional grid patterns, and with differing uses in proximity to one another. Land here has access to urban services, and development here should maintain an urban form. Opportunities exist for infill and redevelopment.

The Compact Neighborhood Tiers were defined as areas near planned transit stations. The boundaries of the Alston Avenue Compact Neighborhood Tier were drawn in response to a proposed stop for the Durham-Orange Light Rail Transit, which is no longer an active project.

The Downtown Tier, which defines most of the St. Philip’s 10-minute walk radius, is the historic downtown core. Development here is intended to be transit-, bicycle- and pedestrian-oriented, to enhance the street-level experience and provide a mixture of goods and services near transit. Auto-oriented and low-intensity uses are discouraged. The creation of a high-quality public realm is encouraged.

The Downtown Design District, which encourages bicycle-, pedestrian- and transit-oriented development. The Design District standards focus on the form of the private and public realm rather than use and intensity.

The standards encourage a vital downtown economy that enhances Durham’s position as a commercial, cultural and entertainment hub of the region while increasing livability.

FUTURE LAND USE

Durham’s Future Land Use Map, created during the 2005 Comprehensive Plan process and last amended in 2018, anticipates future growth and demand for land uses. It illustrates the city’s vision for protecting natural resources while moving toward a flexible, efficient development pattern that meets local needs for housing, employment, transportation, and goods and services.

On the Future Land Use Map, the 10-minute walk radius of St. Philip’s is defined largely by the Downtown Design District, which encourages bicycle-, pedestrian- and transit-oriented development. The Design District standards focus on the form of the private and public realm rather than use and intensity.

Also within a 10-minute walk of St. Philip’s are several established residential neighborhoods, including Cleveland-Holloway, Albright, Golden Belt and Edgemont.

On the Future Land Use Map, the Golden Belt and Edgemont neighborhoods fall within the Downtown Design District. The Cleveland-Holloway and Albright neighborhoods include Medium-Density Residential (6 to 12 units per acre) and Medium-High-Density Residential (8 to 20 units per acre) districts, along with clusters of Commercial and Industrial uses.
EXISTING SITE CONDITIONS & PLANNED DEVELOPMENT

EXISTING CONDITIONS

- The campus and its immediate surroundings are largely defined by the government and public services that exist in the area. The county’s Human Services building provides a significant working population in the immediate vicinity with a lack of parking space. The public services in the vicinity — including the shelter, clinic and crisis response center — are important community services but also give the area a less-than-vibrant appeal that is deterrent for transformative ground-level commercial uses and the retail/restaurant offerings that could serve the nearby working population. Current residential offerings are lacking and largely dilapidated.

PLANNED ADJACENT DEVELOPMENT

- As downtown Durham grows and demand for real estate continues to be strong, development efforts in close proximity to the church campus have gained momentum and will bring significant change to the area. Significant public investments by the city and county in partnership with private developers is ongoing and includes the following notable projects.

300 EAST MAIN DEVELOPMENT

- The 300 East Main Street plan will bring new liveliness to the East Main Street corridor. The plan will feature five stories of housing — with a total of 105 affordable units — along with 13,800 sf of ground-floor commercial/amenity space, including six pre-K classrooms, wrapping the 652-space parking garage on three sides. The design includes a forecourt along the frontage of East Main Street with a large adjacent public green space running the full length of the building, connecting Main Street to Liberty Street and the Durham County Library.

DURHAM HOUSING AUTHORITY OFFICE & CRIMINAL JUSTICE DEVELOPMENT

- The DHA and Criminal Justice redevelopment plans will renovate and preserve historic buildings while bringing nearly 290 more mixed-income housing units directly across Main Street from the church campus. Plans include 21,600 sf of non-residential space to create a mixed-use environment with internal open green space and a five-story parking deck.

OLDHAM & LIBERTY DEVELOPMENT

- The Oldham and Liberty plan will be the most significant redevelopment adjacent to the site and will replace the Oldham Towers and Liberty Apartments with greater density closer to Main Street than exists today. The existing superblock will be divided by streets and pedestrian throughways with 47,200 sf of non-residential space to balance the 532 planned mixed-income units. Plans also include a four-story parking deck, several surface parking spaces and centralized open space.
PARKING

EXISTING PARKING
There are currently 53 parking spaces on the southeast corner of the site. On Sunday mornings the St. Philip’s congregation also relies on the surface parking lot on the 300 block of East Main Street, which currently has approximately 280 spaces and is slated for redevelopment. For weekday funerals, St. Philip’s allows on-site double-parking and partners with First Presbyterian Church and a nearby public deck to meet additional parking needs. St. Philip’s parking needs include the accommodation of weekend services and weekday funerals, which can draw up to 100 and 150 cars, respectively.

IMPACT OF DEVELOPMENT ON PARKING
Parking structures will be included in the first phases of the 300 and 500 East Main developments, with construction times staggered to allow the county to shift parking spots for weekday employees. When construction is complete, the combined parking capacity across both developments will reach 1,902 spaces. As of spring 2020, Development Finance Initiative (DFI) expected that approximately 1,200 of those spaces — 490 at the 300 block and 710 at the 500 block — would be occupied during weekday hours by county employees, and those spaces would be available for public use on the weekend. Approximately 555 spaces across both structures will be reserved 24/7 for residents.

PARKING POSSIBILITIES
St. Philip’s expressed a desire to maintain at least 60 on-site parking spaces and would like to explore options for on-site structured parking in addition to off-site parking agreements. Table 4 shows rule-of-thumb costs for the construction of parking by type of structure or lot, and based on those figures, the potential cost of building a certain number of spaces as part of a future St. Philip’s site development, from the minimum anticipated need for 60 spaces up to a 400-space scenario, in which on-site parking spaces would be leased.

TAKEAWAYS
Parking is a concern given the future loss of adjacent surface parking lots; it will be important to create an on-site parking and arrival experience that is welcoming and convenient for weekly churchgoers. When considering the amount of parking that should be built as part of a future site development, the church should consider the high construction cost and the compatibility of parking leases with the St. Philip’s mission. In the short term, St. Philip’s should work to secure future off-site parking agreements with Durham County.

### TABLE 3: EXISTING & FUTURE PARKING ON EAST MAIN STREET

<table>
<thead>
<tr>
<th>LOCATION</th>
<th>EXISTING SPACES</th>
<th>FUTURE SPACES</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>24/7 RESIDENTS</td>
<td>Weekday Work Hours</td>
</tr>
<tr>
<td>300 Block</td>
<td>approx. 280</td>
<td>105</td>
</tr>
<tr>
<td>500 Block</td>
<td>approx. 380</td>
<td>450</td>
</tr>
<tr>
<td>Totals</td>
<td>approx. 940</td>
<td>555</td>
</tr>
</tbody>
</table>

Source: Google Earth and Development Finance Initiative

### TABLE 4: RULE-OF-THUMB COSTS OF PARKING CONSTRUCTION

<table>
<thead>
<tr>
<th>COST PER SPACE OF CONSTRUCTION</th>
<th>PARKING TYPE</th>
<th>POTENTIAL PARKING COSTS BY NUMBER OF SPACES</th>
</tr>
</thead>
<tbody>
<tr>
<td>$5,000 - $7,000</td>
<td>Surface lot</td>
<td>$300,000 - $420,000 $1,000,000 - $1,400,000 $2,000,000 - $2,800,000</td>
</tr>
<tr>
<td>$20,000 - $25,000</td>
<td>Structured lot</td>
<td>$1,200,000 - $1,500,000 $4,000,000 - $5,500,000 $8,000,000 - $10,000,000</td>
</tr>
<tr>
<td>$25,000 - $30,000</td>
<td>Sub-grade lot</td>
<td>$1,500,000 - $1,800,000 $5,000,000 - $6,000,000 $10,000,000 - $12,000,000</td>
</tr>
</tbody>
</table>

Source: Design Workshop
HISTORIC OVERLAY

HISTORIC DISTRICTS
A local historic district is a type of zoning applied by the City Council or the Board of County Commissioners to an area of special significance in terms of its history, prehistory, architecture, and/or culture that possesses integrity of design, setting, materials, feeling, and association. Durham has eight local historic districts, each with their own preservation plan. The southern edge of the St. Philip’s site lies within the Downtown Durham Local Historic District.

All site and building work within a local historic district requires application for a certificate of appropriateness. The Durham Unified Development Ordinance 3.17.1A states:

From and after the designation of an historic district or historic landmark, no exterior feature or designated portion of any building or other site work (including masonry walls, fences, light fixtures, steps, pavement, above-ground utility and mechanical equipment, signs, landscaping, and other appurtenant features) shall be erected, altered, restored, moved or demolished within a historic district or on such historic landmark until after an application for a certificate of appropriateness (COA) as to the exterior feature or designated portion has been submitted to and approved by the Historic Preservation Commission (HPC).

SITE CONTRIBUTING STRUCTURES
The St. Philip’s sanctuary is the only structure on the site that is considered significant and contributing within the Downtown Durham Local Historic District.

The sanctuary, completed in 1908, is the oldest remaining church building in downtown Durham. It was designed by Ralph Adam Cram, the architect of Princeton University and one of the major ecclesiastical architects of the early 20th century. According to the Downtown Durham Historic District Preservation Plan: “The ashlar exterior and medieval details [of the St. Philip’s sanctuary building] created a pleasant rendition of the Rural English Gothic style. This structure set the style of most other churches built in downtown Durham.”

Any development of the St. Philip’s block must protect viewsheds and maintain the site prominence of the historic sanctuary. Any structures on the parcel at the corner of Dillard and Main would be limited to three stories in height. Any structures on the block’s northern edge would be designed to avoid casting shadows or disrupting views of the historical portions of the church campus.

Figure 10: St. Philip’s in the 1950s, with Parish Hall to the left and the sanctuary in the background

Figure 11: 1920s postcard image of St. Philip’s sanctuary, with former neighboring residence visible in back left
**ZONING DISTRICTS**

The Downtown Design District encourages bicycling, pedestrian and transit-oriented development through regulations appropriate to the downtown area, with a focus on the form of the private and public realm rather than on use and intensity.

The Core sub-district is where the highest, densest urban development is expected and encouraged. The Support 1 sub-district is where moderate development intensity creates a mixed-use urban environment at a lesser scale than the Core. The Support 2 sub-district is intended to provide a sensitive transition from more intense development to development adjacent to the Downtown Design District.

The St. Philip’s site is split between the Core and Support 1 sub-districts of the Downtown Design District. Following is a summary of district design standards.

---

**BUILDING HEIGHT STANDARDS**

**Downtown Design District - Core**
- 75’ maximum podium height (5 stories), 30’ minimum podium height (2 stories) / 10’ setback required
- 300’ maximum building height (20 stories) without provisions
- Unlimited building height with provisions
- The southeast corner of the site is within a Local Historic overlay district. It has a three-story height restriction in order to keep the height of future buildings below the height of the church tower.

**Downtown Design District - Support 1**
- 75’ maximum podium height (5 stories), 30’ minimum podium height (2 stories) / 10’ setback required
- 100’ (7 stories) maximum building height without provisions
- 150’ (10 stories) maximum building height with provisions

**PROVISIONS**
- At least 15% of the units in a project meet the definition of an affordable housing dwelling unit; + 60’ for DD-C, +45’ for DD-S1
- Provide a green roof in accordance with City of Durham Public Works standards, equivalent to at least 50% of the building footprint area; +15’ DD-C and DD-S1
- Facade projections of at least 3 feet or recesses of at least 5 feet in depth covering at least 40% of the podium facade on all sides, and a minimum of 30% of each building facade in approved materials; +30’ DD-C and DD-S1
- Provide 24/7 public parking spaces in the amount of 50 spaces or 20% of the minimum amount of parking required for the development, whichever is greater; +30’ DD-C and DD-S1

**SITE DESIGN STANDARDS**

**BUILD TO ZONE**
- Measured from back of curb, 12 to 18 feet

**PEDESTRIAN PASSAGES**
- Minimum amount of public space: 2% of development site area
- Minimum dimension for each public space area: 25 feet in all directions
- Minimum street frontage width: 25 feet

**SITE CALCULATIONS FOR MAXIMUM BUILDOUT**

**SOUTHEAST SITE CORNER**
- (28,400 sf allowable building footprint) x (maximum 3 stories) = 85,200 sf maximum buildout

**NORTHERN SITE EDGE**
- 423,000 sf maximum buildout without incentives
- 690,000 sf maximum buildout with incentives (stormwater, facade, parking, etc.)
- Ownership is shared so a partnership would be required or St. Philip’s to purchase other parcels
SWOT ANALYSIS

OVERVIEW
The SWOT Analysis is a benchmarking process used in strategic and marketing planning. Internally it delineates strengths and weakness, and externally it identifies opportunities and threats. The SWOT Analysis is conducted to identify the values and virtues of the development that can be the focus of the marketing program, and to understand the deterrents and obstacles to project success.

STRENGTHS
Strengths are internal attributes of the project that make it different and special. They can include skills, experience, people, process, design or anything else that stands to benefit the project. These are things that, in general, can be controlled.

• St. Philip’s mission, congregation and capabilities as an organization
• Progressive, open-minded congregation
• History, presence and architecture
• Southeast corner exists as one of few open spaces in the area
• Non-profit designation opens up opportunities for federal assistance
• Direct, existing partnership with Urban Ministries of Durham (UMD)
• Preliminary conversations indicate that the county is willing to work in partnership with the church
• Willingness to consider purchase of the county’s parcel
• Church’s desire to increase welcome and presence
• Planned development will bring an influx of new residents to the area

WEAKNESSES
Weaknesses also are internal and are self-imposed limitations and/or problems that negatively affect capabilities and success. Weaknesses are the Achilles’ heel, and they generally are aspects of the project or organization’s behavior and capabilities that will make the project vulnerable.

• Any development or land use must align with the church’s mission and therefore may not be a profitable use
• Church operations require parking that must be accommodated on site
• Lack of total ownership/control of block
• Partnership with UMD includes the requirement that their shelter and programs must remain solvent during any redevelopment, which may complicate construction and phasing
• Lack of linkages between Main Street corridor and other frontages
• Existing buildings do not have any obvious adaptive reuse potential

OPPORTUNITIES
Opportunities are situations that exist outside the project. They can be global and omnipresent or they can be “point in time.” While they may not be things that can be “controlled,” opportunities should be aligned with strengths to determine how best to capitalize on them.

• Potential shared parking opportunity to reduce need for overall parking requirements
• Potential for partnership with county and other community/social organizations
• Downtown District standards and zoning are flexible
• Public and private development nearby will bring a larger residential population to the area
• Potential to leverage partnerships and funding
• Large daytime working population

THREATS
Threats also come from outside the project or organization and are the areas that require the greatest vigilance as they cannot be directly controlled.

• Historic overlay district on southern portion of the block limits site capacity
• Private deed restrictions on county parcel occupied by UMD
• Necessity that UMD remains solvent during any development
• Planned development will include significant amounts of non-residential use that is not yet known and could create competition
• Safety concerns on Queen Street and the general area
• One-way Liberty Street limits access and circulation
• Proximity to public services has created a more vulnerable population
• Lack of activity beyond working hours
MARKET ANALYSIS

ECONOMIC

OVERVIEW
Historically anchored by tobacco and textile manufacturing, downtown Durham has experienced renewed growth and revitalization over the past two decades as new construction, historic renovation and an emerging economy bring continued investment. With a strong talent pipeline anchored by nearby universities feeding the growing job market, a relatively low cost of living and plenty of cultural amenities, downtown Durham is an emerging economic center defined by it employment and entertainment opportunities. According to Downtown Durham Inc., the area has received nearly $1.8 billion in new investment to date with private development tending to follow public investment.

EMPLOYMENT & INDUSTRY
With over 21,000 in its daytime population, downtown Durham accounts for almost 11% of the city’s jobs with most concentrated around the historical downtown. Employment has grown by more than 50% since 2010, and the construction of several major office developments has allowed nearly half of all of the city’s job growth to be located downtown. With Duke University’s administrative, research and development office located downtown, educational services is the top industry by employment followed by the public administration sector, which is anchored by numerous city and county administration buildings on the east side of downtown. The third largest industry by employment is professional, scientific and technology services, which accounts for 17% of downtown employment and represents a strong contingent of knowledge industry jobs. While other sectors of the knowledge industry such as health care, social assistance and information technology are concentrated outside of the city, the knowledge industry overall is a key indicator for economic potential in a community as it is a rapidly growing sector of the economy that provides relatively high-income jobs and attracts educated, young residents. The St. Philip’s study area has roughly half of the daytime working population of downtown Durham and accounts for almost 5% of citywide jobs. Most job growth has been concentrated closer to the historical downtown to the west of the site, but government services and public administration anchors eastern downtown and accounts for the vast majority of employees in the area. The pre-COVID-19 unemployment rate is higher than that of downtown at 4.2%.

FIGURE 14: Study Area Labor Force Summary

| Source: Esri Business Analyst / April 22, 2020 |
| White Collar | 49% |
| Blue Collar | 22% |
| Unemployment Rate | 4.2% |

Figure 13: Study Area Top Industries by Employment

| Source: Esri Business Analyst / April 1, 2020 |
| Educational Services | Public Administration |
| Finance & Insurance | Professional, Scientific & Tech Services |
| Other Services | Services |

TABLE 5: DAYTIME WORKING POPULATION

<table>
<thead>
<tr>
<th>ST. PHILIP’S</th>
<th>DOWNTOWN DURHAM</th>
<th>CITY OF DURHAM</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019 TOTAL DAYTIME POPULATION</td>
<td>11,066</td>
<td>22,179</td>
</tr>
<tr>
<td>Daytime Working Population</td>
<td>9,315</td>
<td>21,104</td>
</tr>
<tr>
<td>% of City</td>
<td>4.8%</td>
<td>10.9%</td>
</tr>
<tr>
<td>Workers per Sq. Mi.</td>
<td>12,160</td>
<td>27,768</td>
</tr>
</tbody>
</table>

Source: Esri Business Analyst

TABLE 6: POPULATION SUMMARY

<table>
<thead>
<tr>
<th>ST. PHILIP’S</th>
<th>DOWNTOWN</th>
<th>CITY OF DURHAM</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019 Total Population</td>
<td>3,660</td>
<td>3,099</td>
</tr>
<tr>
<td>2019 Median Age</td>
<td>33.1</td>
<td>33.4</td>
</tr>
<tr>
<td>2010-2019 Annual Growth Rate</td>
<td>1.8%</td>
<td>7.7%</td>
</tr>
<tr>
<td>2024 Total Population</td>
<td>4,492</td>
<td>4,085</td>
</tr>
<tr>
<td>2010-2024 Annual Growth Rate</td>
<td>4.2%</td>
<td>5.7%</td>
</tr>
</tbody>
</table>

Source: Esri Business Analyst
HOUSEHOLDS & INCOME

HOUSEHOLD PROFILE
- The St. Philip’s market study area has a significantly larger average household size than downtown, Central Durham and the City of Durham, at 2.8 persons per household.
- This may be due to the larger presence of family households — 47% of households in the study area are family households, and the average family size is larger than average at 3.8.

AT RISK POPULATIONS
- In addition to a less educated population, the study area’s population is more at risk than downtown Durham and surrounding areas: There are significantly more households with disabilities, receiving public assistance and below the poverty line.

HOUSEHOLD INCOME
- Downtown Durham’s median household income (MHI) is $58,204, which is just below the region’s median income (AMI) of $61,271 and the national median of $61,937.
- The St. Philip’s study area has a drastically lower-income population with an MHI of just $25,213.
- The lower MHI reflects the higher percentage of residents with lower educational attainment and the larger concentration of public housing developments.
- A staggering 28% of households earn less than $15,000 annually, and the majority of households earn less than $35,000 annually, representing a disproportionate number of households that are considered extremely and very-low income.

TABLE 7: HOUSEHOLD CHARACTERISTICS

<table>
<thead>
<tr>
<th></th>
<th>ST. PHILIP’S</th>
<th>DOWNTOWN DURHAM</th>
<th>CITY OF DURHAM</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019 HOUSEHOLDS</td>
<td>1,192</td>
<td>1,364</td>
<td>113,133</td>
</tr>
<tr>
<td>Median Household Income</td>
<td>$25,213</td>
<td>$58,204</td>
<td>$58,437</td>
</tr>
<tr>
<td>Avg. Household Size</td>
<td>2.8</td>
<td>2.0</td>
<td>2.4</td>
</tr>
<tr>
<td>% Family Households</td>
<td>47.3%</td>
<td>32.5%</td>
<td>55.3%</td>
</tr>
<tr>
<td>Avg. Family Size</td>
<td>3.8</td>
<td>3.2</td>
<td>3.1</td>
</tr>
<tr>
<td>AT RISK HOUSEHOLDS</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>% with Disability</td>
<td>33.1%</td>
<td>15.6%</td>
<td>19.3%</td>
</tr>
<tr>
<td>% Receiving Food Stamps/SNAP</td>
<td>37.8%</td>
<td>15.6%</td>
<td>12.6%</td>
</tr>
<tr>
<td>% Below Poverty Level</td>
<td>32.2%</td>
<td>22.2%</td>
<td>15.1%</td>
</tr>
</tbody>
</table>

MARKET SEGMENTATION

DEMAND DRIVERS
- The findings of the market analysis form the basis for evaluating potential market share by highlighting the economic conditions and demographic trends driving overall demand:
- Downtown Durham has experienced renewed growth and revitalization over the past two decades as new construction, historic renovation and an emerging economy bring continued investment.
- Educational services and knowledge industry growth are driving job growth in downtown Durham and attracting educated young professionals to the area who want to live in or near downtown.
- Downtown residential population growth has outpaced that of the St. Philip’s study area, which includes adjacent neighborhoods that were established in the 1960s.
- A concentration of government service and public administration anchors employment in the St. Philip’s study area and makes up a large portion of the daytime population.
- As downtown revitalization continues to gain momentum, growth has reached the eastern edge of downtown and the St. Philip’s study area, driving growth of the younger population seeking to live here.
- This growing younger population is less educated than that of downtown Durham with generally lower-income households.
- There are significantly more family households, including many single parents, in the St. Philip’s study area. The area has a significantly higher average household size than that of downtown and surrounding areas.
- St. Philip’s has a significantly more vulnerable and low-income population than surrounding areas, with a concentration of community and public services in the area.
- Median household income is less than half of the downtown area, and over 33% of households earn between $15,000 and $35,000 annually.
- The vast majority of the residential population is between the ages of 25 and 34 and predominantly African American, with a larger Hispanic population than downtown as well.

MARKET SEGMENTATION

With the area’s rapidly changing landscape and the church’s location on the edge of distinct districts, understanding local market segments can help identify the target market. A market segmentation analysis was conducted to understand the dominant household tapestry segments within the study area and their preferences. Esri’s Tapestry Market Segmentation is a geodemographic system that identifies 68 distinctive U.S. markets based on socioeconomic and demographic characteristics to provide an accurate, comprehensive profile of U.S. consumers.

The analysis found that two segments in particular make up nearly 90% of households within the St. Philip’s study area.

The Tapestry Segments are summarized in more detail on the following pages using both local and national data from Esri.
TAPESTRY SEGMENT A: NATIONAL PROFILE

Tapestry Segment A is one of the youngest markets nationwide and consists primarily of single-parent and single-person households living in urban metros. With nearly a quarter of the segment having not finished high school and overall lower educational attainment, they are generally a lower income and more vulnerable population. The economic circumstance is made more difficult by the fact that large portion of this segment has children. Nearly one in four households receives contributions from Social Security and public assistance.

Households: 1,106,600
Average Household Size: 2.67
Median Age: 28.5
Median Household Income: $18,300

SEGMENT A OCCUPATION TRENDS NATIONALLY

Tapestry Data Source: Esri Business Analyst

SEGMENT A POPULATION TRENDS NATIONALLY

Tapestry Data Source: Esri Business Analyst

TAPESTRY SEGMENT B: NATIONAL PROFILE

Tapestry Segment B is a highly mobile and educated segment who prefer to live alone or with another roommate closer to the urban core of metro areas. As one of the fastest growing segments in the market, these residents are attracted to vibrant urban life and will continue to drive demand for rentals in growing urban communities. With a relatively high median income compared to other millennials, this segment spends the majority of income on rent, technology and consumer products while preferring to live close to employment or transit centers.

Households: 1,911,500
Average Household Size: 1.67
Median Age: 32.5
Median Household Income: $67,000

SEGMENT B OCCUPATION TRENDS NATIONALLY

Tapestry Data Source: Esri Business Analyst

SEGMENT B POPULATION TRENDS NATIONALLY

Tapestry Data Source: Esri Business Analyst
**OVERVIEW**

- Downtown Durham currently has over 3,500 residential units with over 1,000 added in the past year and another 1,400 in the pipeline. Rapid job growth is driving steady demand as reflected by the low vacancy rate (5%-10%) and pipeline of new projects including adjacent properties.
- With 1,457 housing units, the St. Philip’s study area has less than half of the residential units of downtown, many of which can be attributed to the nearby residential neighborhoods. The vast majority of housing units are rental units occupied by lower-income households.
- Given the constraints of the site, the only feasible residential development would be multi-family rental apartments. The site is an ideal location for multifamily rental apartments given its proximity to the downtown area and the infill opportunity.
- Given the church’s mission to serve low-income populations and a significant number of market-rate developments in the pipeline, market-rate units are not considered feasible, but affordable multifamily rental units have strong demand and align with the church’s mission.

**HOUSING NEEDS**

- Over 70% of households in downtown and the St. Philip’s study area are renters who also have the most severe housing cost burdens, especially at the extremely low and very low income brackets as well as elderly and disabled families.
- There is a significant shortage of affordable rental housing in Durham, and the Durham Housing Authority (DHA), city and county have worked to increase affordable supply by expending public funds and leveraging private sector investment.
- In its statement of housing needs, DHA identifies the needs of the extremely low-income, very-low income, low-income, elderly and disabled families for Durham, shown below in Table 9.

**TABLE 8: RESIDENTIAL USE REGULATIONS**

<table>
<thead>
<tr>
<th>USE</th>
<th>REGULATION</th>
<th>REQUIRED PARKING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Household Living</td>
<td>Limitations</td>
<td>2 / unit</td>
</tr>
<tr>
<td>Group Living</td>
<td>Special Use</td>
<td>1 / 4 beds</td>
</tr>
<tr>
<td>All Group Living</td>
<td>Special Use</td>
<td>1 / 4 beds</td>
</tr>
<tr>
<td>Commercial Dorm</td>
<td>Limitations</td>
<td>1 / 2 units + 1 / 4 employees</td>
</tr>
<tr>
<td>Congregate Living</td>
<td>Limitations</td>
<td>1 / 4 beds</td>
</tr>
<tr>
<td>Group Home</td>
<td>Limitations</td>
<td>6 / unit</td>
</tr>
<tr>
<td>Indep. Living Facility</td>
<td>Permitted</td>
<td>1 / 4 beds</td>
</tr>
</tbody>
</table>

**TABLE 9: HOUSING NEEDS**

<table>
<thead>
<tr>
<th>FAMILY TYPE</th>
<th>% OF AMI</th>
<th>OVERALL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extremely Low Income</td>
<td>&lt;30%</td>
<td>13,420</td>
</tr>
<tr>
<td>Very Low Income</td>
<td>30% - 50%</td>
<td>11,260</td>
</tr>
<tr>
<td>Low Income</td>
<td>50% - 80%</td>
<td>16,405</td>
</tr>
<tr>
<td>Elderly</td>
<td>N/A</td>
<td>18,315</td>
</tr>
<tr>
<td>Families w/ Disabilities</td>
<td>N/A</td>
<td>24,742</td>
</tr>
</tbody>
</table>

Source: DHA Annual Report 2020
**DEVELOPMENT POTENTIAL**

- The housing needs assessment provided by DHA indicates a significant affordability crisis in Durham and reflects very high and stable demand for affordable units that will not be met by anticipated supply. The church has the rare opportunity to locate affordable housing in an ideal location and could pursue partnerships with local organizations, including DHA and the county.
- The extremely low-income, elderly and disabled groups represent the most significant need. These units may be highly compatible with UMD’s existing services and could potentially explore bridge housing serving families and individuals moving from the shelter to more permanent housing. Any units targeting these groups should only be considered with a master-lease/partnership with DHA or another organization to cover rent payments.
- There is also large demand for very-low and low-income units that would likely be absorbed quickly. Units for these groups would provide higher rents than extremely low-income units but should consider compatibility with other programs on the site, particularly at the higher end of the affordability spectrum where proximity to the shelter may create conflicting use.
- Zoning on the northern parcels, which fall within the Downtown Design District, allows for unlimited density, but compatibility with the community shelter remains an important consideration.
- Residential units should incorporate universal design to allow the building to be mixed-use, mixed-income and intergenerational unless a specific income group or market segment is targeted.

**SIGNIFICANCE TO ST. PHILIP’S**

- Any affordable rental apartments would likely need to accommodate one parking space per unit, meaning that structured parking will be necessary. Therefore multi-family residential development would likely not be feasible on any individual parcel and would require a larger building footprint to accommodate parking needs.
- Commercial and amenity space should also be programmed into any residential development, particularly on ground floors.
- Using the 300 East Main Street development for reference, the build out of affordable rental units would likely cost about $160,000 to $170,000 per unit, although economies of scale and the incorporation of amenity/amenity/commercial spaces may influence that number.
- While the mix of units, specific floor plans and actual capacity will need to be determined if pursued, a rent roll is summarized below based on assumptions from the 300 East Main Street development.

**COMMERCIAL OVERVIEW**

- The Downtown Design District requires that any ground-floor commercial uses along Main Street contain non-residential uses other than parking.
- While not required along Liberty, Queen or Dillard Streets, ground-floor commercial uses should be incorporated with human-scale design that activates the area and provides variety.
- If residential development is pursued, retail and amenity space should be programmed to serve the tenants and community. Other categories to be considered are office and overnight accommodations.
- Any commercial space should be poised to embrace the growing appeal of downtown Durham with programming geared toward serving the local workforce, future residents and the existing community.

**RETAIN & RESTAURANTS**

- Retail and restaurants is a critical component of commercial land use for any mixed-use development that hopes to promote activation and attract residents and workers to the site. Retail establishments generate activity for longer durations while promoting density, variety and vibrance to a property.
- With nearly 10% of the city’s retail, food and beverage businesses, downtown Durham has a strong concentration of retail, but there is yet more demand as the residential and working population continues to grow.
- Representing almost 90% of all retail businesses downtown, restaurants and bars make up an extremely high proportion of downtown Durham’s retail trade industry. The limited supply of non-food- and beverage-related businesses suggests more room to diversify retail options as well. However, the impact of COVID-19 on the future of retail and restaurants is unknown.
- Most retail trade establishments are concentrated in the downtown core. The study area accounts for only 3% of the city’s total and is more evenly split between retail sales/services and food/drink.

**TABLE 10: TYPICAL UNIT SUMMARY**

<table>
<thead>
<tr>
<th>UNIT TYPE</th>
<th>SIZE</th>
<th>% OF UNITS</th>
<th>RENT/MO.</th>
</tr>
</thead>
<tbody>
<tr>
<td>AMI RANGE</td>
<td>&lt;30%</td>
<td>&lt;50%</td>
<td>&lt;80%</td>
</tr>
<tr>
<td>Studio</td>
<td>609</td>
<td>19%</td>
<td>$634</td>
</tr>
<tr>
<td>1-BR</td>
<td>666</td>
<td>31%</td>
<td>$735</td>
</tr>
<tr>
<td>2-BR</td>
<td>918</td>
<td>36%</td>
<td>$859</td>
</tr>
<tr>
<td>3-BR</td>
<td>1,248</td>
<td>13%</td>
<td>$1,176</td>
</tr>
</tbody>
</table>

**TABLE 11: RETAIL/RESTAURANT USE REGULATIONS**

<table>
<thead>
<tr>
<th>USE</th>
<th>REGULATION REQUIRED PARKING</th>
</tr>
</thead>
<tbody>
<tr>
<td>RESTAURANTS</td>
<td>All, except below</td>
</tr>
<tr>
<td>Drive-through</td>
<td>Not Permitted</td>
</tr>
<tr>
<td>RETAIL</td>
<td>All, except below</td>
</tr>
<tr>
<td>Repair Oriented</td>
<td>Permitted</td>
</tr>
<tr>
<td>Art, Studio, Gallery</td>
<td>Permitted</td>
</tr>
<tr>
<td>Drive-through</td>
<td>Not Permitted</td>
</tr>
<tr>
<td>Veterinary Clinic</td>
<td>Limitations</td>
</tr>
</tbody>
</table>

**TABLE 12: RETAIL TRADE BUSINESSES SUMMARY**

<table>
<thead>
<tr>
<th></th>
<th>ST. PHILIP’S</th>
<th>DOWNTOWN</th>
<th>CITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Retail Trade</td>
<td>58</td>
<td>171</td>
<td>1,895</td>
</tr>
<tr>
<td>Retail Sales/ Service</td>
<td>29</td>
<td>152</td>
<td>644</td>
</tr>
<tr>
<td>Restaurants/Bars</td>
<td>29</td>
<td>19</td>
<td>1,251</td>
</tr>
</tbody>
</table>

Source: EDR Business Analyst & Value of Downtown Durham Report
The only retail trade establishments with leakage
With the exception of a food truck roundup, there
what-you-can nonprofit restaurant model. These
workers who provide significant demand during
the local daytime and residential population.
Nearby examples include A Place at the Table and
Carroll’s Kitchen in Raleigh, as well as F.A.R.M. cafe
in Boone. The Carroll’s Kitchen model also includes
social enterprise with restorative employment.

FOOD & DRINK
• As stated earlier, restaurants and bars account
for almost 90% of downtown retail, but most are
concentrated closer to the downtown core.
• Within the study area, food and drink establishments have a surplus of $14 million, which can likely be attributed to a lack of well-positioned offerings for the local daytime and residential population.
• With the exception of a food truck roundup, there are very few lunch options for public administration workers who provide significant demand during working hours, and a lack of options for the new residential population as well.
• The site has strong potential to provide food and drink options for these groups but will need to ensure that any offerings are well-positioned and compatible with other uses on the site.
• Outside of normal working hours, food and drink establishments would provide a needed social destination for the area’s new residents.
• One interesting concept that aligns well is a pay-what-you-can nonprofit restaurant model. These local cafes are welcoming and inviting spaces that provide an opportunity for all, including workers and residents, to enjoy a fresh meal and community. Nearby examples include A Place at the Table and Carroll’s Kitchen in Raleigh, as well as F.A.R.M. cafe in Boone. The Carroll’s Kitchen model also includes social enterprise with restorative employment.

DEVELOPMENT POTENTIAL
• The site has strong potential for a retail or restaurant commercial component positioned to serve the local workforce and future residents. These uses would promote activation of the area and bring more people to the site itself.
• In keeping with the church’s mission, retail and restaurant uses could benefit the community by ensuring that commercial tenant selection attracts businesses with a social impact component to their operations.
• Buildout for a retail/restaurant component will likely require new buildout as part of a larger redevelopment, unless existing buildings can be retrofitted through adaptive reuse.
• A retail/restaurant component would likely be most successful along East Main Street, although space with park frontage along Dillard would also be well-suited. Commercial space along Queen or Liberty Street would need to consider strategies to combat limited access, circulation and activation.
• Retail and restaurant land uses will likely require 4 spaces per 1,000 sf for users and staff, which could be accommodated in surface parking lots or structured parking, depending on the scale of commercial use and overall development of the site.
• Using the 300 and 500 East Main Street developments for reference, commercial rents should be below market rate to contribute to social impact goals and support continued occupancy. In this scenario, commercial rents of $1.30 to $1.40 per square foot can be anticipated.
• Additionally, the church should explore retail and restaurant products that support other site programs, such as UMD’s shelter and journey programs, where vocational training could be integrated for recovering individuals and families.

OFFICE
• Downtown Durham has 3.6 million sf of office space and has had consistently high occupancy despite ongoing construction of new Class A office space. Downtown added 470,000 sf in the past year and absorption has been high, with overall occupancy around 91%. High demand and rising construction costs have enabled rental rates to hit record highs throughout the region but has also made developers hesitant and resulted in a shortage of available new space. This tightening of the market will bring on high pre-leasing demand and continued low availability, which sits at 13.6% throughout the market.
• Coworking space has also boomed in Durham and now accounts for 393,000 sf in the downtown area. However, with the fallout of WeWork’s failed IPO and overall uncertainty about the company’s future, local coworking providers have banded together to form the Triangle Coworking Alliance, providing members with stronger services and connecting the various hot spots throughout the market.
• Additionally, four of the top office investments in 2018 came from American Underground, which generated $30 million in venture capital directed toward local business, local incubators and universities. It also has differentiated itself by focusing on diversity and inclusion.
• The influx of new construction in central business areas reflects demand for more traditional office space over the low-to-mid-rise creative campus layouts that have become more common in recent years.
• Rising construction costs are pushing up the cost of new office space, which may create a revitalized demand for high-quality second-generation space.
• Traditional office development is highly profitable and demand is healthy, but rising construction costs and competition would make this a risky endeavor, especially for Class A space.

Development Potential
• St. Philip’s likely could not compete in Class A office development without significant investment or a third-party development partner. Traditional office space can also contribute to gentrification and does not align with the church’s mission to have social impact.
• There may be an opportunity to provide additional leasable office space to that needed by UMD, which could be positioned for government and public service organizations in the area. But more discussions would be needed to understand the depth of demand and type of space desired.
• Coworking or incubator space may also be a good fit for the site if socially driven toward making downtown Durham accessible to small business owners, with much shorter lease terms and flexible space. This type of land use would add to the daytime working population, potentially serve nearby residents with remote capability, and could support UMD’s Journey Programs and other vocational training programs.
• If interested in this option, the church should pursue further conversations with organizations like Self-Help, Triangle Coworking Alliance, American Underground and others to evaluate programming and space needs as well as partnership opportunities, revenues and costs.
• Using the 300 and 500 East Main Street developments for reference, commercial rents should be below market rate ($1.60 to $1.80 per square foot) to contribute to social impact goals and support continued occupancy. In this scenario, commercial rents of $1.30 to $1.40 per square foot can be anticipated.
OVERNIGHT ACCOMMODATIONS

- Downtown Durham currently has 716 hotel rooms spread among five hotels. Hotel growth has been concentrated closer to the downtown core and its destinations, such as Durham Convention Center, Durham Performing Arts Center and Durham Bulls Athletic Park.
- Without visitation and business destinations nearby to drive location-specific demand for overnight accommodations, hotel is not a feasible land use.
- Most overnight accommodations also do not meet the Church’s social impact criteria, with the exception of a diet house, which is considered under Public and Civic uses.
- There are more socially driven overnight accommodations, such as Leo House in New York City, but these still rely heavily on proximity to destinations and have space that was naturally compatible with hotel use. The church may want to consider this as a potential use if phasing and construction considerations allow.

**TABLE 15: OVERNIGHT USE REGULATIONS**

<table>
<thead>
<tr>
<th>USE</th>
<th>REGULATION</th>
<th>REQUIRED PARKING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hotel, Motel, etc.</td>
<td>Limitations</td>
<td>1.25 / room + 1 / 100 sf gathering space</td>
</tr>
<tr>
<td>Bed &amp; Breakfast</td>
<td>Limitations</td>
<td>1 / guest room + 2 / owner</td>
</tr>
<tr>
<td>Diet House</td>
<td>Permitted</td>
<td>1 / 250 sf</td>
</tr>
</tbody>
</table>

Source: Durham UDO (Downtown District)

PUBLIC & CIVIC USES

OVERVIEW

- The church is already classified by its public and civic land uses with its place of worship, the open space and the community and social services offered by UMD.
- If there is demand for more space for these uses from local organizations, a partnership could be pursued to establish the campus as a haven for the community’s benefits. Other uses to consider within this category are daycare, educational facilities, government facilities, medical facilities and social service institutions.
- The site will already need to accommodate the UMD programs, which will likely be a principal use of any parcels dedicated to the organization.
- Public and civic uses also provide non-residential ground-floor uses.

COMMUNITY & SOCIAL SERVICES

- Community services are uses of a public, non-profit or charitable nature providing ongoing education, training or counseling to the general public on a regular basis, with a limited residential component.
- Social services are uses that primarily provide treatment of those with psychiatric, alcohol or drug problems, and transient housing related to social service programs.
- UMD’s programs and offerings fall within community and social services.
- UMD could leverage its working relationships with other organizations to expand its facilities and incorporate more of these services.
- The partnership could potentially provide space for relocation during any redevelopment and may provide insight about possible master lease or partnership agreements for the uses of space.
- The church should pursue conversations with organizations such as Durham Social Services (DSS), Families Moving Forward and others to evaluate the depth of demand, facilities required and potential costs and revenues associated. These uses would be highly compatible and provide maximum social impact.

**TABLE 16: COMMUNITY/SOCIAL SERVICE USE REGULATIONS**

<table>
<thead>
<tr>
<th>USE</th>
<th>REGULATION</th>
<th>REQUIRED PARKING</th>
</tr>
</thead>
<tbody>
<tr>
<td>All, except below</td>
<td>Limitations</td>
<td>1 / 500 sf</td>
</tr>
<tr>
<td>Auditoriums</td>
<td>Limitations</td>
<td>1 / 200 sf (Min. 20)</td>
</tr>
<tr>
<td>Clubs and Lodges</td>
<td>Limitations</td>
<td>1 / 100 sf (Min. 10)</td>
</tr>
<tr>
<td>Museums</td>
<td>Limitations</td>
<td>1 / 300 sf</td>
</tr>
<tr>
<td>Social Service Inst.</td>
<td>Special Use</td>
<td>1 / 1,500 sf + 1 / employee</td>
</tr>
</tbody>
</table>

Source: Durham UDO (Downtown District)
PARKS AND OPEN SPACE

- Within the 10-minute walk radius study area of St. Philip’s, there is approximately 4.25 acres of public open space. With a resident population of approximately 3,660 and a daytime population of 21,300, the St. Philip’s study area currently offers about 1.2 acres of open space per 1,000 residents and just 0.2 acres per 1,000 daytime occupants.
- The Trust for Public Land’s City Park Facts report from 2017, the organization provided median figures for parkland per 1,000 residents by city type. Across all cities, the median figure was 13.1 acres per 1,000 residents, and for low-density cities like Durham, the median figure was 24.0 acres per 1,000 residents. In that report, Durham’s citywide parkland figure was 10.2 acres per 1,000 residents and 8.6 acres per 1,000 daytime occupants.
- The future development around the St. Philip’s site will bring an additional 1,377 housing units to the nearby population.
- Although, parks/open space is not income-producing, the future development around the St. Philip’s site is public, the future open space figure for this study area is 0.9 acres per 1,000 residents.
- The future development around the St. Philip’s site will bring an additional 1,377 housing units to the study area and up to 1.5 acres of new open space, such as providing leasable space for food trucks, pop-up markets, events, etc.
- The church could explore methods to produce some income on the parcel related to open space, such as providing leasable space for food trucks and mobile pop-ups, or providing outdoor playspace for the nearby daycares, if appropriate given the increased liability.

DEVELOPMENT POTENTIAL

- Based on national comparisons, the study area and downtown Durham are in need of significantly more parks and open space.
- The existing corner open space on the southwest parcel is underutilized and would need to be improved but would have a high social impact on the community and provide welcome and presence to the nearby population.
- Although, parks/open space is not income-producing, relatively little investment would be required to improve the corner lot, and the church could potentially pursue a partnership with organizations like Keep Durham Beautiful or SEEDS.
- Furthermore, the church could explore methods to produce some income on the parcel related to open space, such as providing leasable space for food trucks and mobile pop-ups, or providing outdoor playspace for the nearby daycares, if appropriate given the increased liability.

SIGNIFICANCE TO ST. PHILIP’S

TABLE 17: PARKS & OPEN SPACE USE REGULATIONS

<table>
<thead>
<tr>
<th>USE</th>
<th>REGULATION</th>
<th>REQUIRED PARKING</th>
</tr>
</thead>
<tbody>
<tr>
<td>All, except below</td>
<td>Limitations</td>
<td>1 / 1,000 sf</td>
</tr>
<tr>
<td>Basketball court</td>
<td>Limitations</td>
<td>4 per court</td>
</tr>
<tr>
<td>Tennis court</td>
<td>Limitations</td>
<td>3 per court</td>
</tr>
<tr>
<td>Dog park</td>
<td>Limitations</td>
<td>1 / 1,000 sf</td>
</tr>
<tr>
<td>Picnic Shelter</td>
<td>Limitations</td>
<td>1 / table</td>
</tr>
<tr>
<td>Playground</td>
<td>Limitations</td>
<td>1 / 1,000 sf</td>
</tr>
<tr>
<td>Rec. Center</td>
<td>Limitations</td>
<td>1 / 300 sf</td>
</tr>
</tbody>
</table>

Source: Durham UDO (Downtown District)

TABLE 18: DAY CARE & EDUCATION USE REGULATIONS

<table>
<thead>
<tr>
<th>USE</th>
<th>REGULATION</th>
<th>REQUIRED PARKING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Day Care Home</td>
<td>Permitted</td>
<td>1 / employee + 1 / 10 attendees</td>
</tr>
<tr>
<td>Day Care Facility</td>
<td>Limitations</td>
<td>1 / employee + 1 / 10 attendees</td>
</tr>
<tr>
<td>Day Care Home</td>
<td>Permitted</td>
<td>6 / classroom + 1 / 300 sf</td>
</tr>
<tr>
<td>Elementary School</td>
<td>Permitted</td>
<td>1 / classroom + 1 / 300 sf</td>
</tr>
<tr>
<td>Middle School</td>
<td>Permitted</td>
<td>1 / classroom + 1 / 300 sf</td>
</tr>
</tbody>
</table>

Source: Durham UDO (Downtown District)

EDUCATION FACILITIES

- Education uses include public and private schools at the primary, elementary, middle, junior high or high school level that provide basic academic education.
- The site will not accommodate formal education institutions such as elementary, middle or high schools, due to space limitations.

DAYCARE

- Daycare uses provide care, protection and supervision for more than six children or adults on a regular basis away from their primary residence.
- Child daycare could be a potential opportunity on the site that serves the strong local workforce nearby. However, compatibility with UMD’s shelter and its residents will need to be considered as well as other requirements associated with a child daycare facility.
- With a daycare and possible pre-K component planned for the 300 East Main Street development, the church should pursue conversations with public and non-profit entities to determine the daycare needs that could best be met on the St. Philip’s site.
- Adult daycare programs provide services to the aged and disabled in a community group setting and enable adults to continue living at home.
- While the St. Philip’s study area does have a significant elderly population, the Durham Center for Senior Life is located close by at 406 Rigsbee Avenue. The center offers Adult Day Health in addition to physical activity classes, educational courses, health and wellness seminars and more.
- The church should pursue conversations to evaluate demand and compatibility with existing uses on the site. Adult daycare is likely not feasible given the site’s proximity to the existing senior center. The site will not accommodate a formal education institution due to space limitations.
### TABLE 19: DEVELOPMENT OPPORTUNITY SUMMARY

<table>
<thead>
<tr>
<th>LAND USE/PRODUCT TYPE</th>
<th>DESCRIPTION</th>
<th>SOCIAL IMPACT</th>
<th>DEMAND</th>
<th>COMPATIBILITY</th>
<th>RISK</th>
</tr>
</thead>
</table>

#### RESIDENTIAL

<table>
<thead>
<tr>
<th></th>
<th></th>
<th>High</th>
<th>High</th>
<th>High</th>
<th>Low</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extremely Low-Income</td>
<td>Multifamily rental units targeting households and individuals earning &lt;30% AMI, elderly and disabled</td>
<td>High</td>
<td>High</td>
<td>High</td>
<td>Low</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th>High</th>
<th>High</th>
<th>Low-Med</th>
<th>Low-Med</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very-Low to Low-Income</td>
<td>Multifamily rental units targeting households and individuals earning between 30% and 80% of AMI.</td>
<td>High</td>
<td>High</td>
<td>Low-Med</td>
<td>Low-Med</td>
</tr>
</tbody>
</table>

#### COMMERCIAL

<table>
<thead>
<tr>
<th></th>
<th></th>
<th>Med.-High</th>
<th>High</th>
<th>High</th>
<th>Low</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retail and Restaurant</td>
<td>Strategically positioned to serve local workforce and future residents.</td>
<td>Med.-High</td>
<td>High</td>
<td>High</td>
<td>Low</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Office</td>
<td>Low to mid-rise office space catering to small business, incubator, or coworking space</td>
<td>Low-Med</td>
<td>Med.</td>
<td>Low-Med</td>
<td>Med.</td>
</tr>
</tbody>
</table>

#### PUBLIC & CIVIC

<table>
<thead>
<tr>
<th></th>
<th></th>
<th>High</th>
<th>High</th>
<th>High</th>
<th>Low</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community/Social Services</td>
<td>Expand upon existing facilities for UMD and leverage partnerships/relationships to create a haven for community and social services that would benefit the community.</td>
<td>High</td>
<td>High</td>
<td>High</td>
<td>Low</td>
</tr>
</tbody>
</table>

|---------------------------|-------------|---------------|--------|---------------|------|

<table>
<thead>
<tr>
<th></th>
<th></th>
<th>High</th>
<th>High</th>
<th>High</th>
<th>Low</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parks and Open Space</td>
<td>Maintain the southwest parcel as park/open space with improvements and maintenance.</td>
<td>High</td>
<td>High</td>
<td>High</td>
<td>Low</td>
</tr>
</tbody>
</table>

### TABLE 20: DEVELOPMENT OPPORTUNITY SUMMARY CONT.

<table>
<thead>
<tr>
<th>LAND USE/PRODUCT TYPE</th>
<th>COST</th>
<th>REVENUE</th>
<th>EST. PARKING SPACES REQUIRED</th>
<th>INFLUENCING FACTORS</th>
</tr>
</thead>
</table>

#### RESIDENTIAL

<table>
<thead>
<tr>
<th></th>
<th></th>
<th>$634 - $1,176</th>
<th>1 / unit</th>
<th>Units targeting this group will need to program amenities specific to their needs and should pursue master lease agreements with local housing providers to ensure rent payments are covered. These units are highly compatible with UMD’s existing programs and could provide a “bridge housing” component.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extremely Low-Income</td>
<td>$160k-$170k per unit</td>
<td>$634 - $1,176</td>
<td>1 / unit</td>
<td>High demand and social impact but present higher risk as there is less opportunity for master lease agreements that would guarantee rent payment. Rent revenue would be higher but would need to consider compatibility of more affluent residents with the UMD community shelter.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th>$788 - $1,578 per unit</th>
<th>1 / unit</th>
<th>High demand and social impact but present higher risk as there is less opportunity for master lease agreements that would guarantee rent payment. Rent revenue would be higher but would need to consider compatibility of more affluent residents with the UMD community shelter.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very-Low to Low-Income</td>
<td>$160k-$170k per unit</td>
<td>$788 - $1,578 per unit</td>
<td>1 / unit</td>
<td>High demand and social impact but present higher risk as there is less opportunity for master lease agreements that would guarantee rent payment. Rent revenue would be higher but would need to consider compatibility of more affluent residents with the UMD community shelter.</td>
</tr>
</tbody>
</table>

#### COMMERCIAL

<table>
<thead>
<tr>
<th></th>
<th></th>
<th>$1.30-$1.40 per sf</th>
<th>4 / 1,000 sf</th>
<th>Tenant selection should give preference to businesses with a social component to operations and compatibility with other site programs such as the shelter and its programs.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retail &amp; Restaurant</td>
<td></td>
<td>$1.30-$1.40 per sf</td>
<td>4 / 1,000 sf</td>
<td>Tenant selection should give preference to businesses with a social component to operations and compatibility with other site programs such as the shelter and its programs.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th>$1.80</th>
<th>1 / 250 sf</th>
<th>Any market-rate office space would need further conversations with potential partners to assess demand, potential revenue and risk.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office</td>
<td></td>
<td>$1.80</td>
<td>1 / 250 sf</td>
<td>Any market-rate office space would need further conversations with potential partners to assess demand, potential revenue and risk.</td>
</tr>
</tbody>
</table>

#### PUBLIC & CIVIC

<table>
<thead>
<tr>
<th></th>
<th></th>
<th>1 / 500 sf to 1/1,500 sf + 1 / employee</th>
<th>Church should have further conversations to evaluate the demand, requirements, compatibility and development economics associated with additional space for community and social services.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community/Social Services</td>
<td></td>
<td>1 / 500 sf to 1/1,500 sf + 1 / employee</td>
<td>Church should have further conversations to evaluate the demand, requirements, compatibility and development economics associated with additional space for community and social services.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th>1 / employee</th>
<th>1 / 10 attendees</th>
<th>Church should have further conversations to evaluate the demand, requirements, compatibility and development economics associated with child daycare.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Daycare and Education</td>
<td></td>
<td>1 / employee</td>
<td>1 / 10 attendees</td>
<td>Church should have further conversations to evaluate the demand, requirements, compatibility and development economics associated with child daycare.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th>1 space per 1,000 sf</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Parks and Open Space</td>
<td></td>
<td>1 space per 1,000 sf</td>
<td>Potential for income-producing uses such as a food truck round up or mobile pop-up vendors, which will further activate the area while maintaining the park as a valuable asset and gathering space.</td>
</tr>
</tbody>
</table>
PHASE 1
CONCLUSION
KEY FINDINGS AND NEXT STEPS

ST. PHILIP’S MASTER PLANNING PHASE 1 REPORT

CONSIDERATIONS

St. Philip’s Episcopal Church has a long history of serving the Durham community alongside the strong network of social service providers who engage and advocate for our lower income and immigrant neighbors. By providing food, shelter, clothing, counseling, job training, or medical services, these providers and the St. Philip’s faith community serve a critical role in the betterment of society.

The Covid-19 pandemic has cast a spotlight on the dire need of these services in the community. As Durham begins to recover from the economic hardships the needs of our neighbors will continue and expand. With the St. Philip’s Church physical location and on-going commitment to the community, the site and congregation are uniquely positioned to serve as a hub for social services, filling in the gaps of other providers, and complimenting their suite of services. The conclusion of Phase 1 shows us that there are numerous interventions on the site which can achieve these goals, but in many ways leaves more questions than answers. These questions provide a moment of reflection and offer the congregation the opportunity to refine their vision for a “Church for All.” Throughout the process of congregation-in-reach and stakeholder outreach, consensus has developed around the process of congregation in-reach and stakeholder outreach, consensus has developed around the focus of serving low-income communities.

Moving into Phase 2: Design Opportunities and Development Strategies, the focus will be on navigating a system to identify answers for:

- Purpose: Identify the mission and goals of a site intervention concept and share with stakeholders to clarify how the Church would like to serve low income communities.
- Process: Formal engagement and concept development to clarify the level of investment preferred by the Church.
- Partnership: Seek partners and commitments early to capitalize on common goals and ensure the success of the development.

PURPOSE

Precedent studies have identified numerous potential focus areas to service low income communities:

- Food/housing programs - This stretched from assisting the homeless to those who are barely making it because of difficulties in money management or other pressing issues. Some churches were also providing meals via “back pack programs” which assisted children in local schools who’s only source of steady meals came through the public school.
- Refugee programs – These churches worked with many undocumented persons in assisting them with resources, food, housing, and stay; in some cases, work when it was applicable. This was one of the areas where many of the churches surveyed indicated a larger need for assistance on how to respond, resource, and help folks who are undocumented or who have parents that are undocumented.
- “At risk” programs – This services provided care for children and youth who may be part of juvenile centers, foster care, or other “at risk” categories. Services included visitation, mentoring, serving food, hosting bible studies, and teaching life skills. Serving in homeless shelters was also a large part of engagement.
- Education – This approach focused on a neighboring school[s] that had specific challenges because of the local neighborhood and its location. Services in this area included tutoring, cleaning, beautification days, sponsoring sports teams, sponsoring PTA meetings, and being a part of after school programs that happened during the week day.
- College/universities students – Many of the students attending colleges/universities in urban environments tend to be students who are away from home, from another state or country. Those tend to be the ones who have greater expenses because they are alone (less financial support) or have international tuition costs. Services in this area were food at local faith based college events, “adopt-a-student” type of initiative where a local family has a student over for dinner weekly, or “adopt-a-student” type of initiative where a local family has a student over for dinner weekly, or culture exchanges for international students. Other areas include job assistance, working among the elderly and healthcare via free or low-cost clinics.
- College/universities students – Many of the students attending colleges/universities in urban environments tend to be students who are away from home, from another state or country. Those tend to be the ones who have greater expenses because they are alone (less financial support) or have international tuition costs. Services in this area were food at local faith based college events, “adopt-a-student” type of initiative where a local family has a student over for dinner weekly, or culture exchanges for international students. Other areas include job assistance, working among the elderly and healthcare via free or low-cost clinics.
- Religion – Religious organizations have a long history of utilizing their resources to provide social services for the community. The preferred level of investment for any site development intervention to allow further provision of social services can be thought of along a continuum.
- “Office” Services: Can be run by Church or partner agency and is often volunteer based
  - Counseling
  - Social Work
  - Address service/mailbox

LEVEL OF INTERVENTION

Low Intervention
- Maintenance Projects
- Repurposing/Reprogramming
- Operational Enhancements
- Traditional Outreach

High Intervention
- Aspirational Projects
- Building New
- Mission-driven
- Innovation

PARTNERSHIPS

Any intervention, other than low cost site improvements will require partnerships with other local providers. Some options considered include:

- Partnership with a provider to use the school building as an asset and allow weekday use for day care services or non-profit office space
- Partnership with a start-up restaurateur to use the Church’s commercial kitchen to allow a ‘pay-as-you can’ Community Café
- Partnership with First Presbyterian and DFI on shared parking to allow overflow parking to be moved off site
- Partnership with UMD and Durham County to consolidate and compliment services in a newer facility with laundry and mailbox services, work training, and/or transitional housing options
INFRASTRUCTURE AND INVESTMENT LEVEL

POTENTIAL FOCUS AREAS

Office Services: Can be run by Church or partner agency
- Volunteer-based
- Counseling
- Social Work
- Address service/mailbox

Assembly Services: Can be run by Church, but more often by Partner agency/non-profit
- Day Center
- Job Training
- Laundry Services
- Day Care/Schools
- Food Pantry
- Furniture ‘pantry’

Landlord Services: Requires non-profit/partner agency
- Restaurant
- Hotel
- Hospice
- Adult day-care/ senior center
- Housing (elderly, low-income, etc.)
- Revenue generation

Low Touch

High Touch

Low Infrastructure

High Infrastructure

PRECEDENTS FOR CONSIDERATION

REBUILD CENTER
at St. Joseph’s Church in New Orleans is designed to be a temporary building, providing resources for the New Orleans homeless community. It is an outreach effort of the adjacent St. Joseph Catholic Church. The new project provides basic services including food, bathrooms, showers and laundry facilities, as well as mailboxes. There are also spaces for counseling and provision for a mobile medical van to be accommodated.


MARY’S PLACE, a nonprofit that temporarily converts unused buildings into shelters for women and families in need, will soon have a permanent home embedded in the heart of Amazon.com’s Seattle domain. Mary’s Place staff help those experiencing homelessness find jobs and housing.


LA CASA PERMENANT SUPPORTIVE HOUSING
In the District of Columbia has long provided a range of temporary accommodations for the city’s homeless, but La Casa Supportive Housing introduces a different paradigm: It offers permanent housing, in the form of full, single-occupancy living units, to 40 chronically homeless people.

https://www.architectmagazine.com/project-gallery/la-casa-permanent-supportive-housing_o

BRIDGE HOME
The city of Los Angeles will furnish supportive long-term housing with on-site mental health, employment, addiction, housing placement services, and wellness resources for the city’s chronically unsheltered.

EMMAUS HOUSE LOKEY HELP CENTER provides a ladder to long-term economic success when individuals are in crisis and uses a two-generation approach to address the needs of the entire family. Children and parents together experience academic achievement and sustained economic success. Educational and social enrichment programs are offered along with case management and emergency stabilization services for adults. We seek to address the systemic challenges that confront people of color and those who live in poverty.
https://www.emmaushouseatlanta.org/programs

HOMES FOR HOPE in Los Angeles activates unused land to provide modular, transitional stabilization housing for immediately sheltering the city’s homeless. Installed or dismantled in two weeks or less, Homes for Hope easily reconfigures and adapts to a range of site conditions. The stackable 92 square foot units aggregate into 30-bed communities.
http://madworkshop.org/projects/homes-for-hope/

JAGTVEJ 69 is an unbuilt project in Copenhagen that transforms a vacant lot into a urban garden and housing structure that could provide temporary accommodation for homeless people, helping them to turn their lives around.
https://www.archdaily.com/867338/we-architecture-plus-erik-juuls-urban-garden-and-housing-to-provide-turning-point-for-copenhagens-homeless

La Tilma Mexican Restaurant and Catering annually provides employment and training opportunities for community members. The venture serves approximately 12,000 people annually. The restaurant is located in the parish center (gym) of the Sacred Heart Church, which also serves as an “event center” for the neighborhood—providing a hub of activities for educational opportunities, parish festivals, ventas (flea market), health screenings, ministry fairs, etc.
https://www.sacredheartelpaso.org/la-tilma

STEPPING STONES is an unbuilt work for the New Horizon Youth Center that repurposes the abandoned York Road tube station into a hostel and co-working space. The project seeks to provide “an inclusive, viable, and holistic site strategy that can support a managed and balanced community by providing homeless young residents with a sage, supporting stepping-stone into appropriate long-term housing solutions.”
https://www.archdaily.com/909115/morris-plus-company-imagines-london-tube-station-repurposed-for-the-homeless

The Leo House is a nonprofit Catholic guesthouse dedicated to offering affordable and temporary accommodations. People of all faiths are welcome and we host a variety of guests including clergy and religious, persons visiting the sick, students, and travelers from the United States and abroad.
https://leohousenyc.com/

St. Andrews Supportive Housing is the product of a partnership between the Episcopal Diocese of Long Island and the Ali Forney Center. This new development will offer 21 units of supportive housing for formerly homeless LGBTQ young adults (ages 18-25). Paramount to this plan is a sensitivity to the aesthetics and functionality of the adjacent neighborhood icon, St. Andrews Church.

The Bridge Homeless Assistance Center is a new model for addressing chronic homelessness that changes the way the issue is approached inside and out. Complementing and enhancing its downtown Dallas location, the Center brings numerous services together in a single location to serve over a thousand clients a day.
https://www.overlandpartners.com/projects/the-bridge-homeless-assistance-center/

Jagtvej 49 is an unbuilt project in Copenhagen that transforms a vacant lot into a urban garden and housing structure that could provided temporary accommodation for homeless people, helping them to turn their lives around.
https://www.archdaily.com/867338/we-architecture-plus-erik-juuls-urban-garden-and-housing-to-provide-turning-point-for-copenhagens-homeless

The Tilma Mexican Restaurant and Catering annually provides employment and training opportunities for community members. The venture serves approximately 12,000 people annually. The restaurant is located in the parish center (gym) of the Sacred Heart Church, which also serves as an “event center” for the neighborhood—providing a hub of activities for educational opportunities, parish festivals, ventas (flea market), health screenings, ministry fairs, etc.
https://www.sacredheartelpaso.org/la-tilma
St. Philip’s Episcopal Church is a beloved community of worship, love, and action that has served as a fixture in the Durham landscape for generations. Officially organized in 1880, the current sanctuary was completed in 1907 and houses three Sunday worship services weekly with a typical combined attendance of 300 people. In addition, St. Philip’s offers a variety of more than 40 ministries, supports a flourishing faith formation program for all ages, and maintains a partnership with Urban Ministries, and a neighborly relationship with Durham County, to provide services to area residents in need.

In May 2019, the Vestry and Wardens of St. Philip’s Church invited firms to submit qualifications for consulting services to undertake a campus plan and feasibility study for the property located on the 400 block of East Martin Street, Durham. The Campus Planning Committee sought a design team to create a plan to enable better utilization of the campus facilities to be a beacon of energy, hope, and life in the neighborhood community.

The design team consisting of Clearscapes, a full-service architecture firm and world-renowned public art consultancy; Design Workshop, a nationally recognized planning and landscape architecture firm, and Roberta MK Fox, a local urban design and community engagement consultant; was selected in December 2019. The Clearscapes led team began work on a three-phase effort to create a physical master plan for the church and church-owned property in downtown Durham in January 2020.

The Master Plan will be conducted in three phases:
- Phase I: Goal Setting & Feasibility Study
- Phase II: Design Options & Priorities
- Phase III: Master Plan Refinement & Adoption

**Phase I: Goal Setting & Feasibility Study**
Anticipated Duration: 6 months

Goal setting and feasibility begins with a comprehensive review of the church organization, the site, and the broader context to create a material repository for a collaborative visioning and planning process and to build a foundation for a rewarding and productive working relationship.

Recent development activities throughout Durham, in combination with the high concentration of human services available nearby, uniquely position the St. Philip’s property to serve as a beacon of hope for all in Durham. The redevelopment of the property, a significant downtown city block, has the potential to improve the quality of life for some of Durham’s least-served citizens and create meaningful places for all of Durham’s residents to enjoy. Preserving the historic church structure honors the long history of worship, love, and action the church endeavors to continue and advance in the community. In-reach and out-reach will be most beneficial during this early phase.
Engagement Proposal:

- Conduct congregation workshops and social hour pop-ups to establish project goals and objectives to guide decision-making. Develop programmatic visioning statement. Assumes (4) sessions, including a children’s workshop.

1. Sunday, February 9th 10:00-11:00 Adult Formation Hour
   Meeting Purpose/Goals: Meet the design team and share what you think is special about St. Philip’s.
   Format: Receiving Line/”Science Fair”
   - Station 1: Schedule and Purpose
     Attendees will be presented with a graphic handout describing the purpose of the project, proposed schedule, and how to stay engaged throughout the process.
     A member of the Campus Study Committee will greet attendees, introduce them to the station layout, and answer questions.
     From this station attendees can go to any other station in whatever order they desire and can mingle and chat with other attendees.
   - Station 2: Existing Conditions
     Attendees will be presented with 2 maps indicating existing conditions and related service providers and proposed/underway development in the neighborhood.
     Sticky notes and large format note pad will be available to record attendee comments.
     A member of the design team and a member of the Campus Study Committee will orient attendees on the map and assist in note taking.
   - Station 3: Stop/Start/Continue
     Attendees will be presented with a large aerial map and will be asked to place stickers on a map indicating places and activities tied to specific places, that they would like to see stop (e.g. “I don’t like the location of this bus stop on the block”), start (e.g. “I wish there was a place for a community garden”), and continue (e.g. “I love that we have a relationship with Urban Ministries and a location to help serve our ministries”).
     A member of the design team will orient the attendees to the map, describe the activity, provide guidance, and answer questions.
   - Station 4: Valentines to St. Philip’s
     Attendees will be presented with a blank Valentine’s Day card that they can fill out. The Valentine will include open format prompts including: “I love St. Philip’s Church because_____”; “What makes St. Philip’s home _____”; and “Why did you choose St. Philip’s?”
     A member of the design team will describe the activity and provide guidance, answer questions, and collate/display results on boards with easels.

2. Sunday, February 16th 8:30-9:00 Coffee & Conversation, Parlor
   Meeting Purpose/Goals: Meet the design team and see what is planned in our neighborhood and learn how to get involved in the master planning process.
   Format- Casual drop-in format where the design team and a member of the Campus Study Committee will be available to introduce themselves, the project, and the
schedule. Materials and activities introduced at the February 9th session will be available.

3. **Sunday, February 16th 9:50-10:50, Location TBD***
   Meeting Purpose/Goals: Teens and kids get to meet the designers and talk about their aspirations for the future.

   Format Options:
   - Large Group Format – The children would be broken into two workshop groups, one for elementary and one for middle school, for a 25-minute session each. During a session a design team member would give a 5-minute presentation explaining what a master plan is and what a designer does. Then each child would be given materials to draw their own design and describe 3 things they love about St. Philip’s.
   - Individual Classroom Visits – A design team member would visit individual classrooms (4 over the course of one morning), give a 5-minute overview describing what a master plan is and what a designer does. This would be followed by a 10-minute conversation with facilitated questions and notetaking. Questions would include: “How would you describe this place to someone who has not been here?” (icons and cognitive mapping); “What is your favorite thing when you come to St. Philip’s?” (sacred spaces); “What do you think St. Philip’s should look like when you are a grown up?” (aspirations)
   - ‘Homework’ – The design team will create a take-away homework assignment for children to complete over the week. The homework would be given out at the end of the regularly scheduled classroom time and would include a description of the master planning process, answering open-ended questions (“How would you describe this place to someone who has not been here?”; “What is your favorite thing when you come to St. Philip’s?”; “What do you think St. Philip’s should look like when you are a grown up?”); and a place to draw and label their own plan.

4. **Sunday, February 16th 12:00-1:30 (verify time) Social Hour, Parish Hall***
   Meeting Purpose/Goals: Meet the design team during the social hour and see what is planned in the surrounding neighborhood and educate attendees on how to get involved in the master planning process.

   Format: Materials and stations from the Adult Formation Hour session on February 9th will be used. The design team will be present and will work in coordination with (2-3) members of the Campus Steering Committee.

*Some engagement meetings can be shifted to later in the process should the Campus Steering Committee choose to spread the engagement out throughout Phase I. Note additional engagement opportunities will be available during Phase II and Phase III.

- Preliminary targeted outreach meetings - Assumes (2) meetings with preparation of materials and meeting summaries.
1. **Planning Partners Meeting** – Key parties at the City and County will be invited to discuss the purpose of the project, the design team’s understanding of issues and opportunities. The goal of this meeting is to inform stakeholders of the project, begin to build a relationship, and glean technical information relevant to the development.

2. **Service Providers Meeting** – key service providers and partners will be invited to discuss the purpose of the project. The goal of this meeting is to inform stakeholders of the project, begin to build a relationship, and begin to identify mutually beneficial programming opportunities.

- **External stakeholder meeting/workshop** - Assumes (1) session. Prepare agenda, discussion materials, and write meeting summary.

1. **Stakeholder Drop-In Meeting** – at a time of day determined to be acceptable by the Vestry, Wardens, and Campus Planning Committee, stakeholders will be invited to an informal drop-in session to review early analysis and identified opportunities.

### Phase II: Design Options & Priorities

**Anticipated Duration: 4 months**

To be successful, the master plan for the campus must balance the church’s vision for an enduring and memorable community anchor with program requirements and within existing site conditions. Each planning and design decision will be carefully considered for functional, environmental, budget, building performance, and experiential or community impact. Ultimately, a planning solution will be developed that maintains the Church’s vision while accommodating pragmatic requirements.

Working from the congregation and community wish list of amenities and programs developed in Phase I, the design team will work closely with the Steering Committee to develop and refine a series of planning options to pursue. The options will be tested against the programmatic vision for the campus and its ability to weave together timeless universal ideas of placemaking and community spaces with the most appropriate ideas for a self-sustaining community anchor.

In-reach at this phase will be educational in format and seeks to generate buy-in; and out-reach will be focused on developing partnerships to facilitate implementation of the final vision.

- **Conduct congregation workshop #2** to inform and update attendees on goals and objectives developed during Phase I.

**Date TBD**

**Meeting Purpose/Goals:** Share the programmatic vision statement and review different design and program options.

**Format - Receiving Line/“Science Fair”**

- **Station 1: Summary of Previous Engagement**
  
  Attendees will be presented with a graphic that summarizes findings to date, an update to the project schedule, and how to stay engaged throughout the...
remainder of the process. A member of the Campus Study Committee will greet attendees, introduce them to the station layout, and answer questions. From this station attendees can go to any other station in whatever order they desire and can mingle and chat with other attendees.

- **Station 2: Option 1**
  Attendees will be presented with graphic depictions of options and will be encouraged to give feedback and ‘vote’ (stickers) on the preferences of certain elements. Sticky notes and large format note pad will be available to record attendee comments.
  A member of the design team and a member of the Campus Study Committee will orient attendees on the map and assist in note taking at each station.

- **Station 3: Option 2**
  (see above)

- **Station 4: Option 3**
  (see above)

- **Station 5: Open-ended Comments**
  Attendees will be presented with open ended questions on comments cards to solicit additional comments not captured at an individual station. A member of the Campus Study Committee will assist and collect the information.

- External stakeholder meeting/workshop - Assumes (1) session. Prepare agenda, discussion materials and write meeting summary.

  **Stakeholder Drop-In Meeting:** At a time of day determined acceptable by the Vestry, Wardens, and Campus Planning Committee, stakeholders will be invited to review the the programmatic vision statement and review different design and program options.

**Phase III: Master Plan Refinement & Adoption**

**Anticipated Duration:** 3 months

In the final phase of the process, the Church will celebrate the selected design alternative with the City, key partners and stakeholders, and the broader community. At this stage of the process, participants will also celebrate new and strengthened community relationships and their shared sense of excitement for the new facilities that will provide the fertile ground for this significant investment to enhance, expand, and connect the community heart with an enduring vibrancy.

During this phase the master plan will be finalized, key partnerships will be formalized, and an implementation plan will be developed. Engagement during this phase seeks to verify and refine the decisions of the past two phases and chart a pragmatic path to realize the church’s vision.
Congregation Workshop #1 Materials
ST. PHILIP’S MASTER PLAN & FEASIBILITY STUDY

In May 2019, the Vestry and Wardens for St. Philip’s Episcopal Church invited design and planning firms to submit qualifications to develop a campus plan and feasibility study for the church and church-owned property in downtown Durham. The Campus Planning Committee sought a design team to create a plan to enable better utilization of the campus facilities to be a beacon of energy, hope, and life in the neighborhood community.

A multi-disciplinary team was selected in December 2019 to create a physical master plan to:

✓ Define the Church’s Vision & Goals for the Property
✓ Document Existing Conditions & Partnerships
✓ Analyze and Propose Physical Improvements and Development Scenarios

Every member of the Church is invited to participate in all phases of the process.

Campus Study Committee Members: Bynum Walter, Sasha Berghausen, Ginny Bowman, Ed Embree, Dedreana Freeman, Annette Montgomery, Terry Sanford, Emily Yeatts

Questions? Please contact Bynum Walter (Bynum.Walter@gmail.com; 919-244-1867) or the Rev. Jonah Kendall

PROJECT SCHEDULE

The Master Plan will be conducted in three phases:

• Phase I: Goal Setting & Feasibility Study
• Phase II: Design Options & Priorities
• Phase III: Master Plan Refinement & Adoption

Opportunities to Learn More:

Sunday, February 9th 10:00-11:00 Adult Formation Hour

Meet the design team and share what you think is special about St. Philip’s

Sunday, February 16th 8:30-9:00 Coffee & Conversation, Parlor

Meet the design team and see what is planned in our neighborhood and learn how to get involved in the master planning process

Sunday, February 16th 9:50-10:50 Teens and kids get to meet the designers and talk about their aspirations for the future

Sunday, February 16th 12:00-1:30 Social Hour, Parish Hall

Meet the design team during the social hour, see what is planned in our neighborhood, and learn how to get involved in the master planning process
I love St. Philip’s Church because...

Answer the question in the space below.

_________________________________________

________________________________________

________________________________________

________________________________________

________________________________________
Why did you choose St. Philip’s?

Answer the question in the space below.

_________________________________________________

____________________
What makes St. Philip’s home?

Answer the question in the space below.
Stakeholder Meeting Summaries
04.06.2020 Development Finance Initiative Meeting (300 and 500 E Main Street)

Attendees:
Roberta Fox
Emily McCoy
Lindsey Naylor
Brooks Cowles
Brandy Thompson

- 300 block of E Main Street will have 30-80% AMI affordable housing. 105 units must have dedicated parking – 1 space per unit. The balance of the 652 parking spaces will be for county staff parking and public parking
- The county desires 1200 parking spaces be dedicated to county staff between the 300 and 500 E Main St. parking decks
- Construction sequence will begin with the 500 E Main St. parking deck, then the programmatic wrappers of the 300 and 500 block developments will be constructed at the same time
- A grocery store is planned for the 500 E Main St. development along with other below market-rate commercial tenants with a small, local focus. Market rate and affordable housing is also planned for this block
- The 300 block will get a Pre-K or daycare and will also have a small amount of ground-floor retail along Queen St. There is a huge demand for affordable daycare with playground space available.
- Anthony Scott, Meredith Day, and Melissa Curry with DHA are helpful resources to understand the development plans on the (2) neighboring DHA-owned parcels
- No plans are currently underway to convert Liberty St. to a 2-way street
1. **Background and Perspective: Jonah**  
   - church land provides interesting new opportunities due to the intensity of Durham’s development scene  
   - don’t yet have clarity on how St Philip’s intends to proceed  
   - intent is to continue and advance ministry and mission  
   - future land development could be an opportunity for revenue for the church

2. **Status and Process to date: Brandy**  
   - how we got to where we are – described Campus Planning Committee, schedule, plans for future engagement  
   - what we are finding from congregation – immediate physical improvements, understanding of mission, lots of conversation around parking

3. **First Presbyterian perspective: Mindy**  
   - on a similar journey with their long-range planning team  
   - “Vision Team” meets weekly to discuss plans and opportunities  
   - seen significant changes in development to the west along Main Street, understand east end changes coming as well  
   - slowing of traffic on Roxboro  
   - changing the face of Main Street  
   - trying to address their own relationship to Main Street (currently turns back to Main St.)  
   - also have a surface parking lot – questioning if that is the best use  
   - similar congregation/mission  
   - understands the importance to coordinate efforts now to create synergy and avoid duplication of efforts

4. **First Presbyterian Considerations/Discussions: Mindy**  
   - Fellowship Hall expansion  
   - bathroom updates  
   - Walk-In ministry support spaces  
   - currently no elevator access to second floor offices  
   - recently began special outreach to those re-entering society after incarceration (moving a person into existing 2nd floor apartment)  
   - have considered parking deck and/or office use  
   - “free parking” often taken advantage of during week
- Discussed some precedents St Philip’s team is looking at; Mindy added Coffee Shop on site could serve as a training opportunity for those re-entering society (San Francisco Church)
- Noted new IRS regulations limiting Church (and non-profits) revenue, including revenue from land development

5. Next Steps: Brandy
   - Durham Planning meeting
   - Meetings with other key neighbors/stakeholders and potential partners
   - Mindy notes that they are open to partnerships opportunities and coordinating efforts to provide complimentary services
Attendees:
Durham City/County Planning Department:
Trey Figueroa
Brajesh Ti
Nancy Garvey
Akin Akinola
Earlene Thomas
Bryant Green
Karla Rosenberg
Ian Peterson

Client:
Jonah Kendall

Consultant Team:
Brandy Thompson
Roberta Fox
Emily McCoy
Lindsey Naylor
Brooks Cowles

1. Team Introduction

2. Project Introduction: Brandy
   Describes our effort, understanding of nearby development
   Review team relayed items for consideration:
   • Off-site water and sewer projects – waterline in Main St, sewer on Lakewood – intend to address increase in development in area
   • Stormwater – all new development needs to address on-site. St. Philip’s property on a ridge which will merit careful consideration/treatment of site run-off
   • (GIS map/ infrastructure displayed)
   • Natural fall of topography may require pump for St Philip’s site
   • For larger-scale development, the city’s fire line pressure is low and projects will likely need to include a fire pump.
   • Traffic study not required in downtown
   • Question posed on new bus shelters or newer transit infrastructure – referred to Go Triangle
   • Public parking plans for adjacent developments not formalized at this time
   • Question of potential to partner with City on parking requires a policy level discussion – they will refer us to someone at the appropriate time
   • From historic preservation perspective – welcome new development on surface lot parcel
   • New development should respect the existing church and tower (contributing resource) by not blocking views, the façade should be articulated in appropriate ways to break down the scale of new structures, with appropriate use of materials, allowing space
between any new structures and historic ones. A 4 or 5-story building not out of the question for the SE corner of the block.

- Information about one-way conversions and other transportation efforts can be found under “Current Studies” (try the “Move” project, referred to Allan Beckman)
- No immediate thoughts on complimentary uses needing space in this vicinity
- The design team will need to review updated stormwater requirements
- Incentives for green infrastructure may not apply to this site/project; but team should circle back on this when plans are more developed
- Ground will be required to be non-residential; although housing (and affordable housing) above is allowed
- Planning will refer us to affordable housing people when we have better understanding of plans (to discuss density credit)
- Because the site is in a Design District, additional requirements related to frontage, etc will need to be addressed
- Open space (above code threshold of parcel size >3.5 acres) is not required but would be a welcome amenity in this area
- “Beltline” project is in the design phase and may be appropriate to review
- There are some limited use standards related to proximity to a church that we should review (specifically any restrictions related to restaurant uses)

3. Next Steps: Brandy
   Clearscapes team will reach out again throughout the next year as the planning phase of this project continues.
04.09.2020  UMD Engagement Conversation

Attendees:
Brandy Thompson
Brooks Cowles
Jonah Kendall
Sheldon Mitchell

Project Introduction: Jonah Kendall
- Gave a brief introductory to the purpose of the call and the church’s desire to study development opportunities of the site to advance the church’s vision and mission
- Indicated the church’s desire to continue its partnership with UMD, and to understand UMD’s vision and goals for the future

UMD Current Facilities and Operations: Sheldon Mitchell
- Currently, UMD houses a clothing closet, food pantry, and serves 225 each food service time
- Administrative offices also housed in the building
- 149 bed shelter housing single men and women, and also a few families
- Space is also included for case managers, support staff, and workforce training
- Healthcare for the Homeless is also a small clinic that operates out of 2 exam rooms in the building
- Shelter serves as temporary housing for 1 day up to a year. A 50-70 day stay is normal. 90-120 days typical for families
- Shelter is considered an Emergency Shelter with entry to the shelter through DHHS Coordinated Care services
- Covid-19 has had a dramatic impact on the daily operations of the shelter with occupants housed elsewhere in the interim. Future impact will likely be reduced bed count on site to provide social distancing, and possibly the opening of a second shelter to continue to serve the existing shelter population
- Optimistic that development on 300 E Main Street block will help with the loitering of non-residents along Queen Street and diminish the drug scene there

UMD Vision and Goals for the Future: Sheldon Mitchell
- Non-residents often cause problems on and around the site. A plan to manage and uplift this population is needed
- Would like to provide personal development and live activity training to the unsheltered population
- A shower facility is needed to serve this population
- A clothes-washing facility is also needed to serve this population
- Mailboxes are also desired for the unsheltered
- Bridge housing is a huge need UMD would like to be able to provide its residents to help them successfully overcome homelessness. (Like Raleigh Rescue Mission)
04.22.2020  Durham County

Attendees:
Roberta Fox
Brooks Cowles
Emily McCoy
Lindsey Naylor
Peri Manns

County 300 and 500 Developments:
- 500 block commercial/retail will be controlled by ZOM Living along Main Street. Affordable component on Ramseur will be Laurel Street.
- 300 block will probably have 3,000 sf of commercial/retail along Queen Street. Right now, plans are showing it split into three different pieces, can be further subdivided if necessary. Talking to county open space and retail group to get a feel for what those tenants might look like. In the heart of design now so need to be making decisions about facility design.
- As we get a little further along, Laurel Street and ZOM Living both have enlisted Ashley’s Corner, run by James Rogers, who will be administering commercial and retail. Peri recommended we reach out to him to get a better understanding of what they have in mind.

Potential Development of Northern Edge of St. Philip’s Block:
- Typically, when the county gets approached like this, we have to make sure that the shelter and kitchen remain solvent during any construction or other activities that we plan, and there’s an appropriate number of beds, program square footage is secured to provide at least the current level of service. Without being satisfied on those fronts, the county will not even consider. Need to be careful that nobody misconstrues or misunderstands, to think there’s any possibility that UMD might be moved or negatively impacted.
- Question: Is there a possibility during construction that there’s another temporary site for shelter, as now during coronavirus? Peri: That’s temporary, a contract at Marrio@ RTP for 225 beds or something like that. That’s something the community is willing to support during the pandemic but is a totally isolated occurrence.
- Next steps: Peri would set up a meeting with the county manager to inform him of the question, with all of the circumstances carefully thought out. This would also include a meeting with UMD to understand their long-range plans. Before a meeting is even scheduled with the county manager to consider development, leasing or purchase options, Peri would want to see that the church’s boxes are checked in terms of having a plan to accommodate UMD.
- Reiterated huge importance of carefully communicating any plans to the public, to make very clear that there will be no negative impact to UMD.
Campus Study Committee Meeting Summaries
ST. PHILIP’S CAMPUS PLANNING
01.08.2020
Campus Planning Committee Meeting #1

Attendees:

<table>
<thead>
<tr>
<th>Design Team</th>
<th>Church Planning Committee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brandy</td>
<td>Sasha</td>
</tr>
<tr>
<td>Emily</td>
<td>Ginny</td>
</tr>
<tr>
<td>Roberta</td>
<td>Emily</td>
</tr>
<tr>
<td></td>
<td>DeDreana</td>
</tr>
<tr>
<td></td>
<td>Jonah</td>
</tr>
<tr>
<td></td>
<td>Ed</td>
</tr>
<tr>
<td></td>
<td>Annette</td>
</tr>
<tr>
<td></td>
<td>Bynum</td>
</tr>
</tbody>
</table>

Introductions

Visions and Goals for the Site
What are the committee’s goals and aspirations for the project?

Brainstorming revealed a few common themes:
- Location of block is an asset
- Look at the whole block for development opportunities – corner owned by County is important for future development
- Any proposed solution must be financially responsible
- ‘Going up vs out’ is preferred
- Parking – some feel there is a lack of parking, others do not want to see surface parking. The perception of having enough available parking is vital for the congregation to accept the project.
- Importance of green space
- Opportunity to grow services to meet the needs of the community and engage the community more intentionally
- Increase visibility of church and its mission
- Increase the impact of community resources already present on site
- Project should benefit the life of the congregation
- Project should “Stitch two Durhams together” – reconciliation
- Openness to many uses: office, small scale personal services, food service, training programs – complimentary uses to what is already present and what is planned in the vicinity. Locally-focused; no national retail.
- Serving the users of affordable housing developments instead of supplying more affordable housing
- Importance of historic church structure and tower, desire to preserve church and parish house
- Project should erode physical boundaries to create a porous space while balancing safety. Incorporate CPTED strategies and lighting.
- Importance of the character of any new buildings – should be welcoming and exciting, but must not overshadow historic church
- Wayfinding on site is important and needs to be clear
- Project should activate the public realm and streetscape (which will also improve safety)
Other Notes:
- Need build-out plan of adjacent properties
- Former land uses on block include a service station with USTs and a bus station – Maybe get DNR involved now to help with UST removal?
- Need Phase 1 environmental study
- Project falls within 2 historic overlay districts

Proposed Project Schedule
How can we compliment St. Philip’s calendar of activities, programs, and ministries?

- Best times for congregation workshops: Sunday at lunch or Wednesday at dinner
- Pay special attention to schedules during Lent
- Jonah is not available Holy Week and the week after Easter
- Preschool/Nursery happens on Sundays 9-12
- Events in Summer may not be well attended. Better attendance can be expected before mid-June and towards the end of August

Follow-up:
CSPA will revise schedule based on conversation. Recommendations will be made for committee attendance; committee members to review and edit.

Strategic Partners
Who do you see as potential partners to accomplish your goals?
- Durham County:
  - Sheriff
  - Library
- City of Durham:
  - Planning
  - Transportation
  - Community Development
  - Historic Preservation
  - Police
- Urban Ministries
- Self Help
- First Presbyterian Church (Mindy) – likely to be a strategic partner
- Social Services
- Liberty St. developer
- Laurel Street developer
- News Station - WTVD
- Durham Housing Authority
- Durham Crisis Response Center
- Property Managers of local apartment buildings
- Durham C.A.N. (Clergy Caucus)
- NE Central Durham Leadership Council
- Diocese
- Catholic Charities (?)
Follow-up:
Sasha to review D.A.D. list and send recommendation for other stakeholders in vicinity. CSPA to refine list and propose a strategy for engagement.

**Rules of Engagement**
How does the committee want to engage in the planning process?

- Contact committee through Bynum
- Contact ministries through Jonah/church office
- Stakeholder list and schedule will be revised to recommend committee participation in selected meetings

**Facility Improvements**
What other improvements are on the horizon for the building and site?

Recent and upcoming improvements include:
- Cross in garden, this is movable
- Renovation of Garden Close
- Sanctuary – repair stone, potential roof repair required, interior work
- Landscape – Queen St side

- Bynum has a list of projected facility improvements for review
Reflections on work done to date – Brandy
- Stakeholder/close partner conversations
- Work done towards market analysis
- Covid impacts already noticed, but full impact won’t be understood for some time to come

Report on First Presbyterian Meeting:
- Mindy with First Presbyterian revealed that they are on a similar journey with studying potential developments on site to advance the church’s mission
- A desire to work together to create synergies between sites and not duplicate services was expressed
- We have requested that Mindy share their long-range plan with our team

Report on UMD Meeting:
- Sheldon Mitchell indicated that there was an immediate negative impact to the services UMD can provide to residents due to Covid-19.
- Sheldon expressed his concerns over the impact to the capacity of the shelter and programs due to new social distancing requirements
- For the future, he desires to provide shelter to more families experiencing homelessness. Currently, the least amount of space is dedicated to families in the shelter and those residents tend to stay the longest due to the challenges of finding affordable housing for families
- Sheldon also hopes to provide more workforce training for residents
- He also hopes to serve the unsheltered population – shower facility, laundry, and mailboxes
- Bridge housing needed for those just moving out of the shelter to prevent a relapse into homelessness
- We have asked Sheldon Mitchell to share the floor plans of the existing facility with us

The committee reported that the church was embarking on a visioning process now that will conclude in February 2021. This study will help the church understand what the priority goals for the church are, which should also be reflected in the campus master plan. The visioning and campus master planning efforts are conducted concurrently but should not lead to divergent conclusions.

Next Steps:
- Meet with Self Help
- Meet with UMD
- Deliver draft Market Analysis next week (mail Ed a hard copy)
- Committee to meet mid-May to discuss report
- At the June 3rd Committee Meeting, the committee will offer feedback on the analysis to the team to affirm priorities and goals and ensure the Phase 1 Report captures those accurately
Introduction and Summary of Project Status: Brandy Thompson

- Purpose of this meeting to understand the committee’s reaction to the findings in the market analysis draft
- Outstanding close partner/neighbor outreach: Durham Housing Authority and Self Help

Campus Study Committee’s Reaction to Market Analysis, introduction by Bynum Walter

Feedback fell into a few main categories:

Uses proposed in the market analysis:

- The Campus Study Committee was concerned that the market had a very narrow focus for recommended uses. The team explained that the presence of UMD on the block and the church’s commitment to keep them there is what is narrowing the options for potential uses and tenants. Also, the concentration of affordable house and supportive services in the immediate vicinity.
- The group discussed the desire for profit from the development of the property vs. creating a self-sustaining program. The Campus Study Committee indicated that a self-sustaining program was critical, but the need for profit was not.
- The committee asked about site capacity and the design team reminded everyone that a site capacity study would be conducted as a part of Phase 2 of the master planning process.
- The Campus Study Committee indicated that there is interest in supporting the daytime working population of the area with appropriate uses, like affordable lunch options and other services for workers, made possible by a lower than market-rate rent.
- The design team estimated that the typical market lease rate for the area is around $1.80/sf, while a discounted rent rate of $1.30/sf or less would be needed to keep the space available for such tenants.

UMD Partnership as a focus for the development:

- The committee would like to understand UMD’s space needs. Is there best practice documentation for social service providers to guide the groups understanding of space standards for similar facilities?
- The group discussed the impact that Covid-19 will have on the space needs of UMD – lower shelter capacity due to required bed spacing and reduced capacity for food service due to social distancing requirements. This makes additional program space an immediate, critical need for UMD to even continue serving the current residents.
- The group decided that a next step should be to convene the UMD partners in a dreaming session about how UMD could grow with a new facility/additional space.
- During the conversation with the county regarding the parcel of land on the northeast corner, it was clear that an interruption of UMD’s services could not be tolerated.
- A partnership between the church and UMD could be created to help UMD accomplish their goals and get the county excited to participate in the development of the site.
• The committee expressed interest in understanding other health and social service uses compatible with the site, but not specifically for UMD
• The group discussed very low income housing as a potential use for the site. This use could support the programming of UMD and their desire for “Bridge Housing.” This use could bring low-risk, long-term lease agreements with government agencies.
• The opportunity also exists to provide uses that provide a “spectrum of services” for the homeless and those at risk of homelessness. The group decided to review the 10-year plan to end homelessness and how the key themes of the plan could be implemented through the uses proposed for the site

Parking:
• Members of the committee want at least as much parking on site as exists today
• Were disappointed that a parking deck with wrapper option was not suggested by market analysis. The design team indicated that sufficient demand exists to support deck parking, but the use did not seem compatible with the church’s goal of utilizing the development to advance the church’s mission – every square foot dedicated to parking is a square foot not used for other more mission-focused purposes
• Structured parking is very expensive, ranging from $20,000 per space for ground level parking with structure above, to $40,000 per space for multi-level deck parking, to even more costly underground parking

Key Next Steps to Advance the Master Planning Effort:
• Establish dreaming session with UMD board and Sheldon Mitchell
• Next, St. Philip’s and UMD to meet with the county to discuss the use of the county parcel for a larger development
• Since the group would like to continue moving forward with master planning and the Phase 1 activities have been completed, the group determined that the Phase 1 report should be presented to the Vestry as soon as possible to get Phase 2 authorized. This would likely be at the July 27th Vestry meeting.
• The design team agreed to have the draft Phase 1 report to the committee on June 26th for review.
• If Phase 2 is approved by the Vestry, work could likely begin in September.
• The committee determined that they would present curated information from the report to the congregation prior to the start of Phase 2.
• The design team agreed to assess the proposal for the Environmental Assessment and advise the committee if the price is fair. The design team will also recommend when the Environmental Assessment should be conducted to best support the master planning process
• The design team agreed to support the church in both the dreaming session with UMD and the conversation with the county regarding the northeast corner parcel prior to Phase 2 authorization to keep the momentum up, though this work is part of Phase 2.