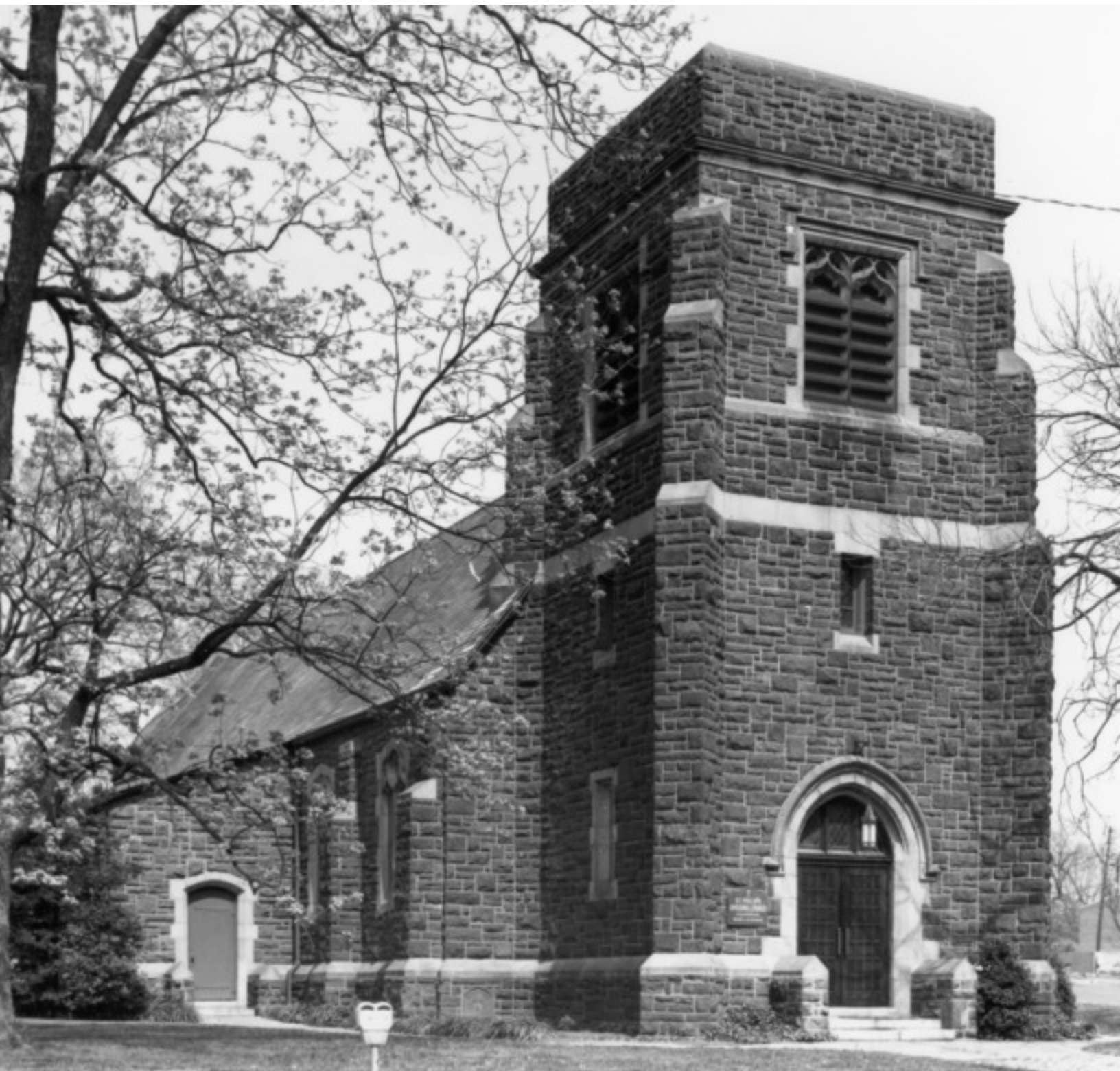


ST. PHILIP'S EPISCOPAL CHURCH

MASTER PLANNING PHASE 2 REPORT | JUNE 15, 2023





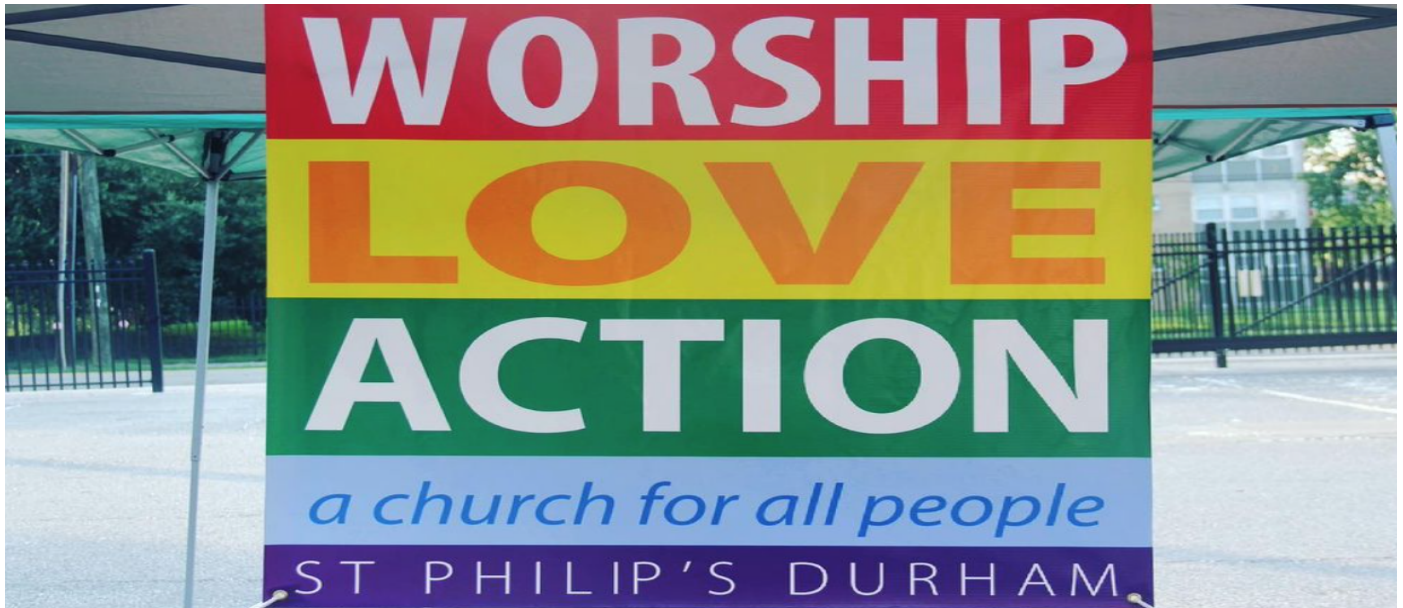
St. Phillips Episcopal Church

CONTENTS

EXECUTIVE SUMMARY	4
BACKGROUND	8
SITE CONSIDERATIONS	10
HOMELESS SERVICES PARTNERSHIP PROJECT	12
PRECEDENT ANALYSIS	13
SPACE NEEDS ANALYSIS	16
ENGAGEMENT SUMMARY	20
CAMPUS PLAN	22
CONCLUSION	26
APPENDIX	28

EXECUTIVE SUMMARY

ST. PHILIP'S MASTER PLANNING PHASE 2 REPORT



The following report reflects the completion of a two year process to create a campus plan for St. Philip's Episcopal Church in Downtown Durham. This plan reflects countless hours of volunteer steering committee participation, congregation engagement, stakeholder focus groups interviews, and technical research.

The compendium of information included in the final campus plan document includes the following:

- Phase 1- A summary of initial investigation and congregation outreach answering the questions:
 - Inventory & Analysis- Where are you now?
 - Feasibility & Framework- Where do you want to be?
- Phase 2- A summary of stakeholder outreach, partnership opportunities, and implementation strategies answering the questions:
 - Options & Priorities- How do you get there?
 - Refinement & Adoption- Now what?

Phase 1 was conducted from January 2020 through September 2020 and developed a clear vision and goals for a series of improvements to the Church campus. Of significance to the congregation and stakeholders was the continuation of St. Philip's mission to be a church for all people, focusing long term stewardship of the campus by using existing real estate assets for love and action in the Durham community, providing for St. Philip's physical needs, and reinvesting with the 35+ year partnership with Urban Ministries.

The result of this eight-month investigatory phase has identified redevelopment opportunities and includes recommendations for a multi-phase, multi-year series of projects to provide:

- Revitalization and preservation of the historic sanctuary
- Additional capacity and updated facilities for Urban Ministries' services and programs
- Development of supportive housing, training, and/or ancillary incubator spaces for modestly priced food service and/or retailers
- Modest on-site parking and site renovation
- Creation of usable, programmable open space

These congregation and stakeholder priorities served as a foundation from which the Design Team and Steering Committee could study implementation strategies and ultimately formalize a practical and actionable Campus Plan. Phase 2 of the Campus Planning Study commenced with an internally-focused iterative design process to develop a framework campus plan, a precedent analysis of Homeless Services Partnership projects across the country, and project visioning and programming for a new Homeless Services Partnership Project.

SITE CONSIDERATIONS AND LAND CAPACITY

St. Philip's Church currently owns 3/4 of the city block of 400 E Main Street totaling approximately 2.65 acres. The remaining northeastern quadrant of the block is owned by Durham County. The north half of the block is occupied by Urban Ministries of Durham, with the Community Resource Center situated on the church owned northwestern quadrant and the shelter on the county

property. St. Philip's has a strong desire to preserve and restore/rehabilitate their historic church structure, and the remaining quadrants of land owned by the church are disconnected from each other, limiting the size and impact of any development on either parcel.

Contaminated and unsuitable soils have also been identified on the southeastern quadrant of the block where the Durham Bus Station once operated. Any development on the site will need to take advantage of the NC Brownfields program.

St. Philip's also set the following development parameters for any construction to occur on the old bus station site:

- Any new structure should not crowd the historic church or overly shade the stained glass windows
- Parking sufficient to support weekday church functions and provide easy access for the mobility impaired should be provided on-site or through parking agreements with neighboring property owners

The Design Team used these site and development parameters, taken together with local zoning and regulatory requirements, to generate site capacity diagrams with potential building massing options.

HOMELESS SERVICES PARTNERSHIP PROJECT VISION AND PROGRAMMING

To better understand how to successfully design and develop a modern, expanded facility for UMD, the Design Team began with an in-depth review of the current UMD homeless services, facility conditions and needs, and identification of the organization's goals to better serve the homeless and low-wealth neighbors of Durham. Existing facility plans were studied, service operations observed, and one-on-one interviews were conducted with key staff to understand operational needs and current pressure-points. From this study, a high-level program was established for a new facility, including expanded services to fill gaps in the homeless services system in Durham. The resulting program square footage was then compared against the development capacity and constraints of Building Opportunity Site A, which yielded an estimated 5-story, 85,000 square foot facility.

High level planning diagrams were then created to graphically reflect the approximate size, configuration, adjacencies, access, and privacy needs of each space which ultimately resulted in the following configuration:

- Level 1: Mailboxes, computer access, cafe, device charging stations, food pantry, clothing closet, showers, laundry, and childcare facilities
- Level 2: UMD and partner organization offices, casework suites, large and small multi-purpose rooms, and the healthcare clinic
- Levels 3-5: Congregate and non-congregate shelter rooms and support facilities

A comprehensive programming study along with refined planning diagrams will be needed as the Homeless Services Center moves forward towards development.

PRECEDENT ANALYSIS

Concurrent with the visioning and programming effort for the Homeless Services Partnership Project, the Design Team studied similar multi-service partnership projects across the country to better understand compatibility and synergies of services offered, overall project costs, funding strategies, and lessons learned. The analysis resulted in some shared findings across projects which include increased operational efficiency and effectiveness of the delivery of care, reduced trauma to individuals served, and increased housing stability of those served.

Average costs to construct the studied projects ranged from \$700-\$750 per square foot, escalated to account for the 2022 construction market. A mix of federal, state, county, and city funding is a significant source of funding for each of the precedent projects studied. Other important funding sources included New Market and Low-Income Housing tax credits, bond funding, and donations/commitments by private businesses, foundations, and individuals. While all the projects researched significantly improved care available to persons experiencing homelessness and closed gaps of care in their communities, the degree of impact was generally proportional to the size of the facility realized.



ENGAGEMENT SUMMARY

Throughout this phase of project development, project staff and committee members provided two formal engagement opportunities and on-going opportunities to discuss ideas and concerns with the congregation of St. Philip's. Overwhelmingly the response has been supportive, and concerns have remained consistent throughout the process starting in 2020. Primary concerns expressed in the survey and email comment relate to funding, scale of adjacent developments, parking, and the need to provide green space.

Continued external stakeholder engagement included conversations with UMD, Durham County, Durham City, Durham Housing Authority, DFI, Self Help, developers, and potential partner service providers. Among other themes, these conversations identified need/desire to partner with closely-related partner organizations to bring this project to reality. By pooling resources and sharing infrastructure, a collaborative partnership homeless services center can operate more efficiently. It allows for the cost-effective delivery of services and reduces duplication of efforts among service providers. This efficiency ensures that resources are maximized, enabling more individuals to be served within the available budget.

Conversations with Durham County indicated that the County was only interested in supporting a homeless services partnership project if UMD could remain in operation in its current location during the development of a new facility. This input informed the overall framework of the Campus Plan outlined below.

CAMPUS PLAN SUMMARY

Step 1: Preservation of St. Philip's Physical Assets This phase includes the stabilization and renovation of existing historic church structure including roof replacement, stone cleaning and repointing, structural repairs, and associated plumbing, mechanical, and electrical rework.

Step 2: Homeless Services Partnership Project

This portion of the campus plan maintains operations of the UMD facility on the northern half of the block and identifies an building opportunity site to construct a modern, purpose-built facility for UMD and partner organizations on the southeast corner of the 400 block of East Main Street. Once the construction of the new facility is complete, the County and St. Philip's Church will engage in a land swap where the county would assume ownership of the new Homeless Services Center and the Church would gain ownership of the current UMD shelter site on the northeast corner of the block. This assemblage of land under the ownership of St. Philip's creates a second building opportunity site for a future development consisting of the entire northern half of the 400 East Main Street block.

Step 3: Interim Uses Option

The buildings and parking lots associated with the current UMD site are now available for redevelopment, renovation, and/or use by the Church. Over 60 parking spaces are available that would supplement the Church's lost parking due to the construction of the Homeless Services Center. A drop off area and drive serving St. Philip's is also created in Step 2 to provide ease of access to mobility impaired members and visitors.

Upon completion of Step 2, the church could decide to immediately move forward with Step 4, the development of the second building opportunity site, or to renovate and use the existing facility for other purposes for an interim period. This interim period can last for as long as the Church desires, and the existing facilities can be activated to support the Church's mission and to cover the cost of facility maintenance during this time.

Step 4: Mixed-Use Affordable Housing Development

The assemblage of property along the northern half of the block is envisioned to be developed into a high-rise, mixed-use development providing affordable housing, market-



This past year UMD served over 5,000 individuals by providing:



rate housing, retail and commercial space, and structured parking. The intent of such a development is to advance St. Philip's mission to be a beacon of light and hope in Durham with hopes that any such development could be designed to also produce income sufficient for the church to effectively maintain the entirety of its campus and perhaps even support new ministries.

CONCLUSION

The work conducted during the St. Philip's Campus Plan Study reveals St. Philip's is uniquely poised to be the catalyst of a significant collaborative impact project focused on homeless services. With the Parish's desire to expand the existing partnership with UMD, the availability of land under and immediately adjacent to UMD, and proximity to Durham Health and Human Services, the coordinated entry site into Durham's homeless services provider network, the church's southeast parcel can serve as an initial host site for a new homeless services partnership facility that could open future opportunities to continue mission-driven development on the block.

The need for affordable housing in Durham is great and is growing rapidly. The Campus Plan seeks to meet some of the most significant need through a collaborative homeless services partnership project to help address the most acute housing needs. Engagement activities have identified clear support for a collaborative partnership homeless services center. By establishing a collaborative partnership homeless services center, Durham can benefit from enhanced coordination, improved service delivery, increased efficiency, and a more integrated

approach to addressing homelessness. It has the potential to create lasting positive change for individuals experiencing homelessness and contribute to the overall well-being and vibrancy of the Durham community.

UMD is positioned and ready to assume responsibility for the implementation and advancement of the Homeless Services Partnership Project. A strategic implementation plan including the following is needed to make the project shovel-ready:

- Parking agreements to offset St. Philip's lost parking
- Development agreement between the partners
- Homeless service providers partnership and operations agreement to define roles and responsibilities
- Business Plan to ensure long term project viability
- Project Management Plan to organize and shepherd the project through design and construction
- Capital Funding Plan for both capital and operating expenses
- Detailed Program and Site/Building Plans

The visioning past Step 2 of the Campus Plan is flexible and St. Philip's will need to revisit and accommodate parishioner and stakeholder sentiments, as well as market conditions before design of future phases begins. This will provide the clearest direction for how to achieve the Church's mission-centered program goals across the full site in a way that the future development will support.

BACKGROUND

TIMELINE OF THE PROCESS



2018

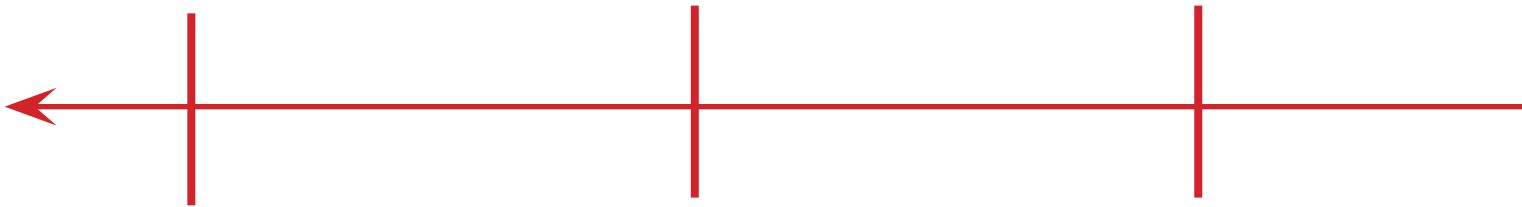
Campus Study Committee
created by Vestry

2019

Request for Proposals

2017

Campus Utilization Study



- Renovate the Garden Close
- Improve Technology in the Parish Hall & Church
- Reinvest in existing community partnerships
- Develop a Master Plan

- Preliminary research
- Parishioner and Community interviews
- UMD Conversations

- Interviews
- Selection of Clearscapes
- UMD Conversations





PHASE 1

January 2020- September 2020

PHASE 2

October 2020- November 2022

2020

Work with Clearscapes

2021

Continued work with
Clearscapes

2022

Continued work with
Clearscapes

- Congregation Workshops (February)
- COVID-19
- Market Study
- Community Interviews
- UMD Conversations
- Phase I Report

- Environmental Analysis
- Community Interviews
- UMD Interviews
- Potential Development Scenarios
- New Rector!

- Congregation events (May)
- Vestry Briefing
- Congregation events (November)
- Phase II Report



SITE CONSIDERATIONS

ENTITLEMENTS, SITE CONDITIONS, CONSTRAINTS, AND CAPACITY

PROPERTY OWNERSHIP

St. Philip's Church currently owns 3/4 of the city block of 400 E Main Street totaling approximately 2.65 acres. The remaining northeastern quadrant of the block is owned by Durham County. The north half of the block is occupied by Urban Ministries of Durham, with the Community Resource Center situated on the church-owned northwestern quadrant and the shelter on the county property. St. Philip's has a strong desire to preserve and restore/rehabilitate their historic church structure, and the remaining quadrants of land owned by the church are disconnected from each other, limiting the size and impact of any development on either parcel.

CONTAMINATED SOILS

The southeastern parcel on the block was originally home to a grand Victorian home before the construction of the Durham Bus Station on the property in 1942. The construction of the bus station coincided with the accelerated decline of the neighborhood of which Dillard Street was known as "Mansion Row." The bus station went out of use in 1980, and a few other uses were housed in the deteriorating structure before St. Philip's acquired the property in 1998 and demolished the building. The current parking lot for the church sits atop the bus drive and parking area, and the garden reflects the rough footprint of the bus station. Church members who observed the demolition of the bus station remember a basement area that was filled with demolition debris and covered over. With the site's heavy automotive use and likely presence of buried debris, an environmental investigation was undertaken to determine the types and severity of potential soil contamination and unsuitable soils.

A geophysical survey was conducted utilizing electromagnetic imaging and ground penetrating radar to determine the extents of buried debris, and groundwater sampling was conducted to determine the presence of regulated chemical components on site. A concrete slab with rebar reinforcement exists under the asphalt paving that seems to indicate the original bus parking/drive paving is still present. Small areas of buried debris were identified in the garden area, with a large area of buried materials found in the eastern portion of the garden. No underground storage tanks were detected on site.

Arsenic was detected in all tested soil samples, along with petroleum-related semi-volatile organic compounds (SVOC). Ground water samples yielded very low levels of petroleum-related volatile organic compounds (VOC). Chromium and lead were also detected in the ground water samples. The presence of regulated chemicals in the soil and groundwater on this site above established thresholds triggers reporting requirements, but should not impact

the beneficial use of the property since they are present at relatively low levels. The environmental report should be submitted to the Inactive Hazardous Sites brand of NCDEQ to satisfy the reporting requirements. Redevelopment of the property should be conducted under a Brownfields Agreement with NC DEQ to limit potential environmental liability and redevelopment costs due to site contamination.

ST. PHILIP'S CONSIDERATIONS

During congregation engagement sessions and Campus Study Committee meetings, St. Philip's expressed parameters for the development of the southeast quadrant of the block. As a Gothic Revival Church designed by Ralph A. Cram, a prominent architectural figure of the early 1900s, the structure is a significant historic resource for Durham. Any new development adjacent to this structure should respect the scale and character of the church. As this site is located within a Local Historic District in Durham, the City will help regulate this aspect of development, but it is important to note that the church's desires for architectural compatibility/sensitivity likely exceeds the minimum requirements of the Historic Preservation Commission (HPC). The HPC will require any development of the southeast corner of the block to be set back to protect the view shed of the historic church bell tower.

Another important consideration is daylight into the historic church from the east through the stained glass windows. Any development should be designed such that it does not block the light coming into the space during the morning church services. It was generally noted that some space between any new structure and the historic church is desired, which ties in nicely to the strong desire for open/green space on the site.

And finally, parking is a particularly acute concern for the church. The parking provided by the surface lot on the old bus station site currently serves the weekday parking needs of the church, parking for weekday funerals, and accessible spaces for the mobility impaired. Any development on site will need to provide accessible parking, a convenient drop off for the church, and a minimum number of weekday spaces for church use. In the past, an informal parking agreement existed between the Church and Durham County for weekend use of the surface lots on the 300 and 500 blocks. With the current development of those blocks and potential development on the southeast corner of the site, a new, formal parking agreement with the County would help offset on-site parking needs for weekend uses.

The Design Team used these site and development parameters, taken together with local zoning and regulatory requirements, to generate site capacity diagrams with potential building massing options.

LIBERTY ST.

CHURCH OWNED
URBAN MINISTRIES
0.947 ACRES

COUNTY OWNED
URBAN
MINISTRIES
0.825 ACRES

N QUEEN ST.

N DILLARD ST.

ST. PHILIP'S
CHURCH
0.99 ACRES

CHURCH OWNED
0.712 ACRES

CONTAMINATED
SOIL

E MAIN ST.

HOMELESS SERVICES PARTNER PROJECT

STATEMENT OF NEED AND PROJECT VISION



Urban Ministries of Durham was founded in 1981 through the support of local congregations and concerned community members stepping up to address the complex issue of homelessness. Over the last 38 years UMD has been a vital community resource providing meals, shelter, clothes and supportive resources to its homeless and vulnerable neighbors in Durham. This past year UMD served over 5,000 individuals by providing:

- 516 men, women and children with shelter
- 125 with permanent housing
- 199,375 meals to the hungry
- 404,638 pounds of food to low wealth households

FACILITY CHALLENGES AND NEEDS

Throughout the years, service strategies change, community needs shift, and buildings age. The Covid-19 pandemic has significantly impacted UMD and other service providers by highlighting the inadequacies that exist within our homeless system and the need for better facilities. As we have adjusted to serve the most vulnerable during the pandemic, we have also identified physical ways facilities can better address the needs of the homeless and achieve goals established by the Homeless Services Advisory Committee.

UMD with the support of community partners calls for the construction of a multi-level homeless services facility that would provide non-congregate shelter and services for homeless and low wealth neighbors. Homeless service components would include:

- Non-Congregant shelter options for 120 men, women and children

- Community Café to serve meals for residents and hunger community members
- Healthcare clinic for the homeless (Lincoln Community Health)
- Food Pantry and Clothes Closet for low wealth households
- Multi-Services Center offering showers, laundry, phone charging, mail center, and resource connectivity for guests
- 10 rooms for medically fragile (Project Access)
- 40 rooms of Supportive Housing

These project components will directly impact outcomes in the following priority areas:

- Offer non-congregate shelter options
- Increase Supportive Housing inventory
- Create dedicated units to care for medically fragile
- Provide Multi-Services Center to serve unsheltered homeless individuals
- Update and expand the healthcare for the homeless clinic

As Durham recovers from the pandemic and the economic and social hardships it created, the Collaborative Homeless Service Center will provide key resources and services to better address both current and future needs of homeless and low wealth neighbors. UMD needs a purpose-built facility befitting its mission. Durham is making great strides in developing a community with opportunities for all people to thrive. It is important to ensure that resources are committed to provide all residents with the opportunity for shelter, food, and basic care.

PRECEDENT ANALYSIS

A STUDY OF SIMILAR RECENT FACILITIES NATION-WIDE



Communities across the country are embracing new and creative ways to meet the needs of their most vulnerable citizens and break the cycle of persistent homelessness. The most effective of these efforts have been achieved through cooperation and collaboration among homeless service providers and through public private partnerships. Faced with significant housing shortages and rapidly growing housing costs in Durham, UMD and partner organizations believe the best way to meet the increased demand on the homeless services system is through a multi-faceted approach including such a collaborative partnership project.

To ensure the success of and maximize the impact of this effort in Durham, an understanding of the following from the precedent projects is needed:

- Scope of services offered- compatibility and synergies between cooperative service partners and programs
- Size of facilities/developments
- Overall cost per square foot to construct
- Funding strategies employed and mix of funding partners
- Successes and missed opportunities

Research around these topics focused on Public Private Partnership (PPP) projects with some combination of emergency shelter, day services, supportive services, medical respite, health and mental health care services, and permanent supportive housing. Of profound importance is how the co-location of these services enhanced the efficiency and effectiveness of the delivery of care. Measurable organizational and outcome-related improvements included staffing and operational efficiencies, accelerated insights on how to improve homeless services among partner providers, reduced trauma to those being

served, and increased housing stability of those served.

Costs of construction varied widely across the projects studied as some included inherently more expensive to build services like medical respite, while others took advantage of innovative construction methodologies, like prefabrication of entire building components, to help offset those costs. Adjusted for escalation, the average cost to construct homeless services related projects was \$700-800 per square foot, while permanent supportive housing focused projects averaged closer to \$450 per square foot. Costs are largely impacted by construction type, driven by the height and density of a project, and the amount of building services-heavy program components like bathrooms, kitchens, laundry facilities, medically-focused spaces, etc.

Each project represents a complex network of funding sources needed to achieve the final facility, with each funding source's requirements met in creative and synergistic ways. A mix of federal, state, county, and city funding is a significant source of funding for each of the precedent projects studied. Other important funding sources included New Market and Low-Income Housing tax credits, bond funding, and donations/commitments by private businesses, foundations, and individuals. For projects incorporating supportive housing, vouchers from local housing authorities offset rent and reduce annual operational expenses.

All the projects researched significantly improved care available to persons experiencing homelessness and closed gaps of care in their communities. The degree of impact was generally proportional to the size of the facility realized.

SIMPSON SHELTER AND SUPPORTIVE HOUSING, MINNEAPOLIS, MN



The site of the former Simpson United Methodist Church will be redeveloped into a 5-story homeless services center including 42 supportive housing units, a non-congregant shelter with 70 private rooms, a cafeteria and commercial kitchen to serve 100, a medical clinic, and support spaces for residents. Anticipated construction cost is \$42M, with funding commitments from the City and County, a large contribution from the State Housing Finance Agency, and private donors. Fundraising for this project has entered its final phases and construction of the facility is expected to begin next year.

Anticipated Cost per Square Foot: \$700

SECOND AVENUE COMMONS, PITTSBURGH, PA



This 42,000 SF 5-story facility includes an emergency shelter with 95 beds, an engagement center offering day services, a health and behavioral health clinic, a cafe, a home base for street outreach programs, and 43 single-room occupancy residences. It is the culmination of a public private partnership including multiple non-profit homeless service providers, the local government, and health care providers, and PNC bank. The facility took more than 3 years to design and construct and cost \$24,000,000. The facility was full, including overflow, within one month of opening.

Cost per Square Foot w/ Escalation Factor: \$750

ANCHOR PLACE SUPPORTIVE HOUSING, LONG BEACH, CA



Anchor Place is a supportive housing development with that includes 120 units of permanent supportive housing with on and off-site support in a 142,000 SF, 5-story building serving 30-60% AMI households. 12 organizations and over 30 partners operate out of the facility to provide the needed support to residents. The project received \$54M in funding support from low-income housing tax credits, forgivable loans by local affordable housing programs, City and County funding and forgivable or low-interest long-term loans, donated land, and deferred developer fees. Housing vouchers through a local housing authority also subsidizes \$720,000 annually in rent.

Cost per Square Foot w/Escalation Factor: \$450 - \$500

HAVEN FOR HOPE, SAN ANTONIO, TX



This 22-acre, 17 building campus includes 1,700 beds spread across an emergency shelter and transitional housing for individuals and families along with space for case management, medical and mental health care, substance abuse treatment, job training and employment assistance, legal services, and supportive services for. It is the culmination of a public private partnership including 183 partner providers, the local government, and health care providers, with 60% of the capital to construct the project raised through private donations. The cost to renovate the existing warehouse facility was over \$100M.

Cost per Square Foot w/ Escalation Factor: N/A

STOUT STREET RECUPERATIVE CARE AND LOFTS, DENVER, CO



The facility is 9-stories and 120,000 square feet with a total project cost of \$46.5M (2016). The adjacent location to Stout Street Health Center allows residents access to medical care. The project was funded through Denver Housing Authority D3 Bond and the Recuperative Care Center (respite) utilized syndicated New Market Tax Credits. Denver City/County provided \$4.1M in capital funding, while Colorado Division of Housing provided another \$3.1M. The project utilizes Section 8 vouchers for supportive housing and residents pay 30% of their income only. A mix of private corporations and individuals also contributed towards the capital costs of the project. Lofts also received Low Income Housing Credits.

Cost per Square Foot w/ Escalation Factor: \$550

DOROTHY DAY CENTER, ST. PAUL, MN



Comprised of 2 buildings totaling over 280,000 SF, the 2-phase design and construction project was completed in 2019. The 5-story Phase 1 building provides 232 very low cost “pay-to-stay” beds along with 193 permanent supportive housing units and 16 medical respite beds. The 6-story Phase 2 building provides health care, mental health services, financial counseling, housing placement, adult education/workforce development programs, and meal service from the lowest two levels, with 177 units of <30% AMI affordable housing on the upper levels. Total development cost: \$110M.

Cost per Square Foot w/ Escalation Factor: \$550

NEW BAILEY'S SHELTER AND SUPPORTIVE HOUSING, FAIRFAX, VA



The facility is an innovative model of emergency shelter, supportive housing, medical care/respite, and supportive services in one building. This co-location of services and support will ensure residents and guests can make the most efficient use of county resources to improve their lives. A non-profit shelter operator like UMD runs the shelter. The 23,000 SF facility, costing \$15.6M (2018), was financed by a bond referendum. The facility includes 52 emergency shelter beds to serve single adults, 4 medical respite beds and an exam room to serve other residents, and 18 supportive housing units.

Cost per Square Foot w/ Escalation Factor: \$900

3368 WASHINGTON STREET, BOSTON, MA



The five-story, 125,000 SF project will provide 140 supportive housing units, 62 low-income housing units, Pine Street Inn (homeless services operator) offices, and a community room. Amenities will include 24/7 front desk security, on-site management, on-site supportive services staff, two outdoor plaza areas, multi-purpose room, fitness rooms, laundry rooms on residential floors, parking garage and bicycle repair and storage. The project received a diverse combination of public and private support to finance the building construction, property operations, and resident services and cost over \$110 million to construct.

Cost per Square Foot w/ Escalation Factor: \$880

SPACE NEEDS ANALYSIS

EXISTING FACILITIES STUDY AND ENHANCED PROGRAM NEEDS

To determine an approximate size for a modern facility to improve and expand the services offered by Urban Ministries of Durham, a clear understanding of UMD's current facilities and operations is needed. UMD's current facility is divided across two separate buildings- the Shelter and the Community Resource Center. The buildings work together to provide meals, shelter, and access to supportive services for residents, as well as a community food pantry, clothing closet, and medical clinic for low-wealth families and individuals in Durham.

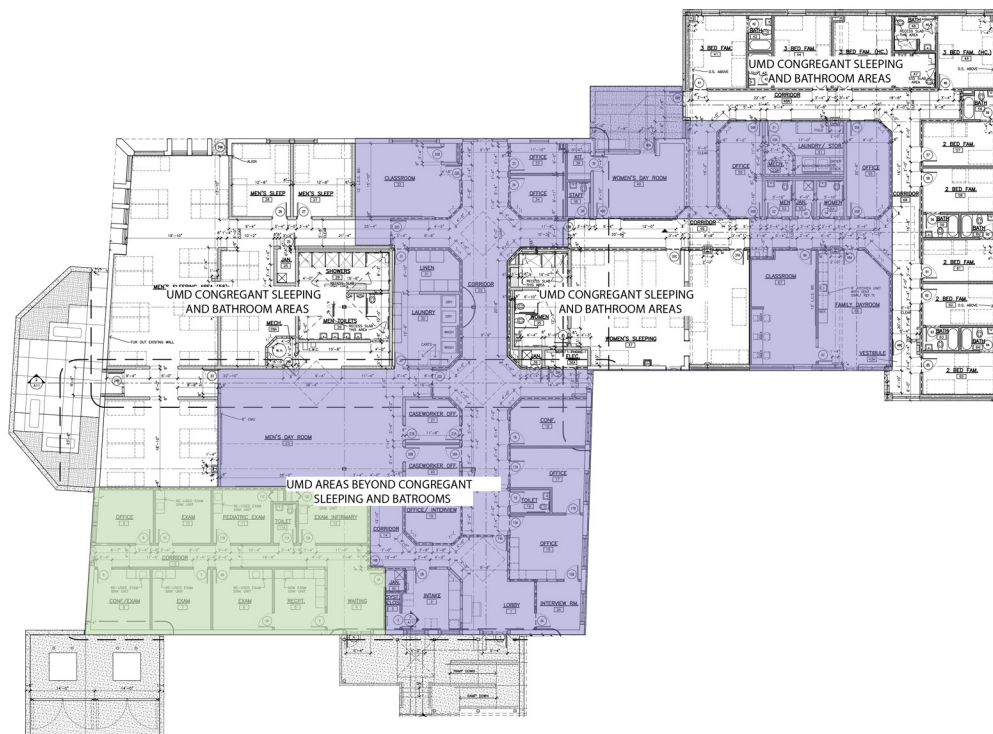
Major program components of the Shelter include a congregate shelter with pre-pandemic accommodations for 120 residents, rest rooms and showers, laundry facilities, multi-purpose/meeting areas, and protected outdoor space separated for men, women, and families, offices for support and case work, an intake area, and a community clinic. The clinic is accessible from the intake area but occupies a separate suite with a waiting area, exam rooms, and offices. The family shelter spaces are currently operated primarily by Families Moving Forward, a homeless service provider partner to UMD.

Increased social distancing necessary during the pandemic

reduced the shelter capacity by roughly half. To offset the loss in capacity, emergency funds from the Federal, County, and City governments paid for the use of local hotels to temporarily house individuals displaced from shelters. Over this time, altercations across shelter facilities were dramatically reduced by the lower-density accommodations, and it can be inferred that overall trauma experienced by residents of the shelter was similarly reduced. As the pandemic subsides, this emergency funding will expire, resulting in significant pressure to shelter providers and residents. Any new facility should increase available accommodations to at least pre-pandemic quantities and should include lower-density housing models and single occupant rooms to reduce trauma to residents.

*Non-housing Related Shelter Needs: 8,000 SF, minimum
Clinic square footage: 3000 SF*

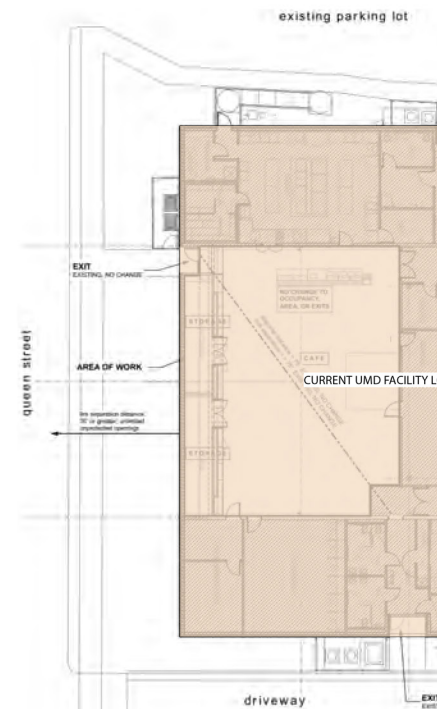
A number of approaches can be considered to achieve a lower density housing model for the UMD shelter. A mix of single occupant rooms for longer-term shelter residents and a lower density congregate shelter for white flag and



NON-RESIDENTIAL SHELTER SPACE: 8,000 SF

LOW-DENSITY SHELTER RESIDENTIAL SPACE: 35,000- 50,000 SF

CLINIC SPACE: 2,000 SF



COMMUNITY RESOURCE CENTER

short term residents can provide more dignity and lower trauma for all.

Minimum Shelter Housing Needs: +/-35,000 SF - 50,000 SF, depending on the mix of housing types provided

The Community Resource Center contains the cafe with its associated commercial kitchen, clothing closet with its associated sorting and storage areas, food pantry, and offices for the balance of the UMD staff. This facility currently operates a bit like a building-scale transformer with sets of locking doors organizing access to the cafe access for residents and community access to the clothing closet and food pantry during tightly scheduled times. Sorting and storage of all the non-food donations occurs upstairs in this building, requiring staff and volunteers to carry large quantities of goods up and down two flights of stairs on a daily basis.

Community Resource Center Minimum Needs: 15,000 SF

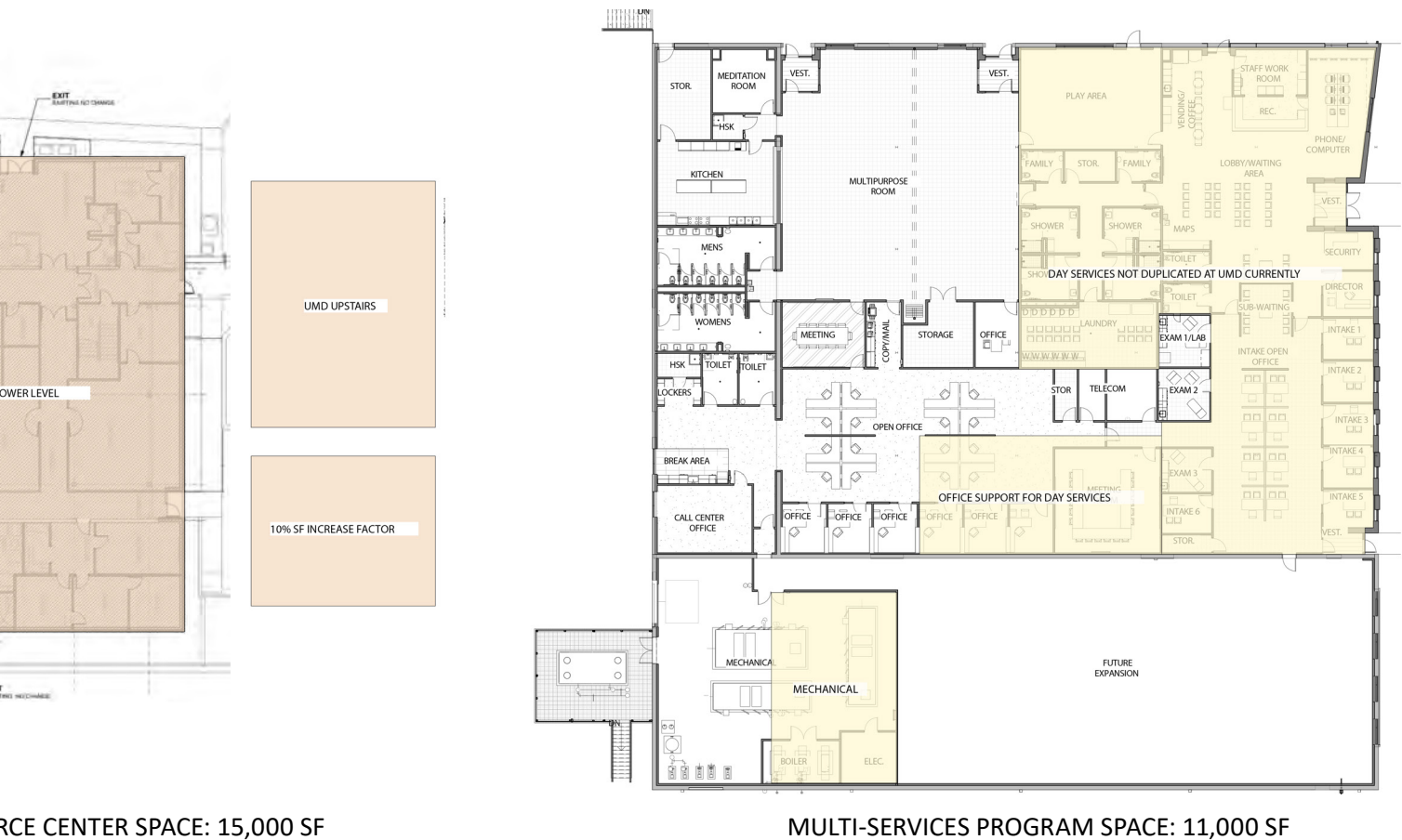
Greater access to integrated homeless services are also desired as a part of the suite of new programs for the

expanded UMD facility. To help understand operational and space needs for such a facility, Oak City Cares in Raleigh, NC was studied for space and operational requirements. As some of the services provided by Oak City Cares (OCC) overlaps with services already provided by UMD, only program areas unique to day services or OCC have been considered as a part of this study. Day services including shower, laundry, and mail facilities, as well as access to WIFI, charging stations, and computers are all aspects of OCC desired to be included in the new homeless services center for Durham.

Multi-Service Center Minimum Needs: 11,000 SF

During engagement conversations, the desire for a collaborative working model among homeless service providers in a new and expanded facility emerged. Additional study is needed to determine the space and operational needs of partner organizations, and to maximize synergies between associated program elements.

Anticipated Total Space Needs for New Facility: 70,000 - 85,000 SF



COMMUNITY RESOURCE CENTER SPACE: 15,000 SF

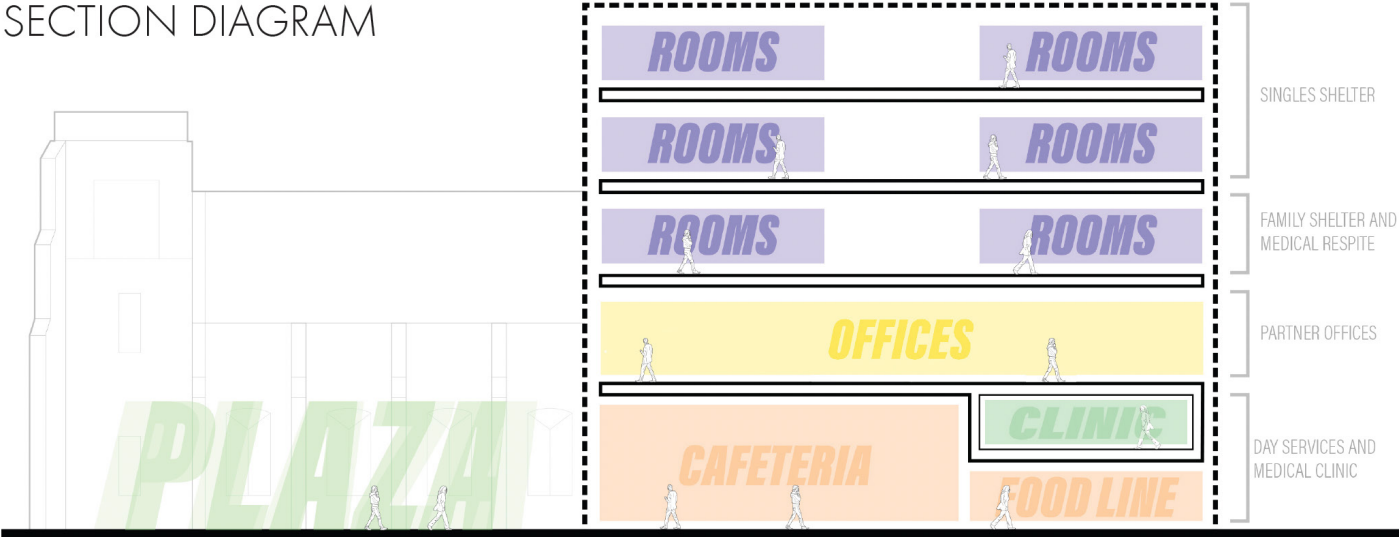
MULTI-SERVICES PROGRAM SPACE: 11,000 SF

HOMELESS SERVICE CENTER OF DURHAM

STATEMENT OF NEED AND PROJECT VISION

	Quantity	Apx. SF ea.	Total SF
UMD + Partners			
Lobby + Waiting Area	1	800	800
Café	1	2,800	2,800
Kitchen	1	1,100	1,100
Donation Receiving + Storage	1	2,000	2,000
Clothing Closet	1	850	850
Food Pantry	1	850	850
Casework Offices	4	150	600
Casework Waiting	1	150	150
Private Offices	8	110	880
Shared Office	1	2,000	2,000
Meeting	3	200	600
Multi-Purpose Rooms	2	500	1,000
Men's Day Room	1	1,100	1,100
Women's Day Room	1	850	850
Family Day Room	1	850	850
Clinic			
Clinic Reception + Waiting	1	500	500
Clinic Exam Rooms	8	160	1,280
Day Services			
Reception + Staff Work Area	1	725	725
Lobby + Waiting	1	970	970
Phones + Computers	1	800	800
Mailboxes	1	100	100
Coffee	1	100	100
Children's Play Area	1	420	420
Showers	4	120	480
Laundry + Linen	1	530	530
Intake Open Office	1	1,100	1,100
Intake Private Offices	6	150	900
Intake Waiting	1	500	500
Private Offices	4	110	440
Shared Office	1	1,200	1,200
Meeting	1	225	225
Shelter			
Private Rooms	120	140	16,800
Medical Respite Rooms	10	200	2,000
Permenant Transitional Housing Rooms	48	140	6,720
Commons + Staff Work Area	4	820	3,280
Living Rooms	8	350	2,800
Laundry + Linen	1	530	530
Bathrooms	16	250	4,000
Storage	16	125	2,000
Subtotal			64,830
General Building	Circulation and Building Services	30%	19,449
TOTAL			84,279

SECTION DIAGRAM



ENGAGEMENT SUMMARY

CONGREGATION INPUT AND PRIORITIES 2022



CONGREGATION INPUT 2020

Throughout this phase of project development, project staff and committee members provided two formal engagement opportunities and on-going opportunities to discuss ideas and concerns. The first engagement session was conducted on May 1, 2022 after Sunday services, and included a presentation from the consultant and a Q&A session for congregation members. Comments included questions about funding sources and ideas to create a welcoming space with plenty of trees for unhoused neighbors. The second engagement session was offered in the fall of 2022. The Campus Study Committee held forums to gather congregational feedback on the draft master plan. A recorded version of this presentation was made available on the website and committee members collected email and written comments. Additionally, a brief survey was provided.

Overwhelmingly the response has been supportive, and concerns have remained consistent throughout the process starting in 2020. Primary concerns expressed in the survey and email comment relate to funding, scale of adjacent developments, parking, and the need to provide green space. Representative comments from the survey are provided below.

COMMENT THEMES AND SAMPLE COMMENTS

Parking:

- I hope that you can find a way to keep some parking close to St. Philip's for the most elderly or infirm. Not everyone can walk from the parking deck next door.
- I personally want to continue to have convenient ground level parking
- Accessible Parking is grossly insufficient.

Footprint and Height:

- But the vision of putting a six story building on the remaining land was upsetting to me. In part because there seems to be no thought to the need for open land for the people in the many, many apartments nearby. I wonder why the committee doesn't have anyone on it with expertise in the importance of open land even in an urban area. Affordable housing is obviously an important need- but so is giving people in that housing the open land- the play areas- that will make it a good place to live.
- I am concerned that the building adjacent to the church is too close and has too large a footprint. Were other sizes of building considered? Is the size of that building dictated by the need to move everyone out of Urban Ministries in order

to alter the sites that are currently being used? Were alternative sequences considered? I'm also concerned that St. P's will be dwarfed by the new construction. (I have no answer to this, but am just expressing this fear-- which I have heard from others. There may be no getting around this.)

- The church structure is overwhelmed by UMD too tall structures. We just become small in importance to the new residents in the area. How do we make our area safer, service housing is a problem, not a solution.

Expansion of UMD:

- One question you might want to address in future presentations is how the linear park along Queen Street would be different from the space that's there now, where people sleeping in the alcove,,. I presume that at least part of the response would be that, once the building across Queens Street is finished, the street would be much busier (especially with pedestrians), so homeless folks wouldn't feel so comfortable sleeping there.
- With ALL the change & growth going on around our block (including the building currently being built next door) and then within our block, I have these questions: What will this section of Main St look like WHILE construction is going on, and what will it look like after its all complete (from a livability perspective), for current members, perspective members, for clients of UMD, and the sometimes bad elements that are attracted to social services.

Funding:

- I assume that the county will be responsible for most of the cost of a big new UMD building, and that it would require a bond issue. I hope that it's never assumed that St. Philip's would pay a large church of

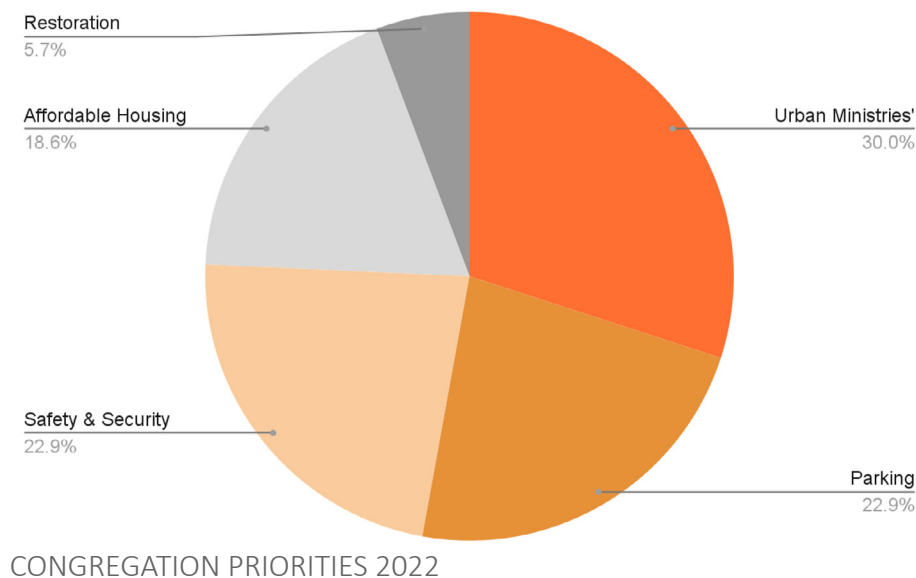
the costs of such a big building with its endowment.

Increasing Membership:

- Membership Growth Plan
- Welcoming more of our neighbors, including those at UMD, to our space.
- Growing our membership in concert with this plan.

Other Considerations:

- Small green areas and trees along the roads are nice but not sufficient to counterbalance the high density construction underway downtown. Development of the downtown sector has been and can continue to be good in many ways, but in my opinion this development really needs to be complemented with large park areas in order to enhance the quality of life downtown. Moreover, the high density construction downtown is likely to create a heat sink microenvironment there. I believe a park area on the north half of the block in phase 2 could be a way of further taking care of our neighbors by providing space for cooling, shade, and relaxation and might better reflect our long-term priorities.
- Major repairs are needed to the Sanctuary INSIDE & OUT & GROUNDS
- We need to think about the needs of families who are not homeless. Perhaps daycare center or after-school care and support.
- Use and Management of "THE TREES"
- <The nonprofit, CRECHE for short, describes itself as creating "a community-focused alternative to the for-profit housing market that is rooted in relationship and mutuality: co-housing communities in which people live like families, sharing meals, common spaces, and the rhythms of home care."> From article attached to email.



CAMPUS PLAN

A MISSION-FOCUSED REAL ESTATE ASSET MANAGEMENT PLAN



St. Philip's Episcopal Church aims to continue its mission to be an inclusive church that promotes worship, love, and action, with a particular emphasis on utilizing its real estate assets to make a positive impact in the Durham community.

CAMPUS PLAN OVERVIEW

The proposed master plan intends to address St. Philip's physical needs by stabilizing the historic church structure, providing short-term parking solutions, creating high-quality open spaces, and exploring long-term options for additional program space. Additionally, St. Philip's seeks to reinvest in its 35+ year partnership with Urban Ministries and other community organizations, with the goal of developing a new facility for the next generation of service, expanding the services offered, and modernizing shelter facilities.

This vision and goals would be achieved through a strategic partnership framework which organizes around the following key phases:

Step 1: Preservation of St. Philip's Existing Physical Assets

- Stabilize and renovate the historic sanctuary structure

Step 2: Homeless Services Partnership Project

- Construct a new multi-service homeless services center on the Church-owned property on the southeast corner of the 400 block of E Main St. -

Building Opportunity Site A

- UMD and partner operations to be moved to the new building upon completion
- Church and County to swap facility spaces and underlying property - northeast corner property for southeast corner property
- At this point, St. Philip's Church to own the northern half of the 400 E. Main St. block - Building Opportunity Site B.

Step 3: Interim Uses Option

- Improve parking on northern half of the block for Church use
- Potentially renovate/repurpose existing facilities for new mission-aligned uses
- The duration of this phase is set by St. Philip's Church.

Step 4: Redevelop Building Opportunity Site B

- Redevelop the northern half of the block into a mission-focused high-rise, mixed-use development providing affordable housing, community-based retail and commercial space, and structured parking

STEP 1: PRESERVATION OF ST. PHILIP'S PHYSICAL ASSETS

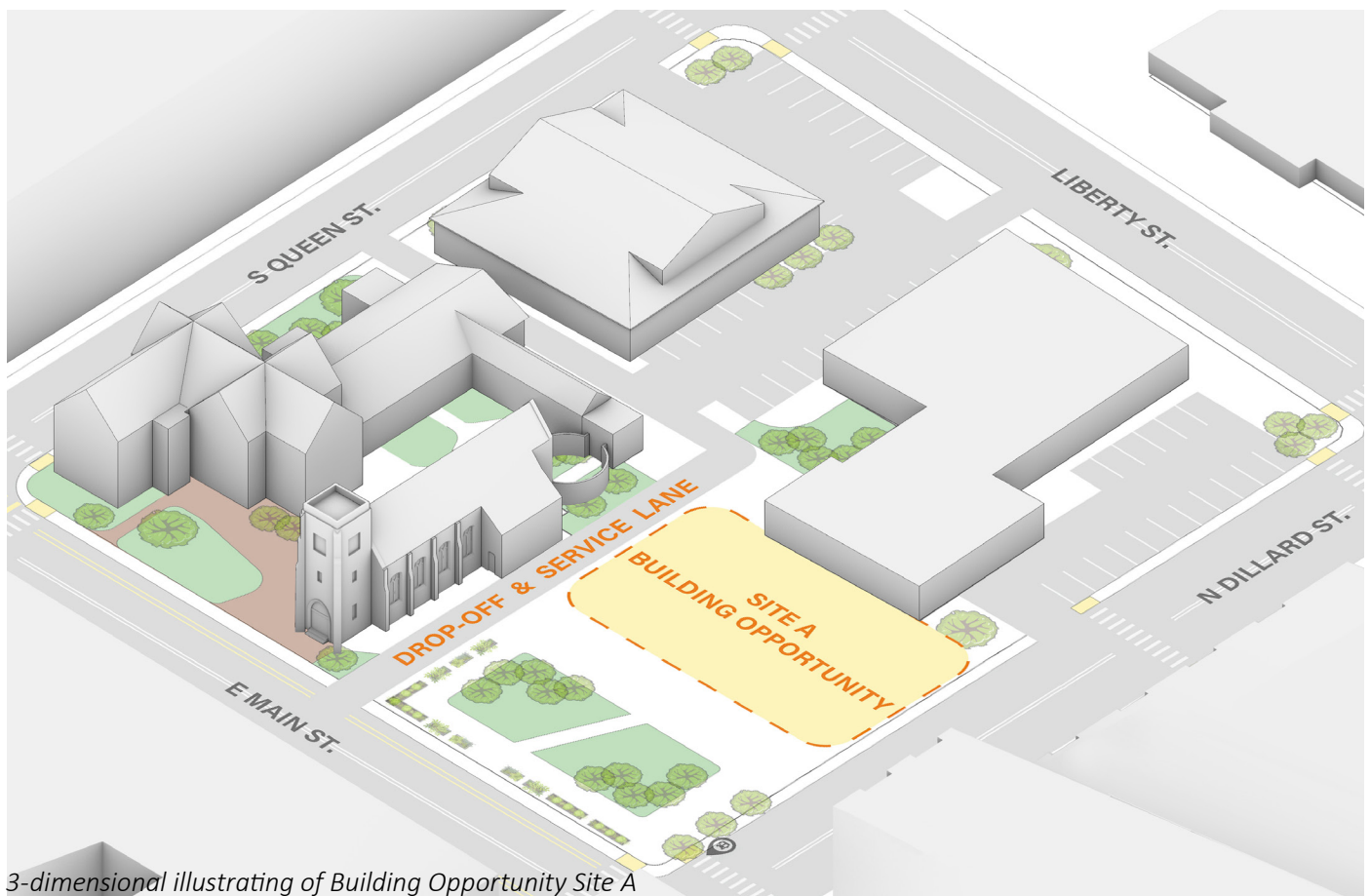
Clearscapes partnered with St. Philip's to determine the scope of work required to stabilize and restore the 1908 Ralph Adams Cram Gothic Revival Church, to estimate the cost to accomplish the repair work, and to help prioritize the repair work based on need and cost. Of primary concern are:

1. The existing asbestos shingle roof that is currently leaking along the exterior walls and gutters
2. The brownstone facade that is significantly spalling
3. The existing floor structure that has been substantially damaged with the installation of plumbing systems, and that has some deterioration due to water infiltration and age

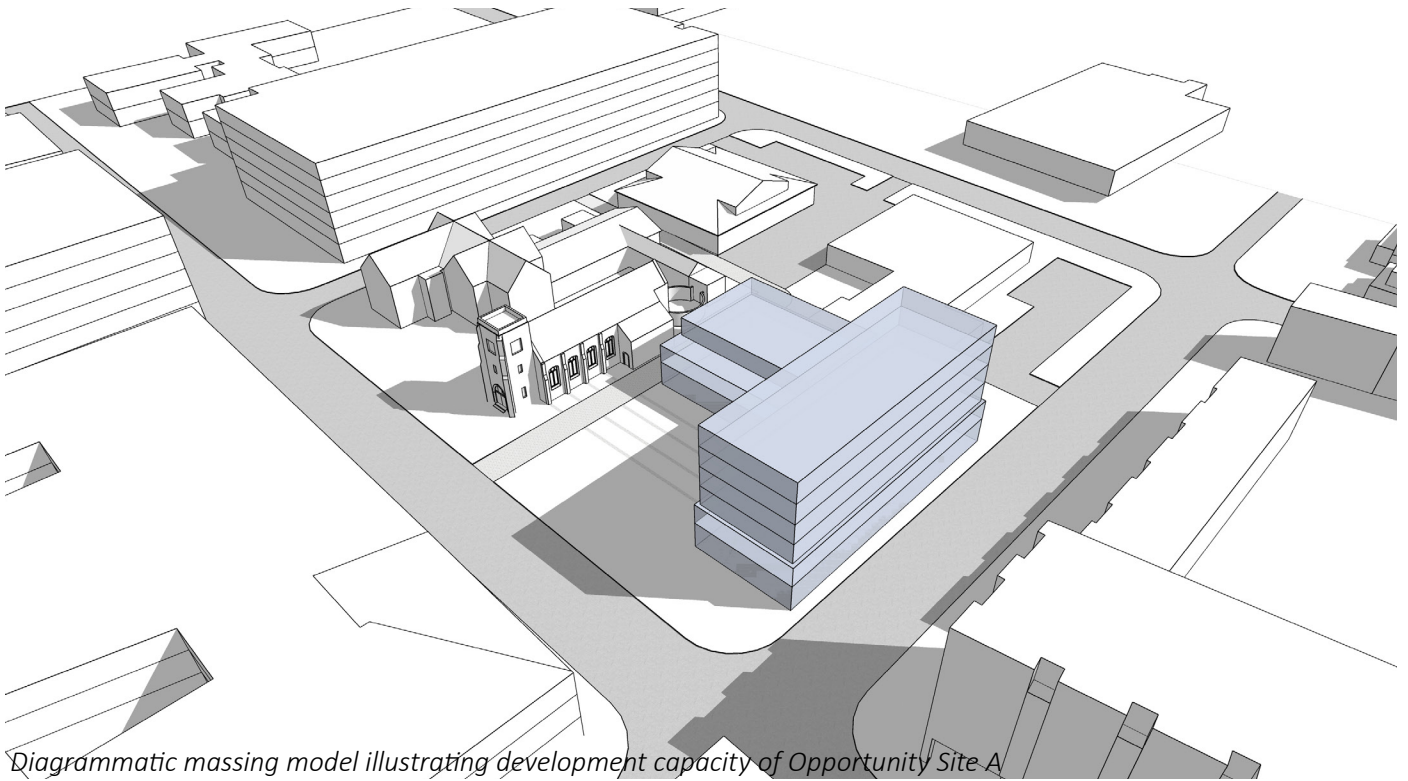
These existing conditions threaten the longevity of the church and must be addressed as a first priority. The church will begin envelope stabilization and repair work including the installation of a new slate tile roof, cleaning and partial repointing of the brownstone facade, plumbing, mechanical, and electrical adjustments to relocate piping out of the floor structure, and repair of the existing floor framing in June of 2023, along with the abatement of asbestos tile flooring in the sacristy.

Other scopes of work desired for future renovations of the historic church include repair of the water-damaged plaster walls, full interior painting, carpet removal and wood floor repair and refinishing, stained glass window restoration and protection, full repointing of the brownstone facade, an acoustic study and corresponding improvements within the church, and modifications to the chancel to better support Sunday worship.

A scope definition document, along with preliminary cost estimates, durations, and order of work for each scope item were generated for the Church's use in the planning of future phases of stabilization and renovation of the historic structure. The first phase of restoration work beginning in June will last approximately 4 months. The duration of future phases of renovation will depend on the scope of work desired, but will require approximately 6 months of design and an additional 6 months of construction, based on the renovation concepts generated to date.



3-dimensional illustrating of Building Opportunity Site A



Diagrammatic massing model illustrating development capacity of Opportunity Site A

STEP 2: HOMELESS SERVICES PARTNERSHIP PROJECT

The Covid-19 pandemic has significantly impacted UMD and other service providers by highlighting the inadequacies that exist within our homeless system and the need for better facilities. UMD and other service providers have adjusted to serve during the pandemic, but the need for a custom-built facility has been identified as a way to better address the needs of the growing homeless population and achieve goals established by the St. Philip's community, the Homeless Services Advisory Committee, the City, and the County.

Step 2 of the Campus Plan maintains operations of the UMD facility on the northern half of the block and identifies the southeast corner of the block, Building Opportunity Site A, to construct a modern facility for UMD and partner homeless service providers. While this site is located within the Downtown Design District - Core zoning, it is located within both national and local historic districts, and as such the height and configuration of the structure(s) is regulated by the Durham Historic Preservation Commission. Compared with adjacent development allowed within the historic district and the specific requirements for appropriately respecting the historic St. Philip's Church structure (see Phase 1 Report), it is anticipated that a 6-story, approximately 100,000 square foot facility could be constructed on the site.

Project leadership and fundraising for this new facility would be spearheaded by UMD in close partnership with partner homeless service providers- Families Moving Forward, Lincoln Health, Project Access, and Housing for

New Hope- and St. Philip's Church. Priority needs for the collaborative partnership facility include:

- Non-congregate shelter options for at least 120 men, women, and children
- 10 rooms for medical respite (Project Access)
- 40+ rooms of Supportive Housing
- Offices to support the work of homeless service provider partners
- Improved healthcare clinic for the homeless (Lincoln Community Health)
- Multi-services hub offering showers, laundry, phone charging, mail center, internet and computer access, and resource connectivity
- Community Café to serve meals for residents and hungry community members
- Food Pantry and Clothing Closet for low wealth households
- Casework suite(s) to support resource connectivity
- Multi-purpose, flexible spaces for shared use by partner organizations and their affiliates

In addition to the flagship Homeless Services Center on the existing parking lot, site improvements would be made to the block to enhance pedestrian circulation and replace parking spaces from the building opportunity site area. These enhancements would create a new drop off lane adjacent to the historic sanctuary and provide walkway and landscape improvements to connect to the surface parking lots on the northern half of the block.

After the new homeless services facility is complete, the

County and Church would engage in a land swap – the County would assume ownership of the new facility and its underlying property, and St. Philip’s would assume ownership of the current shelter site on the northeast corner of the block. This action would create the second opportunity site, Building Opportunity Site B, consisting of the entire northern half of the block, approximately 1.76 acres.

A homeless services center of this scale and complexity will require approximately 2 years to plan and design, 2 years to construct, and 3-4 months for move-in and readying the building for occupancy. In total, a 5-year duration should be anticipated for the development of the Homeless Services Partnership Project.

STEP 3: INTERIM USES OPTION

Upon completion of Step 2, the church could decide to immediately move forward with Step 4, the development of the second building opportunity site, or to renovate and use the existing facility for other purposes for an interim period. This interim period can last for as long as the Church desires, and the existing facilities can be activated to support the Church’s mission and to cover the cost of facility maintenance during this time if desired.

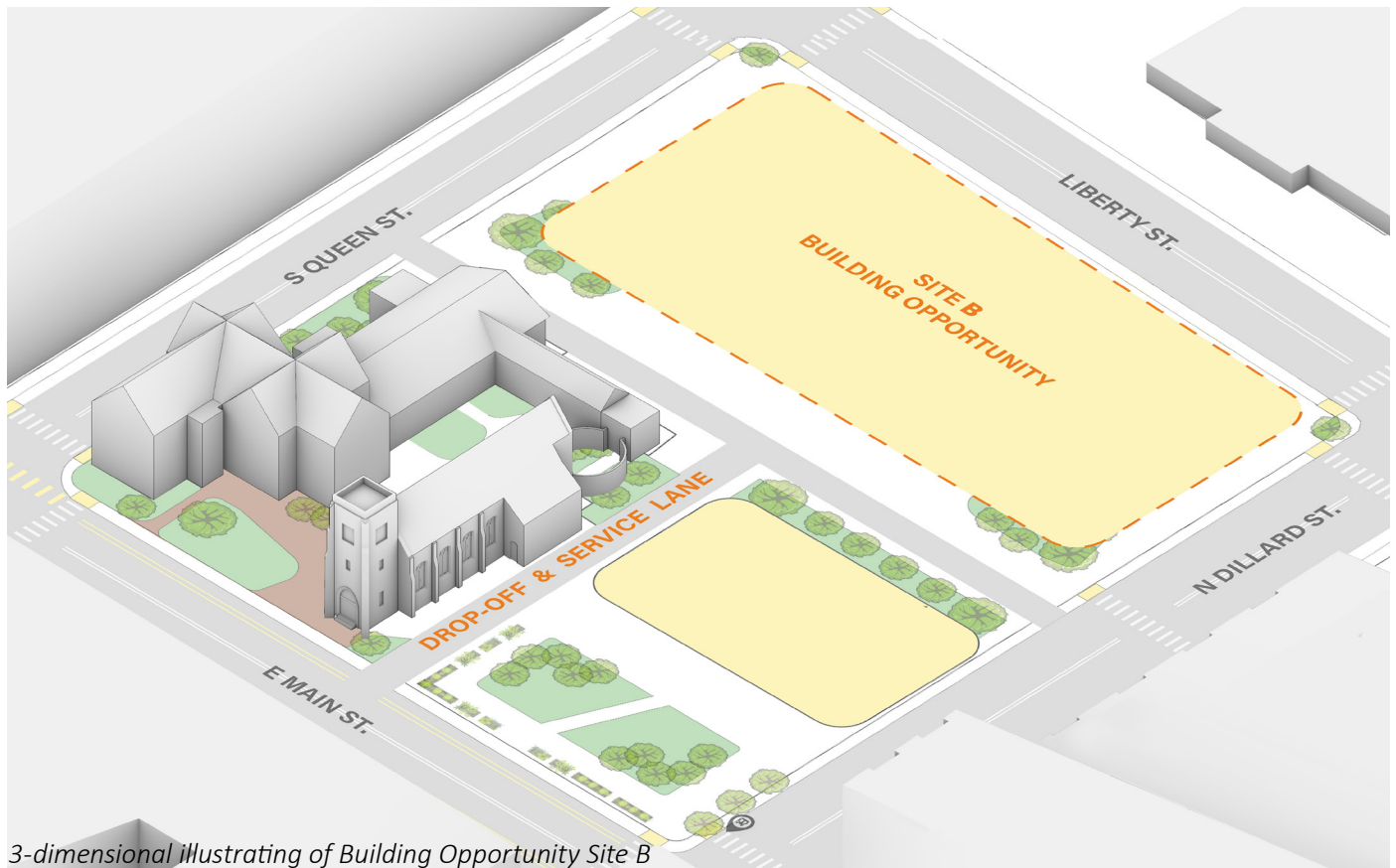
Over 60 parking spaces are available that could supplement the Church’s lost parking due to the construction of the Homeless Services Center, with additional parking possible if the existing lots and site are reworked. In conjunction

with the drop off area and drive created in Step 2, this parking provides ease of access to elderly and mobility impaired church members and visitors.

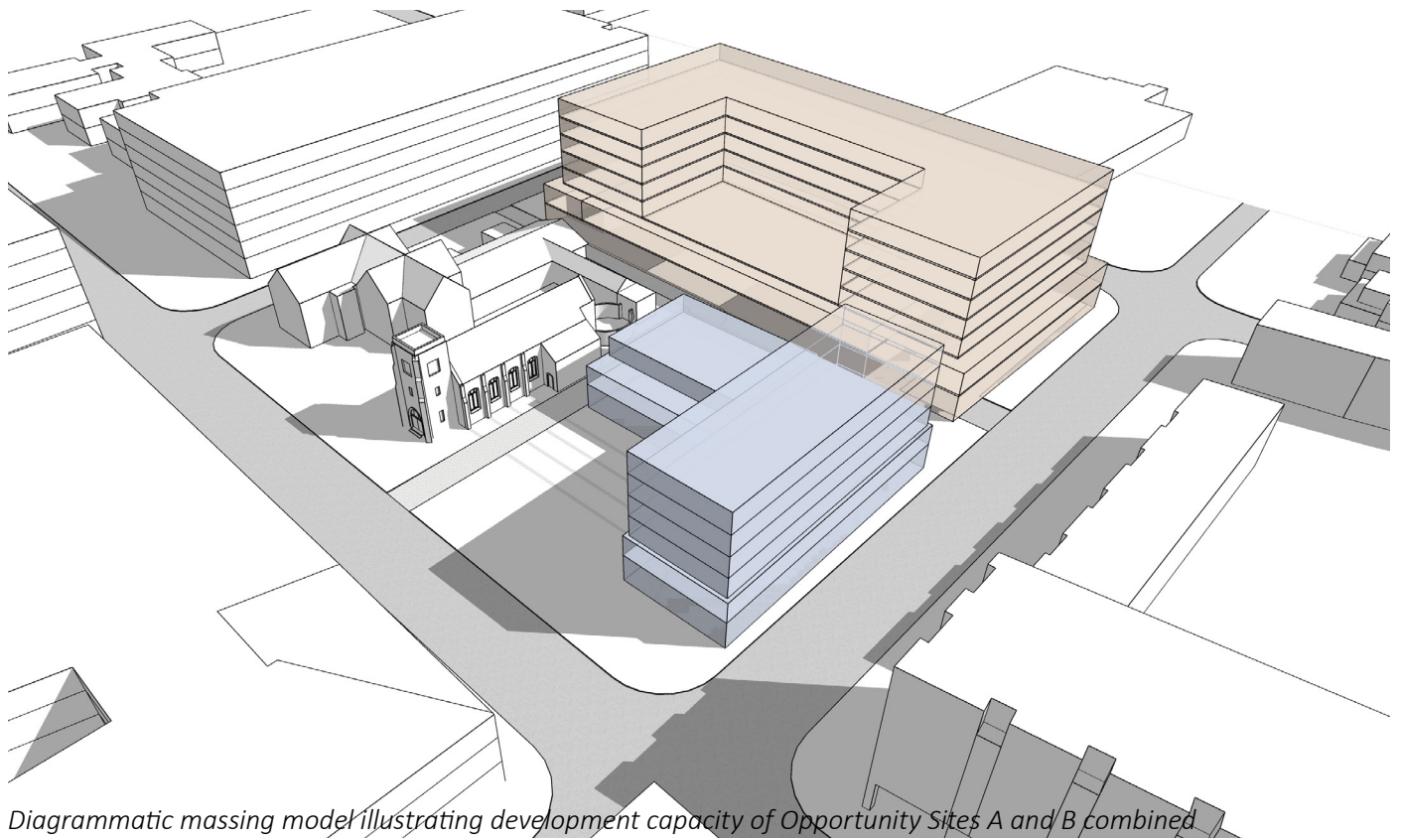
Should the Church choose to pause at this juncture, there are multiple options to activate the buildings and site vacated after the completion of Step 2. These buildings could be rented to various types of tenants, and St. Philip’s could use the early congregation engagement as guidance for the types of tenants that would support the ongoing mission of the Church. Some of these options include:

- Food service and/or “Pay what You Can Café”
- Child Care Center and/or Preschool
- Adult Day Care
- Non-Profit Office Space
- Community-based Retail

Important considerations include the needs of the tenants for parking and the impacts of a change of use on renovation requirements. Opting for re-use programs with lower parking needs on weekends will retain the use of the on-site parking for the Church. Selecting new uses for the buildings that work with the existing space layouts, and especially the location of major building services, will help keep renovation costs as low as possible. Also, selecting uses that trigger the least code-required building modifications will also help manage renovation costs.



3-dimensional illustrating of Building Opportunity Site B



Diagrammatic massing model illustrating development capacity of Opportunity Sites A and B combined

STEP 4: MIXED-USE AFFORDABLE HOUSING DEVELOPMENT

With the relocation of UMD’s service operations to the new homeless services center, the northern half of the block is available for redevelopment- this is identified as Building Opportunity Site B. The combined development capacity of this site is significant, allowing for the construction of a high-rise structure of at least 6 stories and 300,000 square feet under base zoning allowances, and up to 10 stories and 500,000 square feet if affordable housing and green roof zoning provisions are achieved.

Pulling from the Market Analysis conducted during Phase 1 of the Campus Planning Study, the following are potential uses identified for the site that are both practical and mission-aligned:

- Housing - both affordable and market-rate
- Permanent Supporting Housing
- Community Retail and Commercial Space
- Non-profit Office Space
- Grocery Store or Food Cooperative
- Pay what you can Cafe
- Laundromat
- Work-training Focused Uses

Any number of these uses could be grouped into a high-density mixed-use development on the site. It will be prudent to re-evaluate market conditions prior to commencing design and development of such a project since development trends may shift in unpredictable ways over the next 5 - 10 years, before the

redevelopment project begins.

For the purposes of this study, the Steering Committee and Design Team have utilized the current market trends to envision the redevelopment of Opportunity Site B as a mixed-use affordable housing development. The current affordable housing needs in Durham are great. The quantity of available affordable housing is declining rapidly at the same time many more families are experiencing housing insecurity due to the lingering effects of the Covid-19 pandemic and inflation. The outlook is especially dire for the most vulnerable in the community as is evidenced by the increase in homelessness in Durham by nearly 30% since 2019, with the number of households experiencing homelessness continuing to rise.

Considering these conditions, the next decade is likely to only intensify the housing crisis for the Durham community. As such, a mixed-use affordable housing development on this site can help to satisfy some of the need for affordable housing in Durham, and could be targeted to meet the needs of the most vulnerable households with income below 30% AMI.

To maximize the density and associated social impact of the potential development while minimizing construction costs, the Design Team envisions a 7-story structure with two stories of commercial uses constructed of fireproof, reinforced concrete construction supporting 5 stories of stick-built construction as allowed for residential uses. The lower two levels would be separated from the

upper levels of the structure with fire-rated construction as required by the North Carolina Building Code. This construction configuration naturally lends itself to the zoning requirements for podium construction in Durham's UDO (Unified Development Ordinance). A parking deck with approximately 200 parking spaces could also be incorporated into the lower 2 levels of the structure to offset parking lost on Opportunity Site B by the construction of the facility and to support the increased parking demands resulting from the development. A unit plan configured along a double-loaded corridor lining the street frontages of the new structure opens units up to daylight and views. The resulting roughly U-shaped footprint for the upper levels of the building also creates a roof terrace and green roof opportunity to serve as a shared amenity for residents.

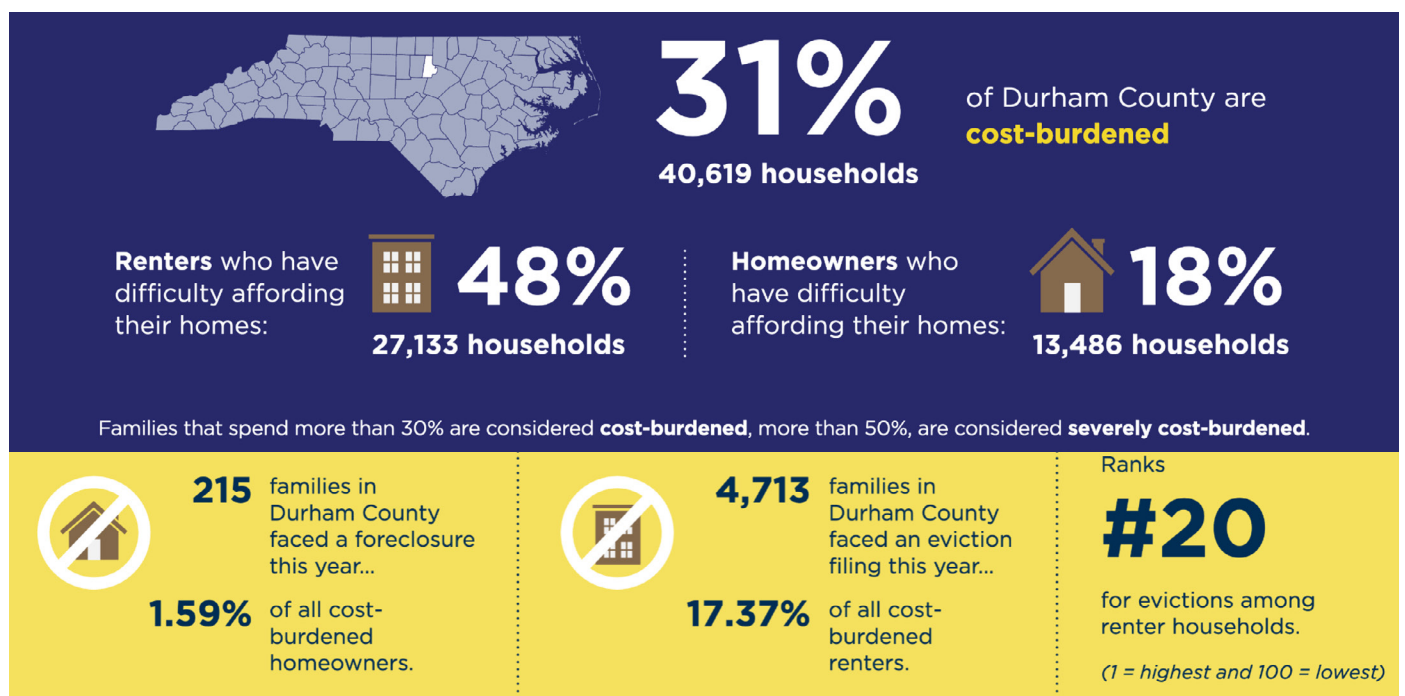
For a development of this scale and complexity, St. Philip's would require partners, of which a developer partner will likely be needed. Developers can be brought onto the team in a consulting role for a fee, much like design consultants, or as an investing partner in the overall development project. In both scenarios, developers are responsible for crafting an overall development plan for a project, including creating a viable project proforma (real-estate business plan), crafting an optimal building program based on market conditions, managing land entitlements, coordinating site and building design, obtaining necessary regulatory approvals, and identifying and securing investors to make the venture possible.

Developer-as-consultant relationships are attractive as they allow owners to retain controlling interests of the property and resulting building(s) while having access to the skills and experience of a developer. But

this relationship structure also opens the owner up to significant risk. A consulting developer shares none of the losses if the development fails, and may be less motivated to do what it takes to save a troubled development should market conditions shift or outcomes differ from those anticipated. Advice and guidance offered may also not appropriately hedge against risky development decisions.

Conversely, a partner-developer invests financially in the project and shares in the development risk. In return for the financial investment and efforts to structure the development to make it a success, the developer maintains controlling interest in the development and the underlying land, typically including a long-term (99-year) land lease. Developer-partners typically treat development decisions more cautiously and are more committed to the financial viability of development projects since their investment is at risk along with the owner's. While this arrangement with the developer is more likely to produce a financially viable development, the developer often carries more decision-making power for the ultimate make-up of the development, may be more motivated to generate profit from the development, and may be less inclined to include the full mission-focused program desired by the church.

As St. Philip's Church initiates Step 4, it will be important for the church to proceed with the development in a way that meets the Church's mission-focused goals while appropriately balancing financial risk and land/facility control. Other collaborators needed for the project could include a land use attorney, owner's representative, design team (architect and engineers), capital campaign manager, and an attorney to manage any necessary partnership agreements.



CONCLUSION

PHASE 2 REPORT CONCLUSION

The work conducted during the St. Philip's Campus Plan Study reveals St. Philip's is uniquely poised to be the catalyst of a significant collaborative impact project focused on homeless services. With the Parish's desire to expand the existing partnership with UMD, the availability of land under and immediately adjacent to UMD, and proximity to Durham Health and Human Services, the coordinated entry site into Durham's homeless services provider network, the church's southeast parcel can serve as an initial host site for a new homeless services partnership facility that could open future opportunities to continue mission-driven development on the block.

The need for affordable housing in Durham is great and is growing rapidly. The Campus Plan seeks to meet some of the most significant need through a collaborative homeless services partnership project, Step 2, including an updated and expanded emergency shelter and 80 units of supportive housing, and a high-density, mixed-use affordable housing development offering 200 residential units, community retail/commercial spaces, and non-profit offices in Step 4. A vision this large requires partnership and broad public support, and engagement work to date indicates that this level of support exists in the community to realize a new Homeless Services Partnership Facility in the near-term, as well as a future high-density mixed-use, low-income or mixed-income housing development in the future.

Engagement activities have identified clear support for a collaborative partnership homeless services center. Such a center would bring numerous benefits to Durham:

- **Centralized Services:** The center would provide a centralized location where individuals experiencing homelessness can access a wide range of services. This convenience eliminates the need for individuals to travel to multiple locations, improving their access to critical resources. Of special note is the lack of reliable and efficient public transit infrastructure that creates a significant obstacle to accessing homeless services currently available across Durham.
- **Comprehensive Support:** The collaborative partnership would ensure that the center offers a comprehensive array of services tailored to the specific needs of the Durham community, including emergency shelter, meals, healthcare, mental health services, substance abuse treatment, employment support, case management, and housing placement assistance.
- **Coordinated Care:** The collaborative nature of the center would facilitate coordination and integration among different service providers. This means that individuals can receive holistic and coordinated care, with service providers collaborating to address their unique needs. This approach reduces fragmentation, enhances communication, and improves the overall quality of care.
- **Cost Efficiency:** By pooling resources and sharing infrastructure, a collaborative partnership homeless services center can operate more efficiently. It allows for the cost-effective delivery of services and reduces duplication of efforts among service providers. This efficiency ensures that resources are maximized, enabling more individuals to be served within the available budget.
- **Community Engagement:** The center would actively engage with the Durham community, fostering partnerships with local organizations, businesses, and residents. This collaboration can lead to community-driven solutions, increased awareness, and a greater sense of ownership and responsibility in addressing homelessness.
- **Prevention and Early Intervention:** A collaborative partnership center can focus on prevention and early intervention strategies, aiming to address homelessness at its early stages. By providing targeted services, such as rapid rehousing programs, eviction prevention assistance, and support for at-risk populations, the center can help individuals avoid homelessness altogether or minimize their time without stable housing.
- **Data-Driven Solutions:** The center would employ robust data collection and evaluation systems to measure outcomes, track progress, and identify trends within the Durham community. This data-driven approach enables evidence-based decision-making, helps identify gaps in services, and informs the development of tailored interventions to address specific needs.
- **Strengthening Partnerships:** The collaborative partnership would strengthen existing partnerships among homeless service providers, government agencies, community organizations, and other stakeholders. This collaboration fosters resource sharing, joint advocacy efforts, and the exchange of best practices, ultimately enhancing the overall effectiveness of homeless services in Durham.

By establishing a collaborative partnership homeless services center, Durham can benefit from enhanced coordination, improved service delivery, increased efficiency, and a more integrated approach to addressing homelessness. It has the potential to create lasting positive change for individuals experiencing homelessness and contribute to the overall well-being and vibrancy of the Durham community.

UMD is positioned and ready to assume responsibility for the implementation and advancement of the Homeless Services Partnership Project. There is much work beyond designing and constructing a facility to make the project a reality, including:

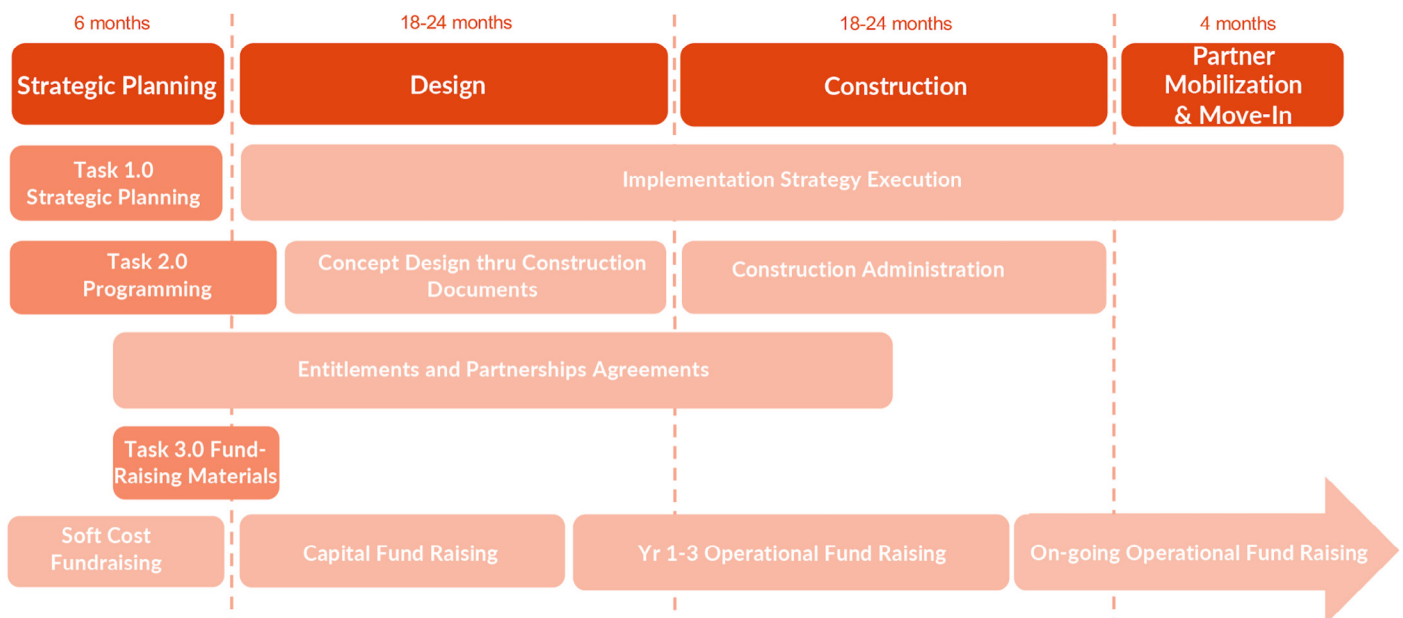
- Strategic Implementation Plan to outline the steps needed to realize the project. This includes strategy, process, and actions needed, and builds on the preliminary project scope and budget developed in the Campus Plan
- Parking agreements to offset St. Philip's lost parking due to the construction of the new facility
- Development agreement (Land Use Attorney) between the partners including St. Philip's Church, UMD, Durham City and County, and other partner service providers
- Homeless Service Providers Partnership and Operations Agreement to formalize the operating structure of the new facility and define roles and responsibilities

- Business Plan to understand annual operating expenses required to support the new facility and identify ongoing funding sources for such expenses
- Project Management Plan (Owner's Representative) to organize and shepherd owner and partner organization responsibilities throughout the pre-design, design, and construction process
- Capital Funding Plan to identify public and private funding sources and craft a strategy utilizing available sources to cover capital costs
- Detailed Program and Site/Building Plans (Architect/Engineering Team)

An overview of the potential project schedule, including the strategic implementation phase, is included below.

The visioning past Step 2 of the Campus Plan is flexible and St. Philip's will need to revisit and accommodate parishioner and stakeholder sentiments, as well as market conditions before design of future phases begins. This is especially true of the Step 4: Mixed-Use Affordable Housing Development. The rapid growth in the region and shifting market conditions make accurately predicting future market conditions especially challenging for projects of this type and scale. Revisiting the market analysis once the church is ready to begin Step 4 will provide the clearest direction for how to achieve the Church's mission-centered program goals in a way that the future development will support at the time of project completion.

Schedule Overview



APPENDICES

UMD Report

Environmental Analysis

Project Management Options and Probable Cost

Other Consultants Needed: Land Use Attny., Partnership Attny., Fundraiser? Potential businesses to consider for these?

Developer Partner?

UMD Report?

