

In The City, For The City

A Campus Master Plan for All Saints' Church



A Vision for All Saints' Church

All Saints' has stood as a beacon on West Peachtree and North Avenue for over 120 years. We are a community joyfully and faithfully committed to the life of the city and to the wider world. Following a multi-year process of prayerful and thorough discernment, this campus master plan provides for us a road map for the work ahead as we seek to ensure that All Saints' remains a vital and essential beacon of hope through the course of this century.

Our vision for All Saints' is that we might build a 'second front door' to the life of community on this block. Our first front door, the Atlanta landmark church that opened for worship in 1906, remains as central as ever to our vitality as a parish. We are committed to sustaining our life as a worshipping, music-making congregation, providing a rich array of opportunities for spiritual growth and wonder for all ages. We remain fixed in our determination to care for one another and to enjoy an abundant life of fellowship as members of this church. And, yet, we know that God calls us to more.

That first front door is not sufficient for all of the people who might come to know the love and mercy of God to be able to discover that gift. While we continue to enjoy a wonderful influx of newcomers in the life of our parish, we know that in an increasingly secular age we need to diversify the ways by which people might find hope and community here. Our vision is to be a 'both/and' church. Both rooted in the beauty and depth of our tradition as an Episcopal Church, and branching out such that we might share the goodness that we find in this place as widely as we are able.

To that end, this campus master plan represents a vision for our block that will enable us to open a second front door into the life of this church. That second front door forefronts a number of core strengths that these years of discernment have named:

- We envision moving our core ministries of Threads, Midtown Assistance Center, Refugee Ministries, and the non-residential programs of Covenant Community to our most prominent street, West Peachtree, positioning our ministries in friendship with those most in need in spaces that seek to recognize their dignity and worth. This front door home for our core ministries will signal to the city our values of inclusion, justice and love for all.



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- We envision creating a 'commons' area stretching from the sidewalk around to our courtyard and through to an indoor space for parishioners, community members, and guests to sit and visit with one another. We imagine that as a kind of 'third space' where the church meets the city and the city meets the church, expanding our parochial culture of welcome to include our immediate neighborhood.
- We envision augmenting our green oasis as a place of renewal and fellowship for our church members and for all who come there, increasing the amount of green and growing life, making the entire block accessible in all directions, and creating more space for fellowship and outdoor programming. We also envision additional green spaces in the form of a rooftop garden enabling parishioners, staff, and community groups to enjoy gatherings in a uniquely beautiful Midtown setting.
- We envision investing in the spaces where our music programs operate allowing us to continue to build on our reputation for music excellence with outstanding rehearsal and small performance spaces, and we envision creating spaces for offices, collaboration, and fellowship for all of the church staff.
- We envision preparing the south-west corner of our block for redevelopment such that when conditions are most conducive we will be able to create a new income stream for All Saints' long-term financial sustainability. That redevelopment would work with a partner aligned with our values as a church and would represent a use of our property that would bring new vitality to our block.
- We envision investing in the buildings most utilized in our parish's life enabling us to continue to be faithful stewards of our church and chapel building, to install a new roof system on the Pritchett Center, and to explore options for improved environmental stewardship across the campus.

All Saints' has a vibrant future as a parish church as we continue to celebrate the life we know in Christ Jesus with all ages, stages and conditions of God's people. Our city block also has a future brimming with life as a place where people might come together, build bridges of hope for themselves and for others, and nurture a sense of wonder for the presence of the living God in their lives. We believe that we will grow as a church by turning and expanding outwards. We believe that our best stewardship of the future of this church is to live into a vision that seeks to be as generous and life-affirming as the God who loves us.



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This campus master plan is our road map for this vision. How exactly it will look, is work your Vestry is committed for us to do together. There is no doubt that the contents of this master plan represent change, and we know that change is not an easy thing to contemplate, let alone willingly to step into. Yet, this remains God's church, and as the Holy Spirit beckons us forward we know that if we walk together in faith we will have God's good company. And so, it is in that spirit of hope and confidence that we commend this campus master plan to you the parish of All Saints'. May the God who has called us to this work grant us the strength and courage to accomplish it.

Peace,



Rev. Dr. Simon Mainwaring
Rector



Kate Stradtman
Senior Warden



Michael Gragnani
Steering Committee Chair



Elizabeth Robertson



Wendy Silliman



Leighton Stradtman



Lori Reinking



Michael Gragnani,
Chairperson



Tread Davis



Lillian Giornelli



Clay Jackson

Future of Our Block Steering Committee

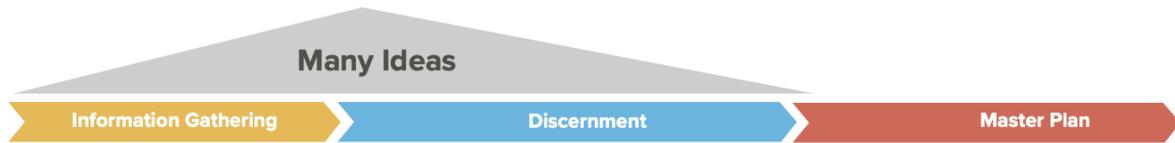


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Thoughtful and Prayerful *Our Years of Listening Together*



Our Charge

In the fall of 2018, the Vestry of All Saints' charged a *Future of Our Block Steering Committee* to lead a discernment process that invited the parish to imagine how God calls us to be the church in this place for the generations to come. The discernment work that ensued has been extensive and richly informative.

The Discernment Process

Through the efforts of the steering committee, a parish engagement committee, strategic planning teams, and the Vestry, as a church we engaged in deep listening, learning from one another, the city, and other churches, as follows:

- a) 2018: *Strategic Plan: To Come to Know, Love, and Serve our Neighbors*
- b) 2019: *Learning Together*
- c) 2021: *Technical Assistance Panel Report*
- d) 2023: *Parish and Local Community Listening: What's God Up To?*
- e) 2023: *Strategic Plan: A Wider Circle*
- f) 2024: *Parish Engagement: Discerning Our Future Together*
- g) 2024: *Future Church Task Force Report*
- h) 2025: *Future of our Block Steering Committee Final Report*



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Our Campus Master Plan: *A Living Document*

As with all master plans, the plan presented here is intended to be a living document. The recommendations the Vestry has adopted from the block steering committee represent a vision for the whole of our block as best as circumstances are apparent today and can be imagined into the future. This master plan is intended to be open to revisions as the work progresses from vision to implementation. The master plan is also intended to be a collaborative effort, such that feedback from parishioners, consultation with our partners, our diocese and the city will be sought out and acted upon. Our work of listening together remains ongoing and this plan is intended to be adaptable to future needs and opportunities. As you read through the details of each component of the master plan, you are invited to ask how your vision and hopes for the future relate to the vision represented here.



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The Egleston Ministry Center

A Second Front Door

Addressing Structural Damage

Through the course of the years of our discernment process, Midtown has continued to grow and change, including within the immediate vicinity of our block. Some of that construction work led to significant and extensive damage in the Egleston building, which is located on the corner of West Peachtree Street and Ponce De Leon Avenue. The careful and thorough assessment of structural engineers made it clear that the Egleston building will have to be fully repaired and renovated or rebuilt.

An Opportunity for Revitalization

Today, in terms of the life of our parish and local community, Egleston is the least utilized corner on the campus. The adjoining Parish House now provides the spaces for parish gatherings in Ellis Hall and classroom spaces on the upper floors that Egleston once did. The Egleston building also presents challenges to accessibility, especially to less mobile parishioners, visitors and to wheelchair users. The connectivity between Egleston and the Parish House is also hampered by the fact that the two buildings are out of alignment by half a floor.

The steering committee discerned that both (1) these existing limitations and (2) the more recent structural damage, present the parish with an opportunity to revitalize the current uses of the building to become a fully realized asset for the parish, the staff and the community. The various components of this master plan's vision for a revitalized Egleston building re-imagine this asset in the life of our church as 'The Egleston Ministry Center' a 21st century 'second front door' to the life of the church on our block that represents our values of welcome, love and justice.



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A Second Front Door

A re-imagined Egleston Ministry Center would enable All Saints' to open a door onto the life of the city that forefronts our values and extends an invitation for the wider community to join us in living them out. The Egleston Ministry Center could:

- **Create a prominent new home for our four core ministries** (Midtown Assistance Center, Threads, Covenant Community non-residential programs, and Refugee Ministries) to maximize collaboration and provide common spaces for welcome for all the core ministries.



- **Incorporate a new 'All Saints' Commons'** area for parishioners, staff, and the local community to meet and enjoy refreshments at a street level setting, drawing people in from the sidewalk into the building and our outdoor green spaces.
- **Connect the Parish House at a single level making the building accessible for all with access** through Egleston all the way from West Peachtree to Ellis Hall via the new commons area.
- **Provide a higher quality working environment for church staff** that maximizes opportunities for collaboration.
- **Invest in our music program** with new spaces for rehearsal, music education, and small-scale performance.
- **Include collaborative spaces for non-profit start-ups and social enterprise interns** to enable our core ministries to be an engine for innovation.



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- **Create a new gathering space with a rooftop garden** for the benefit of parish use and as a rentable venue in the city overlooking our green oasis below.



View of the church from the Egleston rooftop garden

Form and Function

In receiving the recommendations of the steering committee, the Vestry was keenly aware of the need for the parish to have sufficient time to determine how this vision for the Egleston Ministry Center might relate to the existing Egleston building. What is presented in this campus master plan is simply a proposal for a revitalization of our use of Egleston. The Vestry now recommends that the parish employs an architect to collaborate extensively with a wide constituency to design what an Egleston Ministry Center might look like and cost, and work with a capital campaign consultant to study our financial capacity to fund such an investment. It is imagined that this design process and feasibility study will enable the parish to determine together what represents the best stewardship of our resources for All Saints' today and into the future.



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Our Outdoor Spaces

Our Green Oasis

Investing in a Living Asset

The repeated refrain that was heard from the parish and from the local community through these years of discernment is that our outdoor spaces represent a uniquely situated and beautiful place for renewal and fellowship in the Midtown neighborhood. All Saints’ is home to a green oasis in the heart of the city. The vision of this master campus plan is to maximize the potential of this green oasis, re-imagining our outdoor spaces, designed for a range of programming and fellowship.



Expanded green space from chapel steps

Increasing what is Green and Growing

The landscape architects employed for the creation of this campus master plan helped the steering committee imagine an expansion of the amount of open space by approximately 20,000 square feet, with the design leading to an increase in vegetated area that would enable our block to be even more ‘a forest in the city’ than it is today. Walkways would be enhanced with a green canopy, and new open spaces for gatherings and play would be created.



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Aerial view of re-imagined outdoor spaces

An Accessible Oasis

The proposed design of our re-imagined outdoor spaces would enable access for all from all directions across the block. Snaking paths would enable users of wheelchairs and walkers to be able to gently navigate the changing elevation on the block without the need for handrails. Straight paths would intersect the snaking paths to allow for faster movement around the block as desired.



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The South-West Corner

Opportunity for Redevelopment

Feasibility Study and Market Analysis

An essential element of these years of discerning the future of our block has been to look toward our financial future. A *Future Church Task Force* delivered its findings to the Vestry last year projecting that for the long-term financial vitality of the church, All Saints' would need to secure additional revenue streams beyond pledging in order to sustain the parish for the decades to come. To this end, a professional market assessment and financial analysis was carried out offering a comprehensive study of the opportunities the block presents for new income streams via redevelopment.

Spring Street and North Avenue

After assessing all current and projected uses of each segment of the block, the south-west corner of our property on Spring and North was identified as the most viable portion available for redevelopment. Following careful study of the insights offered through the parishioner engagement process a set of criteria was created to guide the study undertaken, including restrictions on uses not compatible with the values of our church. Consequently, six development scenarios were studied: office, school, student housing, senior housing, luxury housing, and workforce housing. Each scenario was modeled at various heights, and sun studies were carried out to ascertain the impact of the various heights on the rest of the block.

Threefold Vitality

As the analysis was carried out, three forms of vitality were taken as criteria for what would be assessed as a viable development project: vitality for parishioners on our block, vitality for local community members on our block and the vitality of our long-term finances.



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View from corner of Spring and North with possible new development in foreground

Most Viable Project Today

The market assessment and financial analysis determined that the most viable development project in today's market conditions is workforce housing in a 'podium plus five' development: five-story, mixed-income housing with ground floor retail. The proposed project would see All Saints' enter into a long-term, unsubordinated ground lease with a developer, with 20% to 30% of the units designated at 80% area median income (AMI) to compete for financing that supports the development of affordable units, with the remainder as market-rate units. At today's figures, 80% AMI for a family of four in Atlanta would represent \$86,000 household income.

Shared Parking and a Shared City Block

Architectural massing studies of the proposed project were estimated to generate an additional 50 parking spaces for church use, and would create a new second access to covered parking from Spring Street to compliment the existing access on Ponce and on Spring. The proposed development also imagines the integration of families and individuals who would call All Saints' block their home, alongside parishioners and our partners on the block. The vision of a residential building on the block would enable our life in the city to evolve, expressing our values of welcome and hospitality while at the same time helping to ameliorate the shortage of workforce housing in Atlanta.



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Example of 'podium plus five' mixed use residential development in Sweet Auburn Historic District

Market Conditions

While a 'podium plus five' workforce mixed-use development represents a viable project in terms of typical construction costs, scale, and financing, current market conditions are not favorable for the development of the south-west corner to move forward at this time. The current high cost of construction and capital and the limited projected ground lease income led the steering committee to make a twofold recommendation with regards to next steps:

- Prepare current core ministries housed in the south-west corner buildings for relocation to elsewhere on the church campus.
- Assess market conditions over the coming years with the intention of pursuing the development of the land consistent with the church's values and our long-term financial needs.



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Taking Care of What We Have

Church, Pritchett & Parish House



The Heart of Our Block: Church and Chapel

A comprehensive assessment of the existing structural conditions of the church and chapel was undertaken as well as an analysis of current and projected program needs. Future capital investment is projected to be needed with roof and masonry repairs, along with electrical and plumbing upgrades. Should construction take place at a lower elevation on the block to the church buildings, the incorporation of a groundwater retention system into the development was recommended to prevent building damage. The steering committee also recommended exploring possibilities for the sale of air rights over the church building at an opportune time.



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The Pritchett Center

The Pritchett Center was the recipient of significant investment following the last capital campaign in 2013. As a result of the parish's generosity, our children and youth enjoy the use of two beautiful floors for age appropriate programming. Projected future needs do not call for further investment to enhance that program space. Building condition assessments identified water intrusion as the most common challenge the building has faced since construction. A decade ago a comprehensive exterior wall remediation was carried out to help mitigate the issue. The remaining recommendation for capital improvement is the installation of a new roof system to replace the current flat roof and internal drainage design.



Rendering of new Pritchett roof system and solar panels on Parish House

The Parish House

The Parish House was also the recipient of significant investment following the last capital campaign, especially in Ellis Hall and in its classroom spaces. The Parish House is able to fully provide for current and projected parish life and formation programs, activities and meetings. The steering committee recommended the study of options for solar paneling on the roof of the Parish House as well as the incorporation of sustainable infrastructure such as energy-saving windows.



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Our Stewardship of the Future

The objective of these years of discernment was to plot a course that would best lead us to growth and vitality for the coming decades and the financial capacity to resource that future. This campus master plan represents a vision that identifies a path forward to achieve these goals with confidence and faith.

If there has been a single motivation that has kept the steering committee and Vestry focused through the years of this work it has been what we have imagined for the future as we have shared our life as a parish with the generations of tomorrow. We are blessed at All Saints' with the vibrancy of our children and youth, reminders that the future of the church belongs to them and to all those who will come to know the grace and mercy of a loving God because of this church. We wish to be faithful stewards of the future of God's church in this place. This campus master plan is commended to the parish with that central goal in our hearts and minds. For all the saints, past, present and yet to come, thanks be to God.



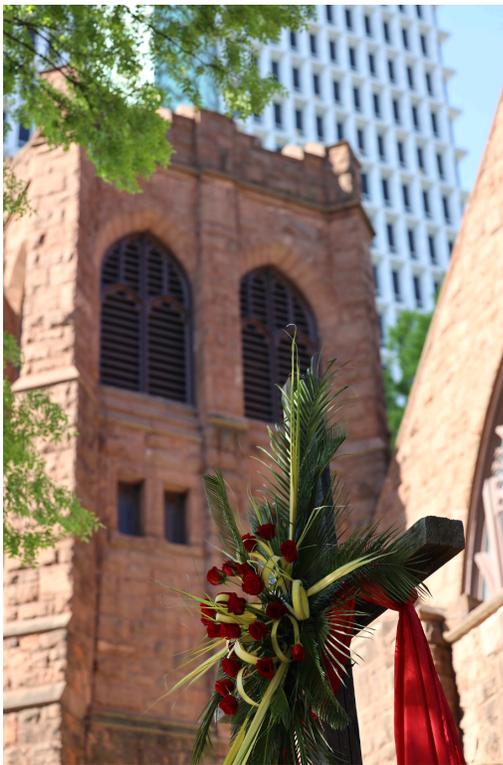
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With Thanksgiving

With deep gratitude, we give thanks to God for the stewards of the future who have labored faithfully in leading this season of discernment, especially the *Future of Our Block Steering Committee* under the leadership of Michael Gragnani, the *Parish Engagement Committee* under the leadership of Kate Stradtman, and the All Saints' Vestry and staff. We also give thanks for the many who offered expert guidance through the various stages of this discernment process, especially Houser Walker Architecture, Cushman & Wakefield, Starr Whitehouse Landscape Architects, Gay Construction, the Rev. Canon Lang Lowry of the Diocese of Atlanta, and the Mission Real Estate team at Trinity Episcopal Church, Wall Street, New York.

The most profound thanks is reserved for the parish of All Saints' whose members have so generously offered their insights and hopes for the future of their beloved church home.



*Loving God, maker of the heavens and the earth,
we give thanks for the gift of the life that we
share as your church.
May your Spirit of wisdom inspire our hearts
and enrich our minds.
May we discern your will
for the church in this place
with audacious courage and a lively hope.
And may all that we seek to be and do
be offered with humility to your glory,
through Jesus Christ our Lord. Amen.*



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