



**ALL
SAINTS'**
EPISCOPAL + ATLANTA

Discerning Our Future Together: The Future of Our Block All Saints' Episcopal Church, Atlanta

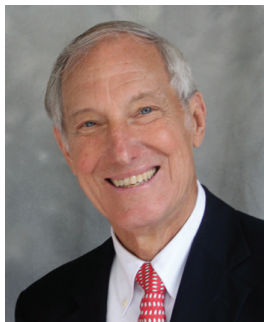
January, 2024 - May, 2024



HOUSER WALKER ARCHITECTURE

People

Steering
Committee
Members



Tread Davis



Lillian Giornelli



Michael Gagnani



Clay Jackson



Lori Reinking



Elizabeth Robertson



Wendy Silliman



Leighton Stradtman



Simon Mainwaring

A Letter from the Rector

Dear Saints,

It is with a deep sense of gratitude that I commend to you this report from Houser Walker, the architectural firm we have been partnering with as together we discern the future of our block at All Saints’.

You will see in the following report that we are a church that cares deeply both about the life together we enjoy today and about the life that will enrich those who will in future years call All Saints’ home.

It will not surprise you that the vast array of ideas and visions for the block that have been offered over the multiple months of the parish engagement process are thoughtful, generous in outlook, and hopeful for the future of the church in this place. I invite you to read and pray on all that is presented here. There is a lot to be inspired by. Pray also for the Future of Our Block steering committee as they engage in a thorough season of due diligence, discerning on your behalf exactly how God calls us to be the church here in the heart of Atlanta.

We will reconvene the parish’s engagement with this work in the fall. Should any insights or inspiration come to you before then, as always, seek me or other members of the committee out. We remain open to how the Spirit is leading the church.

Thank you for all you have offered to this discernment work.

Peace,

Rev. Dr. Simon Mainwaring, Rector

Process



Step One: Information Gathering

Over the first five months of this year, the parish of All Saints’ Episcopal Church engaged in a process of visioning for the future of the life of the church on their city block. The congregation’s love for All Saints’ and each other was apparent and strong as parishioners discussed the hopes for the church and its community. Parishioners spent more than a thousand hours considering and envisioning the future of All Saints’ in several formats including:

- 4 town halls with 506 in-person attendees
- 10 home gatherings with 156 attendees
- 552 responses to a parish-wide survey
- 100 emails, on-line suggestions, and handwritten notes

Participants expressed a diverse and broad range of opinions and ideas. Members of the congregation universally agreed on some topics and disagreed on others. The following report summarizes the collective hopes, ideas, concerns, and encouragements expressed through this season of engagement.

The input received will serve as the guideposts as the steering committee evaluates planning choices to ensure their recommendations reflect the values of the church.

Step Two: Discernment I Narrowing Down of Ideas

The steering committee’s objective is to discern a campus vision that best supports All Saints’ long range goals. The desired outcome is to ensure the future vitality of the parish and its life and ministry in the city.

The steering committee will discern a vision for the campus based on a set of guiding principles.

1. **People.**
Welcome a diversifying city.
 - Plan for a future where All Saints’ remains a vital and vibrant community of faith on the block.
 - To meet current and future needs of a diversifying and less religiously inclined population, expand non-religious opportunities for people to build community, serve their neighbors, and add value to the life of the city.
2. **Campus:**
Preserve the historic value and integrity of the block.
 - Maintain the spirit of All Saints’ as a historical oasis in the heart of the city.
 - Maintain visual cohesion among buildings on the block. The buildings should look like they belong together, as parts of a whole community.
 - Physically and visually connect the life on the block with that of the neighborhood by creating a more inviting, permeable street-front presence that draws people in.
 - Improve accessibility to campus, including better parking access and new pedestrian and wheelchair accessible paths.

3. **Finance:**
Maintain financial sustainability so what is built now can support All Saints' for future generations to come.
 - Leverage real estate to provide income streams for All Saints' long-term vitality.
 - Ensure sustainable funding of ministries.
 - Create new income streams through partnerships.
 - Ensure fiscal responsibility for projects and future operational costs.
4. **Resilience and Environmental Stewardship:**
Build with flexibility of use with potential future needs in mind.
 - Create flexible or multi-purpose spaces that can serve the needs of various services or groups of people over time.
 - Plan for infrastructural longevity to ensure ongoing and long-term maintenance of current and any new buildings.

Step Three: Master Plan

A master plan is mission-driven and visionary. It provides a church with forward-looking guidance for the physical development of its facilities and property. Accordingly, a master plan is based upon the strategic plan of the church and integrates the long-term vision for church ministries. The master plan ties the property and buildings to the mission and ministry of the church.

A Master Plan:

- Aligns facility planning with ministry planning.
- Maximizes long-range utilization of site and existing structures.
- Answers fundamental issues concerning space reuse, renovation, moving, or selling.
- Considers financial feasibility by phases.
- Provides plans for vision casting.
- Supports fundraising and financing.
- Sets the guideposts and direction for phased future development over time.





Our neighborhood is where people want to be, linger, and enjoy one another's company, the very things we rely on ourselves for the formation of our own community.

... Our place is part of a larger walkable and accessible whole.

...Every one of God's children should be loved and valued for who they are. This block gives us an opportunity to do that.

This is a place where people feel welcome, no matter who they are or where they are from.

All Saints' DNA

There are several elements that make All Saints' special. Many churches have moved from the city to the suburbs, but All Saints' has remained. In 2016, with the support of the parishioners, the church acquired the last piece of land on the block. So, now that the full block has been acquired, there is the unique opportunity to consider expansions and improvements. This master plan will consider what can be included to better serve the congregation, ministries, and the Midtown neighborhood

All Saints' has a core set of characteristics, or DNA. As this master plan explores design possibilities, these are the values that the parishioners want to maintain and expand upon.

The following are some of the most integral aspects of the All Saints' community that were expressed during the parish engagement process. What stood out most was the common thread for a future plan that is thoughtful, inclusive, cares about the neighborhood and serves the community beyond the block.

High value on people

Parishioners expressed the continuing desire to support people from all backgrounds; they see All Saints' as being a safe haven for all, and see the block as an asset to support the Midtown and Atlanta community.

Inclusive, welcoming

At the core of All Saints' DNA is that it is a community that welcomes all. Parishioners see this commitment to welcome as essential to the church's vision for the future of the block.

Urban oasis

At the heart of All Saints' campus is the outdoor green space. The space has served as an oasis for parishioners and is valued as a space that provides further opportunities for outdoor worship, performance, and social gatherings.

All Saints' DNA, continued

The green space is also seen as a gateway into the Midtown neighborhood beyond. The parish is interested in expanding its presence in the neighborhood and to make this space an oasis for all.

Generational

Many parishioners at All Saints' have been members of the church for decades, while other members are fairly new to the parish. Regardless of age and longevity, everyone cares deeply about the future of the church, and the lasting impact and legacy they could leave for their friends and families.

Commitment to social service and justice

All Saints' four core ministries include: Covenant Community, Threads, Refugee Ministries, and Midtown Assistance Center.

These ministries have existing relationships with many other independent agencies that provide education, advocacy, healthcare, housing, food, shelter, job training, and more.

Traditional worship

All Saints' draws and sustains members who are passionate about liturgy, traditional services, and quality music. There is also a desire to continue to expand the range of worship services to reach a diversifying population.

Quality music

All Saints' has an outstanding music program. Music was one of the most mentioned elements of All Saints' when asked about what they value the most about All Saints' today. Many see the opportunity to expand All Saints' engagement in the arts across Atlanta through music performances and music education.

Learners, thinkers

All Saints is a community of curious thinkers and active learners who are deeply involved in All Saints and the Atlanta communities. Parishioners value All Saints' as a community where people learn and grow and see a future for the block as a place where learning and growth might become possible for an even wider range of people in the city.

Until about a decade ago, almost every single LGBTQ+ organization in Atlanta had met at some point at All Saints'. We were viewed as the safe space for those gatherings.

Our green space is an incredible asset to the city and our church.

*We need to be **good stewards** for future generations.*

Liturgy, music, the sanctuary, the compact campus, welcome to all with the bulletin providing directions to visitors...The most beautiful celebration of the holiest days of the Christian calendar!





You recognize the block's tremendous value and opportunity.

Now that All Saints' owns the entire block, it is time to leverage that opportunity.

There are several possibilities to explore: How can All Saints' campus be improved physically? How can its connection to the surrounding communities be enhanced? What types of programs and initiatives should be pursued to ensure the church's future financial sustainability?

We are uniquely located for those in need to find public transportation to get to us.



Owning the whole block creates a consequential opportunity.

There is now an opportunity to think broadly about the next fifty years in a way that was not available before property acquisition.

The All Saints' campus possesses many physical strengths:

- Highly desirable location in the heart of a burgeoning city. Located in Midtown, All Saints' is situated in a thriving residential and commercial neighborhood that is both modern and historic.
- Relatively few zoning constraints.
- Access to MARTA, the Downtown Connector, and the Georgia Tech campus.
- There is a high real estate demand, and the location is a destination for visitors because of its proximity to neighbors including the Varsity restaurant, and the Georgia Tech campus.

Opportunity to expand connections and impact in Atlanta

The master plan aims to expand All Saints’ connection and impact in Atlanta, serving as a focal point in the city. There is an opportunity to improve the campus to be more welcoming, accessible, and cohesive. There was overwhelming desire to open up the campus and make it more visible and welcoming to the neighbors of Midtown whom the church would like to serve.

Consider future plans [around us]. Create gateways to our campus from North Avenue and Spring Street.



Opportunity to improve the lives of neighbors in need

In addition to the four core ministries on All Saints’ campus, there are numerous local ministries and agencies in need. As All Saints’ envisions the future of the block, there are several types of nearby opportunities to consider:

- More stable, affordable housing.
- Greater access to tutoring, after school and summer school programs for children.
- More job opportunities for people in transition
- Greater resources to support mental health and long-term recovery from addiction and illness.
- Wider access to transportation.
- More collaboration among non-profits and providing the space to do so.



Opportunity to enhance the campus to be more welcoming, accessible, and cohesive

The master plan for All Saints aims to embody the spirit of community and togetherness. One example that demonstrates this concept is the CODA building at Technology Square in Midtown Atlanta.

The building has a pedestrian path that runs through it, dividing the building into two halves. This path acts like a street, connecting Spring Street to West Peachtree Street. It creates a public space where people can gather, relax, or simply use it as a shortcut to get to their destination. The path also allows students and researchers at CODA to connect with the street and visitors in Midtown. It’s a public space for everyone to use.

All Saints’ envisions a central space that can bring together and activate the campus in a similar way.



Think about what CODA did. It lets people walk through even if they don't stop.

Core ministries physically face into the courtyard as well as face out to the street.

Opportunity to enhance All Saints’ long term financial sustainability

All Saints’ has a number of key advantages as the master plan is set in motion:

- All Saints’ has secured ownership of the entire block, providing greater control over the development process.
- All Saints’ is committed to crafting well-considered options, allowing for flexibility in time and thorough exploration of possibilities.
- All Saints’ possesses the financial resources necessary to launch the master plan study and pursue potential developments.



You intend to make changes to the block cautiously and with intention.

During the “Future of our Block” parish engagement process, many people expressed concerns about developing the All Saints’ campus at this time.

With several proposed developments potentially taking place around the All Saints’ block, many called for prudent action.

Additionally, All Saints must be careful and thoughtful in creating designs that are responsive to future generations, as they are the ones who will live with the decisions made today.



Concern to not lose what you love about All Saints’

Many members of All Saints’ are concerned about potential high-rise developments on the neighboring sites, as they may block All Saints’ access to daylight, particularly into the central green space. Some are also worried about the visual impact on the church if All Saints’ new development results in a high-rise tower, which visually disrupts the historical presence of the campus and diminishes the peaceful atmosphere of the block.



So many youth are growing up and abandoning church altogether...

Focus on ways to keep the numbers up as the world changes.

Concern that future generations are engaged

It is crucial for All Saints' to look for ways to draw in young families. At the same time, it is also important to better engage with the youth, the teens, and the college students as they will become the future of All Saints'.

Concern that we take our time

With multiple potential developments occurring around the All Saints' campus, some have expressed the desire to wait and take action slowly and carefully.

There are a number of projects being proposed around All Saints' campus in Midtown:

- The Varsity, located across Spring Street from the campus, is interested in selling a portion of their land for redevelopment.
- The North Avenue MARTA Rail Station, situated across W Peachtree Street from the campus, has sold their air rights to local real estate developer Portman Holdings for mid-rise to high-rise development opportunities.
- The Georgia Tech campus is located across the Connector from All Saints'. Georgia Tech has plans to create a new Welcome Commons to the south of North Avenue, aiming to improve pedestrian and bicycle connectivity to Midtown along the street.
- 2 Peachtree Street in the nearby downtown area is being revamped from an empty office building to an affordable housing project.



We should be conservative with funding whatever we do and consider the long term financial operating costs.

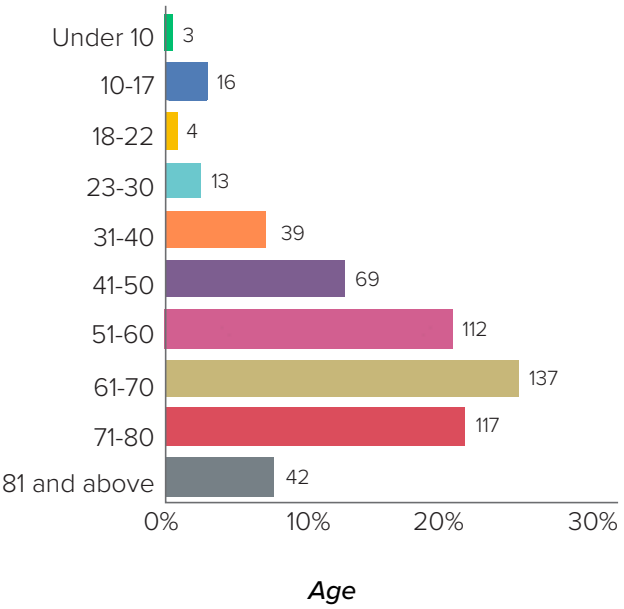
If we aren't sure what to do, let's wait until we are.



Survey Results

Whatever it takes to keep young families and invite them in.

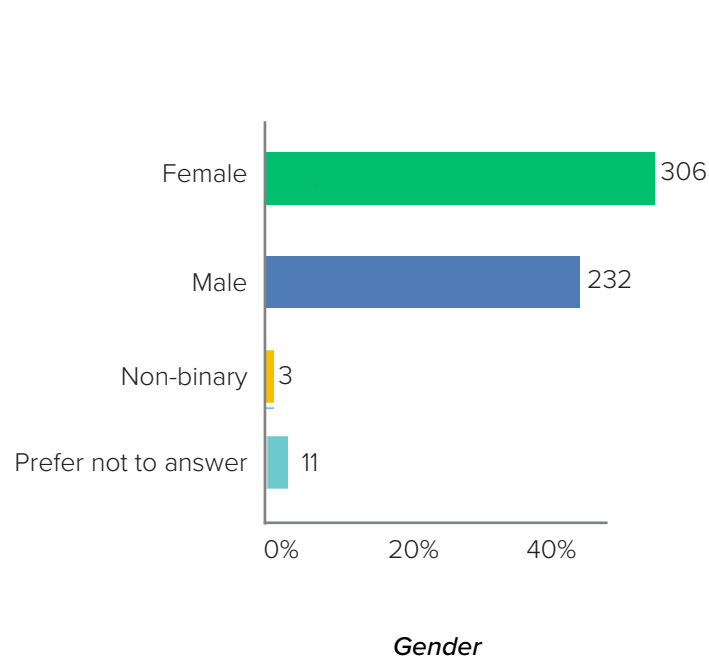
Link the children's program to young adults who continue to worship at All Saints'.



552 of the All Saints' parishioners took part in the 'Future of Our Block' survey.
74% of the respondents are above the age of 50.

Survey:

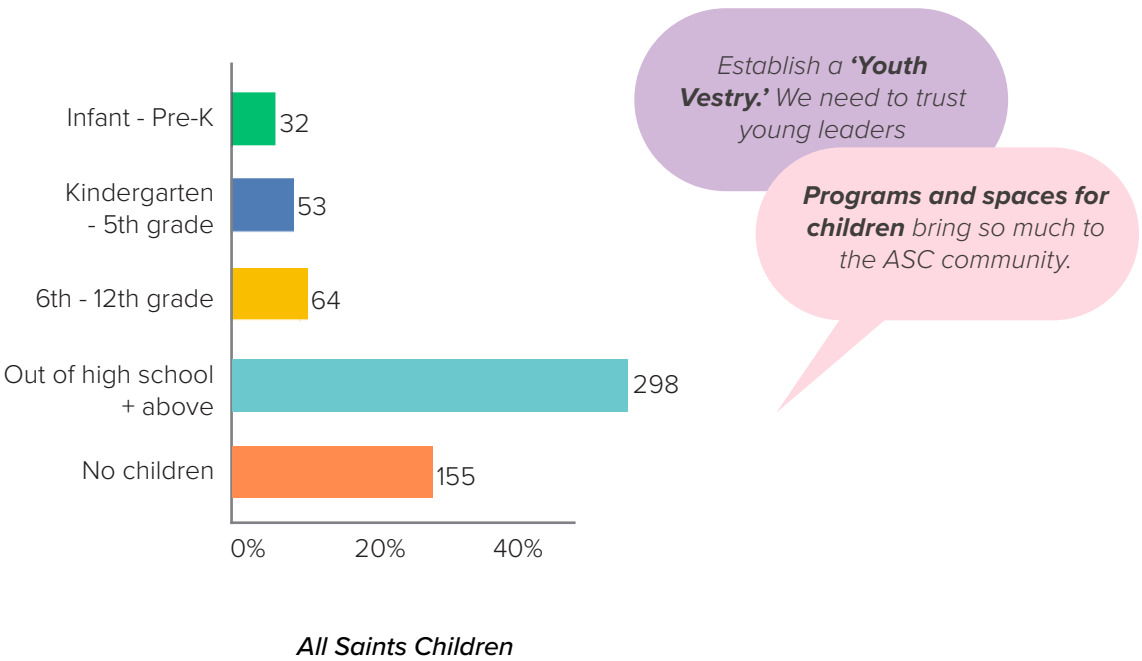
What is your gender?



*See Appendix A.1 for detailed data breakdown

Survey:

If you have children, what grade(s) are they in?

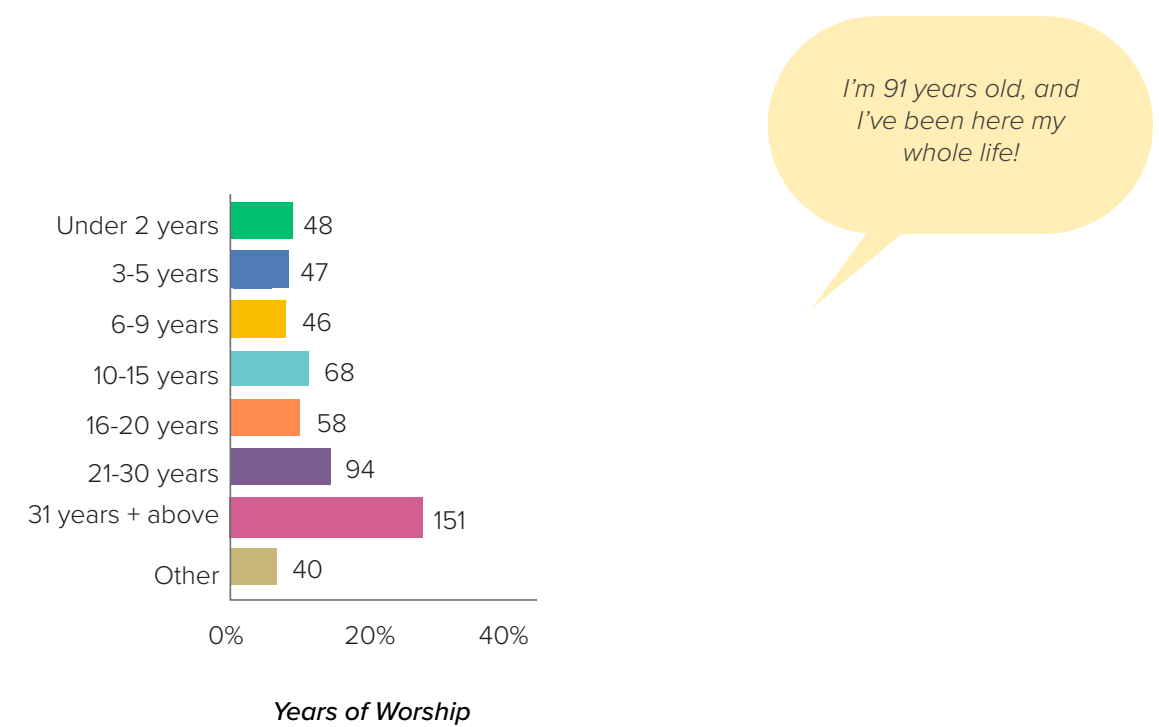


27% of respondents have children younger than 18.
54% of respondents have children out of high school.

*See Appendix A.1 for detailed data breakdown

Survey:

How long have you been worshipping at All Saints’?

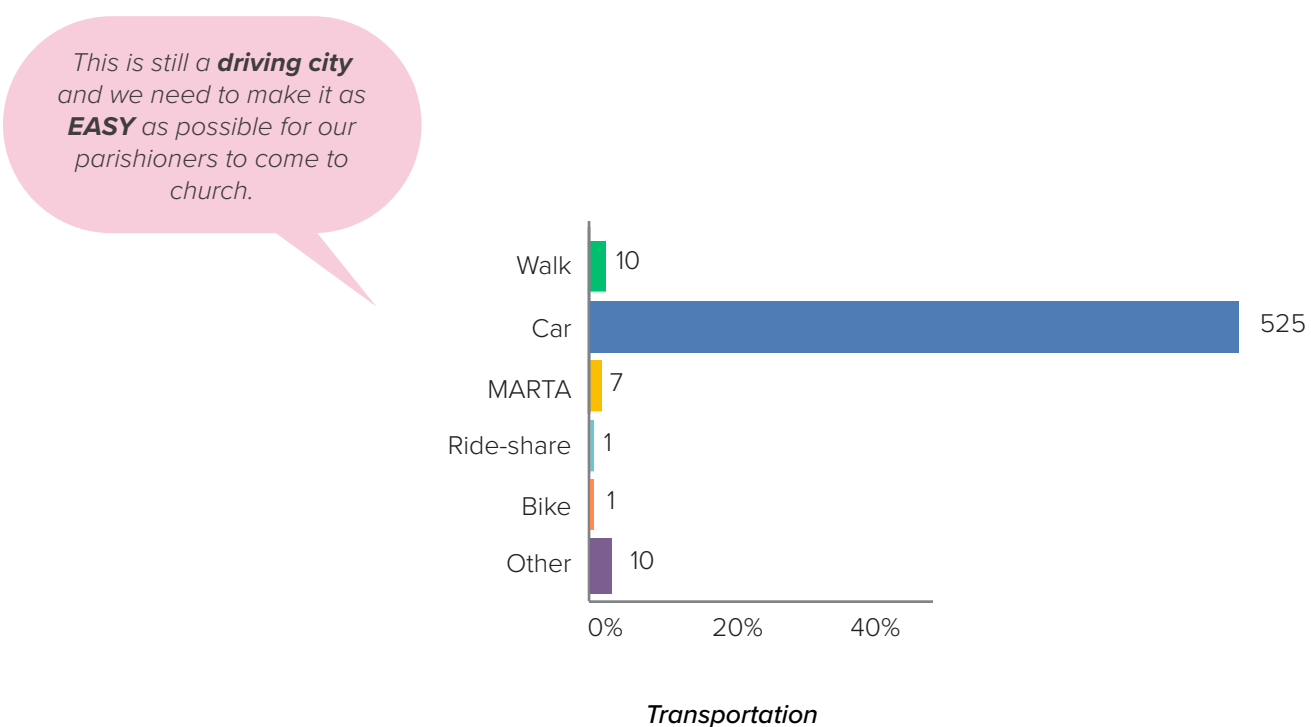


50% of respondents have worshipped at All Saints’ **for over 20 years!**
7% of respondents have worshipped at All Saints’ for so long, they didn’t select 31+ years.

**See Appendix A.1 for detailed data breakdown*

Survey:

What mode of transportation do you use to get to All Saints’?

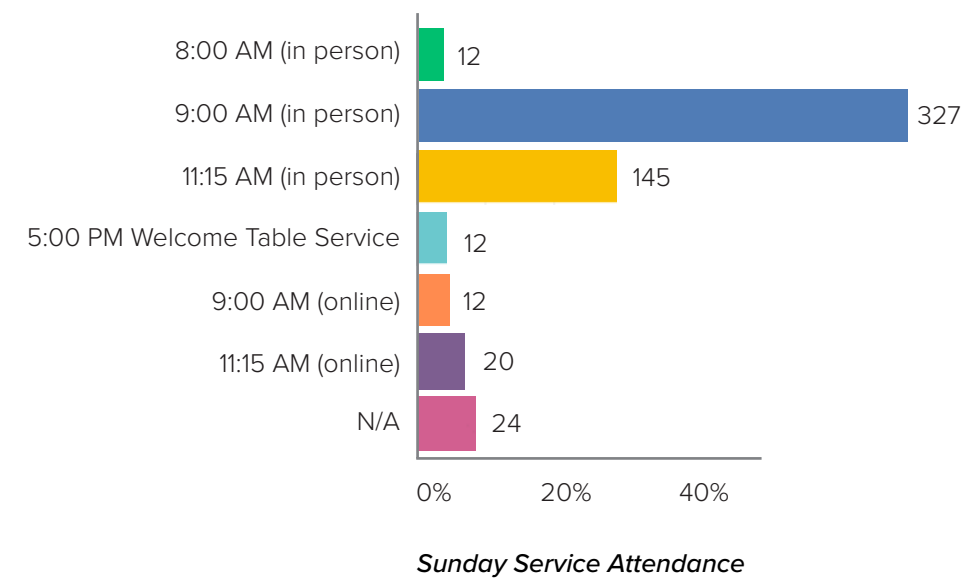


95% of respondents drive to All Saints’.
3.4% of respondents come to church either on foot, on bike, via MARTA, or Ride-share. Of which, 58% of the car-less commuters are over the age of 60.
The remaining **1.5%** of respondents participate in church services virtually.

**See Appendix A.1 for detailed data breakdown*

Survey:

Which Sunday Service do you typically attend?



59% of respondents from all ages typically attend the 9:00 AM service.
9:00AM service is the most popular amongst all respondents:
70% of young respondents between the age of 23 and 50 attend this service; whereas 55% of respondents above the age of 50 attend this service.
Only **6% of respondents from all ages** typically attend online services.

**See Appendix A.1 for detailed data breakdown*

Survey:

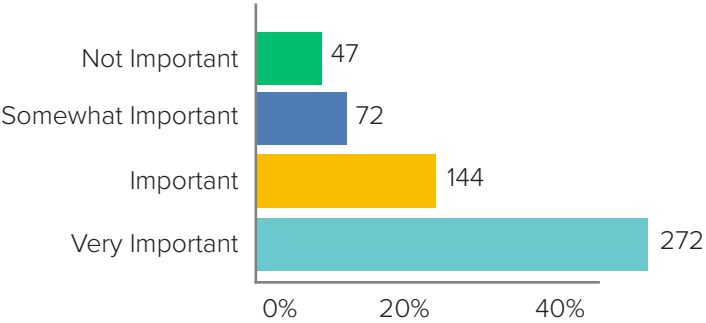
Which portions of the block would you be open to being reconfigured and/or rebuilt as part of this project?



Survey:

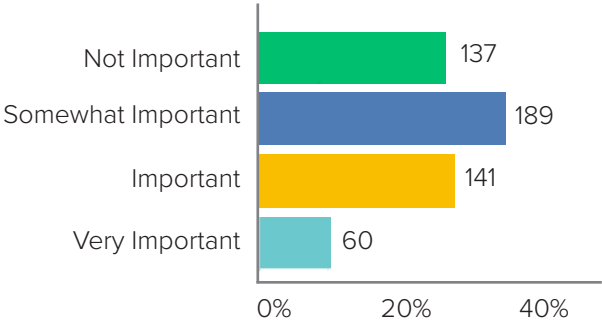
Please rate the significance that the Future of Our Block planning considers the following areas of our worship and music life:

Having a **separate service option for youth** to attend, a youth service/worship may give youth an opportunity to be more engaged if it also connects youth with adults in worship.



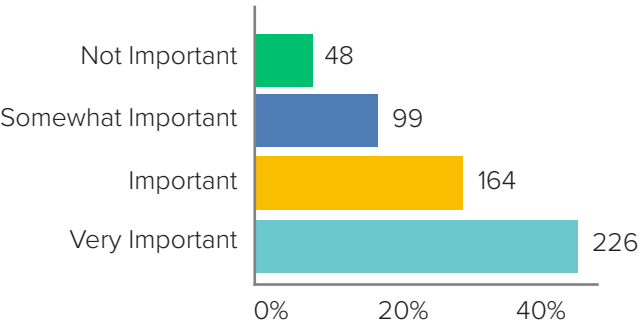
Traditional Worship

Over **60%** of **respondents from all ages** think traditional worship is important or very important.



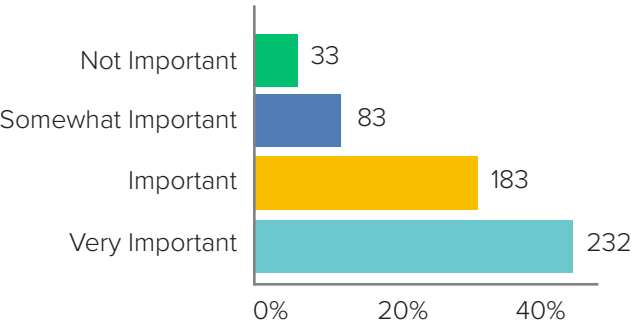
New forms of worship

33-50% of **respondents from all ages** think new forms of worship is important or very important.



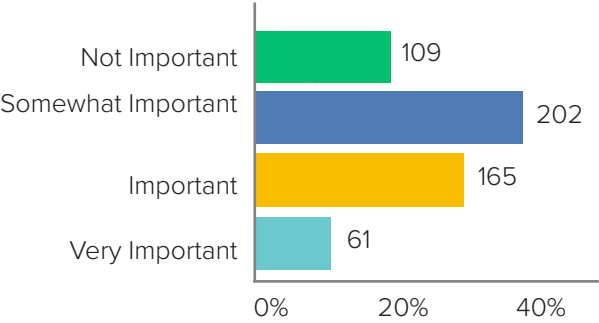
Adult Choir

67% of **adults** think it's important or very important to support the adult choir.



Children and Youth music

75% of **respondents from all ages** think it's important or very important to support children and youth music.



Concerts

41% of **respondents from all ages** think it's important or very important to support concerts.

Putting on **concerts and sponsoring music events** would be great

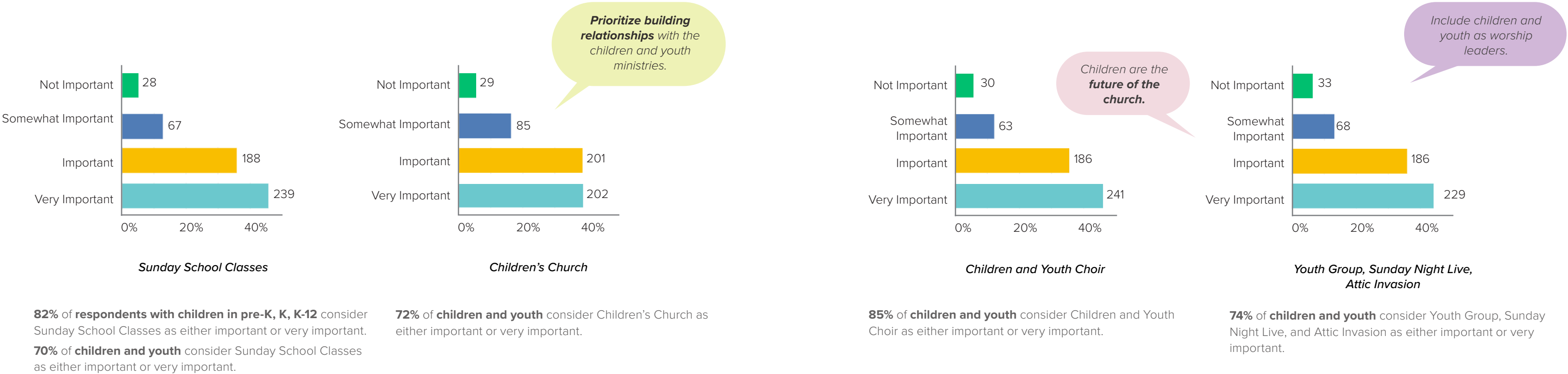
Support All Saints' **focus on art** by including a small stage or area built for performances.

*See Appendix A.1 for detailed data breakdown

*See Appendix A.1 for detailed data breakdown

Survey:

Please rate the significance that the Future of Our Block planning considers the following areas for our children and youth:

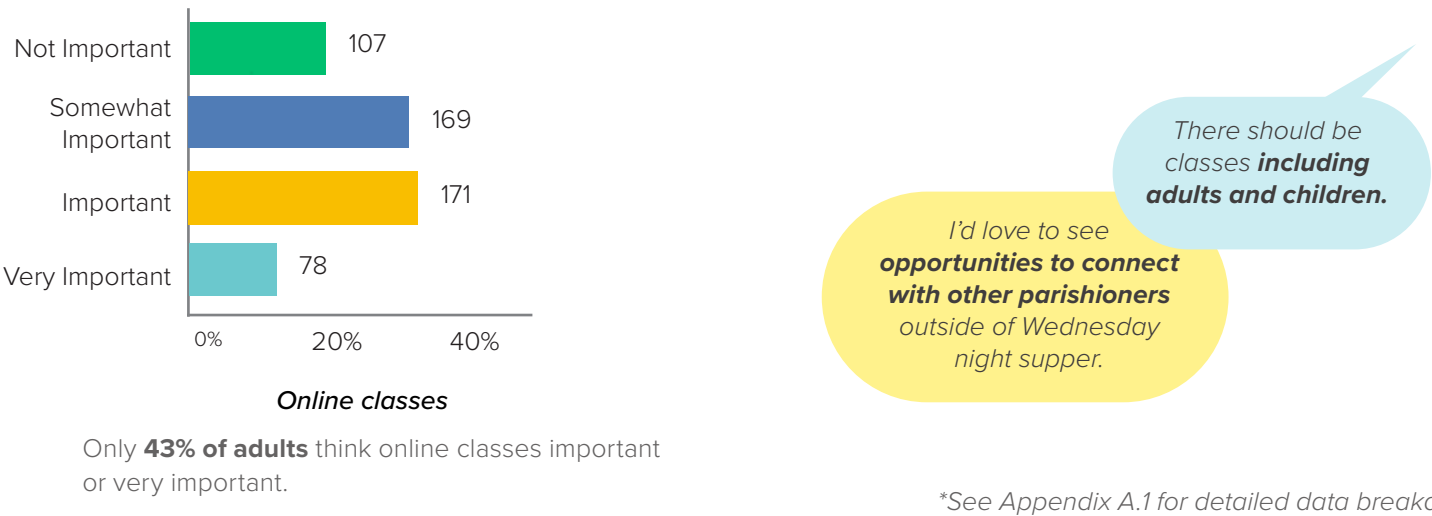
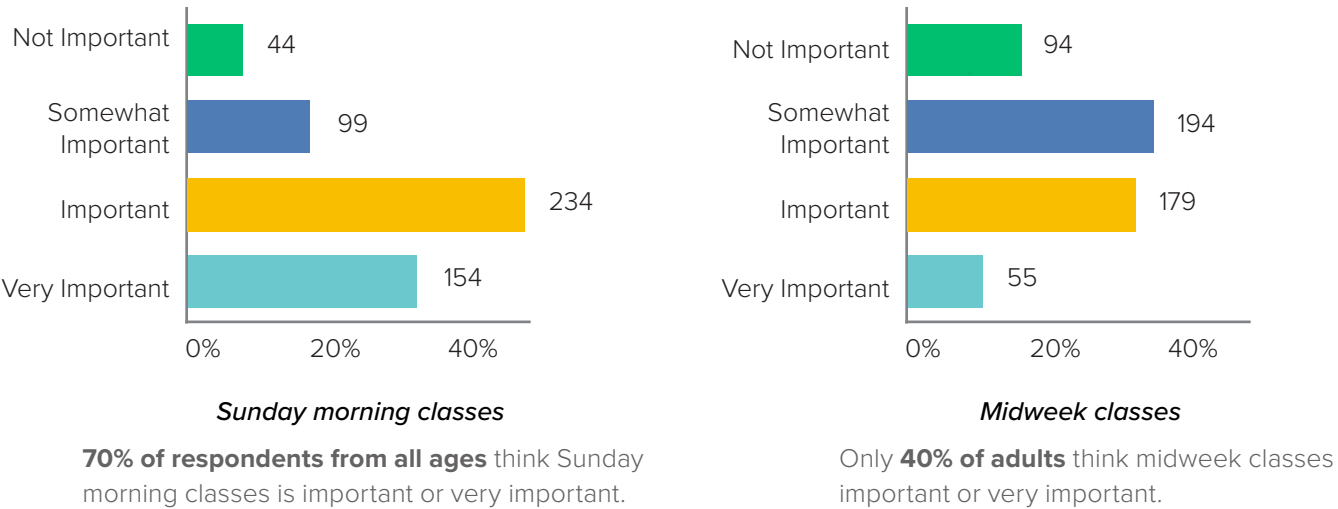


*See Appendix A.1 for detailed data breakdown

*See Appendix A.1 for detailed data breakdown

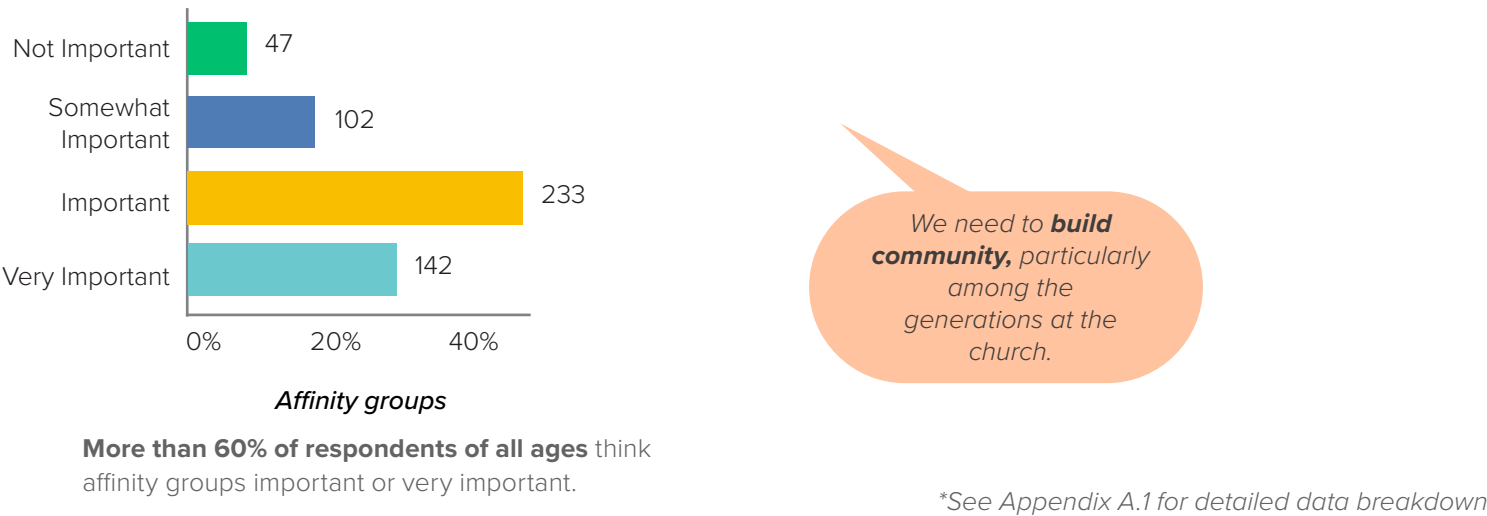
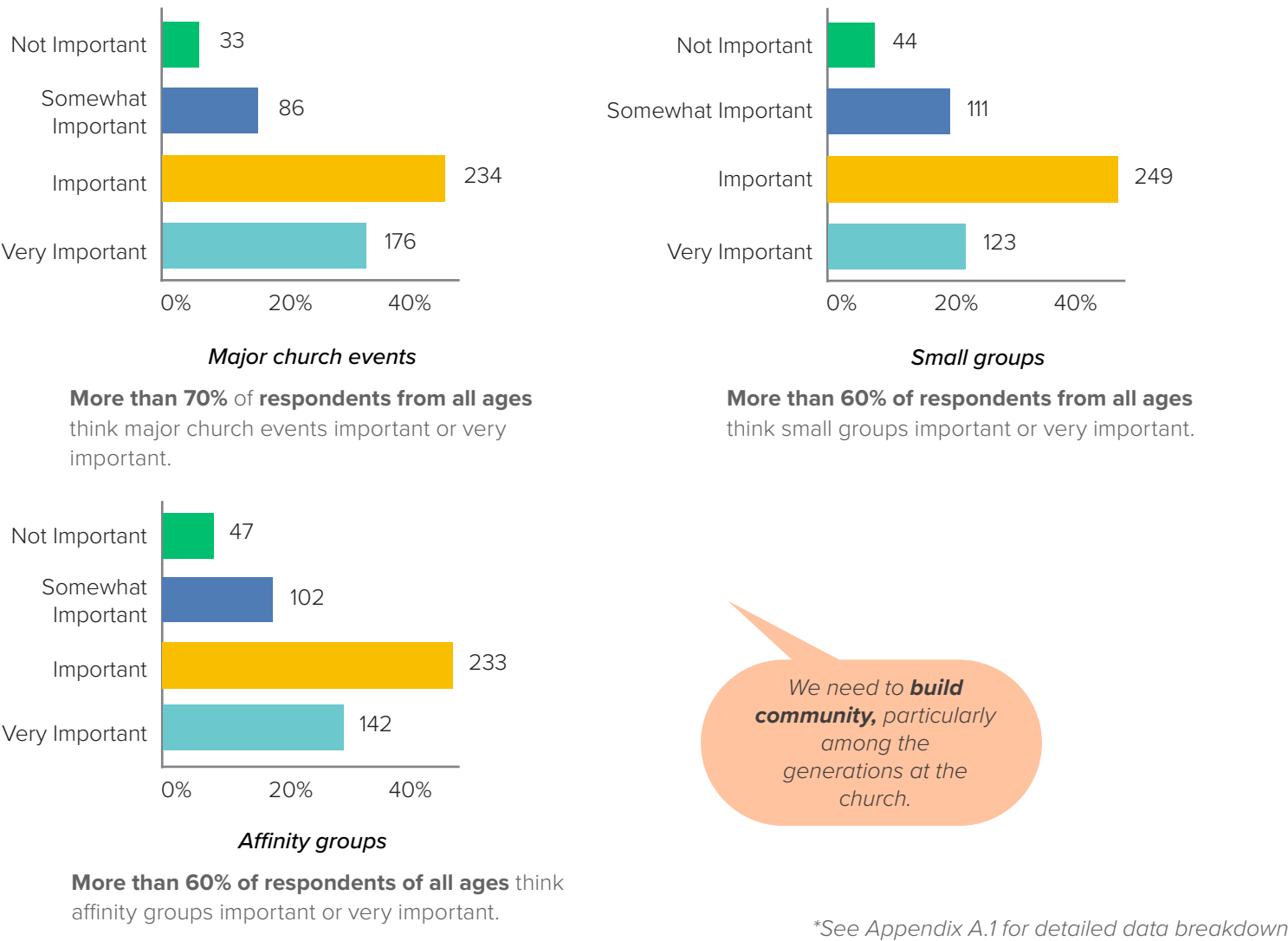
Survey:

Please rate the significance that the Future of Our Block planning considers the following areas of our adult education and formation:



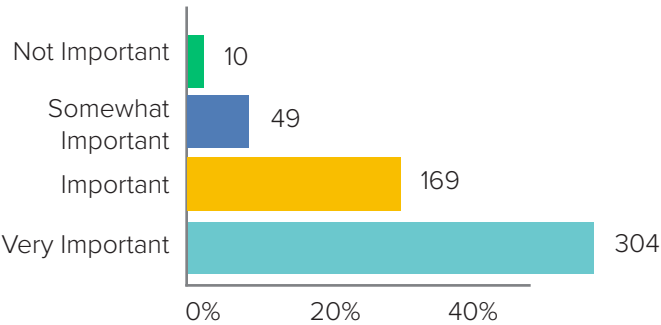
Survey:

Please rate the significance that the Future of Our Block planning considers the following areas of our parish life:



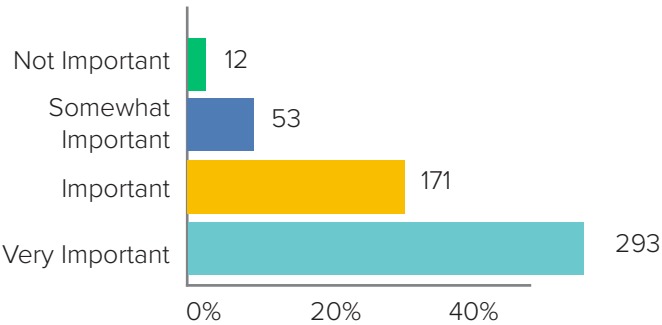
Survey:

Please rate the significance that the Future of Our Block planning considers the following areas of service ministries:



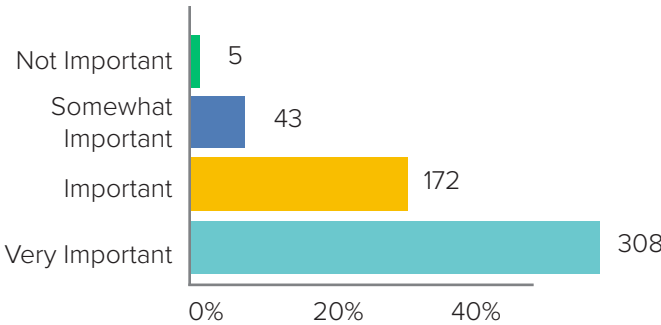
Covenant Community

86% of respondents from all ages think it's important or very important to support Covenant Community.



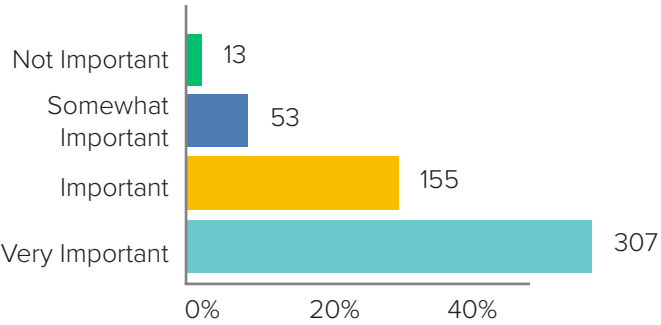
Midtown Assistance Center

84% of respondents from all ages think it's important or very important to support Midtown Assistance Center.



Threads

87% of respondents from all ages think it's important or very important to support Threads.



Refugee Ministries

84% of respondents from all ages think it's important or very important to support Refugee Ministries.

I would like to see **more involvement** of employees from other organizations that the church sponsors.

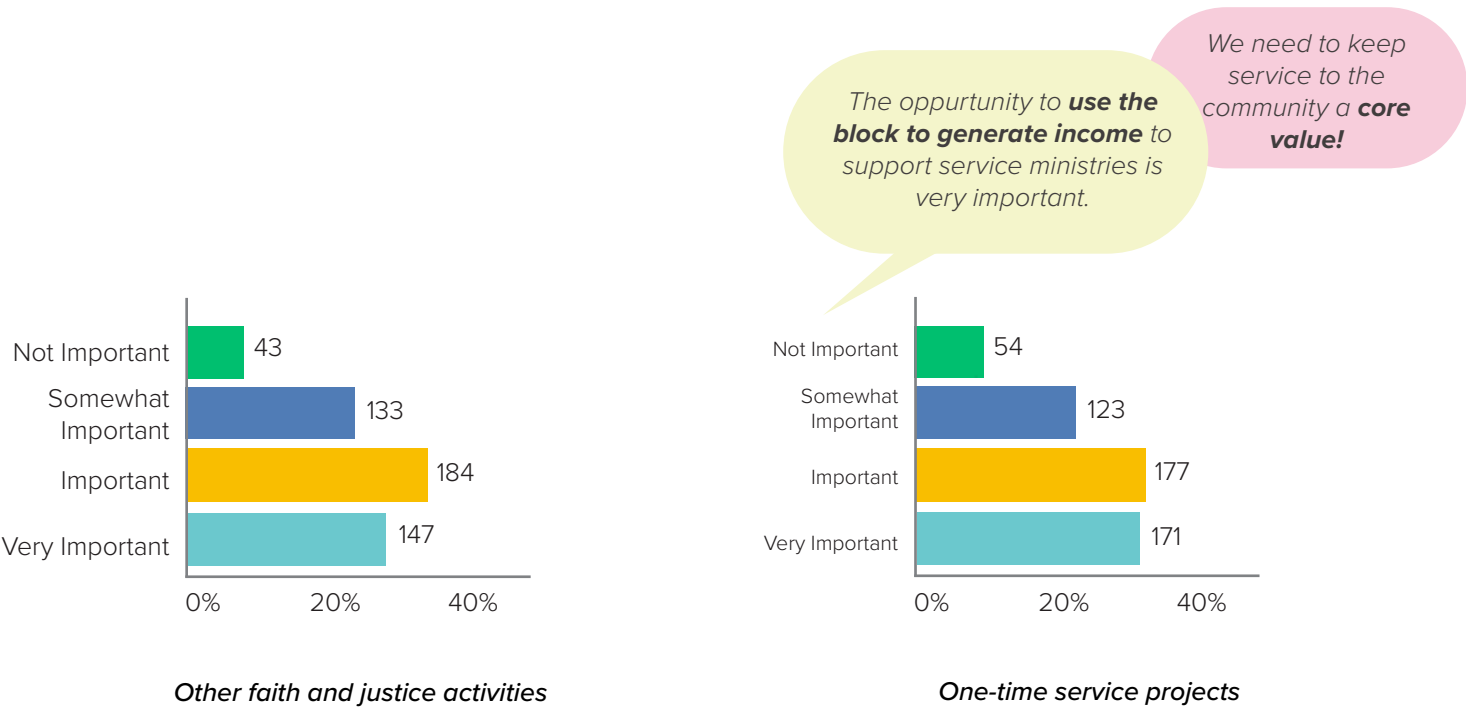
Our location provides unique opportunity to serve. **Focus ministries in things we are uniquely positioned to do in Midtown.**

*See Appendix A.1 for detailed data breakdown

*See Appendix A.1 for detailed data breakdown

Survey:

Please rate the significance that the Future of Our Block planning considers the following areas of service ministries (Continued):



60% of **respondents from all ages** think it's important or very important to support other Faith and Justice activities.

63% of **respondents from all ages** think it's important or very important to support one-time service projects.

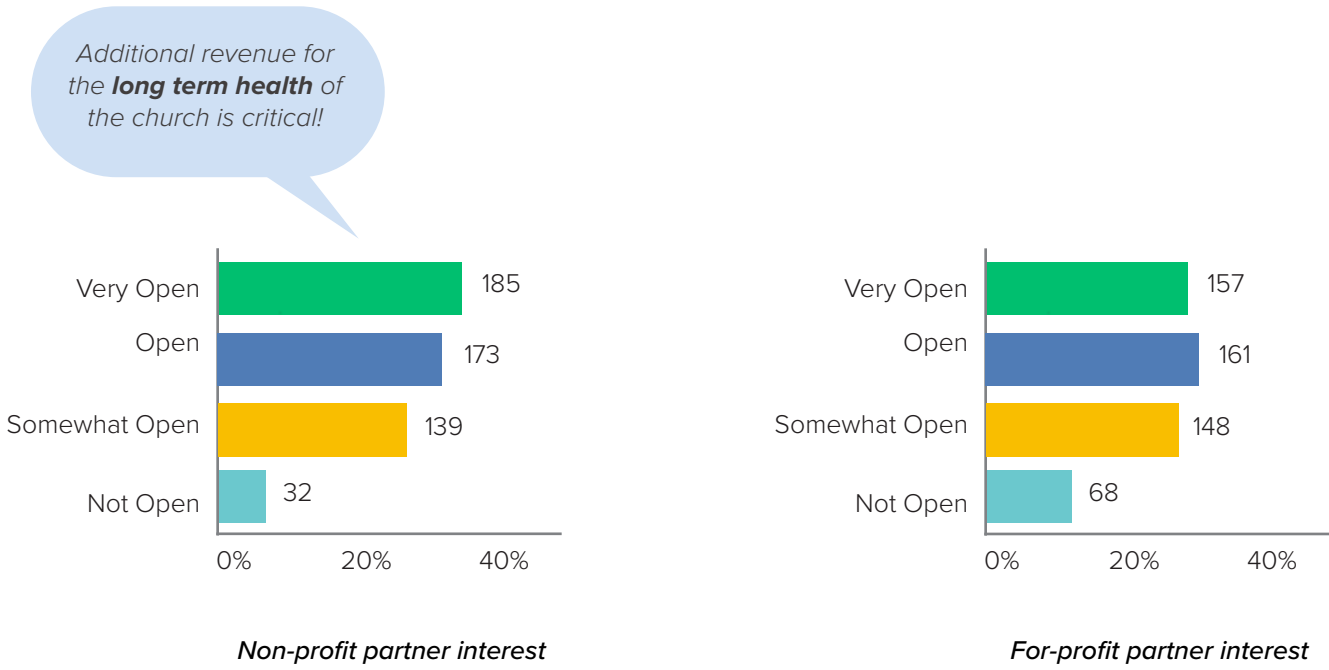
**See Appendix A.1 for detailed data breakdown*

Survey:

How open would you be to...

A mission-aligned or purpose-driven non-profit partner(s) becoming a long-term part of our block's life?

A for-profit partner(s) becoming a long-term part of our block's life as a source of income to support the church's ministries?



65% of **respondents from all ages** are open or very open to long term Non-profit partners as a part of our block's life.

66% of **adults** are open or very open to long term non-profit partners as a part of our block's life.

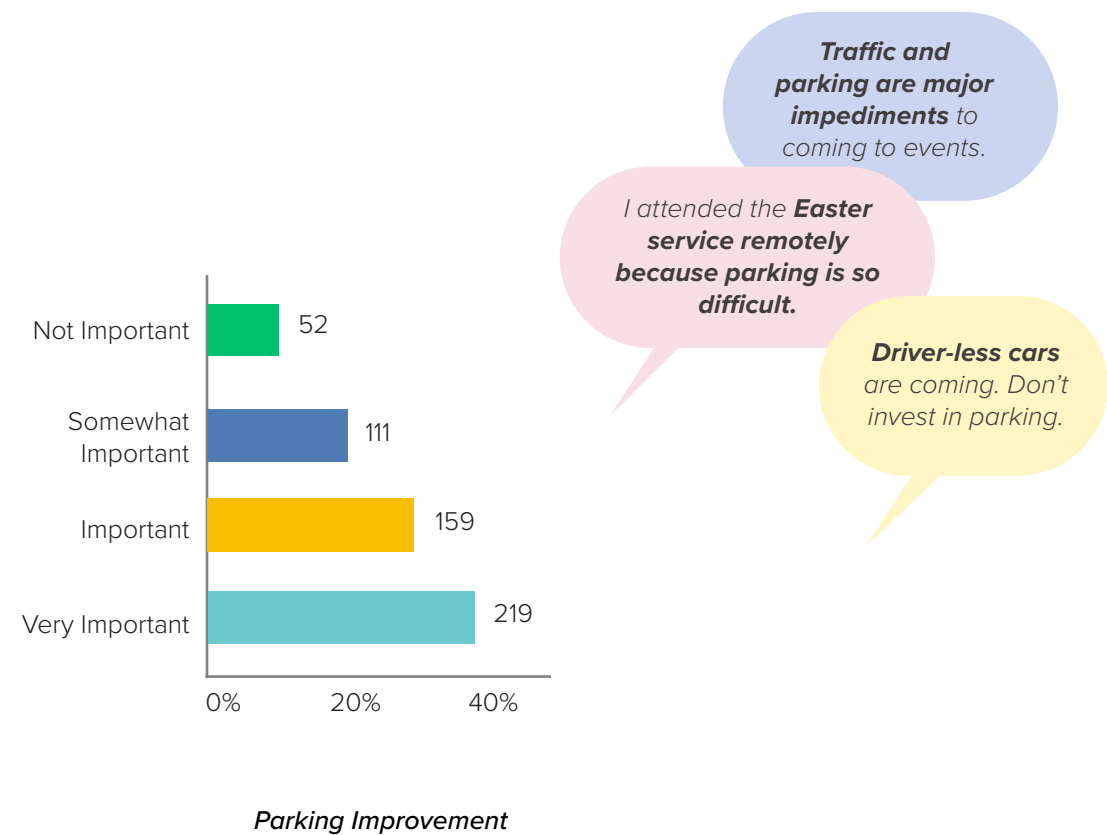
58% of **respondents from all ages** are open or very open to long term for-profit partners as a source of income.

54% of **adults** are open or very open to long term for-profit partners as a source of income.

**See Appendix A.1 for detailed data breakdown*

Survey:

How important is it to you that parking be improved on the block for church use?

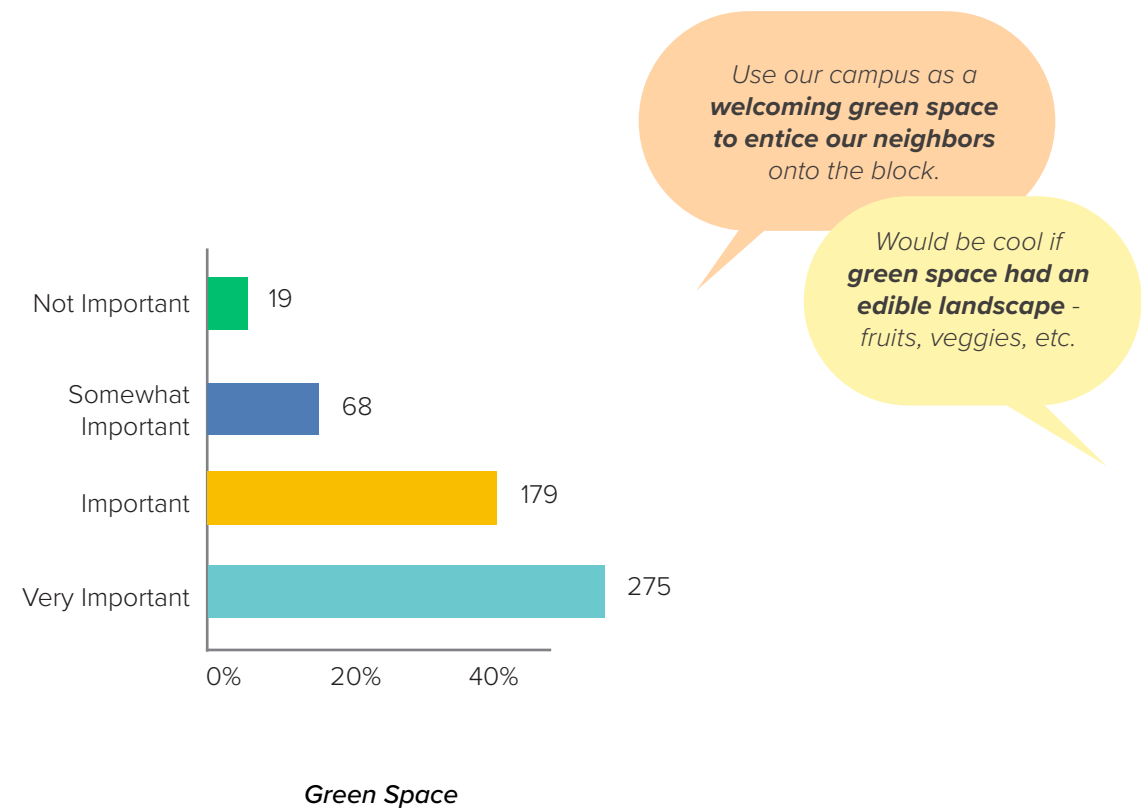


68% of respondents from all ages think it's important or very important that parking should be improved on the block.

*See Appendix A.1 for detailed data breakdown

Survey:

How important is green space to you as we envision the whole block?



82% of respondents from all ages think that green space is important or very important as we envision the whole block.

*See Appendix A.1 for detailed data breakdown

Survey:

Significance of All Saints'



This word cloud highlights priorities mentioned by All Saints' members. The bigger and bolder the word appears, the more often it was mentioned.





What we must commit ourselves to is being a witness to the Gospel **in this place** and staying that way.

Childcare is an underestimated opportunity to bring people to this church."

We should approach [the master plan] with an expansive view of our community, minimal preconceived ideas, and maximum information.

"I think we all agree we need to reach out more to the city, but it needs to be more than just opening up the block. It's about **being a community together.**

You agreed on many important subjects.

Main priorities

During the parish engagement process, a wide range of opinions and ideas was expressed. Members of the congregation shared a common vision on many subjects.

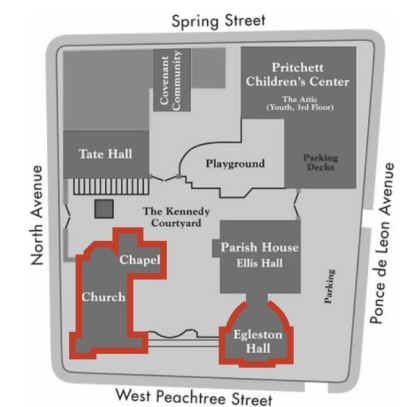
Firstly, everyone valued the importance of the church's history and heritage as expressed in its architecture.

There was also a shared interest in improving physical, social, and spiritual connections in several ways: one is to activate the block to bring more visitors onto the campus. Another is to strengthen the connection between All Saints' ministries and partners.

Lastly, among the many ideas proposed, All Saints' unanimously agreed that engaging younger generations is key in maintaining the legacy of the parish. The proposed design should be thoughtful and responsive to this age group. However, with that, the planning effort must be conducted carefully, and the approach should be an expansive view of the community, not simply preconceived ideas.

Preserve church and campus quality

Maintaining the physical frontage of the church is very important. It has already been established that the church and chapel building will remain and be preserved in its entirety. In addition to that, many parishioners also expressed interest in preserving the front facade of Egleston Hall along West Peachtree Street.



Preserve urban oasis

The green space at All Saints’ is cherished by all parishioners on campus. In the densely urban area of Midtown, there are very few green spaces available. The central green space on All Saints’ campus is not only unique to the parish, it is also unique to Midtown. This space should be preserved, improved and potentially expanded upon in order to better serve the Midtown neighborhood.

[It] could also be a place that encourages good health: Tai Chi, Yoga, walking club, screenings...

Opportunity to make better use of courtyards; making it more accessible to neighborhood, keeping safety and security in mind.

Have green space that will naturally draw in the community and merge with and take advantage of the future Phase 2 of the Stitch.

Activate block

There was a consistent desire in the parish to see the block utilized throughout the week. Parishioners expressed an exciting and broad range of ways by which this desire could be realized including: performing arts, a coffee shop and/or bookstore, education opportunities from a school on the block to after-school camps and summer schools, community gardens, a range of ideas for housing on the block, a similarly broad range of ideas for wellness activities (eg. a swimming pool, exercise classes, a gym, pickleball, yoga) and opportunities for social connection across generations and walks of life.



Create flexibility

Over time, the function and purpose of All Saints’ campus may evolve. It is important to incorporate flexibility and adaptability in the master plan so that the resulting buildings and spaces can be used effectively and efficiently.

The following are a few flexible program ideas shared, some of which can be revenue-producing:

- Flexible meeting spaces, with ability to lease to non-profits
- A place to host local concerts and events
- A kitchen that can be shared by the church, ministries, and even a future cafe or bakery

Commitment to social / core ministries

Currently, there are four ministries housed on All Saints’ campus. They are considered the core ministries of the Parish. All of them play an important role in the All Saints’ community, as well as the Midtown community beyond. The four ministries are:

- Covenant Community
- Midtown Assistance Center (MAC)
- Threads
- Refugee Ministries

There is a mutual desire amongst the parishioners to continue to support the four core ministries in the future. Collaboration with other off-campus ministries and non-profit organizations have also been discussed.





You mostly agreed on other important topics.

Areas of general consensus

The following highlighted areas generally were agreed upon as priorities for All Saints' future growth and expansion.

Preserve historic frontage

Preserving the heritage of All Saints' is important among church members. Of the existing buildings on campus the following was shared as being important:

- The exterior of the sanctuary complex is to remain intact.
- Maintain and protect the facade of Egleston. However, it is recommended that the existing condition of the building structure should be further investigated in order to preserve it.

Maintain core ministries on campus

The core ministries are essential at All Saints' and are highly valued by parishioners. The church fully agrees that maintaining its current involvement with the core ministries is crucial.

If missions leave this campus, our relationship with them will very much change.

However, while many members insist on maintaining all four ministries on campus, some wonder if certain ministries may move off campus as their ministry has grown, succeeded and its need for increased space extends beyond the existing capacity of All Saints' space.





Expand social services

Expanding on current ministries, many people suggested additional services that could be incorporated. See flow chart on the right, which lists several ideas for add-on services proposed by the parishioners.

Additionally, many parishioners expressed interest in forming new connections with social services off-campus. All Saints’ could either support these organizations from a distance or provide them with space for their activities.

All Saints’ Four Core Ministries

Covenant

currently men only

Refugee Ministries

Threads

children’s clothing

MAC

Ideas for Expansion

Support families of people in Covenant

Meeting space for 12 Step

Women’s program

Incarcerated women

Family center

Economic education

Classroom for job training

Food backpacks for underserved families

Vision and hearing checks for children who came to Threads

Textbook

Include maternity ministries

Mail service that provides an address for the unhoused

Shoe ministry

Clothes closet

Mental health clinic, addiction treatment, meeting rooms for AA type organizations

Trees Atlanta

Atlanta Police Foundation’s At Promise Center

Georgia Justice

Improve campus cohesion and circulation

Accessibility was elevated as a priority among parishioners - not only as connectivity across the site related to its sloping terrain and between buildings, but also as a way to be inclusive across all visitors.

Georgia Tech development is going to surround us. If we want a growth plan, it’s got to be with people a lot younger than I am, so if we are not connecting with GSU and Tech, we are missing a great opportunity.

Environmental sustainability

The longevity of the future development is a high priority across most if not all members. It is important to ensure that what is constructed today can be passed down to many future generations. Sustainability is not only a financial concern but also an environmental one. The goal is to be able to pass along an improved campus that will remain relevant and adaptable for the years to come.

Teach baking bread, sell in coffee shop, and give away the bread each day.

Teach nutrition and gardening, partnering with urban gardens in the city.

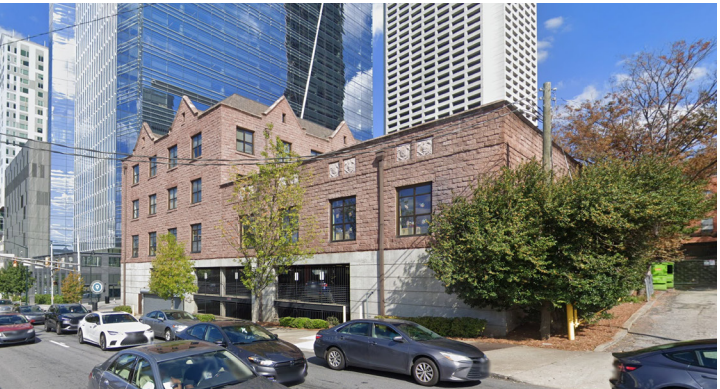
Use the rooftop as an urban garden.

Improve connectivity to Georgia Tech

With close proximity to the Georgia Tech campus, there is both the opportunity and desire to allow for ways in which the block opens up to students and faculty. This is possible through urban and architectural design, programming, street activation, and ministries. There is opportunity to provide connection points to students at All Saints’, whether it be through church membership, mentoring and tutoring, and possible job opportunities through future retail.

Parking is important

Access to parking within and around the site is already at a premium. With increased programming on site, there is an opportunity to increase parking, which could not only serve All Saints’ members and ministries, but also be a revenue stream outside of active hours.



You didn't agree on a few considerations

Scale of new development

All Saints' Campus is located within Midtown's 'Special Public Interest District', specifically SPI-16 SA1. Due to the SPI designation, All Saints' block and the surrounding blocks have few constraints when it comes to determining building use and heights. It is the responsibility of each owner and/or developer to decide the form, height, and program uses of these buildings.

While the blocks facing All Saints on the north and south are fully developed, the blocks on the west (owned by the Varsity) and east (the MARTA North Avenue rail station) still have the potential for future growth, potentially reaching mid to high-rise levels.

As we envision the redevelopment of the site, these factors are important to consider as they may impact the campus and the design of any new development.



▲ Aerial view of Varsity lot. The Varsity's ownership has retained commercial real estate firm Cushman & Wakefield to explore development options over its surface lot area. Photo courtesy of Urbanize.

North Avenue MARTA station. In 2020, MARTA and developer Portman Holdings planned a massive commercial development over the existing station. The plan did not move forward as of yet, but the potential of future development cannot be overlooked.



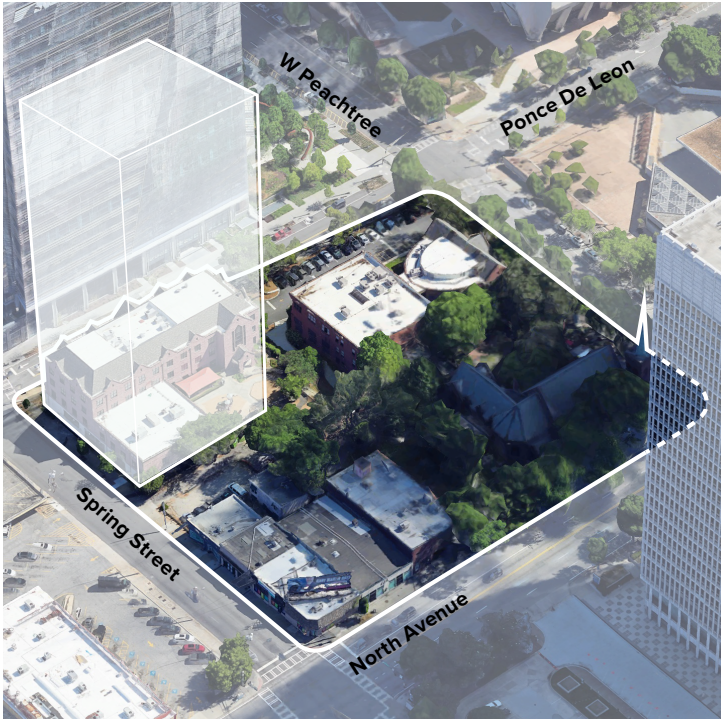
▼ Photo courtesy of Atlanta Business Chronicles

Around us everything is going vertical. Whatever goes here might need to go vertical.

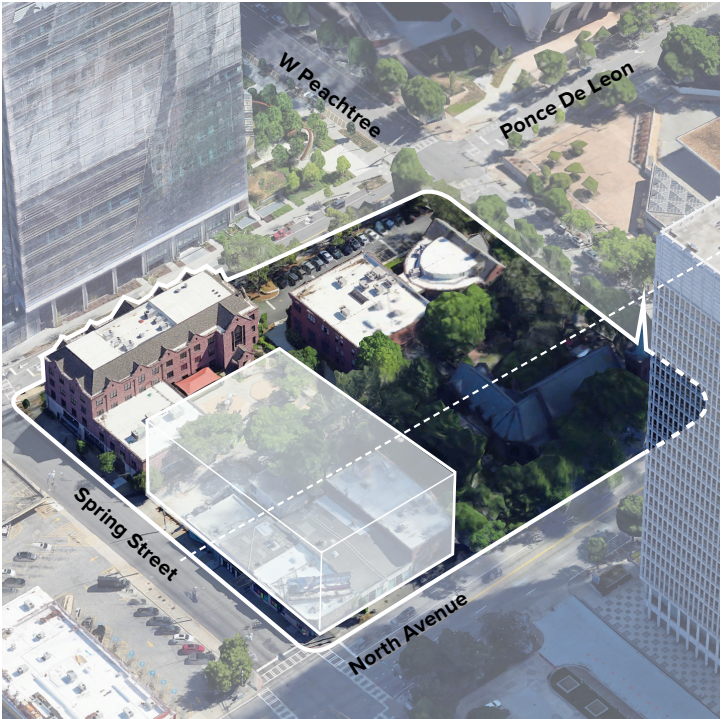
Build nothing higher than the steeple.

Atlanta is a small town with tall buildings. So let's go to the sky and support these ministries that we love so much.

'Build to the Sky' scheme



'Nothing Higher than the Steeple' scheme



[People] need safe and convenient places to park [cars]. This could become a revenue stream when not being used by All Saints'. Income generated could be reinvested in the program and agencies on the block.

Additional parking on campus

While everyone agreed that parking is important, there were mixed opinions on the idea of providing additional parking on the block.

Supporters of additional parking envisioned a new parking facility that is either situated below ground or visually disguised. Some also suggested the potential of activating the top of the parking deck by introducing green space, programs, and activities such as a gym, pickle ball court, ping pong, Tai Chi, yoga, or a swimming pool.

Additionally, supporters of additional parking see it as an opportunity to earn additional revenue. On days when the parking deck is not being used by All Saints or its ministries, parking spaces may be leased to visitors who are there to visit the Fox Theater or to attend a Georgia Tech football game.





Ideas

The parish engagement process produced many great ideas that could be positive projects for All Saints'. The next step in the master planning process is to choose one plan for the area, which will likely be a combination of the ideas presented. The goal is to evaluate different options and select a plan that best aligns with the parish's long-term strategic goals.

As options are further developed, the following goals are to be kept in mind:

- **Prospect:** ensure the health of the church for the next 50 years.
- **People:** Maintain active membership and continue to have a positive impact on the neighborhood as the world evolves.
- **Finance:** Maintain financial stability to support ministries, maintain the grounds, and fund operations.
- **Grounds:** Ensure the campus is well-maintained, accessible and welcoming, reflecting the vibrant and unique spirit of All Saints'.

Through the parish engagement process, numerous ideas were collected from the parishioners that in many ways reflect the congregation's goals and values. Examples of these include the following themes:

- Retain a central space that helps create social cohesion within the block.
- Activate the streetscape to improve connection and cohesion with the neighboring buildings.
- Form a visible, welcoming and vibrant presence from the street.
- Activate the roofscape and create a new interactive outdoor space.
- Establish an open campus with a variety of programs that can meet the diverse needs of the Midtown neighborhood.

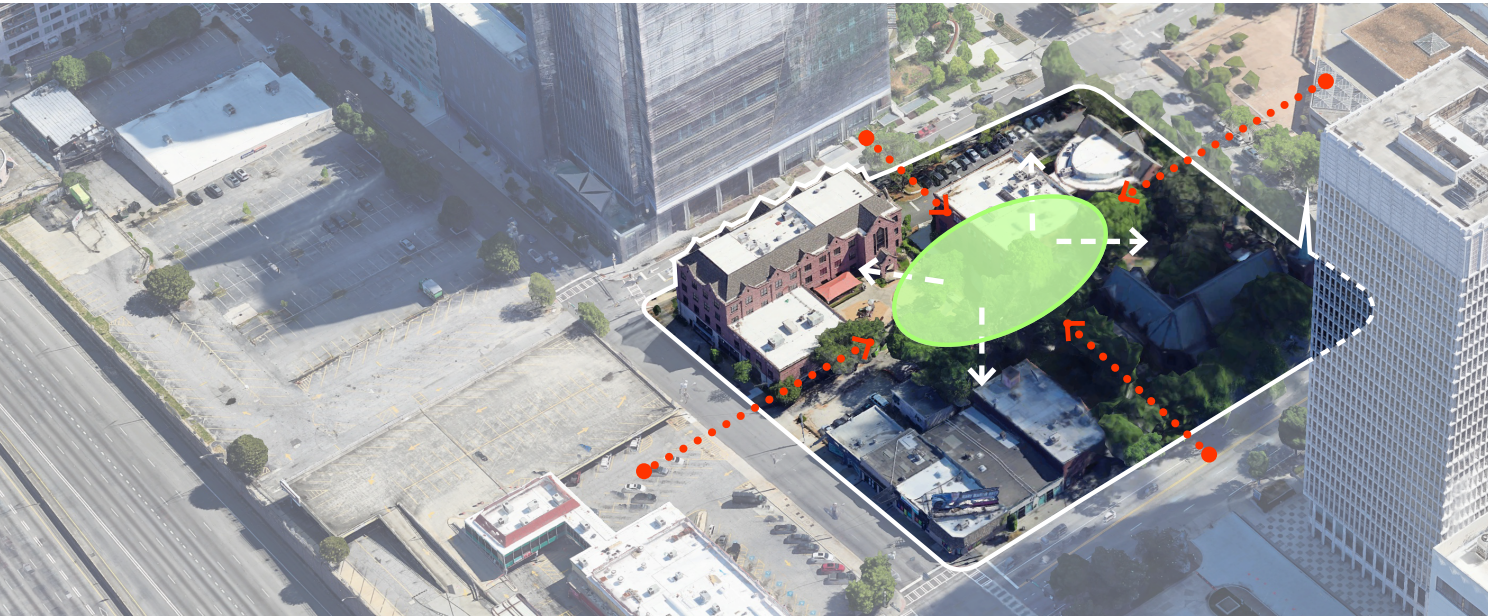
** The word cloud above highlights programming ideas mentioned by All Saints' members. The bigger and bolder the word appears, the more often it was mentioned.

Ideas: Central Space creates Cohesion

All Saints’ green space, located in the dense urban neighborhood of Midtown, has served as a special and unique oasis for its parishioners. As the parishioners and design team re-imagine and expand upon the site’s existing green space, there is an opportunity to open it up to the neighborhood and welcome neighbors and those All Saints’ serves in the community. One idea to achieve this is to provide access from multiple entrances and invite the neighbors and community members to enjoy the space.

The following are some of the programs and activities suggested:

- Outdoor worship
- Outdoor concerts / events
- Urban food garden
- Green rooftop
- Opportunity to compost
- Dog park, and pet washing
- Columbarium
- Labyrinth
- Place for college students to gather
- Playground for play and healthy stress relief

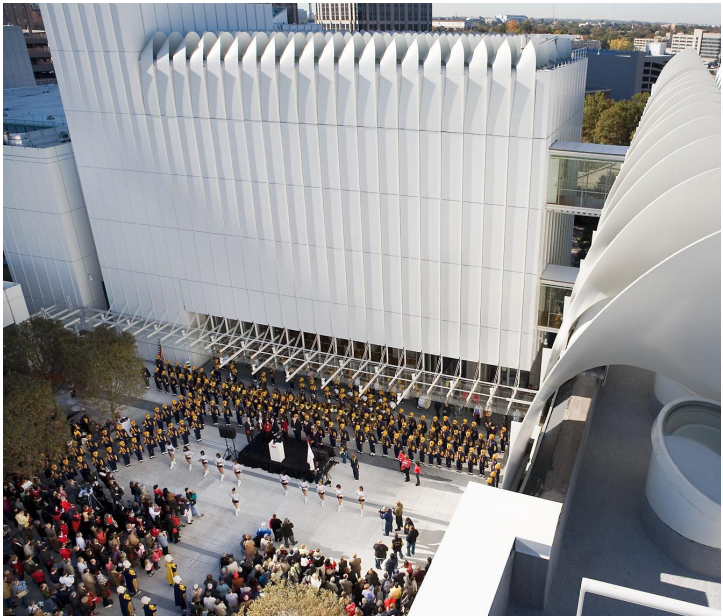


Keeping an island of green space is also a vital need and should be the central part of what we do with the block.

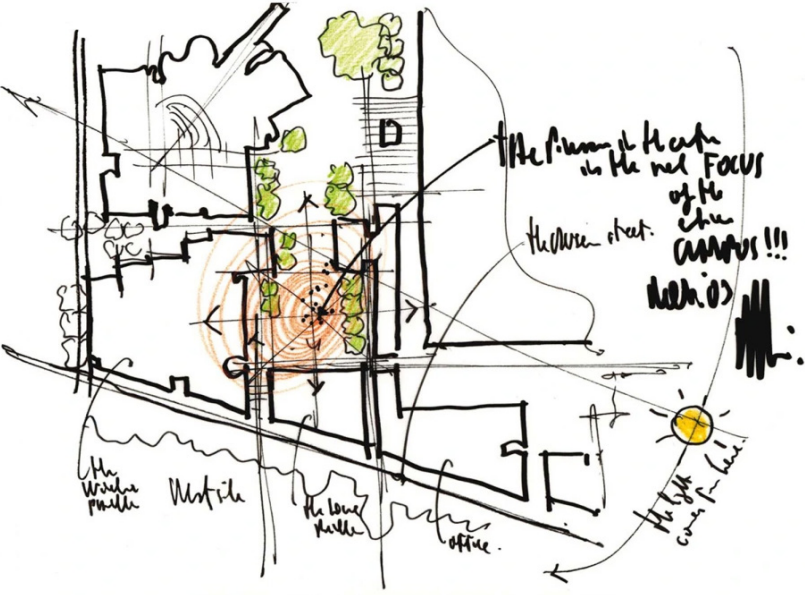
Spilling outdoors into our sunlit garden is an inestimable gift, one unlikely to be repeated by commercial enterprises.

Below is Renzo Piano’s sketch for the Woodruff Arts Center expansion. The campus plan established a series of ‘streets’ that arrive in a central, community gathering space. The sketch note reads: “The piazza is the new FOCUS of the arts campus!!!”

The plan creates intuitive circulation paths from all four urban streets to arrive in a central commons. The starting point for the design of any public place should be natural, intuitive circulation that leads to a common gathering space and allows the buildings to be a backdrop to the life of the plaza.



High Museum of Art Courtyard, Courtesy of Renzo Piano Workshop



Aerial view of Bryant Park, courtesy of the OLIN studio

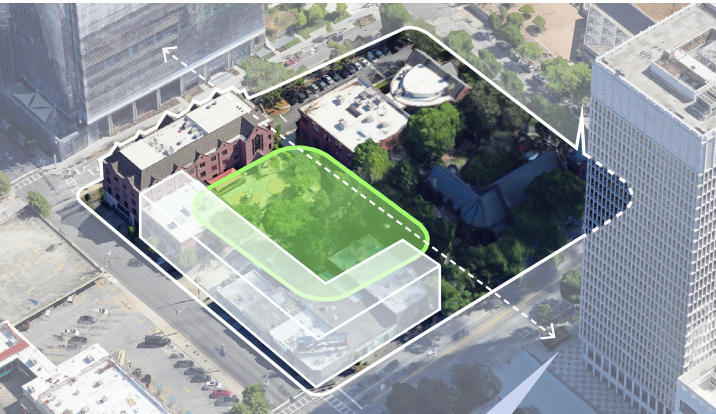


I once worked [...] and looked down on Bryant Park. Idea is that it was able to be nimble [and] flexible because nothing was brick and mortar. Bustling area. Thinking about how our neighbors will look down on that area.

Street activity at Bryant Park, courtesy of BryantPark.org



Aerial rendering of General Theological Seminary in New York City.



I think we could build an L-shaped building maybe half as deep as Tate Hall, not too high, and then develop the rest of the green space as a peaceful garden. The inspiration for me is General Theological Seminary in New York City.

Above an underground parking deck, at street level on Spring Street and North Avenue would become neighborhood gathering places. All of the shops could have windows or access to courtyard.

[The] courtyard would be rebuilt to create a green oasis with access from multiple entrances. The intent would be to reconfigure the courtyard and in its existing footprint, but its elevation would likely rise. [However,] the intent is not for the courtyard to be walled off to the neighborhood...We want the green courtyard to be inviting to the neighborhood...

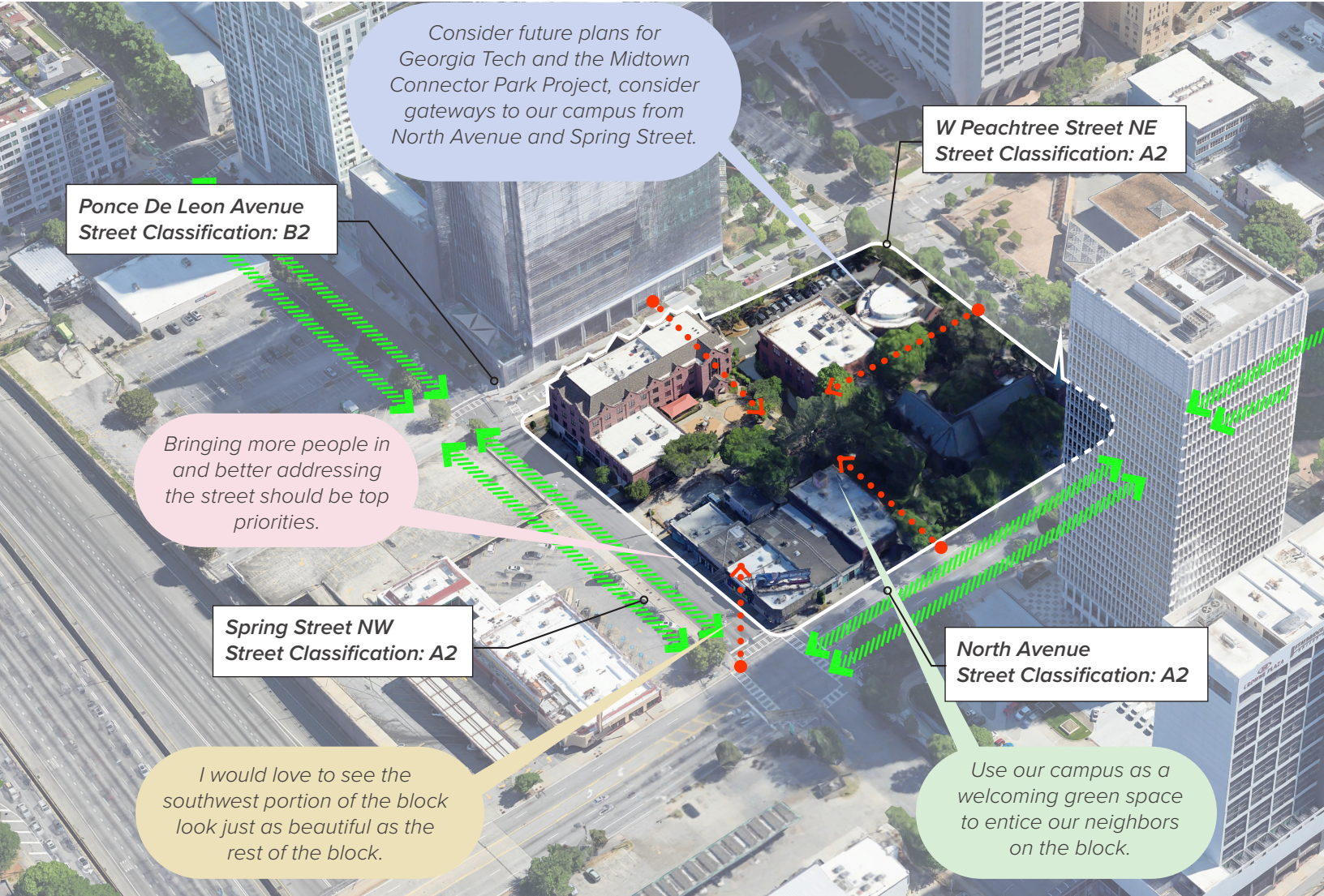
The MET, Cloister. Photographer: Tim Wilson



The MET, Cloister. Photographer: Tim Wilson



Ideas: Connect to Neighbors and City life



Supplemental Zone
Retail and Signage Spill Out
Courtesy of Midtown Alliance.

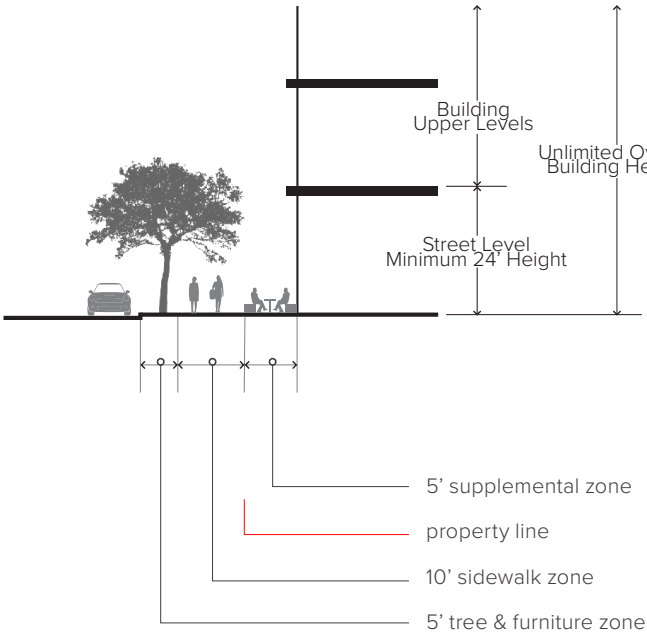


Supplemental Zone
Outdoor Seating
Courtesy of Midtown Alliance.

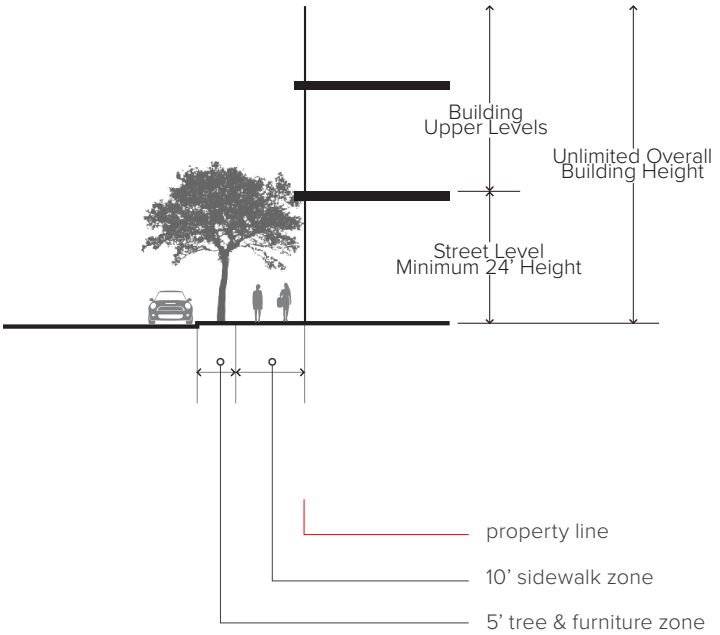


Supplemental Zone
Intermediate green zone
Courtesy of Midtown Alliance.

The Varsity and North Avenue MARTA station area are buzzing with several exciting proposed projects adjacent to the site. With an expected increase in foot traffic in the neighborhood, many parishioners envisioned ways to enhance the street presence and green spaces, with the goal of drawing the neighbors to the block.



Street Classification: A2
North Avenue, Spring Street NW, W Peachtree Street NE
Minimum supplemental zone and setback requirements



Street Classification: B2
Ponce De Leon Ave NE
Minimum supplemental zone and setback requirements

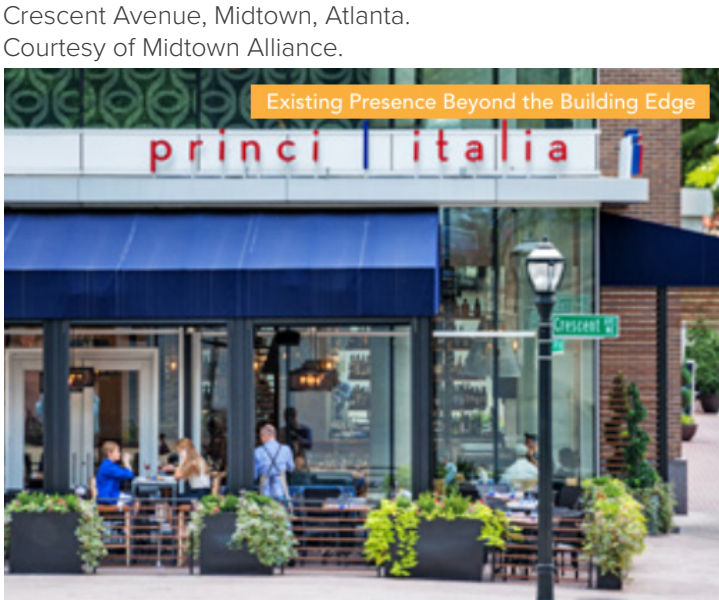
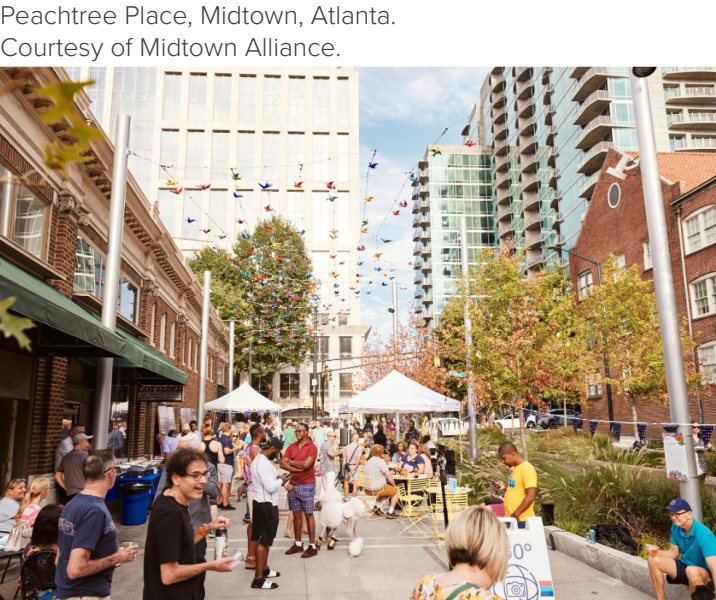
Ideas: Activating Streetscape

Many parishioners have expressed a desire to create more connection and cohesion among the buildings on the block and to be a more welcoming and visible presence from the street.

This could be achieved by integrating with partners along the street or as part of church programs. The concept of a porch would help break down the physical barrier between All Saints’ and the urban street-scape, strengthening the sense of place to the neighbors and potentially encouraging both spontaneous and planned gatherings along the street.

Here in the South, we have a history of porch-sitting, so there is also the question of how we engage the streets. It's a transitional zone -- it's not public, not private. It's a space in between.

Ground floor of buildings should be glass, connecting with pedestrians and outside community.



Activating the area where the building meets the street edge is an effective way to prevent inactive areas from forming where dynamic uses should prevail. This ensures lively but also safe interactions between the building and the public realm.

“Eyes on the street”. If we do something to activate the block and provide consistent activity on the block, we are providing “eyes on the street” that in turn provides a safer neighborhood.



When my son and I traveled in Europe this past summer, one of our favorite things was to go to the churches in the middle of the day and go inside and hear a short service, [hear music... and then grab something to eat...]



Ideas: Activating streetscape, Continued

Many parishioners have expressed interest in activating All Saints’ presence with retail establishments such as a cafe and bookstore. In addition to promoting the street activities, many members envisioned ways to engage the retail businesses with the parishioners and ministry members. One idea is creating a place for the community to gather and discuss current issues, similar to Manuel’s Tavern in Atlanta or Eddie’s Attic in Decatur, Georgia.

Inside Park is an indoor/outdoor dining establishment that is a part of St. Bartholomew’s Episcopal Church on Park Avenue in New York City. The outdoor dining space is located within the church’s courtyard. The courtyard opens right onto Park Avenue on one side, revealing the bustling activities of its crowd gatherings to the street and the city.

The Church of the Heavenly Rest, located just outside Central Park in New York City, used to be a hidden gem. Nestled between the Guggenheim and the Cooper Hewitt Smithsonian Museum along the ‘Museum Mile’, the church often went unnoticed amidst the hustle and bustle of the visitors. The arrival of the Bluestone Lane Cafe, situated along the street front of the church, completely transformed the presence of the church. This charming cafe, a rare retail oasis on Fifth Avenue near Central Park, not only provided a place for weary travelers to rest and refuel, but also brought newfound visibility to the church.

Inside Park Cafe, Manhattan, NY.



Inside Park Cafe, Manhattan, NY.



Bluestone Lane Cafe, Manhattan, NY



Bluestone Lane Cafe, Manhattan, NY



Ideas: When Programs Come Together

Some of the ideas received from the congregation suggest creating a more collaborative environment where people are brought together across diverse demographics and various ministries.

Senior Housing + Student Outreach

There is the desire to create opportunities that encourage multi-generational interaction and collaboration between different ministries. For instance, college students and retired senior citizens living under the same roof in intergenerational living facilities.

Multi-generational living encourages seniors and students to value each other's skills. Courtesy of Getty Images



*'Give us this day our daily bread.'
Breaking bread together is a time-honored way to build connection and community. All people...will need that kind of service and space, whatever their circumstances.*

Many parishioners also suggested the idea of connecting members of All Saints' ministries with potential retail establishments.

Retail + Service Ministries

The hybrid function envisioned may create job training to individuals involved in the core ministries such as Covenant Community, Threads, and Refugee Ministries.

For example, a bakery could provide a skilled trade with many job opportunities for those who receive training. The training can take place at a teaching and demonstration kitchen component attached to the cafe or bakery. The baked breads can be sold or donated back to the ministries as well as others in need around the neighborhood.

Refugees at Berkeley coffee shop, courtesy of Los Angeles Times



Ideas: Activating the Roofscape

Many expressed interest in an occupied rooftop. Elevated above ground, this lends an opportunity for an unique view of the Midtown surroundings and also further elevates this outdoor experience. Community farming and outdoor gatherings were also discussed, as it could encourage multi-generational interactions and offer children a fun learning opportunity. Some also suggested turning the rooftop into a sports court, which would appeal to the youth who spend time at All Saints'.

Building urban food gardens on all rooftops (include irrigation) and teach food gardening, composting, horticulture...

Farm, Rotterdam, Netherlands



...Explore how facilities could connect to our neighbors through program outreach, including a sports league.

I'd love to see rooftop gardens (where veggies could be used in a café or sold or donated)

Integrated rooftop garden and ball court, Tokyo, Japan



Ideas: Housing

There was not consensus among parishioners on whether housing should be included in any potential development on the block. While many parishioners have expressed support for the idea, some remain unconvinced that housing is the right move. The feasibility of housing will depend on further research and a thorough study of the real estate market and its impact. So far, there have been numerous housing ideas from the parishioners, many of which encompass a variety of housing typologies:

- Teens leaving foster care
- Affordable housing tax credit funding
- Senior housing
- Police housing (Atlanta Police Foundation’s At-Promise Center)
- Ronald McDonald type of housing, hosting/supporting Emory Winship
- Single individuals in financial hardship
- Temporary housing for Georgia Tech (GT) and Georgia State University (GSU) students that cannot afford school housing
- Graduate housing for married students at GT and GSU
- Atlanta Children’s Shelter
- Seminarians in discernment process
- Mixed income community: All Saints’ living as neighbors in a diverse community
- Corporate short-term rentals at highly profitable market rates
- Housing for HIV/AIDS patients



Canterbury Court



Cathedral Towers



Lutheran Towers

It is prudent to study the housing precedents to understand what works and what doesn’t.

Examples of Faith-Based Senior Housing in Atlanta

Cathedral Towers at Cathedral of St. Philip, Atlanta, Georgia
Cathedral Towers is an affordable senior housing community that was operated by the Cathedral of St. Philip until 2023. Currently, the church plans to transition its management and operations responsibility to the National Church Residences. Some Cathedral Tower residents say this transition makes them feel unsafe. About 78% of the nearly 200 residents signed a petition against NCR’s take-over.

Lutheran Towers, Atlanta, Georgia
Lutheran Towers Atlanta Senior Apartments is the only faith-based senior living community in Midtown. It is home to 3,000 residents, including over 200 older adults. Lutheran Towers provide benefits such as activities, wellness education, transportation and service coordinators dedicated to assisting residents in acquiring any necessary services.

Canterbury Court, Atlanta, Georgia
Canterbury Court is a Life Plan Community co-sponsored by All Saints’ and St. Luke’s Episcopal Church. Services provided includes assisted living, independent living, and skilled nursing care.

Methodist Church on Peachtree, Atlanta, Georgia

Atlanta First United Methodist Church has a prospective project that has been proposed by the church and developer partners. It has envisioned an inclusive high-rise housing project that consists of a 20-story building with 170 housing units, and two schools.
58% of the apartments will be reserved as affordable housing, renting between 30, 60, and 80% of the area median income.

- 320 New Homes**
@ 360 Peachtree Street:

 - 192 Affordable Units
 - 80 Subsidized Units
 - 48 Market Rate Units
- 260 Parking Spaces**

 - Public Paid Parking
 - Church, School, Event
 - Reserved for Residence
- Two Schools to Serve the City:**

 - Atlanta First Day School
 - Mission-Based School
- Retail Commercial Space:**

 - 10,000sqft Retail Space
 - Near Civic Center Marta Station
 - Grocery
 - On Street Level
 - Socially-Conscious
- Public and Private Funding**

 - Church Land/Ground Lease
 - Mortgage
 - HOME Loan
 - Federal and GA LIHTC Equity
 - Atlanta Housing Capital Fund
 - Invest Atlanta TAD/Other
 - New Market Credits
 - Private Fundraising



Rendering by Moody Nolan; Courtesy of Atlanta First United

Inspir Carnegie Hill, New York, NY

An assisted living project in New York, Inspir offers a multitude of senior living and assistance programs. The building takes advantage of the setbacks to maximize access to the outdoors. The program stacking is organized so that adults requiring more supervision are located on the lower levels, being more proximate to the shared leisure and wellness spaces.



Rendering by Handel Architects

Ideas: Non-Profit Hub & Justice Center

The four core ministries are integral to the All Saints' community, with many parishioners expressing interest in enhancing the structure of existing service ministries and introducing new support programs.

In addition, many parishioners support the idea for a justice center that could serve as a resource for the city. This center could offer flexible, multi-purpose spaces for non-profits focused on justice, voting, and helping those in need.

The Justice Center, built as a flexible multipurpose center that lends itself to contemporary problem solving. It can immediately offer space for voter registration and meetings of non profits focused on justice.

Childcare is a major hurdle for working families. Can we offer child care, after-school care, childcare during the summer to address summer break 'learning loss'?

Ideas: School and Childcare

Many people voiced their interest in on-campus childcare services and classes for both the youth and adults from our service community. Specifically proposed programs aim to serve the following:

- Youth, teen, college students.
- Young couples looking for church to join.
- Young pregnant couples.
- GED or dual enrollment with GT professors and students
- Classrooms for job training, economic and other education, family skills
- High quality educational programs for the community.
- Daycare, preschool, after-school care (for Midtown workforce)
- After-school programs such as Boys & Girls Clubs, City of Refuge
- Scouting programs
- All Saints' Episcopal Elementary School
- School for Performing Arts / Music (partner with Fox Gives program)
- Consider Sheltering Arms in lieu of Bright Horizons

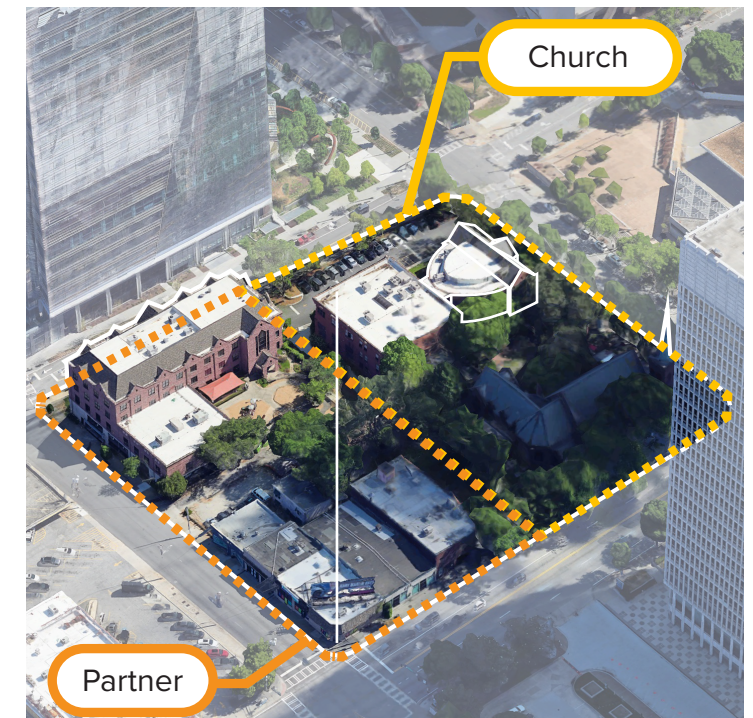


Ideas: Mixed Use

The concepts discussed encompass a combination of various programs and uses, including housing, retail stores, and schools. Parishioners expressed the desire to establish a welcoming, lively, and engaging campus that better meets the needs of the diverse urban community surrounding the church.

"Similar to the role of the church in older European villages that offer warming houses, market stalls, living quarters, educational space, clinics... All Saints' as the focal point of a church centered, Christ driven community with self-sustaining services manifesting its ministries."

Colony Square, courtesy of Architect Magazine



▲ A mixed-use model that dissects the block into two halves programmatically: Mixed-use commercial development along Spring Street. Church and ministries occupy buildings along W. Peachtree and maintain the existing historical presence there.

Our [future] block consist of buildings that mimic a "campus" where life is happening 7 days a week. There are flexible and inviting spaces, indoor and outdoors, open 7 days a week.



Next Steps

Following a very successful parish engagement phase, next steps include reviewing the data collected and determining the short term and long term goals in the masterplanning process.

- Review recent conditions reports and building improvements on existing All Saints' buildings and property.
- Conduct a property condition review and note maintenance or facility improvement milestones required at one, five, and ten years.
- Provide a space analysis on current and future programs and missions, outlining specific spatial needs of All Saints' programmatically.
- Undertake a financial / development review and assessment.