

Developing a St Matthew's Campus Plan



St Matthew's
Episcopal Church



- “If you don’t know where you are going, any road will take you there...”
- During the development of the Church’s Strategic Plan in 2019/20, it was recognized a detailed and holistic Campus Planning effort had not been undertaken for many years
- Everyone wants some sort of facility changes for St Matthew’s. What changes? How should they be phased? Where do we start from?
- “Grow or die...”
 - A Campus Plan is about vision, spirit and attitude
 - Campus Plan could help ignite the Building Fund and the congregation excitement that comes with it
 - For those wishing to make large contributions, the Campus Plan provides “an interlinked menu” of facilities to sponsor through donations or designated gifts to the Endowment

A Campus Plan is as much about congregation confidence and optimism as it is about planning...



Effort

Overview

- Effort Lead: TBD by Vestry
- Description: Using our current property, develop a Campus Plan describing the longer-term future location and size of Church Campus facilities. Plan would be developed over two phases
- Work by the Strategic Planning Task Force, the 2020 Church Survey and recent vestry interest clearly indicate the need for a Campus Plan sooner rather than later
- Work of this Campus Planning group provides the base data for Phase II of Campus Planning involving an architect to develop concept drawing/plans for a Campus of 2035 (And potentially even further into the future)
- Effort Length: ~6-8 months

Tasks to Be Completed

- Form a Campus Plan Committee
- Establish base set of assumptions: Number of services on weekend, property owned, etc.
- Research church metrics: What is a full Sanctuary? Parking places/number members? Etc.
- More detailed and targeted surveys on most desired Campus facilities, and prioritizing accordingly
- Vestry/Congregation Approve Planning Assumptions
- This Phase preps for Phase II which likely includes hiring an architect to create Campus concept drawings for future Church planning

Discussion

- Background:
 - The Church has extensive property, but no "blueprint" as to where facilities would be placed as we grow, and what those facilities would look like.
 - Example, if we wanted to build a Basketball Court, where should it be placed given other development planned for the future?
- The effort would establish a set of planning assumptions to be used for detailed planning in Phase II. Examples: Maximum congregation growth to size some facilities, prioritize new facility needs, etc.

Issues and Resources Needed

- Reluctance to define a limit we can grow to
- Transparency and frequent communication with the parish
- Parish participation/input into the planning process

Funding				
Type	CY22	CY23	CY24	CY25
Salary	0			
One Time Cost	\$15K (Phase II)			

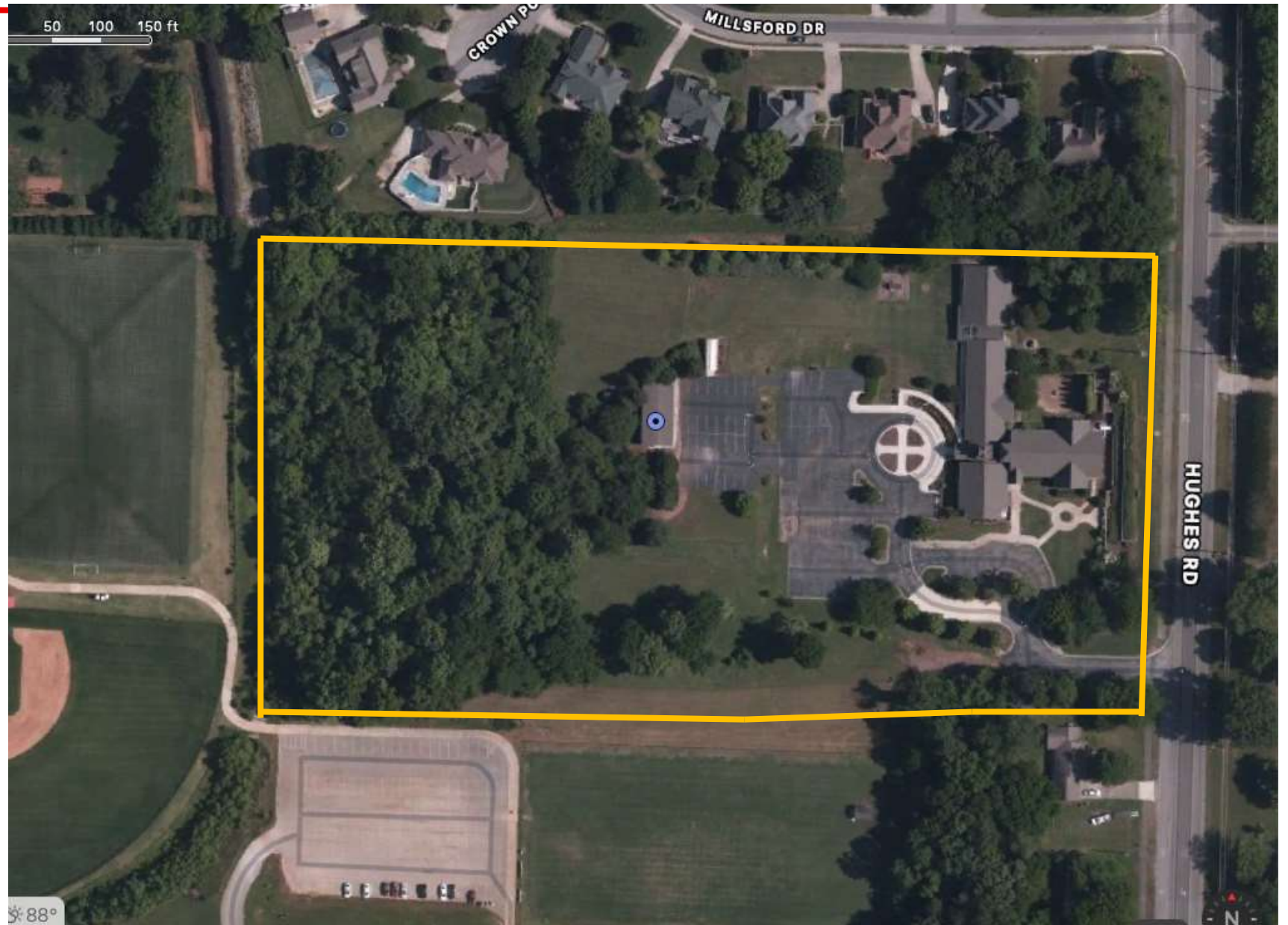


St Matthew's
Episcopal Church

Approximate Campus Plat – Satellite View

Notes:

- This is approximate!
- Includes our property and the Entry/Egress Easement
- The west boundary is approximate (used ratio of known distances - I'm sure it is no more than 20ft off)





- Outline of Planning Steps
- Convictions (Assumptions we are so sure of they frame our plan)
- Assumptions
- Survey #1 Facts and Analysis
- Survey #2 Facts and Analysis
- Draft Architect Guidance
- 2024 Path Forward



- Develop Convictions and Assumptions (living documents)
- Collect historical information (membership/attendance information, etc)
- Determine probable (+) attendance in 2038
- Determine what the congregation “wants” for facilities to assist in developing architect guidelines
 - Interviews, surveys, etc
- Developing Guidelines for the Architect
- Meetings with Architect(s) on the Guidelines
- Vestry funding of Architect efforts and approval to hire (start of Phase II)

Note: In Phase II, with Campus Planning Committee oversight, Architect develops a campus rendering reflecting the approved Guidelines



- That we will seek intentionally the direction of the Holy Spirit as we develop our plan
- Campus plan inherently includes using many assumptions...we are making sausage
- We are planning for reasonable church attendee growth...not “how” we will attract and keep new members – “how” is a product of St Matthew’s Strategic Plan and Church Committee activities
- Facilities based on projected growth to 2037 (15 years)
- For the Campus Plan, growth is a function of church attendees, not church membership
- ADA must be followed (accessible by all in parish)
- Church will grow in place, we will not sponsor new Churches in area and partially populate with our Congregation
- The current location of the church is the only space we will consider expanding.
- We will not be adding new land to property – exception would be opportunity for better access to main roads
- We will not move the Columbarium
- That our Campus will be designed with storage, safety, accessibility, and reverence as priority.



- Ministry Program Issues are outside the scope of campus planning
- Sanctuary can't be expanded (check this via Architect)
- *Estimated Sunday Attendance in 15 years is approximately 332 (see support in Supporting Materials section)*
- Ratio of attendees between the services stays constant
- Ratio of attendees to Sunday School remains constant
- Sanctuary Seating:
 - Comfortable - 133
 - Maximum – 185
- Gruman (Fellowship) Hall
 - Capacity 102 per fire marshall wk of 14Nov22
- Christian Ed Building (2500 gsf)
 - Four meeting rooms approx 350 sf each



- Amy West House
 - Relocatable buildings purchased approximately 2009
 - Three meeting rooms, one storage room
- Parking (from Google Maps)
 - Three easily accessible handicapped spaces
 - Two additional accessible handicapped spaces
 - 87 additional spaces
- Current High and Low service numbers
 - 2022 Christmas Eve 4:00 pm service (163)
 - 2022 Christmas Eve 10:30 pm service (124)
 - 2022 Christmas Day / 2023 New Years Day (single 10:00 am service both 55 souls)
- The design and form of our campus would be in keeping with The Book of Common Prayer and The Constitutions & Canons of the Episcopal Church. (Architecture of future builds should reflect our denominational identity - maintain our Episcopal identity)
- At most, we will have 3 Sunday Services
- Teen programs are needed and thus room for teen events are required



- With a televised/online version of Service, attendance may suffer a bit
- The Church must seek out younger families to stabilize existence and growth
- Some current laity like the smaller size congregation. Church growth is something to be talked about and socialized
- Our focus will be on advancing God's kingdom, not buildings, blueprints, or budgets/funding
- We need training and a lot of conversation around parish growth (and goals)



- There were 105 surveys turned in, although not everyone completed every single question
 - This includes surveys filled out online and completed paper copies
 - *This level of participation was unexpectedly high*
- All surveys (100%) agreed St Matthew's will grow over the next 15 years
- ~64% believe it will grow at, or at a higher rate than Madison's population
- >93% believe it is God's will St Matthew's grows in Congregation size
- 76% are not opposed to redesigning or modifying existing Church space
 - Majority of those indicating areas not to be changed (24% of 105 surveys) identified the Columbarium, Sanctuary, and Labyrinth
- Multiple people indicated the following ministries were not well supported facility wise:
 - Music storage and practice areas (including youth)
 - Work rooms for activities like Outreach prep



- The Congregation was asked to prioritize needs in three categories: Outdoor Facilities, Indoor Facilities, and Indoor Facilities related to Worship. Facility types receiving more than a 30% congregation selection for each category are listed below
 - Outdoor Facilities
 - ◆ Pavilion (75%)
 - ◆ Parking (57%)
 - ◆ Outside Recreational Area (41%)
 - ◆ Carillon (37%)
 - ◆ Outdoor Chapel (32%)
 - Indoor Facilities
 - ◆ Youth Building (69%)
 - ◆ Commercial Kitchen (52%)
 - ◆ Larger Fellowship/Dining Hall (51%)
 - Indoor facilities Related to Worship
 - ◆ Music Facilities (practice, etc.) (64%)
 - ◆ Rooms for Ministry Activities (64%)
 - ◆ Church Library (43%)
 - ◆ Bridal/family Parlor for Wedding (35%)



- There were 60 surveys turned in, although not everyone completed every single question
 - This includes surveys filled out online and completed paper copies
 - Although participation was less than for Survey #1, it is statistically relevant
- 88% believe it was OK to have a two-story building as long as an elevator was included
- 50% preferred a contiguous set of buildings for the campus, although 31% felt a mix of contiguous and disbursed buildings was ok
- Should a Fellowship Hall or Pavilion be built, 41% felt it should seat 2/3rds of the attending congregation, 35% felt it should seat all
- 88% felt any new additions to the campus should be consistent with the current campus look (red brick, dark shingles on roof, etc.)



- Congregations Prioritization of Greatest Need (percent of congregation choosing as top 5 needs)
 - Youth Group Permanent Building (72%)
 - Additional Parking (51.7%)
 - Outside Pavilion (50%)
 - Commercial Kitchen (48.3%)
 - Large Fellowship Hall (41.7%)
 - Rooms for Ministry Activities (41.7%)
 - Meeting Rooms (40%)
 - Music Facilities (practice, etc.) (26.7%)
 - Bridal/family parlor for Weddings (21.7%)
 - Carillon (bell tower) (20%)
 - A church library (13.3%)
 - Choir Storage Spaces (8.3%)
 - Outside Recreational area (5%)



- There was a wide variety of responses what an outside recreation area should consist of if one was built. The comments most often mentioned related to an outside recreation area were...
 - Basketball court, volleyball, frisbee golf, horseshoes, climbing wall
 - Smaller kids play area, walking trail, picnic area with grill
- Thoughts from the Congregation to be passed on to the Architect included...
 - Should the columbarium be expanded?
 - Could that outdoor space be better utilized? Worship space outdoors?
 - Unisex bathrooms, lots of light
 - Bell tower should be built as per original plan (i.e., over south door) and taller than the current cross tower
 - Designate handicap spaces for easier/closer parking, more handicap parking
 - Metal roof on all buildings - matching existing shingles
 - Leave as much "green space" as possible! (grass, shrubs, trees, flowering plants)



- ADA must be followed (accessible by all in parish)
- Based on projected growth to 2037 (15 years)
- *Estimated Sunday Attendance in 15 years is approximately 332 (see support in Supporting Materials section)*
- Ratio of attendees between the services stays constant
- Ratio of attendees to Sunday School remains constant
- At most, we will have 3 Sunday Services
- We will not be adding new land to property – exception would be opportunity for better access to main roads
- Except for the Sanctuary, existing buildings can be modified to meet Church needs
- Look for possible ways to incorporate a bell tower with other higher priority buildings



- It is unlikely total desired buildings of the new Campus Plan can be funded simultaneously
 - The Plan will need to be designed for “building phases”, likely executed in parts
 - This Phased Plan will need to balance the “most desired” facilities being built first, but keeping in mind the desire for contiguous facilities
 - Phasing should be guided by the needs listed below in priority order
 - ◆ Youth Group Permanent Building (72%)
 - ◆ Additional Parking (51.7%)
 - ◆ Outside Pavilion (50%)
 - ◆ Commercial Kitchen (48.3%)
 - ◆ Large Fellowship Hall (41.7%)
 - ◆ Rooms for Ministry Activities (41.7%)
 - ◆ Meeting Rooms (40%)
 - ◆ Music Facilities (practice, etc.) (26.7%)
 - ◆ Bridal/family parlor for Weddings (21.7%)
 - ◆ Carillon (bell tower) (20%)
 - ◆ A church library (13.3%)
 - ◆ Choir Storage Spaces (8.3%)
 - ◆ Outside Recreational area (5%)



- Teen programs are needed and thus room for teen events are required
- We will not move the Columbarium
- Architecture of future buildings should reflect current church architecture (red brick, dark roof, etc.)
- Consider designs for a dual use Pavilion convertible to a Fellowship Hall
- Two story buildings are acceptable if elevators are included
- Any Pavilion or Fellowship Hall built should be sized to seat 75% of attending Congregation for a meal ($.75 \times 332 = 232$)
- Critical every church member understand the “campus vision” from the Architect’s product. It is expected deliverable will include rendering
 - Traditional 2D rendering of campus
 - A 3D or isometric view “fly around” of the campus



St Matthew's
Episcopal Church

Draft Architect Guidelines Include (Page 4 of 4)

- Examine options for improving the current property entrance, or use of alternatives entry points
- Deliverables to St Matthew's by later 2024 (date TBD)



- Complete development of Guidelines for Architect
- Fact finding interviews with possible Architects
- Hiring of Architect (funding from existing PIF Building Fund)
 - Determine payment schedule and process for payments
 - Contract signing with Architect
- Start of Work Meeting with Architect
 - Reviewing Guidelines
 - Establishing meeting rhythm
 - Review deliverables... include narrative report
- Campus Planning Committee coordinates interim Architect products, answers questions, and coordinates with Vestry and Staff
- Deliverables by Later 2024
- Determine “deliverable display area” in prominent area of church – gain Vestry Approval
- Publicize plan in website, etc., build and mount display
- Coordinate with eventual Church Building Fund Committee as they kick-off their plan

Supporting Materials



St Matthew's
Episcopal Church



Madison Growth

- Emails with Mary Beth Broeren, AICP, Director of Development Services, City of Madison, Alabama
- Based on past growth, a 15.2% growth increase from 2022 to 2027 is anticipated. (Note from 2000-2020 Madison grew 32%. A decreased rate of growth is expected in the longer term since Madison is land-locked, as more land is developed and less is available, growth will slow)
- Expect the City would near buildout within 20 years. Various estimates put that population somewhere between 75,000 and 84,000 (currently, the City is at about 60,000)



St Matthew's Growth

- Assumption: Number of newcomers (rate) coming to an Episcopal Service will be the same as current attending congregation vs the total Madison population. (This is conservative...newcomers are more likely to be of divergent Christian belief (more Episcopalians) than current Southern Baptist base)
- Assumption: Extrapolating attendance before Covid with current attendance (plus virtual attendees), plus we continue to see folks coming back to Services in person, will assume attending congregation Sunday attendance to be 250
- Assumption:
 - Growth Rate for next five years is 15%.... $250 * 1.15 = 287$
 - Growth Rate for the next five years is 10%... $287 * 1.1 = 316$
 - Growth rate of last five years is 5%... $316 * 1.05 = 332$
 - So estimated Sunday Attendance in 15 years is approximately 332
- Note: Likely this conservative also. Does not account for our Evangelistic efforts over the next few years to find and gain folks "lost" during Covid in our current Madison population



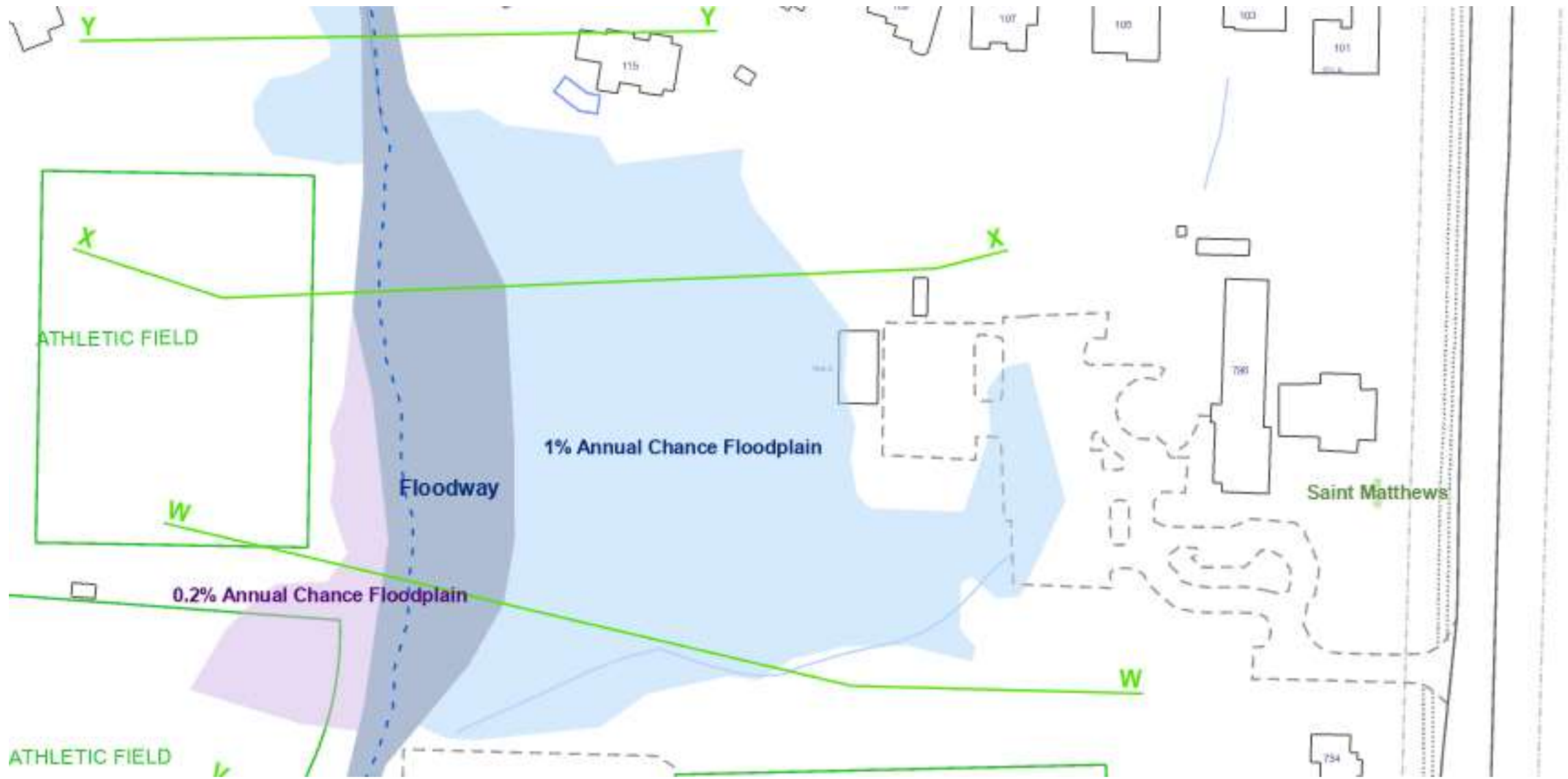
- Need to calculate total pew length.
- Allow 18 inches per person* for Maximum congregation seating capacity
- Comfortable seating capacity*
 - 30 inches per person X 50% comfort factor

* McCollum, Marlis. "The 80 Percent Rule: Fact or Fiction?" *Congregations Magazine* Winter 2004. The Alban Institute. Web. 7 Mar. 2006.

Church Plat and Flood Plan Information



St Matthew's
Episcopal Church





Russ, et. al.,

January 23, 2023

Yes, a good portion of the western part of the property is in the floodplain, and to the far west it is in the floodway (see image below from the City's database; light blue is floodplain, dark blue is floodway). Development within the floodplain portion is allowed, subject to meeting requirements. You may not develop in the floodway. Copied on this email is Eduard Morgan, with the Engineering Department, who can respond to your questions regarding development in the floodplain. Eduard's number is 772-5717.



A link to the City's Zoning Ordinance is provided below. Your property is zoned R-1A, and the development standards may be found on page 10. Landscaping, parking and other requirements are contained in other sections of the Ordinance.

<https://www.madisonal.gov/DocumentCenter/View/11365/Zoning-Ordinance-November-2022?bidId=>

Once you develop a conceptual plan, you may send it to the Planning Department, and we will distribute it to our team for review. There is no charge for this service.

Should you have additional questions, please let me know.

Mary Beth
Mary Beth Broeren, AICP
Director of Development Services
City of Madison, Alabama
(256) 772-2885
www.madisonal.gov

Campus Planning Survey #1 Results



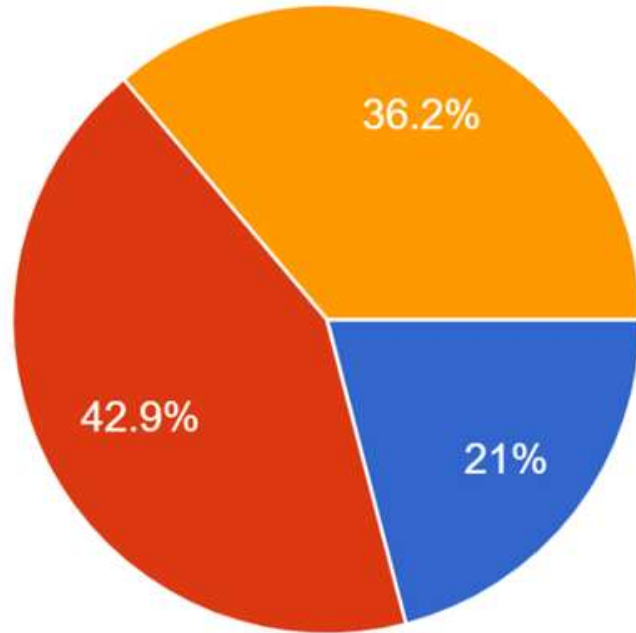
St Matthew's
Episcopal Church



St Matthew's Episcopal Church

In 2038 (15 years from now) what do you think St Matthew's will look like? (Part I)

105 responses

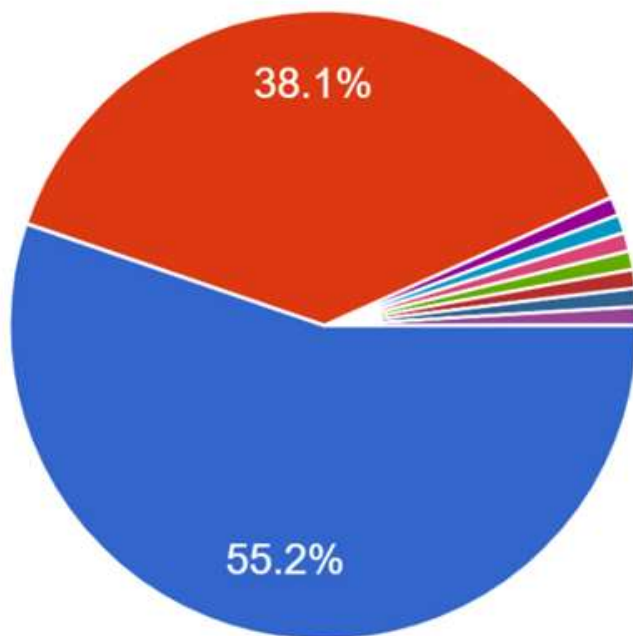


- St. Matthew's is spiritually active and alive and will be much larger than it is today.
- St. Matthew's will grow with the population of Madison.
- St Matthew's will be somewhat larger than today, growing at a slower rate than Madison.
- St. Matthew's will stay the same.
- St. Matthew's will be smaller.



From Question 1, which of the following do you believe is God's will for St. Matthew's? (Part II)

105 responses



- St. Matthew's will be much larger than...
- St. Matthew's will be somewhat larger...
- St. Matthew's will be smaller.
- St. Matthew's will stay the same.
- Our growth is limited by our land. Chu...
- We will grow so large we'll need anoth...
- to grow, St. Matthews must attrack an...
- St. Matthews will hear the word and s...

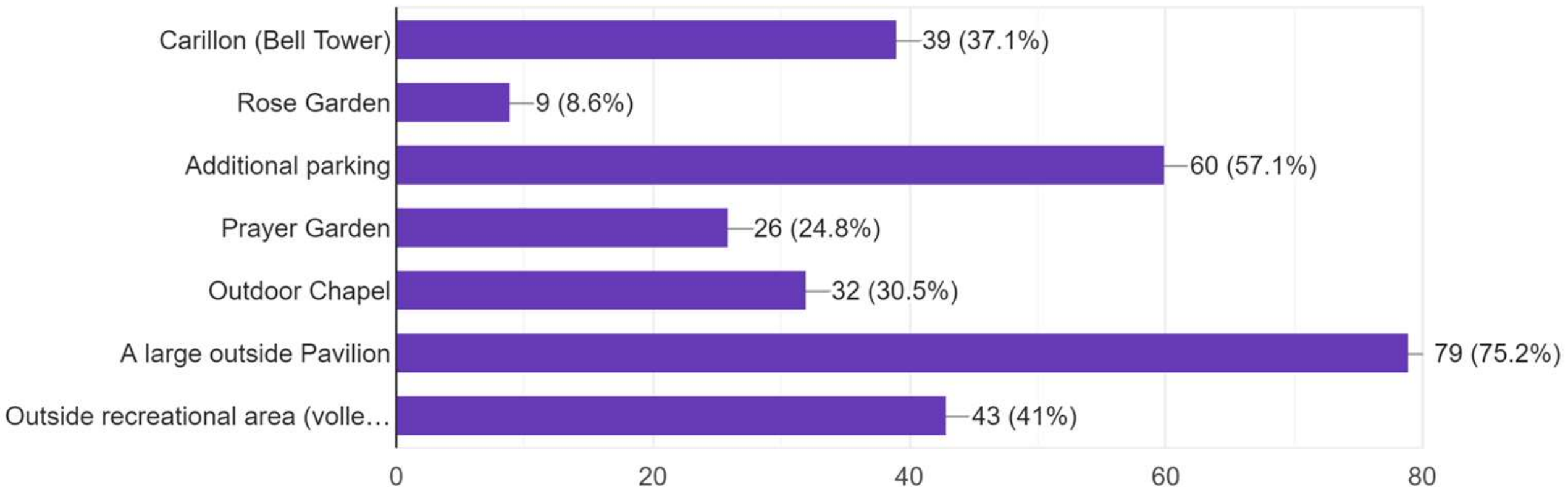
▲ 1/2 ▼



St Matthew's Episcopal Church

Of the following, which of the following do you consider the top three greatest areas of need for outdoor facilities? Choose only three.

105 responses

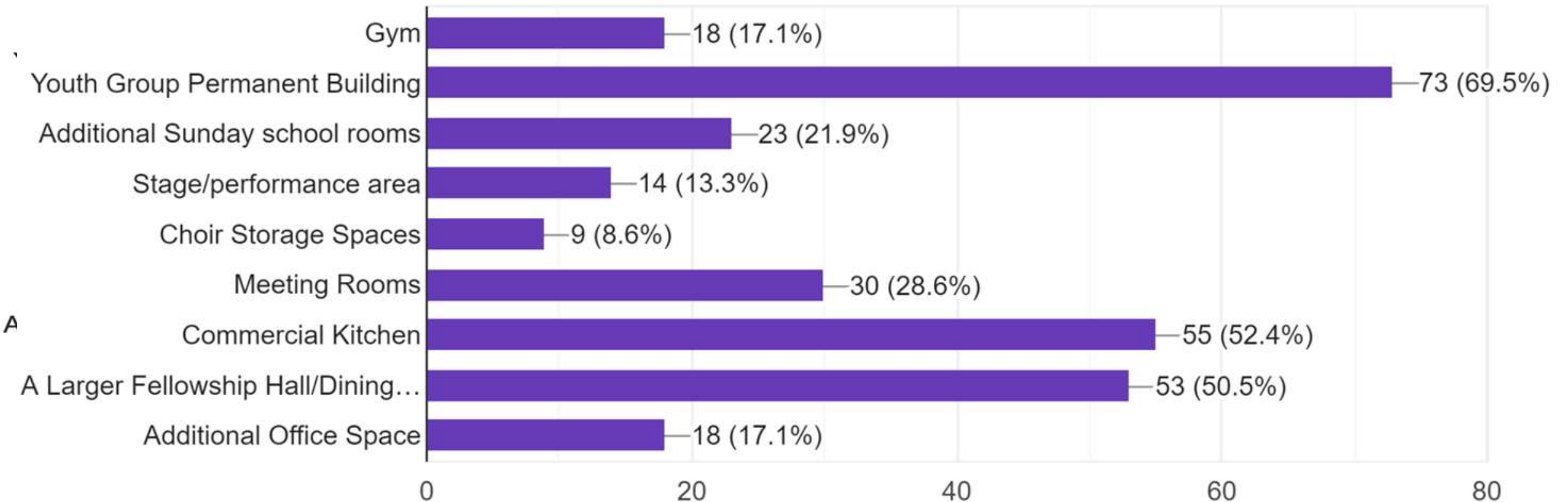




St Matthew's Episcopal Church

Of the following, which of the following do you consider the top three "greatest" areas of need for indoor facilities? Choose only three.

105 responses

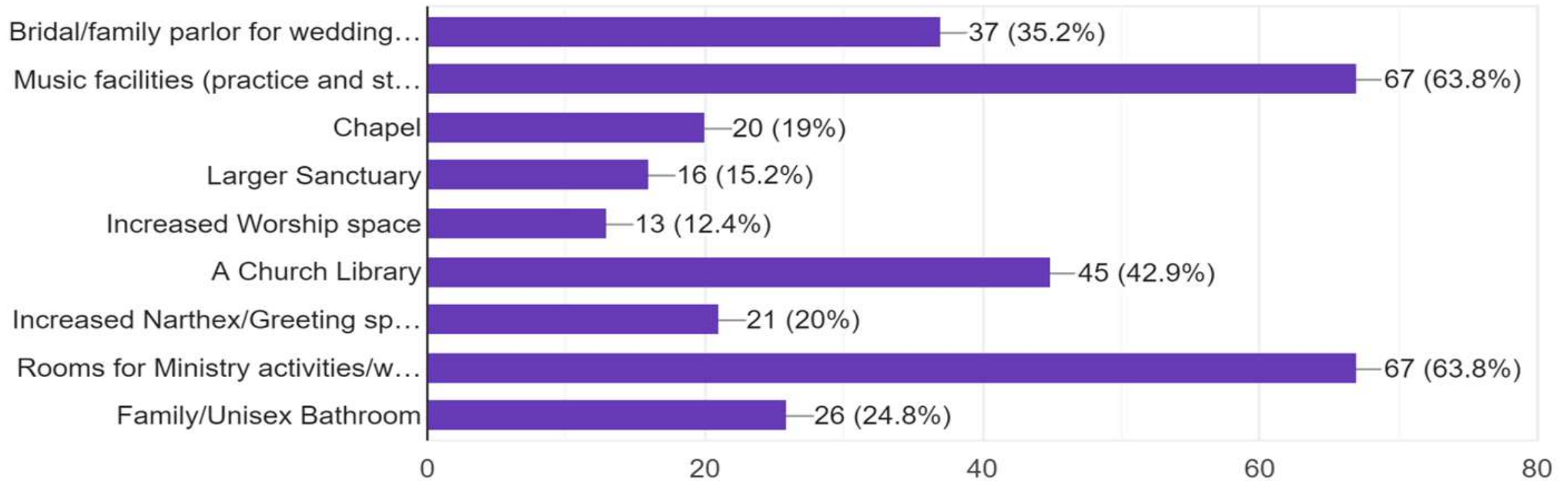




St Matthew's Episcopal Church

Of the following, which of the following do you consider the top three “greatest” areas of need for indoor facilities? Choose only three.

105 responses

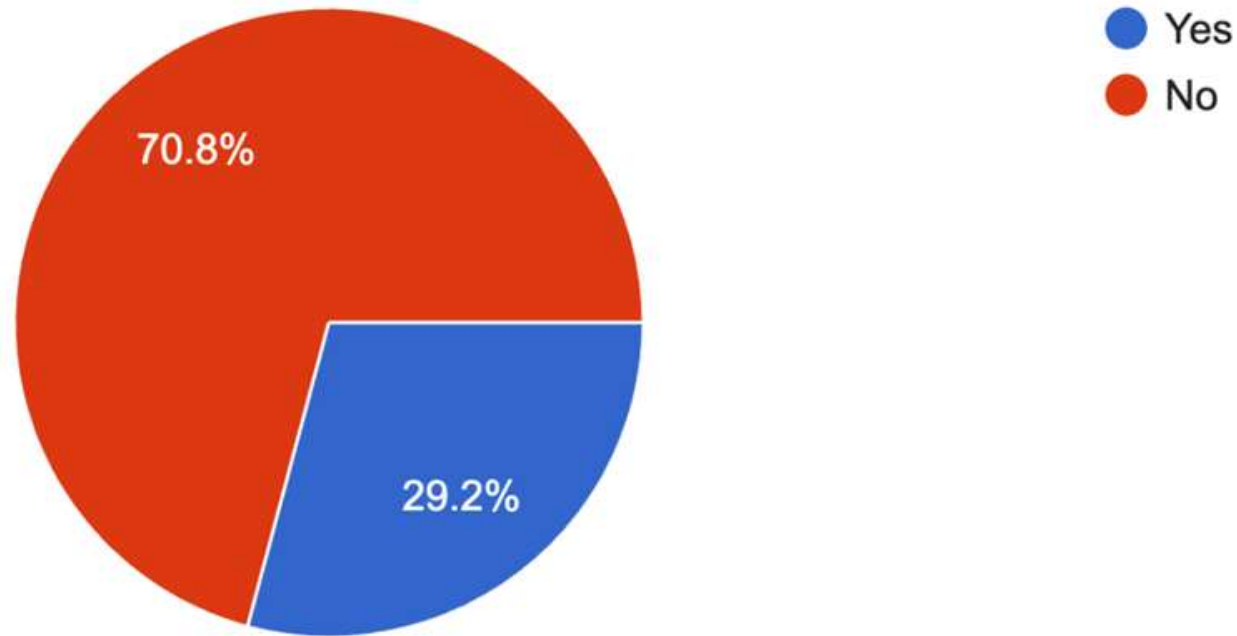




St Matthew's
Episcopal Church

With a new Campus Plan, would you be opposed to re-designing or modifying some of the existing facility areas (Gruman Hall, classrooms, etc.) to be developed and used in new ways?

72 responses





If you are opposed to re-designing or modifying some facility areas, which areas should do you believe should be off-limits?

Labyrinth prayer garden

NA

None

Not applicable

SANCTUARY

Please keep labyrinth

I don't know, I don't like change but it is needed

Kitchen, sanctuary

Columbarium cannot be moved!

Do not move columbarium

Labyrinth

Columbarium - expanded only, no relocation

Build a new facility west of play area, the fab bldg

I think sanctuary is fine

I'm not sure

kitchen and sanctuary

Make better use of existing space, yes!



St Matthew's Episcopal Church

Is there an area of ministry or interest (example: Adults, Missions, Outreach, etc.) that you would personally like to initiate but feel it is hindered by the lack of facilities or other support? If the answer is yes, what area of ministry or interest?

Children's Music Ministry

Children's Liturgical Choir

Future Facilities Planning

Feeding the less fortunate

Clergy vesting room

Single's group for middle aged adults

Outreach

Outreach to those that cannot participate in person

Proper music area - music office, music storage, robing rooms, bell practice - all in one area

Stephen Ministry; Outreach

We must pull in more young families if we are to grow. We probably need more facilities to support that.

Extensive food bank that works with foodline

Outreach room to prepare food

Campus Planning Survey #2 Results



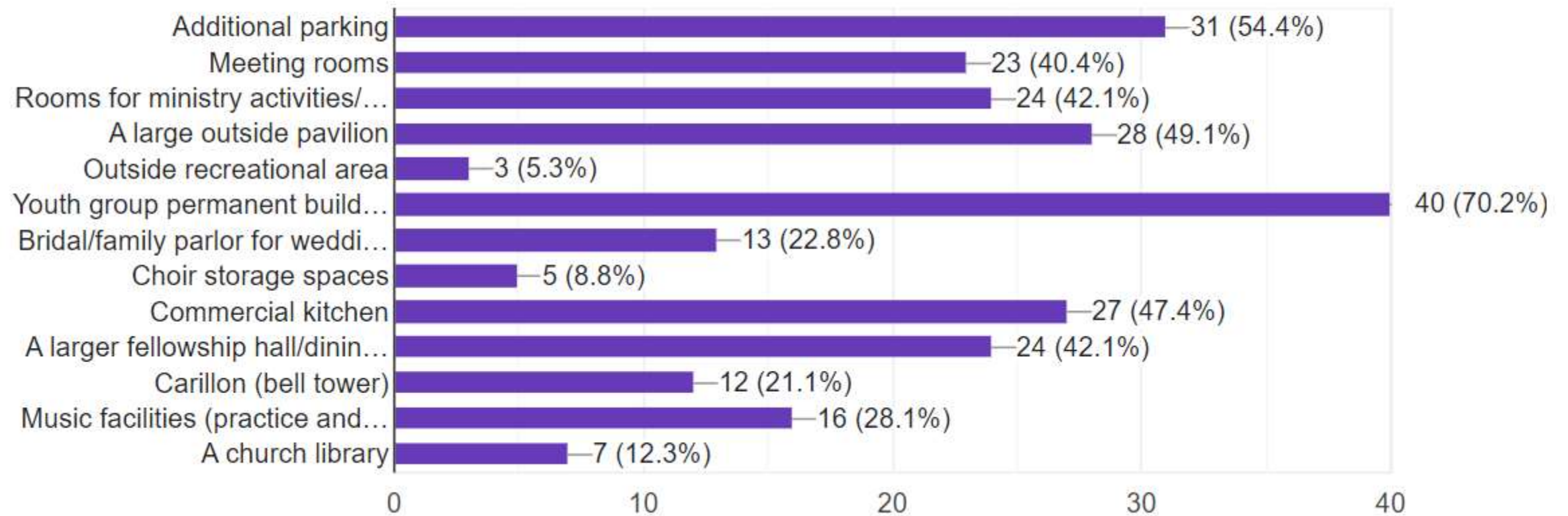
St Matthew's
Episcopal Church



- This is based on the results from the first survey that the campus planning committee put together and filled out by the congregation from 24 September to 1 October.
- There were surveys turned in (as opposed to 105 surveys turned in for the first survey), although, like the first survey, not everyone completed every single question. This includes surveys that were filled out online and paper copies that were filled out.
- This is a fairly informal slide deck, but should have all relevant information in it. If you'd like to look at the individual results, talk to Garrett.

Which of the following do you consider the top five “greatest” areas of need for St. Matthew’s facilities? *Choose only five.*

57 responses



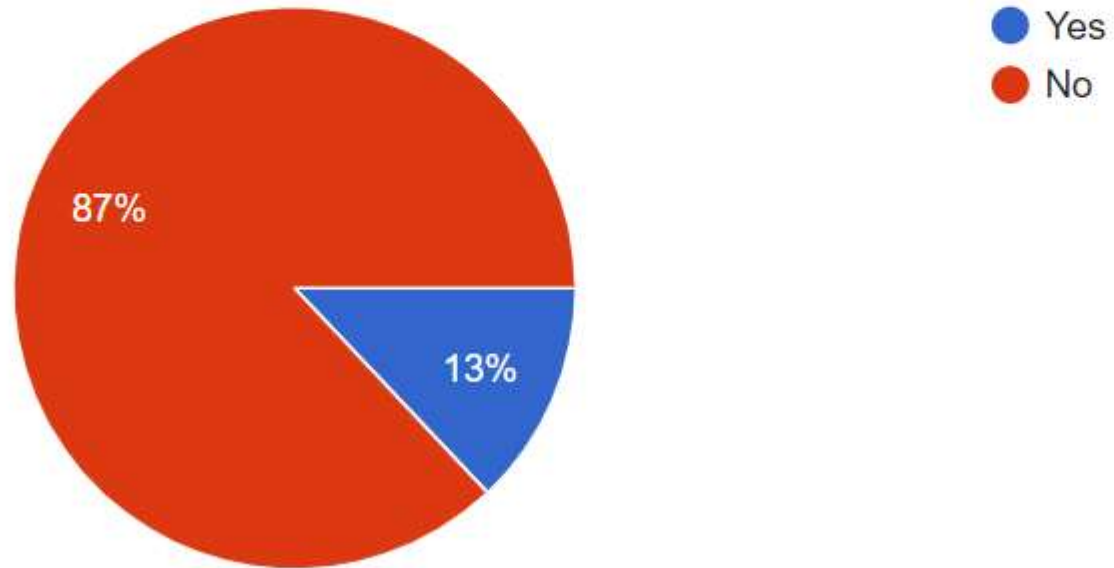
St. Matthew's
Episcopal Church



St Matthew's Episcopal Church

Should there arise a need for a two-story building, would you be opposed as long as there was an elevator provided?

54 responses

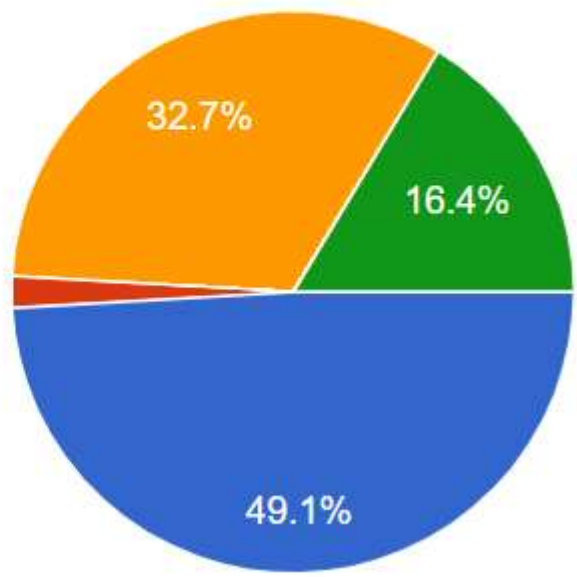




St Matthew's Episcopal Church

St. Matthew's includes several acres. Only about half is being used now. The campus could be designed in several ways – which do you prefer?

55 responses



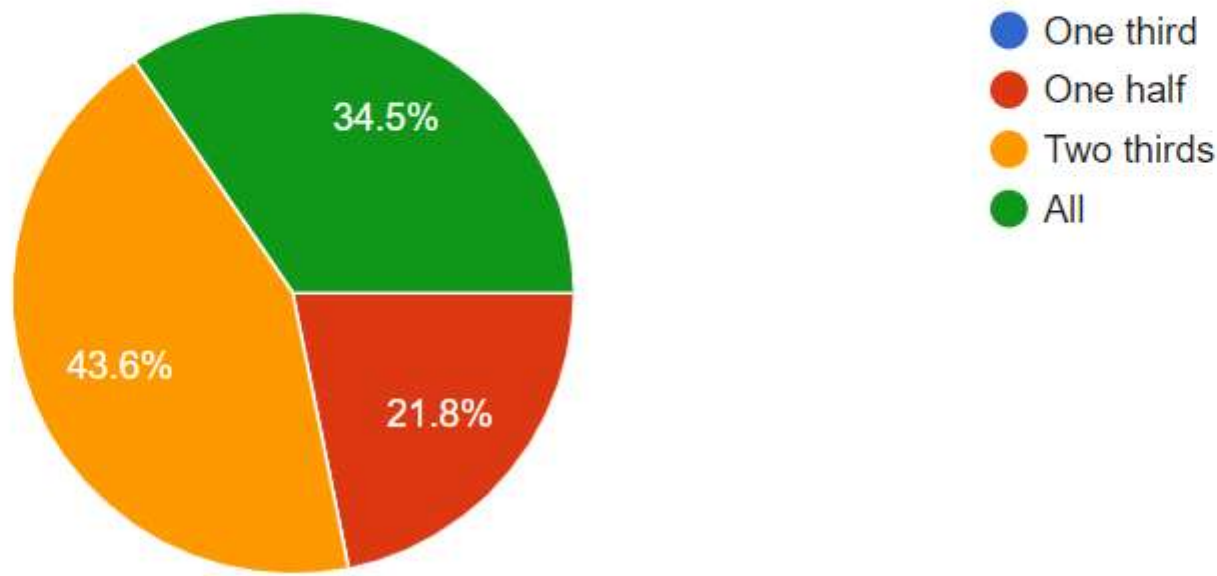
- A contiguous set of buildings either built together or linked via sidewalks with overhead protection
- Building distributed across our acreage and un-linked other than some form of sidewalks
- A mix of the above two options
- No preference



St Matthew's Episcopal Church

If we were to build a pavilion and/or fellowship hall, what percentage of the attending congregation should be able to be seated at tables for a meal?

55 responses

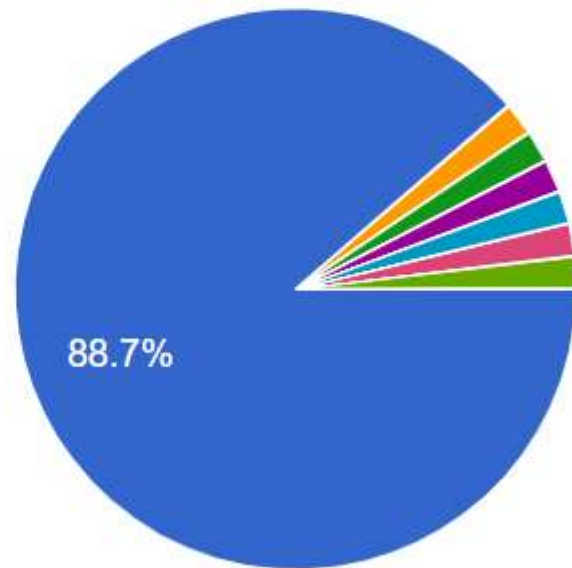




St Matthew's Episcopal Church

Should architectural designs of any new buildings be consistent with the current campus? (i.e., red brick, dark shingles on roof, etc.)

53 responses



- Yes
- No
- if very close by we should try to be consistent, but that is something we c...
- Same materials and style as present buildings
- Architecture should be less modern a...
- No preference
- Either
- Youth building exception



St Matthew's Episcopal Church

Should an outside recreational area be built, what should it include? *List up to five items.*

- Volleyball, smaller kids play area
- basketball court, frisbee golf, volleyball, walking trail, play area
- Basketball court and bleachers. Changing rooms. Storage rooms. Scoreboards. Sports equipment.
- Gazebo
- Power, water, permanent tables for serving .
- Expansion projects are more important than this.
- Tables/Chairs, fireplace/pit, sound, ceiling fans, water spigot for cleaning.
- Electricity (lights & power outlets) & water
- No need for an outside recreational area.
- covered tables, horseshoes, large pavilion
- picnic tables, seating area, slide, swing set



St Matthew's Episcopal Church

Should an outside recreational area be built, what should it include? *List up to five items.*

- Paved walking trail around our campus to include the labyrinth and columbarium, paved basketball area (already but improve it); designated bocce ball and cornhole area. Some of these suggestions adults can use or be encourage groups of adults to use.
- kitchen, fire pit/fireplace, storage (lockable), restrooms, some rooms inside
- Picnic shelter (1) roof (2) concrete pad, (3) cooking area (pit) (4) some tables/benches (don't need the full amount to seat parish, we can do it in stages) (5) electricity
- If a covered pavilion is built, then places for large fans should be planned in
- With so much acreage . . . expanded playground, picnic area (pavilion?) permanent storage area, prayer maze. These are just ideas. Don't really have any specific clear thoughts.
- Large covered pavilion, outdoor kitchen space, basketball/rec area, casual gathering/worship space, bathroom (?), Geri Windham memorial
- basketball area, volleyball
- basketball court, volleyball net, bathrooms ?
- fire pit, basketball, swingset/playset, pavilion, picnic tables, grill
- mostly for children but items for adults would also be welcome
- picnic tables, some kind of roof for summer sun protection
- I don't think we need an outside area



St Matthew's Episcopal Church

Should an outside recreational area be built, what should it include? *List up to five items.*

- Internet access Kitchen facilities
- Roasting pit, power, water, lighting
- basketball court, volleyball court
- climbing wall, seating for adults, shade
- Tables and Benches Grill/Pit
- covered seating, lights/ceiling fans, sink
- that would be nice
- shaded/covered area large grass field for games
- basketball, volleyball, grill/outdoor kitchen
- low maintenance
- Court (basketball, volleyball, etc..) Garden
- Trail through woods in back, yard games for kids such as tetherball
- No
- Concrete slab. Electrical outlets. Ceiling fans. Track lighting in ceiling.



St Matthew's Episcopal Church

Are there any thoughts that you would like to pass along to the architect?

- No
- individual bathrooms instead of multi person bathrooms, possible showers
- Offices need to be more secluded.
- Electric charging station in parking lot.
- Please keep drainage in mind and more parking.
- Storage spaces should be included in all plans (even at the pavilion)
- This question suggests that a plan is in motion and an architect already hired. If this is correct, how will the money be raised?
- More storage in general. Not just for choir
- Multi purpose facilities to divide spaces under roof into various sized rooms.
- We need more planned green space space for a memorial garden and another columbarium



St Matthew's Episcopal Church

Are there any thoughts that you would like to pass along to the architect?

- Bell tower should be built as per original plan (i.e., over south door cover) and taller than the current cross tower
- Should the columbarium be expanded? Could that outdoor space be better utilized? Worship space outdoors?
- unisex bathrooms, lots of light
- options for better use of current footprint
- 1. Insure proper water drainage to prevent flooded areas during heavy rain. 2. 10 year planned replacement schedule for items such as HVAC etc., that would also help with budget planning.
- Stained glass
- You used "attending congregation" as a measure for pavilion/hall. My number of 1/2 assumes both services combined (250??)
- I understand hard surfaces are easier to maintain--but they feel sharp and loud, like the world. I would like to see our space feature some less obviously practical features, and more ornate, traditional or soft features that are conducive to feeling like our space is set aside for worship and relationship--curves, arches, inlay, ornate trims--some more traditional Episcopalian architecture. I know those things are more expensive, but this isn't a hospital, office or retail space, it needs to feel different when we cross into the space. We aren't in the warehouse anymore, but our space still feels like choices were made for efficiency rather than soul work.



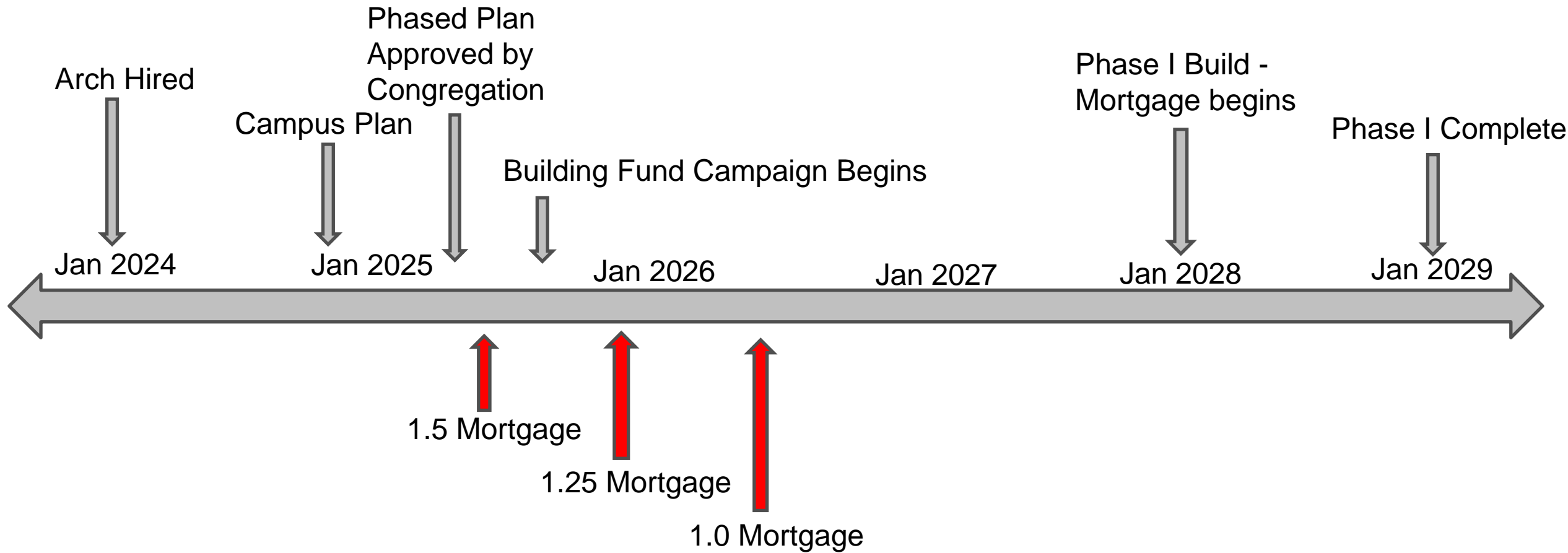
St Matthew's Episcopal Church

Are there any thoughts that you would like to pass along to the architect?

- Best if blends with/matches contiguous buildings
- need more handicapped parking
- elevator and wheelchair safe space in the fire exit stairs
- redesignate handicap spaces for easier/closer parking
- acoustics
- purchase corner lot!!!
- metal roof on all buildings - matching existing shingles
- Make handicap spots easier and closer to buildings.
- Leave as much "green space" as possible! (Grass, shrubs, trees, flowering plants)



Notional Campus Plan vs Mortgage Timeline



- Current Mortgage \$135K
- Paid off at 1.5 Mortgage in ~1.8 years
- Paid off at 1.0 Mortgage in ~2.7 years