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SAINT PAUL'S COLLEGE CAMPUS RE-USE PROJECT

Sanford Holshouser Economic Development Consulting in collaboration with Hill Studio
May 22, 2020

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Report: Saint Paul's College Campus Re-use Project
May 22, 2020

"Change is the law of life. And those who look only to the past or present are certain to miss the future." John F. Kennedy

" The future depends on what we do in the present"
Mahatma Gandhi

INTRODUCTION

Saint Paul's College (Saint Paul's) was a beacon of progress and advancement for African Americans for over a century and a valued citizen of Brunswick County and the Town of Lawrenceville. Hundreds of students gained academic degrees and learned work skills that allowed them to make an impact on their localities, states and the nation; and, provided a living on which to realize the dream of all people of home, hearth and a purposeful life.   However, Saint Paul's College like so many other HBCUs, has closed its doors and what is left is a campus with many real assets but without benefit and contribution to the community today. How do we honor the storied past of Saint Paul's and create a bright future from the assets it possesses in the present?

A coalition of Brunswick County (County), Brunswick County IDA (IDA) and The Town of Lawrenceville (Town) was established to explore the <u>future</u> of Saint Paul's College; forming a Project Advisory Committee (PAC) to pursue answers to two key questions:

1. **What are potential re-uses for the Saint Paul's College campus (site and buildings)?**

2. **Are the real assets on campus in condition that will lend themselves to re-use and be a good investment/acquisition for the future?**

In order to answer these questions sufficiently, given we are in the very early stage of evaluations of Saint Paul's, several steps were designed to be taken in the study; including:

- Input of general focus areas of interest from the PAC for re-uses.
- Deeper identification and evaluation of specific possible re-uses of Saint Paul's assets around the defined general areas of interest
- A preliminary evaluation of sites and buildings at Saint Paul's to determine general conditions, potential for rehabilitation and suitability for re-use toward specific purposes and programs.
- Discussion and recommendations on whether to acquire the former Saint Paul's campus for development and re-use purposes.

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Answering the key questions and taking the key steps previously outlined in order to develop potential reuse ideas for Saint Paul's require a contextual framework. Elements of the framework include:

- Recognition that the study is a first step in a longer journey to turn Saint Paul's into a functioning and contributing asset to area and its citizens.

- Recognition of the importance of preserving and telling the "story" of Saint Paul's College specifically and the heritage of the African American experience in general and to continue to serve as an asset for these communities.

- Recognition that although specific reuse ideas are developed, the campus is a pallet that may and can include different and differing programs and uses over time through many phases of development. There should not be a single reuse focus for the campus but multiple uses that share the many assets of the campus.

- Recognition of the importance of creating uses that are based on current economic and sector assets of the County, Town and immediate area which can be a source for developing the workforce of the future; trained and educated in technology and cutting-edge developments. A good foundation for developing uses can be found in the two main goals of the GoVirginia (GV) program: (1.) to grow and diversity the economy; (2.) to provide high-paying jobs which provide compensation above the regional prevailing average.

The most difficult challenge in developing reuse of a historic property, like Saint Paul's College, is overcoming the nostalgia for what it once was in order to envision what it can become.

I.   The Foundation: General Focus Areas for Reuse

At the project kick-off meeting of the PAC, identification of general areas of focus for investigating possible reuse options were developed and discussed. The four broad areas of focus were:

1. **Higher-Ed Model** – This model focuses on providing a physical location and facilities that can be used for multiple educational purposes by a variety of educational "tenants" such as community colleges, 4-year colleges/universities and miscellaneous training/education organizations (industry, workforce training groups, etc.). The group discussed this focus using an example of multiple veterinarian programs being offered at Saint Paul's from geographically scattered existing vet schools. The model being able to be adapted to multiple subjects.

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2. **Wood Products Related Sector Needs/Activities** – This was a specific reuse discussed but may be one of several sector/industry specific activities on site.

3. **Technology** – Drone technology, cyber security and data centers were specifically mentioned, but the PAC emphasized the need for utilizing the campus as a focus for multiple types of technology education/workforce training applicable to various industries sectors.

4. **Hotel/Conference** – Specific building assets on the existing campus along with potential re-purposing of other assets to offer lodging, dining and conference programming for the near community and in support of the reuse activities on-campus.

In addition to these areas of focus, the PAC was desirous of underlying themes for reuse of Saint Paul's to provide recognition and ties to the history, culture and role of Saint Paul's College within the context of the African American experience; and to be a catalyst and support to commercial and educational development within the County and the Town) for the benefit of its businesses and citizens.

II.   Specific Reuse Ideas

There are six reuse ideas identified which will be discussed in more detail. <u>None</u> are envisioned to occupy or utilize the entire campus but to utilize and share different components to create centers and specific functions and multi-use. There will probably need to be some central administration/management function to oversee the various uses of assets and tenants as the HQ for the revitalized campus.

Some of the campus elements that are needed to support the reuse ideas are:

- Residential/dorm rooms
- Boutique style hotel for conference attendees and visitors to the County and Town
- Longer term stay rooms/suites/apartments for faculty (probably none living permanently but over a season or semester; visiting faculty and others for shorter stay)
- Offices, open spaces and co-working space for an on-site incubator (pitch this to SBDC at Longwood or to other Univ. or State SBDC as well as corporate tenants)
- Exhibition facilities (perhaps the former gym) for small industry trade shows either stand alone or affiliated with a conference, large flexible event space and indoor drone practicing areas
- Conference facilities (perhaps the Chicago Building)
- Classrooms
- Small prototype/production spaces for industry/commercial tenants

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- Small restaurant/cafe/coffeehouse (for more varied dining options serving Saint Paul's focus supporting restaurant/hospitality development in the County/Town)

These elements can be shared and/or designated for use by specific tenants depending programming of the campus.

The potential use ideas are:

- **The Virginia Center for Autonomous Systems (UAS)**

- **Create a Virginia Woods Product Center**

- **Education/Workforce/Corporate Training and Research Facilities: Data Center Sector**

- **Education/Workforce/Corporate Training and Research Facilities: Supply Chain Sector**

- **African American/Saint Paul's Connections:** Saint Paul's Museum and Campus Trail, Center for African American Experience/Black Belt of the South Commission

- **Hotel/Hospitality, Café and Conference/Exhibit Area Venues**

1. The Virginia Center for Autonomous Systems (UAS)

A. **Purpose:** The Virginia Center for Unmanned Autonomous Systems (UAS) will facilitate UAS-driven economic opportunities and will foster entrepreneurial culture across the UAS spectrum and encourage economic growth. These outcomes will be realized through workforce development, research development, testing, analytical analysis and evaluation for the private sector, commercial applications and government uses to grow economic and job opportunities. This expanding economic sector has infinite applications and can be utilized in all the recommendations in this report for the reuse of Saint Paul's.

B. **Overview:** The UAS industry is on one of the most disruptive technologies of our time – much like the smart phone. Smart phones enable anyone to have information access anywhere at any time, and the UAS will give us access to food, security, and medicine – everywhere.

The Virginia Center for Unmanned Autonomous Systems (VCUAS) will position Brunswick County and Virginia's Growth Alliance as leaders in the United States by creating the ideal

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environment for full commercial use of UAS; by partnering with the Center for Innovative Technology (CIT), the Virginia Tech Mid Atlantic Aviation Partnership (MAAP) and supporting the development of the Federal Aviation Authority (FAA) Certificate of Authorization (COA) to test UAV's across the VGA Region. The County will encourage small business ventures to grow from academic and/or government-funded R&D. By building on the Saint Paul's campus as a testing resource, as well the under-utilized Lawrenceville Brunswick Airport, Phoenix Lake, miles of unused rail, The Brunswick Correctional Center, extensive utility infrastructure and miles of roads, vast agriculture and forestry lands, extensive broadband deployment, low population density and proximity to multiple NASA and DoD installations makes Brunswick County the ideal location for Beyond-Line-of-Site testing. Recently, a consortium of public and private organizations, including DroneUp, UPS and the Center for Innovative Technology utilized the Saint Paul's campus for a 5-day test series focused on delivery of medical and emergency supplies during the COVID-19 crisis. This testing program is a great example of how the campus can be used as an asset for the unmanned systems market and how new and innovative methods for deployment of drone technology can be developed and tested.

The UAS industry consists of the manufactures that build and maintain UAS, pilots who remotely pilot, own and operate UAS; and persons and organization who buy UAS services. It includes related organizations that repair them and build components such as digital cameras and sensors, as well as programmers, engineers, and technicians, who provide operating, geolocating and, and functional software for UAS so they can recognize faces or cars, monitor traffic speeds, map terrain and vegetation, search, photograph and scan.

An array of research in agricultural, wireless sensing, and materials technologies are working to expand the UAS usability, automate processing and sensing algorithms, and apply UAS to new areas. The data collected by drone and their flight control systems are prime targets for hacking by "bad actors". Losing control of a drone through a cyber-hack is on the frontline of cyber security as is defending no-fly zones from unauthorized UAS flight. Wireless communications, coding algorithms, and failsafe codes are all contributing efforts to UAS.

C. **Concept:** The VCUAS will be designed to foster innovation and the safe integration of UAV's into the airspace and evaluate aspects to transform our daily lives.

- Agriculture and forestry are primary forces driving UAS demand around the world. UAS have been used in crop surveillance and applications. Programs and training will be developed to improve scanning for disease and watering; point-spraying for infestation and monitoring soil moisture/conditions, as well as others.

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- "Last mile" package delivery of packages under five pounds is on the verge of exploding worldwide. Testing and development of package delivery will be a prime focus of VCUAS.

- Analysis of various data sources and protecting the analytical information from each data source, extracting findings pertinent to testing and safe storage of data are critical to all aspects of UAV sector development. VCUAS will work collaboratively with universities, colleges, and community colleges to officer specific UAS curricula. This will include cyber security, optics and sensors, advanced materials, additive manufacturing, and computer science topics, including control logic, software integration, and autonomous systems.

D. **Technology:**
- Drone platform development, testing and maintenance
- Sensor and camera development
- Software development for control, monitoring and data gathering
- Software for large data collection and evaluation
- Unmanned vehicles development and testing (on land vehicles)
- Cybersecurity for systems and uplink/downlink data from UAS

2. **The Virginia Wood Products Center (VWPC)**

A. **Purpose:** To serve as a physical focal point for research, education, workforce training, promotion and industry support for the wood products sector in Virginia. To develop a world class workforce in wood products industries and become the leading exporter of wood products in the U.S. To be a focus for development of new technologies, methodologies and products in the wood products sector.

B. **Overview:** Set up as a collaborative effort by State and Federal government, Colleges and Universities, County, Town, economic development organizations and wood products companies in Virginia. The wood products assets in Go Virginia Regions 3, 4, and 1 are of vital importance to the present and future economic success of the region and the Commonwealth of Virginia. This reuse concept has gained preliminary attention and support of the State government and such a centralized center for wood products does not currently exist in the Commonwealth. The VWPC could eventually be an asset shared and benefiting the entire state. Locating this center at Saint Paul's makes perfect sense as Brunswick County, on average, is the number one county for annual total timber harvest volumes and values in the state. Over a ten-year period, Brunswick County harvested 26% more timber than the next highest harvesting county, Southampton.

In 2018, Virginia's wood products industry employed more than 31,500 people. Wood products account for 13% of Virginia's total manufacturing employment and is the

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3rd-largest manufacturing industry. Resources exist throughout the Commonwealth to supply workers and industry R&D expertise but there is no centralized source for development of the woods product industry for the entire state. More than 16 million acres, over 62% of Virginia, qualifies as forestland. Of this forestland, 15.3 million acres are commercial timberland, with the majority (more than 13 million acres) privately owned. Virginia's climate and varied topography support diverse forests and timber supplies. Hardwood and hardwood-pines make up more than 12.7 million acres of the Commonwealth's forests – more than 79%. Pine forests represent approximately 3.2 million acres, or 21% of Virginia's forestland.

Forestry is one of the Go Virginia Region 3's strongest industry clusters within the natural resources category. Forestry posted an average wage of $54,000 in 2016, and has a location quotient of 15, which means that forestry employment in the region is about 15 times more concentrated than the national average. Employment in the forestry cluster grew 14% from 2006 - 2016 and is expected to grow an additional 15% from 2016-2026. Region 3 has had a long history of utilizing its hardwood forests for value-added new product development and engineering design, production and distribution. Continued growth in the wood products sector offer significant opportunities for Region 3 going forward ("Go Virginia Region 3 Council Draft Report; 2018, GENEDGE/RTI and SPDC). Having a center for this extremely important sector in the geographic center of the southern Commonwealth at Brunswick County/Town of Lawrenceville makes perfect sense!

C. **Concept:** The VWPC can be organized under the model of a higher education center with multiple programs, partners and functions being housed in a physical location. The former Saint Paul's campus lends itself to adaptive reuse under this model to accommodate Virginia colleges and university programs and classes in the wood products arena. With acreage available as well as suitable campus buildings, practical hands-on research, training and experiential learning can be accommodated in conjunction with classroom learning. The auditorium and other larger spaces can accommodate conferences and workshops on the development and promotion of wood products domestically and internationally.

Industries will play a major role in setting the focus of the workforce programs and heavily influence the areas of wood products research conducted at the VWPC. Industries can utilize the Center as a "test bed" for methods, techniques and operations for new and advanced approaches to sourcing, production and promotion of the products and services they produce. The VWPC can also serve as a focus for developing and implementing domestic and international marketing and promotion plans; a portion of the overall VWPC program can be dedicated just to education in wood products marketing.

D. **Technology:**

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- The wood products sector is no longer just about chainsaws and sawmills. Technology and new research has transformed the way forests are managed, monitored and developed into an array of value-added products. Some of the focus on technologies for the VWPC may include:

- Develop use of drones in forest inventory development and management
- Software systems for asset management and evaluation; production and process management/control
- Bio-mass fuel development (solid and liquid)
- Biochemicals
- Thermally modified wood, cross laminated timber, oriented strand board and other wood product research and commercial improvements

3. Education/Workforce/Corporate Training and Research Facilities: Data Center Sector

A. **Purpose:** To provide training and possibly degrees in order to support Virginia's existing strong data center sector and to be on the forefront of developing new methods, techniques and products/services for the development, operations and management of data centers.

B. **Overview:** Seventy percent (70%) of all internet traffic in the US passes through Ashburn in Northern Virginia. Closer to Brunswick County, Amazon, Microsoft and Hewlett Packard own or utilized major data center facilities in the Virginia's Growth Alliance (VGA) and Virginia's Gateway Region (VGR) regions; each of these regional economic development organizations focused on promoting data centers. Virginia's density of fiber (including a large capacity fiber backbone in proximity to Saint Paul's), substantial existing industry, reliable and competitively priced power, strategic location, and low risk for natural disasters are a sample of the reasons it is the leading national location for the data center market.

Virginia's corporate roster includes leaders of the data center industry and cloud computing. Companies like Amazon Web Services, COPT, CyrusOne, Digital Realty, Equinix, Google, Facebook, Iron Mountain, Microsoft, OVH, QTS, and RagingWire all operate data centers in Virginia. Additionally, Virginia (including Saint Paul's area) are connected internationally through landings in Virginia of several trans-Atlantic fiber cables including: **MAREA**, owned by Microsoft and Facebook and operated by Telxius, brought an ultra-high-speed 200 terabit fiber optic cable from Bilbao, Spain, to Virginia; **BRUSA**, owned and operated by Telxius, brought the second cable from Rio de Janeiro, Brazil, to Virginia Beach,. BRUSA is the highest capacity subsea cable connecting the Americas, with ultrafast transmission capacity reaching up to 138 Tbps.; **SAEx** will be the only system connecting South Africa directly to the U.S.; **Dunant**, owned and operated by Google, will connect the French Atlantic Coast to

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Virginia Beach in 2020 and will be the first private trans-Atlantic cable built by a non-telecom company.

This essential, established and growth-oriented sector requires the education and training of a workforce to plan, operate and manage centers on multiple levels of expertise.

C. **Concept:** Saint Paul's has numerous assets that can be configured and reused for education and training purposes for workforce in this sector but also as virtual and mock centers for research, training and facilitation of exchange of ideas in this sector through conferences, symposia and other gathering of experts in the field. Industries and four-year institutes of higher education can play a major role in developing programs specific to needs in the industry and in delivery of their related programs through the "higher education center model". However, as an example the breadth of training/education required in the data center sector for workforce; the training programs provided by the "International Data Center Authority" offer a good example. The Authority offers 9 certificate training modules with modules 1-8 covering a progression of levels of expertise and knowledge from the basic entry level worker module, "Data Center Infrastructure Specialist" to the module, "Data Center Manager" for the highly skilled worker in the data center field.

D. **Technology:**
Numerous technologies are used and research into yet to be invented technologies for the data center sector include:

- Cloud computing
- Data and fiber connectivity, transmission and distribution
- Next generation data storage and filing systems
- I.T.
- Cybersecurity
- Equipment and network installation, repair and maintenance

4. **Education/Workforce/Corporate Training and Research Facilities: Supply Chain Sector**

A. **Purpose:** To provide education/workforce training and development of new methods and tools for planning and implementing operation of efficient supply chains, in total and through individual components. To focus on the use of new and evolving technologies in the warehousing and distribution of products produced in or distributed in Virginia. To serve as an economic development business attraction and business retention/expansion asset by supporting supply chain companies.

B. **Overview:** The days when supply chain employment was about skills involving manual labor, forklifts and hand-picking and packaging shipments have long given

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way to the need to master robotics, automation, process and flow systems and computer skills. Using advanced skills are critical in the modern supply chain and an area of high growth for the region and for the Commonwealth.

Virginia's central East Coast position and advanced infrastructure, including The Port of Virginia, provide an ideal location for companies to get products into the hands of their customers quickly. Major retailers and distributors continue to choose a Virginia location for their supply chain operations. These include Walmart, Target, Amazon, Home Depot, Backcountry.com, Dollar Tree, Lidl, Emser Tile, Lumber Liquidators, and many others.

Saint Paul's is a perfect place to become the nexus of training and research in support of the supply chain sector. The combination of direct access to the Port, access to several major interstate highways and several large existing warehouse/distribution facilities in close proximity are all invaluable assets required in developing this use. Additionally, the southern region of Virginia, including the County, Town and Saint Paul's is a "hot bed" of developments in unmanned systems including drones.

The Commonwealth's strong transportation infrastructure ensures optimal access to major east/west and north/south interstate highways and rail lines, regional and international airports, and seaports. The East Coast's longest thoroughfare, Interstate 95, runs directly through Virginia, providing convenient access to Northeast markets. Interstate 85 provides direct connections between Brunswick County and the southeastern United States and Interstate 64 in close proximity connects the region to the mid-west and the Port of Virginia; 3rd-largest port on the East Coast .

The area surrounding Saint Paul's is host to millions of square feet of modern and sophisticated warehouse/distribution centers. Major corporations center facilities include DollarTree, WalMart, Amazon and Jones Apparel (just to name a few) could benefit from research, training and other services provided by a logistics center located at Saint Paul's.

With the increasing importance of drone and other UAS land and air platforms in supply chain operations, it is important to note that Brunswick county and six other counties in the VGA region hold Certificate of Authorization from the FAA through the Mid-Atlantic Aviation Partnership (MAAP) allowing drone flights and testing. The total area open for testing in the region is 5,000 square miles with a testing ceiling of 7,000 feet. Combined with the fiber optic capabilities, connectivity and data center clusters in the area, massive amounts of data collected from UAS platform testing and research can be readily handled, stored and transmitted to a variety of related private and government users from Saint Paul's.

C. **Concept:** The reuse of existing assets allow for education and training in the use of unmanned systems and the development of expertise in developing software applications and analysis using data from numerous unmanned platforms for the

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Supply Chain sector. Delivery methods for medications, survey of croplands and forests, developing driverless truck and delivery van technologies and development of tracking and control systems are all feasible and needed in the development and operation of modern supply chains. Buildings at Saint Paul's lend themselves to flying drones indoors and outdoors. Classroom combined with site assets can provide operator training and certifications for operating drones and unmanned vehicles. Adjacent land holdings by the EDA offer opportunities for field testing of various types of unmanned vehicle systems. Handling of large amounts of data allow for corporate applications tenants to develop cutting edge programs for use in the wood products, data center, supply chain, utilities and transportation sectors. Saint Paul's can be utilized to provide certifications, training, research, development and management for the land, sea and air portions of any supply chain imagined.

D. **Technology:**

Numerous technologies are used and research into yet to be invented technologies for the data center sector include:

- Robotics
- Drone hardware and software
- Unmanned/driverless delivery systems
- Automation
- Cloud-based warehouse and logistics management systems
- Flow simulation
- Cartonization technologies
- Inventory management and control equipment and systems
- Artificial Intelligence (A.I.)
- Cybersecurity
- Sustainability through energy management and efficiency

5. **African American/Saint Paul's Connections**; Saint Paul's Museum and Campus Trail, Center for African American Experience/Black Belt of the South Commission

A. **Purpose:** To provide physical facilities and other features on the former Saint Paul's Campus to display and interpret the unique history and legacy of the college and its alumni. To provide a home for Saint Paul's alumni to periodically gather and remain connected to campus. To provide a venue for studying, educating and developing new ways to understand and present the African American experience in a context of Saint Paul's and on a wider basis.

B. **Overview:** Without an active Saint Paul's College the history, legacy and contributions of the college to its alumni, society at large and to the area may be lost over time. Having a place for alumni to meet and to connect with the physical campus and past history of the college should be an essential component of any re-use plan.

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Additionally, those utilizing the facilities in new ways who don't have a College connection need to learn the history and impact of the special place that they occupy and utilize.

But, Saint Paul's College is just one piece of a larger story; that being the way that the African American experience and influence is learned, taught and communicated in modern society. There is a great shift in the American culture toward accurately understanding and communicating the experiences of those slaves and descendants who have played a key but often forgotten role in development of America. Saint Paul's is uniquely positioned to be able to tell its own story in the context of a wider more universal experience of African Americans. The timing to play a part in this new scrutiny and telling of the experience is fortuitous with government at many levels supporting such efforts, the establishment of national and state museums focused on slavery and the African American experience and with willingness of various stakeholder and philanthropic groups to support this type of effort.

C. **Concept:** Three key components are recommended for consideration under this reuse scenario:

a) Establishing a permanent home for a Saint Paul's College museum and alumni center preferably in the oldest building on campus, the iconic Saul building. This building and museum could be a focus for tourism development as well as visitation to campus by Saint Paul's alumni.

b) Developing interpretive signage for each significant building and develop a connective history trail to each. Even if the buildings serve a new purpose, being able to trace the history, development and contributions of each in the broader context of Saint Paul's College and other HBCUs is extremely important. This trail can be a tourism asset, educational asset as well as a compliment to the alumni activities on the former campus.

c) Development of an African American Experience Center to attract fellows and scholars who can study African American history and develop new ways to communicate, educate and interpret the story of the African American contributions and development in America. Such a center could become a nationally recognized "think tank" and offer valuable assistance to localities and states across the country who are attempting to tell our complex history through reinterpretation of monuments, history books, etc. throughout our society. Additionally, the Center could solicit the Black Belt of the South Commission to become its headquarters as that commission progresses and Saint Paul's re-use plans are progressed, developed and implemented.

D. **Technology:**

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There are many different ways to use technology in learning, exhibiting and communicating through museums and modern-day modes of social media and electronic communication. An emphasis on use of cutting-edge technologies within the context of each of the three components should be required of the developer of each.

6. Hotel/Hospitality, Café and Conference/Exhibit Area

This is an important component of any reuse plan for both those using or residing on campus regularly and for those who are visiting. There are building assets on campus that can be utilized for lectures, conference programs, meetings and performances. The former gymnasium lends itself to use as a small exhibition hall for sector or general trade shows and exhibits.

However, whether visiting for an event on the campus or simply visiting the area as a tourist or in transit, a reasonably priced and comfortable place to stay overnight is essential. There are several former dormitories buildings that might be used to develop a small boutique style hotel. A development could be done though partnership with a hotel developer and the hotel could also serve as a facility for experiential training for students enrolled in regional hospitality programs at community college or higher education institutions. The Inn at Virginia Tech and The Hotel Roanoke are both good examples of the combination of operating a hotel and offering experiential learning opportunities. Both of these facilities are assets utilized for both the university and the communities they are located in.

Even though Saint Paul's had a cafeteria it may be more advantageous to develop a different approach to providing food and beverage services to guests. One essential goal in reuse of the property is to stimulate development in the the County and Town and support existing businesses. Therefore, it is recommended that a smaller café/coffee house be developed to offer pastries, light snacks and food/beverage more to serve limited needs of those visiting or working on site daily. This facility could also serve as a gathering for socializing and exchange of ideas. For full, (mainly after work hours) service, food and beverage establishments in Town, which is easily accessible from campus, would be supported and encouraged and promoted to visitors and events attendees. The existing food preparation facilities could then be used for catering and food preparation for conferences, exhibitions, alumni events and other campus-based meetings.

III.   Campus Facilities and Site Evaluations

See "Appendix"; Hill Studio Report

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IV.   Conclusions, Recommendations and Anticipated Next Steps

As stated at the beginning of this report, the consultant team (SHEDC and Hill Studio) were asked to answer two key questions about the former Saint Paul's College campus:

1. **What are potential re-uses for the Saint Paul's College campus (site and buildings)?**.
   The campus can be used for almost unlimited new purposes. However, the overarching goal of developing the campus is to create a local/regional/state asset that provides tangible benefits for the present and the future. Reuse ideas based on education, workforce development and research focused on existing strong economic sectors guided the development of recommended reuses. Additionally, each reuse idea developed emphasizes the use of technology including, but not limited to unmanned systems/drone technology, information technology and data and software and hardware development and research. Six ideas for reuse development are proposed and others may be conceived, developed and implemented in the future if/when the campus is captured for control from the current owner.

2. **Are the real assets on campus in condition that will lend themselves to re-use and be a good investment/acquisition for the future?**
   Hill Studio conducted a campus wide preliminary review with a combination of onsite evaluation and data research. Thirty (30) campus buildings were considered for supporting reuse. Of those, eight (8) larger/core buildings were deemed to be in sufficiently good condition and suitable for the reuse ideas developed in the study.

A. Estimated Costs: Trying to purchase, plan/develop and put into reuse a sixty (60) acre campus with thirty plus (30+) buildings and associated infrastructure is a daunting and expensive task if taken as a whole. Developing the campus for new, forward facing uses will require patience and a long-term strategy to complete. When faced with this type of challenge the best way to proceed is through a series of carefully planned steps and by prioritizing development into phases. Each phase should move the overall project forward and based on what is financially manageable; considering costs and variable sources of financial support. Tackling these "bites of the apple" will require commitment, patience, creativity, partnerships, supportive stakeholders, promotion/marketing and good management practices; but, all are achievable. The preliminary pro-forma cost estimates for the proposed reuse ideas are;

The Virginia Center for Autonomous Systems (UAS)	**$ 2.4M**
Virginia Woods Product Center	**$10.1M**
Training and Research Facilities: Data Center Sector	**$ 365,000**

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Training and Research Facilities: Supply Chain Sector $ 4.4M

African American/Saint Paul's Connections $ 3.5M
Saint Paul's Museum - $375,000
Campus Trail - $250,000
Center for African American Experience/Black Belt of the South Commission - $2.9M

Hotel/Hospitality, Café and Conference/Exhibit Area Venues $ 5.3M

B. Recommended Phasing and Steps

Of the reuse ideas developed, it is important to phase developments. Phasing can be done strategically to accomplish several goals: gain initial interest in and "champions" for the overall campus reuse project, gain financial support per phase and generally, obtain early "wins" which will enhance the reputation and prestige of the project and entice tenants, organizations and programs to a site with existing tenants (overcome reluctance to be the first). Some of the early phased projects already have initial support or have had some related positive activities around the foci of these recommendations (specifically Unmanned Systems and Wood Products Centers). It is recommended that the first phased projects, which will be financially feasible and have the greatest potential for external support and participation and tie back to the history of Saint Paul's College and the African American experience, are:

1. **Unmanned Aerials Systems (Drone) testing Center including Cage**
2. **Wood Products / Biomass Research Center**
3. **African American/Saint Paul's Centers which might have sub-phased development as:**
    a. **Saul Building and Exhibits**
    b. **Memorial Chapel – African American Experiences Study Center**
    c. **Interpretive Trail**

Before initial phased projects can be undertaken, there are several steps and soft cost projects that need to be implemented and accomplished. These include:

1. Make a decision to control/secure the property (or not) for further vetting;
2. If decision to control is made, extend the current option agreement period to allow for detailed evaluation of property;
3. Begin discussions with key potential stakeholders who can provide sources of funding and support for the concepts defined;
4. Identify and apply to for planning/soft cost grants to conduct evaluations
5. The recommended next step would be to perform a deeper set of "soft cost" planning initiatives for the property. These initiatives will allow designers to tighten up on budgets, better allocate cost items toward specific grants and provide more meaningful and detailed programing. Other initial recommendations include a study to expand the historic district and perform a design and property survey. Collectively,

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these soft-cost items should be budgeted at about **$370,000**. Use the grants to develop strategies, plans and financing to include:

- A full building and site inspection
- Develop a strategic plan including market validation for each reuse idea, financial model and potential financial sourcing for sustainability
- Develop a master plan and programming of campus
- Fundraising and grants development assistance
- Develop an implementation plan (Phased plan)
- Develop a marketing/promotion plan
- Begin phased developments

The estimated costs for reuse development of campus and of each phased project can be offset by securing external sources of funding. The proposed strategic plan can better identify sources for each however, examples of potential sources for initial funding for planning and acquisition include:

- GoVirginia planning and implementation grants
- USDA-Rural Development; Rural Business Development Grants (RBEG)
- USDA-Rural Development; Rural Business Enterprise Grant (RBEG)
- USDA-Rural Development; Rural Economic Development Grants and Loans (REDLG)
- US-Economic Development Agency grant
- Commonwealth of Virginia
- VA Department of Housing and Community Development (DHCD) grant
- Virginia Tobacco and Indemnification Commission grants
- Philanthropic and corporate foundations and contributions
- Public-Private Partnerships
- Tenant Lease Income
- Proceeds from Selling Surplus Land/Buildings

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Appendix

Saint Paul's College Re-Use Suitability Study

Saint Paul's College Re-Use Suitability Study

May 22, 2020

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Table of Contents

Executive Summary

Saint Paul's campus is approximately 60 acres in size, located within the town limits of Lawrenceville, in Brunswick County, Virginia. Formerly a private historically black college (HBCU), last utilized for classes in 2013, the facility has many resources that make it an excellent candidate for reuse. Hill Studio has performed an initial high-level look at the campus, its natural and cultural surroundings, and reports these findings in the pages that follow. This is a companion study to and subcomponent of "Reuse Feasibility Commentary and Analysis at Saint Paul's Campus", prepared by Economic Development Specialists Sanford Holshouser.

An initial-level examination of the site was conducted by Hill Studio professionals using a multitude of techniques ranging from a campus visit where most buildings were assessed from the exterior and some on the interior. Visual Assessment included the use of an unmanned aerial vehicle (drone) to view the condition of some building's roofs. In addition, geographic data was considered, both confirming original siting decisions and to highlight potential risks associated with existing and future development on the site.

Building features such as size, location on the campus, proximity to gateways, and the campus core as well as ceiling height, visual assessment of condition, and building layout were of importance. In addition, the previous use of the building was also taken into consideration to potentially lower redevelopment expenses and adhere to historic preservation guidelines. The study provides historic preservation recommendations and a generalized map showcasing the various elements that provide this campus with a unique character.

An overall conceptual plan is included to show proposed future precincts of the campus which are color coded to visually separate these areas on the site. Parking is addressed to accommodate for future needs based on the anticipated traffic influx on the campus. The initial proposed phases are also recommended as a point of beginning.

Evaluation of the property and facilities not only suggests a feasible reuse of the buildings but also a viable economic solution for this region. The concept diagram on page 10 provides an initial roadmap to accommodate for various needs including implementation of five core research and training opportunities in sustainable emerging sectors as well as hospitality, housing, business incubator, conference events. The core areas aim to support higher education, particularly in areas supporting technology sectors such as unmanned systems/drone technologies, data center training, supply chain logistics, and a wood product research center as well as African American History studies.

Considered in components or in its entirety, the Saint Paul's campus lends itself well to adaptive reuse.

Site Analysis

Several initial studies were undertaken to understand the existing conditions of the geomorphology and terrain of the campus.

Slope
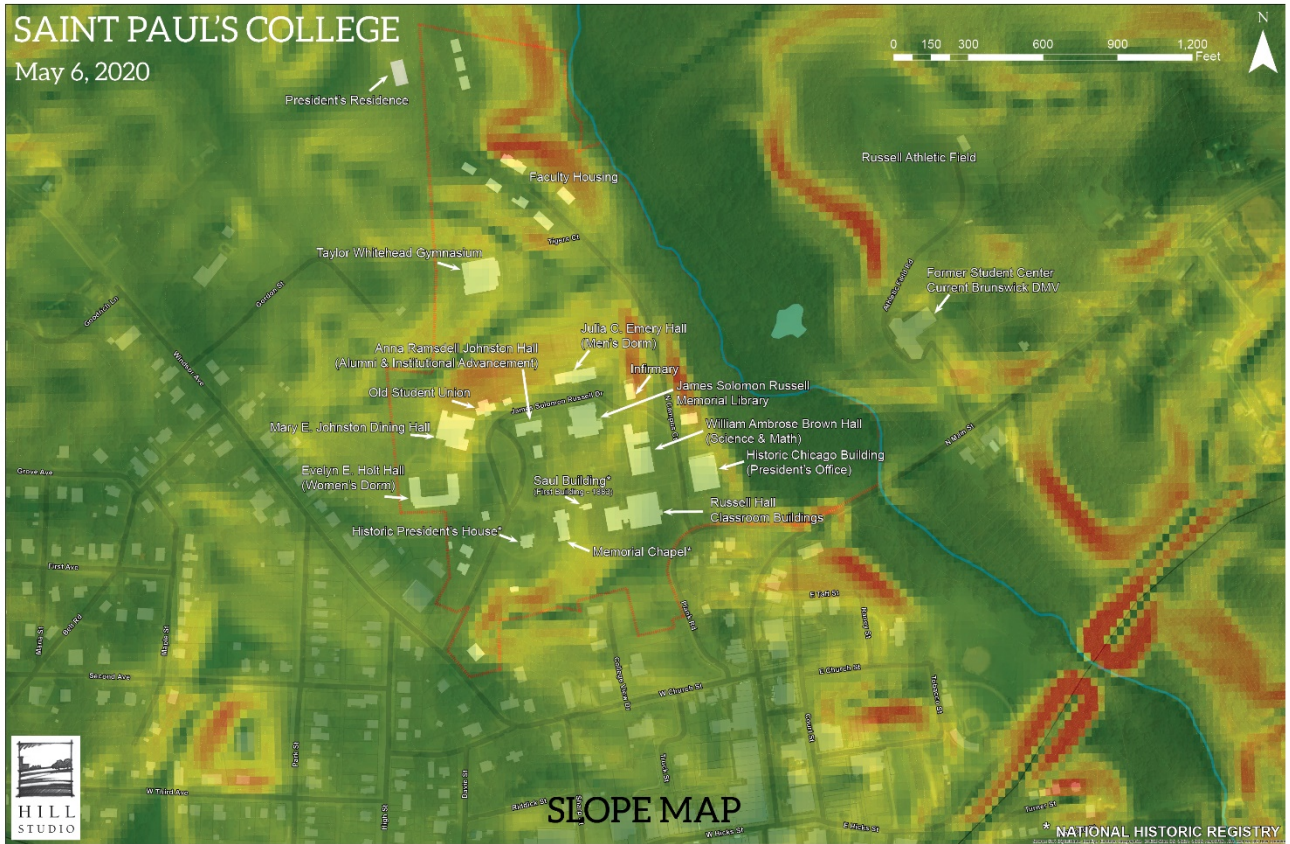
Slope is an important land characteristic that highlights areas of the land which may increase erosion and decrease the ability to develop new infrastructure. The natural contour of the landscape is flat with minor depressions and hills that support walkable interconnections between precincts of the campus. The red pixels indicate the steepest slopes while the green indicates relatively flat areas and the yellow represents gradual areas such as hill sides. The campus core is nestled atop a plateau with surrounding gentle hill sides, particularly on the eastern side alongside Roses Creek. This condition is like the north end apartment housing which borders one steep incline towards the creek. To date, the housing has not been negatively affected by the slope.

The slope map provided insights into how adaptable the campus will be to universal access, and how the campus may be easily subdivided into component areas.

Erodibility
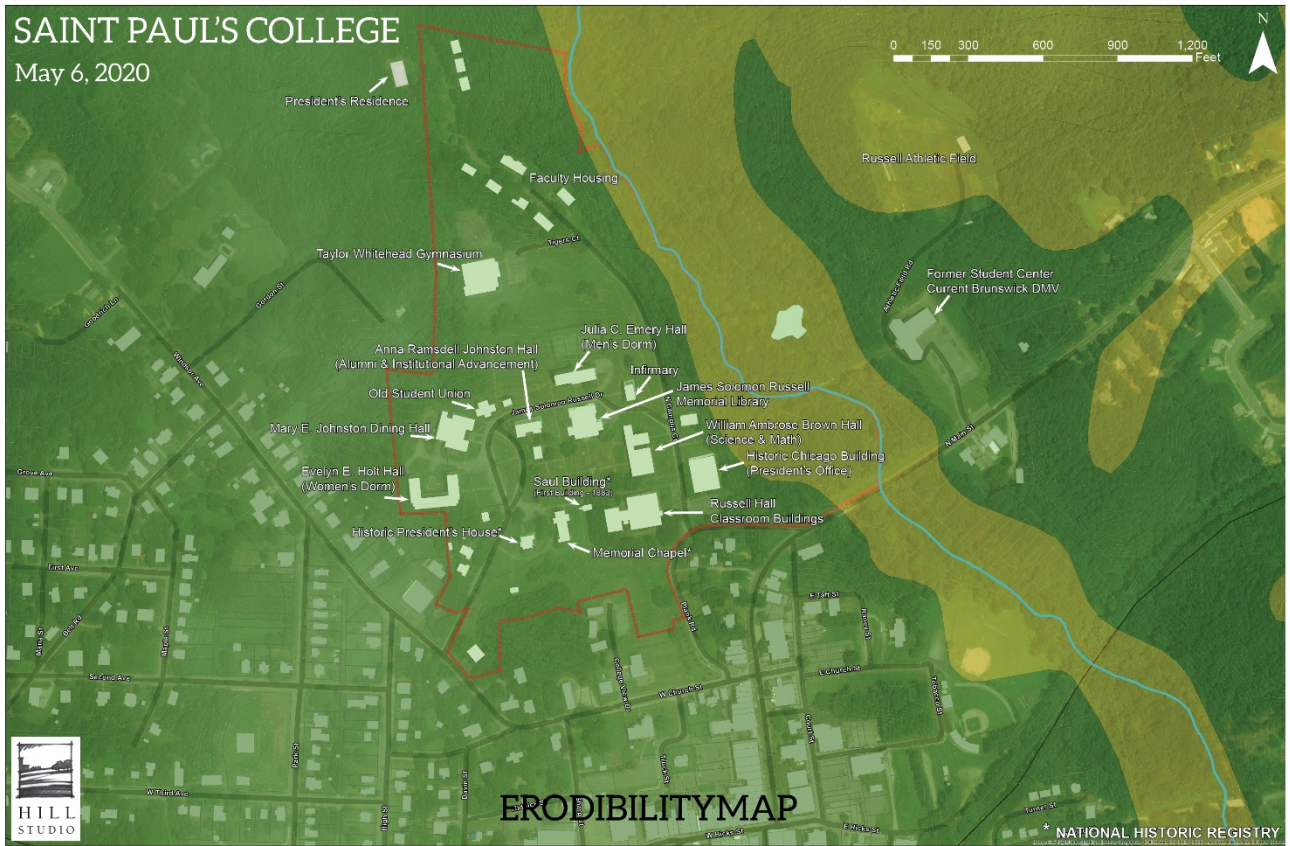
Erodibility determines the likelihood of erosion to impact the development, which is typically on steep or low-level, water-bordering land. Understanding erosion is important when assessing the site to understand and predict any future risk of the building foundation settling. The more erosive the soil is, the more likely that settling may occur. As shown in the map, the erodibility is very low (green) where buildings exist and moderate along the hillsides approaching Roses Creek as expected.

The erodibility map provides insights into the general quality of the soils, difficulty to establish lawns, parking, sidewalks, and buildings.

Flood Hazard

FLOOD HAZARD MAP

Determining flood risk is also a key component in understanding where risk is highest on the development. The threat of flooding is represented in the map in the following way: Lightest blue represents a 0.2% chance of flooding, the slightly darker blue indicates a 1% chance of flooding (one flood every 100 years), and the dark blue indicates a floodway which may regularly experience wet conditions based on the season. Roses Creek, the meandering creek which transects the boundary line of the campus grounds has less than 0.2% chance of flooding into the existing buildings (an average of one flood every 500 years).

The flood hazard map predicts vulnerability of the existing facilities, potential dangers, and the long-term operating costs due to flood hazard insurance.

Existing Facilities

Utilities: Water and Sewer

Saint Paul's College enjoys relatively new and updated utilities. Randy Lynch, Public Works Director for the Town of Lawrenceville, has provided first-hand information about the systems.

The water system dates from the late 1980s / early 1990s. The College built the water system and owns the water system. The system is primarily of PVC pipe, and features 8" fire protection lines to the campus. 5 hydrants are on the campus. **Minor upgrades may be necessary to suit renovation needs, but the system is considered generally intact.**

The Town of Lawrenceville owns the sewer system, from manholes outside each of the buildings. This sanitary system was completely rehabilitated about 2006. **It is up-to-date and compliant with current codes and regulations.** During the update, gutter drains were disconnected from the sanitary sewer system.

Both water system and sanitary system are on master meters. **There is capacity with both water and sewer system to reopen use on the campus without needing upgrades to off-site facilities.**

Existing Buildings

The figure below shows the existing campus facilities of Saint Paul's College with the 60-acre property outlined in red. Thirty buildings with redevelopment potential were considered for adaptive reuse. These were analyzed externally and internally in association with the James Solomon Russell - Saint Paul's College Museum and Archives which provided detailed floor plans of a majority of the existing campus facilities.
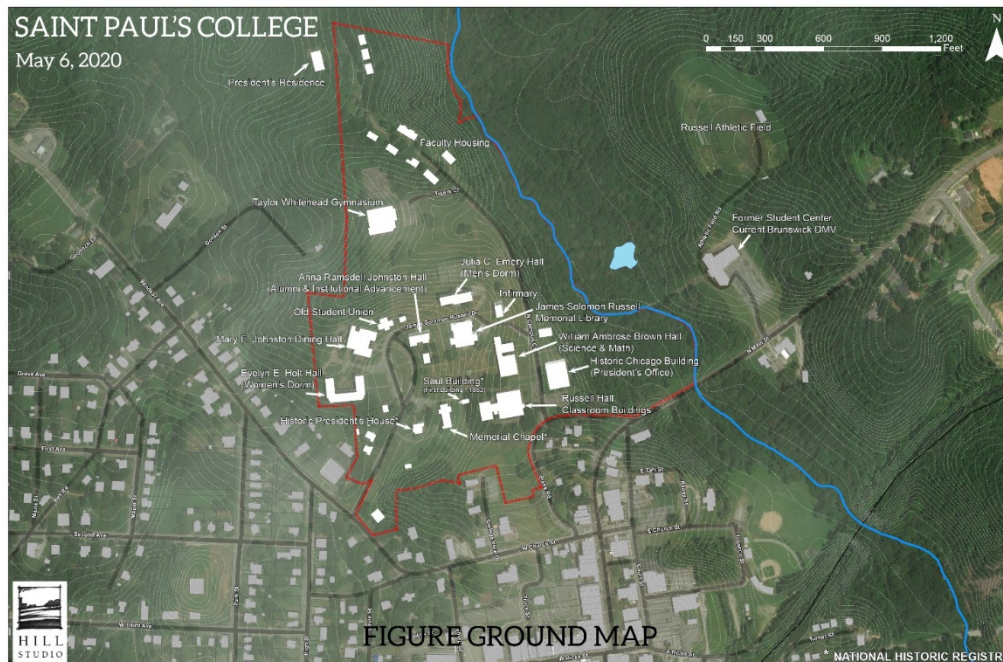
Building Assessment Matrix

Saint Paul's College
Building Adaptibility Assessessment

Name of Building	Footprint	Floors	Total SF	Circa	Old Use	Potential Uses	Have Plans?	Got Inside?	Condition	Adaptability	Merit	Other (notes)
Taylor Whitehead Gymnasium	4200	1	4200	1965	Gymnasium	Drone Testing, Exhibit Hall, Health Club	Y	N	M-P	M	L	Utility room does not have access into bldg
Anna Ramsdell Johnston Hall	2900	3	8700	1933	Alumni relations	Office, Incubator Space, Hospitality	Y	Y	P	M	M	Mold
Old Student Union	2600	2	5200	1929	Student Union	Office, Support Services, Research		N	P?	M?	M	
Mary E. Johnston Dining Hall	16550	1	16550	1966	Dining Hall	Research, Exhibit, Office, Support	Y	Y	M-P	H	L	Kitchen in Poor Condition
Evelyn E. Holt Hall	10675	3	36020	1969	Residence Hall	Residence Hall, Hotel, Office	Y	N	M-G	M-H	L	plus 4000 for south wing
Historic President's House	3490	3	10470	1900	Residence, Offices	Office, Hospitality, Museum	Y	Y	M-G	L	H	Restored ca. 2009
Saul Building	830	2	1660	1883	Residence, Museum	Museum		N	G	L	H	First Building
Memorial Chapel	4550	2	9100	1904	Church	Church, Classrooms, Museum, Meeting Hall		N	G	M	H	
Russell Hall Classroom Buildings	24050	2	48100	1972	Classrooms	Classrooms, Labs, Offices, Res.		N	M	M	L	
Historic Chicago Building	12500	2	25000	1928	Admin, Auditorium	Offices, Exhibit Hall, Auditorium	Y	Y	G	L	H	
William Ambrose Brown Hall	15270	2	30540	1951	Classrooms, Labs	Classsrooms, Labs, Offices	Y	N	?	L-M	L	
James Solomon Russell Memorial Library	12700	1	12700	1951	Library	Research, Library, Meeting Space, Ofc	Y	Y	G	H	M	Great Views
Letcher Memorial Infirmary	2200	3	6600	1922	Infirmary	Café, Hospitality, Residential, Office, residential	Y	Y	P	H	H	
Julia C. Emery Hall	6790	5	33950	1928	Residence Hall	Residence Hall, Hotel, Office,Res	Y	N	M	H	H	Renovated 1983?
William H. Scott Hall	1750	2	3500	1932	Administration	Hospitality, Admin, Office	Y	Y	M-G	H	H	
Faculty Housing	2260	2	40680	1970s	Housing	Housing		Y	M-P	L	L	12 units
Omega Hut	600	2	1200	1965	Club	Research, Office, Restaurant		N	M-P	M	H	
Workshop	2000	1	2000	1990	Workshop	Workshop		N	M	M	L	
			296,170									

Contributing to historic District, 2000 REV

KEY

Got Inside	Y	Yes
-- many buildings have chain locks	N	No

Condition	S	Severe
-- physical appearrance, blighting influences	P	Poor
	M	Moderate
	G	Good

Adaptability	H	High
-- an assessment of flexibility for other uses	M	Medium
	L	Low

| Merit	H	High
-- its architectural or historic traits	M	Medium
	L	Low

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Historic Properties

Most of the Saint Paul's College campus is within the boundaries of the Lawrenceville Historic District, which was listed in the National Register of Historic Places in 2000. Of the 25 total resources in the historic district associated with Saint Paul's College, 10 are contributing and 15 are non-contributing. The 15 non-contributing resources were built after the Period of Significance for the district, which spans from 1784 to 1949. This end year is based on a rule that a property must be at least 50 years old to be listed in the National Register of Historic Places. The Fine Arts Building, Saul Building, and Memorial Chapel are also listed separately in the National Register of Historic Places as "Saint Paul's College" (NRHP 1979).

In February 2020, a Preliminary Information Form (PIF) was submitted to DHR that proposed extending the Period of Significance for the Lawrenceville Historic District to 1970 to include the continued growth and development of the Town into the mid-twentieth century. This proposed update would allow eight currently non-contributing resources on the Saint Paul's College campus to be reevaluated for contributing status. According to the PIF, these buildings "reflect the growth and expansion of the college during the mid-twentieth century, are primarily Colonial Revival style, but also include several buildings that are in other styles of the Modern Movement."

Updating the National Register nomination to reassess the period of significance and eligibility of non-contributing resources is an important first step in the revitalization process. **Contributing resources in National Register historic districts are eligible to participate in the state and federal historic rehabilitation tax credit programs. This plan recommends capitalizing on the momentum of the PIF and moving forward with a National Register nomination update.**

In addition, there could be an opportunity to expand the boundaries of the existing Lawrenceville Historic District to include other resources that relate to the Saint Paul's College campus, such as the ca. 1970 gymnasium, through a separate boundary increase nomination. This process would require a comprehensive examination of the entire historic district boundary for possible areas of expansion.
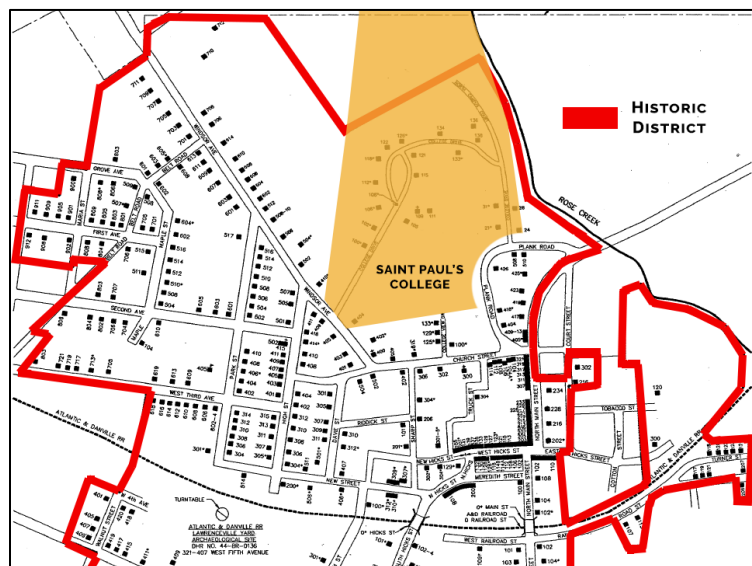
To the left is the Existing Historic District Map, with red box indicating current boundary. The orange represents the campus property. In the future, there is area with potential for expansion, to the north of the current boundary. This would include the Whitehead Taylor Gymnasium, and the faculty housing at the north end of the campus.

Campus Character
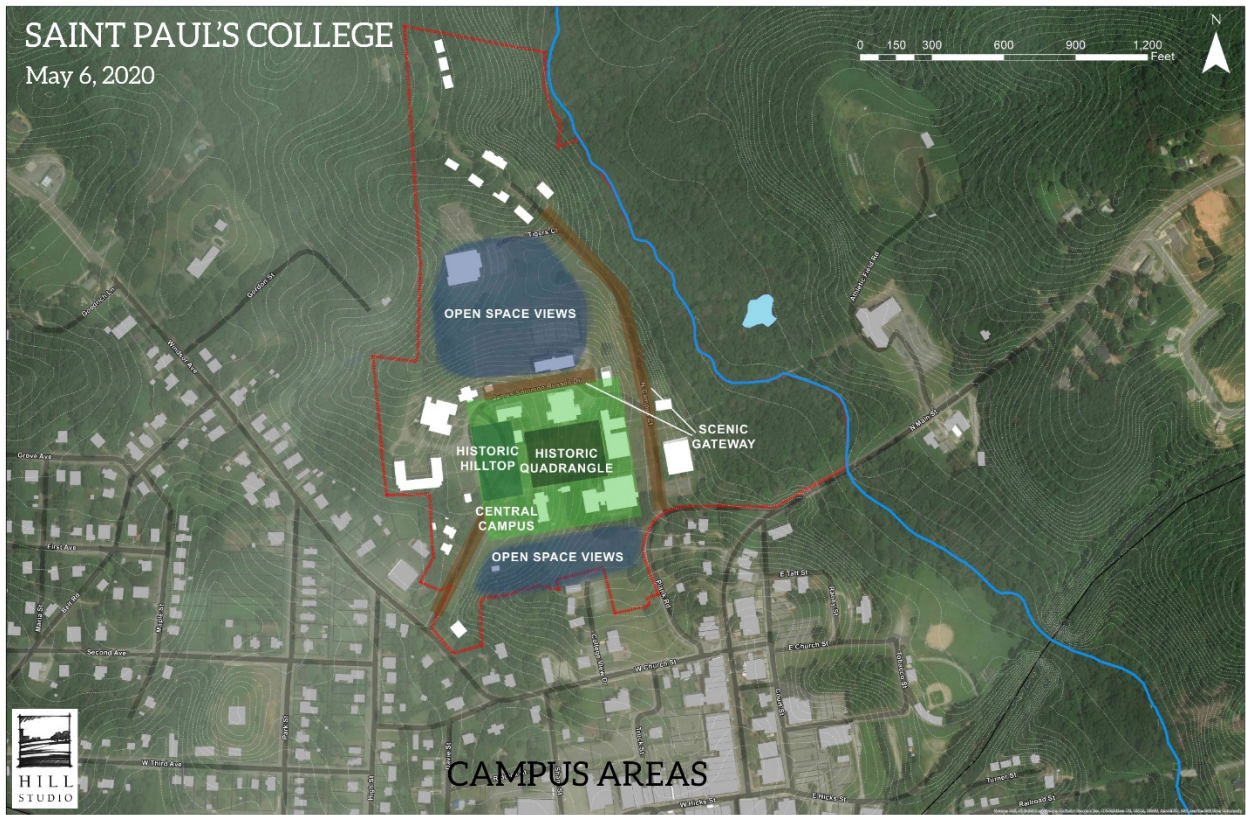
Saint Paul's is endowed with classical campus spaces. Two primary gateway drives introduce the visitor to campus. These drives gradually reveal the architecture, and pastoral views that buffer the campus from the nearby town. The central part of campus features geometrically oriented buildings that compose quadrangles. Upon arrival at the historic hilltop, the visitor is afforded a prospect 360-degree panorama of the campus, graced with flagpole and commemorative memorials, reinforcing its importance.

The central historic quadrangle, shown above right, is a car-free zone at the heart of the campus. Administration, library, classrooms, the historic Saul building (first building) and the Chapel all front the quadrangle. Cruciform sidewalks intersect at its central fountain. Some historic fraternity memorials flank the outer walks. As the future of this campus is considered, the 1-1/2 centuries of composition in this extraordinary space should be a resource to be designed around and celebrated.

Programming Suitability Plan
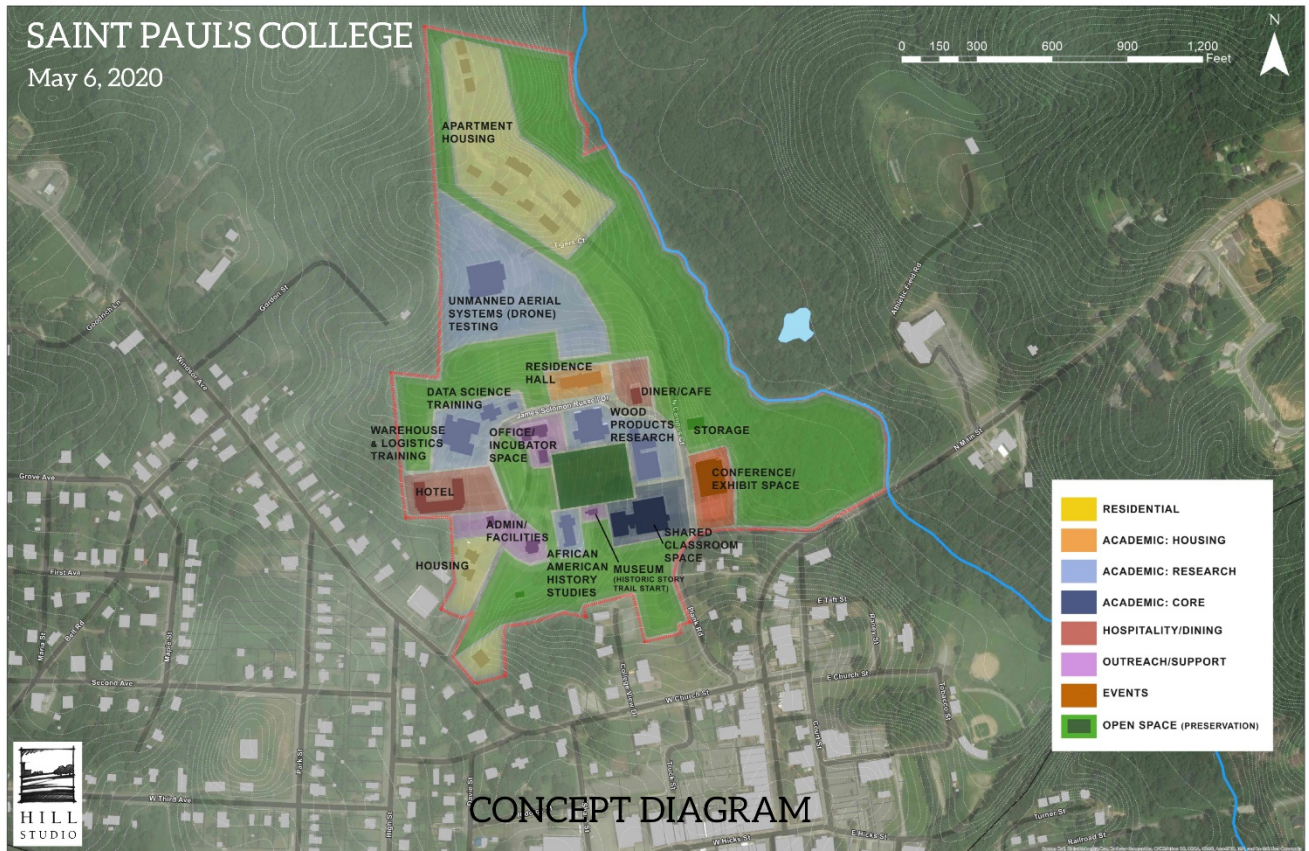
The campus is very well suited to host new activity and drive new economic development and higher education training opportunities to those living in the region and those wishing to move into it seeking employment in academic teaching, research, career advancement, continuing education or certifications.

The proposed layout of the site supports the academic and non-academic uses as described in the general focus areas for reuse section which were developed and discussed by the Project Advisory Committee (PAC). These focus areas aim to support a higher education institution, particularly in areas supporting technology sectors such as unmanned systems/drone technologies, data center training, supply chain logistics, African American History studies, and a wood product research center. In addition, the focus areas included residential, hospitality, incubator, and conference use.

The five core curriculum areas are shown in light blue on the map which include the following research areas:

- Woods Product Research Center
- Unmanned Aerial Systems Drone Testing Center
- Data Training Center
- Supply Chain (Warehouse & Logistics) Center
- African American Studies

The five core programs could potentially occupy approximately eight of the larger buildings on campus which show potential to be adaptively reused specifically for the uses outlined above. As arranged, the five core program centers can be supported by a shared classroom space (dark blue on the map) which can utilized across all disciplines to create an engaging environment to expand cross-sectoral knowledge. Within this core academic area, a central coed residence hall (orange on the map) is recommended for students needing short-term or long-term housing. The five core learning areas have potential to be immersed in a living-learning amenity package including housing options, hotel, conference center, and café.

A visitor entering the campus will be welcomed by the historic President's House and Memorial Chapel on their right and a hotel on their left. From here, the visitor can expect to enter a series of academic research facilities and student housing as well as office and incubator space. This space is neighbor to the conference center on the east end of campus and apartment housing on the north end.

The potential uses in the existing facilities is discussed below, beginning with the five core curriculum discipline areas.

Woods Product Research Center
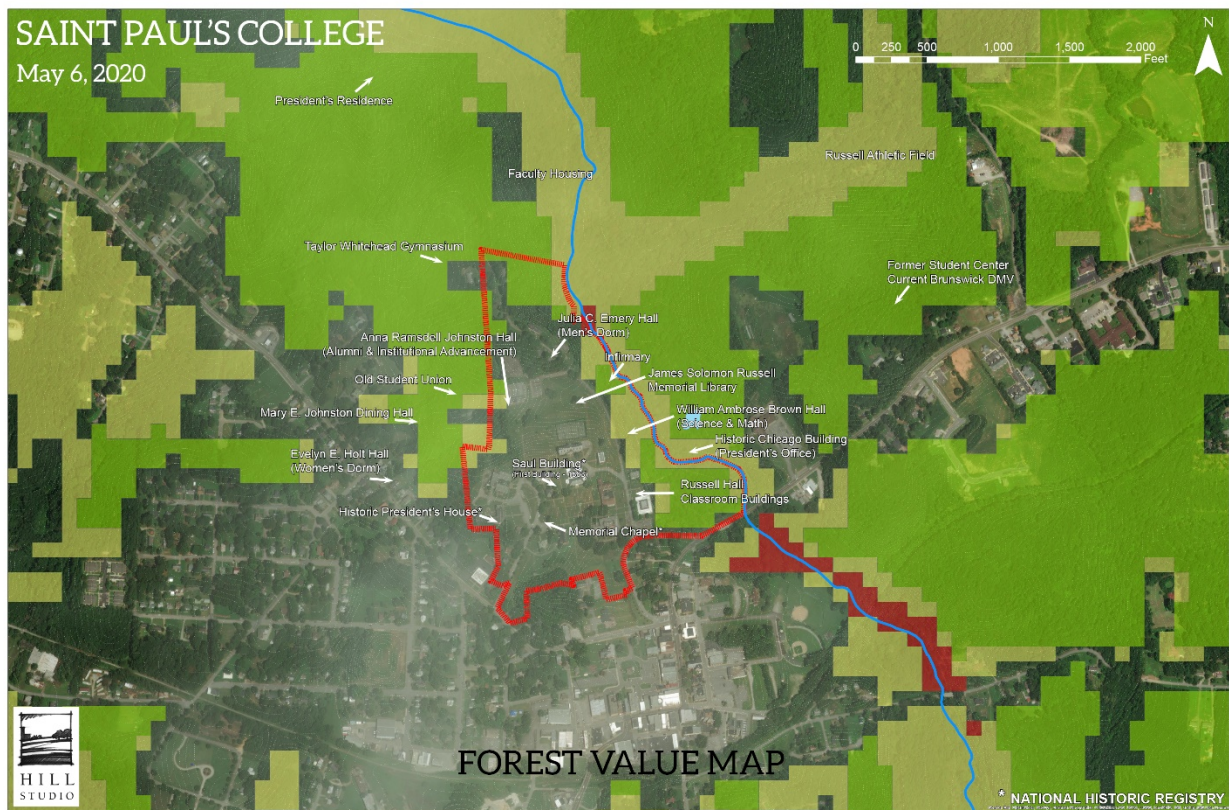
Shown on the map above, the Town of Lawrenceville, VA is surrounded by a vast amount of USDA rated high value (green) and moderate value (yellow) forest product, while red indicates low valued wood. The map

supports the observation from the economic analysis that a sustained wood products and biomass research center could be a successful venture for the Town, County, and surrounding region. A small amount of high valued wood is also on the campus, near Roses Creek.

The Wood Product Research Center considers two existing buildings on campus. The William Brown Science and Math Hall (below, top) as well the James Russell Memorial Library (below, bottom) form the northeast academic corner of the campus core.

Brown Hall consists of a single floor classroom space as shown in the left side of the building and a two-floor section on the right side which contained a science laboratory and additional classroom space. The presence of the laboratory was considered when choosing this building for the proposed woods product research and biomass testing. A laboratory space is needed when testing various species of biomass for their medical, herbal, construction (adhesives), paper (shipping materials), biodiversity resilience, and carbon sequestration potential. The exterior of the building appears to be generally sound. According to the vice chair of the James Solomon Russell - Saint Paul's College Museum and Archives, the building may need minor remediation efforts to remove chemicals once tested in the lab until Saint Paul's College closed in 2013.

The library provides opportunity to house larger testing equipment due to the raised ceilings. It also pairs nicely to the proximity to the old science laboratory necessary in this curriculum. Hardiness testing of woods, structural integrity of pallets and other stress tests of post-processed materials are just a couple examples of how this operation requires large machinery and open space to be able to properly function and provide the hands-on element of education that is vital in retaining knowledge.
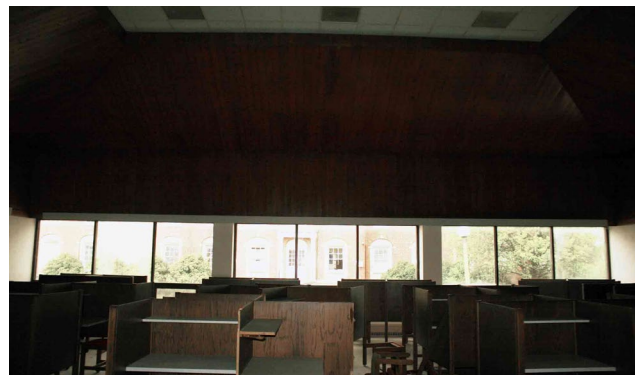
Unmanned Aerial Systems (UAV) Drone Testing Center

The former Taylor Whitehead Gymnasium (above) offers a unique resource to the new proposed institution based on its high ceiling heights, open area, peripheral location to the campus core, and nearby old tennis court which sits atop a gradual hill near the gym. The ceilings are approximately 28 ft. in height with metal trusses that hang down approximately 6 ft. This leaves approximately 20 ft of clear indoor airspace for the proposed Unmanned Aerial Systems Testing Facility highlighted in the focus areas of the economic feasibility study. The former gym, not including the peripheral space surrounding the main gym floor, is approximately 10,900 ft. which equates to over 217,000 cubic feet of air space for safe drone testing. This facility supports ample air space necessary for this research while also containing approximately five, peripheral rooms for office and classroom space as well as a men's and women's restroom.

In addition to the unique layout of this building, the site contains a flat, paved 20,000 square ft. area (former tennis courts) for a future outdoor drone testing site that can be upgraded with a high net approximately 300 ft. to the north as shown in the top left corner of the tennis court picture. An outdoor drone cage is another necessary resource for this operation for the fact that it abides by the Federal Aviation Administration Guidelines to ensure safety for all citizens from the prototypes tested or the piloted aircraft in use during events. For comparative purposes, one of the other major drone testing facility in the state located on Virginia Tech's Campus is approximately 35,000 square feet.

Data Training Center

Moving further west, the former Student Union Building as well as the former Fraternal Chapter House (Omega Hut) appear to be in sound condition from the outside. Their proposed use as part of the data training center will require very few additions other than enhanced fiber optic internet cable lines necessary for the high-speed data science training and computing.

Both buildings rest adjacent to the proposed UAV Drone Testing Facility and provide a unique opportunity to offer the data science training facilities highlighted by the economic study. Data Science generally does not require the high-bay or machinery space needed for the other uses proposed for the new campus. These two buildings are separated by only 20 ft. which is useful in term of relaying the additional fiber optics necessary for this data science facility and walking between the buildings.

The old Omega Hut (fraternal building) may be more easily adapted to be a secured data center housing the server and networking equipment which will connect to the Old Student Union Building next door which can contain classroom space for students to thrive. With the completed MAREA long transatlantic communications high-speed internet cable system in nearby Virginia Beach, this training facility could be a vital resource for students seeking an opportunity in data science fields.

Supply Chain (Warehouse & Logistics) Center

The former Mary Johnston Dining Hall was historically used as the Saint Paul's Campus cafeteria for students and faculty. The need for food and beverage options at the new education center campus is limited due to the strategy that the new campus and supporting services would gravitate towards the Town of Lawrenceville and further drive local economic prosperity. This provides the opportunity to better utilize the building for its unique features attributable to the core academic focus areas. This building can be formatted to house the proposed Supply Chain (warehousing and logistics training) Center. Located adjacent to the proposed Data Training Center and a short 100 ft. walk to the Woods Product Research Center positions this facility well due to the demands of both focus areas. While the data science curriculum closely overlaps the logistical data analytics requirements in the proposed Supply Chain Center, the shipping material testing from the Wood Products Research Center also meshes well with proposed warehouse training curriculum. Like many distribution centers, a large open and easily accessible area is required for the warehousing side which is provided by the former cafeteria. Surrounding the cafeteria are spaces which can be reused as classrooms and office space to support the logistic component of the operation. Finally, the goal to incorporate supply chain-oriented training provides a unique opportunity to leverage food and beverage distribution. Potentially reusing the old kitchen in this building could adhere to the academic training needs and the added need to cater events held on site, particularly the events held at the conference center.

African American Studies

The final curriculum area of the core academic focus areas explored includes the Center for the African American Experience, using as a candidate the existing Historic Memorial Chapel. The Chapel has been renovated and appears to be in sound condition. Saint Paul's College was founded in 1888 as a private, African American college and is also located in the Black Belt of the United States, positioning the historic campus both historically and geographically as a key research center for this congressionally considered Regional plan. While the other proposed uses focus on new, emerging sectors, the African American Studies remains a vital place-based curriculum in the proposed programming plan. This Historic Chapel can remain true to its former glory as a place for spread messages and attribute recognition to core component of Saint Paul's College by offering a place to continue to study the vast heritage and experience of African Americans in the United States and Virginia.

Academic Supporting Services

Conference & Exhibit Space

The Historic Chicago Building (dark orange on the page 10 map) was recently renovated and accommodates the need for a large event and exhibit space for cooperative research gatherings and social networking opportunities vital in the success of all interdisciplinary and multifaceted institutions. This two-story building nestled in the southeastern corner of campus provides many unique attributes which accommodate the need for such a space as highlighted in the discussion with the Project Advisory Committee (PAC). The first is the buildings large two-tiered theater-style seating to be used for conferences, presentations, and speeches. The second is the large lobby in the entrance of the building to be used for booth set-up and other pop-up style features common with this usage. The third is the peripheral location which will provide easy access for those attending the event, including off-campus guests. The fourth reason is supported by the rooms which surround the theater and can be used for break-out meeting space or training space during these events. Many conferences will often offer multiple options to enhance the experience of the visitor and provide a multitude of outlets to explore, therefor a speech could be happening simultaneously as a training course offered during the same conference. The final reason is due to the arterial connector access to the proposed hotel and the buildings relation to the nearby classroom and research space.

Administration & Outreach Support


The Historic President's House on campus was renovated and upgraded in 2005. The building serves as beacon symbolizing the entrance of this historic campus and can offer three levels of office space for administrative tasks, campus facilities, and outreach. Its iconic character is a distinguishable feature amongst its shared campus counterparts and can therefore be the gateway to this newly proposed institution.

Shared Classroom Space

Dark blue on the page 10 map, the former Russell Hall Classroom Building is proposed to maintain its former use as a space for students across the various disciplines to be able to study together and utilize a common core area for their curriculum. The building's exterior appears sound. A student may expect to only need to walk a maximum of 10 minutes from this common, shared classroom building to any of their main research center areas, which includes the UAV Drone Testing Center.

Residence Hall
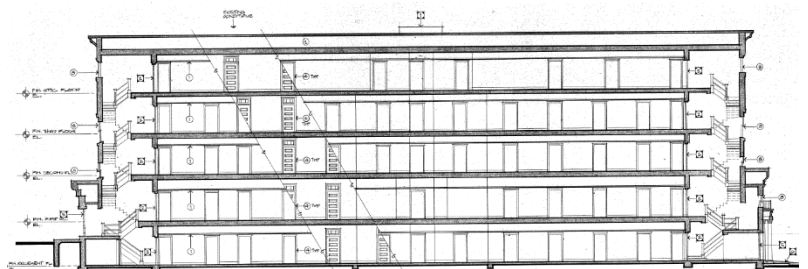
Shown in orange on the page 10 map, the former Julia Emery Men's Dormitory shows potential to remain a five-level residence hall for students of all genders to reside during their time of study. The building hosts five floors of approximately 18 to 20 rooms each, with each room able to accommodate two students. This equates to approximately 100 rooms if repurposed similarly to its former density, for up to around 180 - 200 students who choose to live on campus during their time of study.

Non-Academic Uses

Historic Interpretive Tour Trail

The Saul Building was the first building on campus when the college was founded in 1888. It is in the southern end of the historic quadrangle and shows potential to become the headquarters for the historic interpretive story trail - both on-campus and throughout the Region. It is proposed to serve as a home for a Saint Paul's College museum/interpretive trail start. The trail and interpretive panels can be designed to weave the users through the site, through history, and through the campus as it interprets the role of Saint Paul's College in the Town, County, and Region. The trail is designed to have minimal visual and physical impact on the natural setting. Simple "date" markers will be installed at regular intervals to pace the trail around the historic hilltop and quadrangle. Stories of events, places and people in the College's history that relate specifically to former students and professors will be showcased on interpretive panels that are illustrated with available historic maps, documents and photographs to promote an understanding in the region and beyond. A design template for the interpretive panels and markers can be provided for consistency if the concept is adopted. In addition, a preliminary list of potential stories that might be included will be provided upon acquiring further research.

Office & Incubator Space

The former Anna Johnston Institutional Advancement Hall and the former William Scott Administration Building are connected via a short walkway of 50 ft. Both buildings rest atop the historic campus hilltop overlooking the campus core and provide a short walk to all five core curriculum areas. In support of the higher education business model goals highlighted by the Project Advisory Committee (PAC); offices, co-working spaces, and incubator spaces for entrepreneurial endeavors was necessary to implement into the concept plan. These cooperative research efforts greatly expand the amount of outreach bridging the gap between the academic and the commercial/industrial markets.

Hotel

A hotel use has potential in the former residence hall named after Evelyn Holt. Hotels are an important asset to accommodate for the influx in visitors reaching the campus for a variety of conferences and events. This can be adapted from its former use as a multi-level residential hall by transitioning into a hotel. A portion of the first floor was formerly used as 2 separate apartments for faculty which contain individual bathrooms. With nearly 30,000 square ft. of space, depending on whether rooms or suites are desired, and the amount of non-guestroom space is desired, about 40 hotel rooms might be expected in the future use. This includes five on lower level, seven on second level, fourteen on third and fourth levels each.

There were three complimentary features of the layout of this building inspired its choice as the most viable location for a future hotel site. The first includes the central courtyard which provides a central gathering space for visitors to the campus with the second being its proximity to open space which could allow for additional parking. The proposed hotel use is also at the main entrance and provides a short walk to the various campus amenities.

Café

The former Loulie Letcher Infirmary is central to many buildings on campus, based on its walkability and the existing site topography. While the building will require a fair amount of remediation and renovation, its overall foot-print is minor comparatively. The new proposed use of this building primarily centers around a place to purchase quick eats and beverages such as smoothies, coffee, pastries, sandwiches, sides, and snacks. With the more comprehensive mission to provide customers to restaurants in the Town of Lawrenceville, this location might offer complementary coffee-shop fare. The inviting walkway with surrounding flat open spaces offers a pleasant experience to sit at a table or bench with peers and colleagues with a view from its promontory. Upstairs is suitable to host complementary residential, or office use.

Residential Uses

The site contains three single family homes (lower right) at the entry gateway on the southern end of campus as well five single-family units and four multi-level apartments on the north end such as the examples shown. These units appear in stable condition and only necessitating minor upgrades. These dwellings may continue to provide residence for future users of the campus including faculty, students, and staff alike. The option of selling these to a developer to own and maintain may also be explored as phasing develops. While the homes on the southern end will see the most traffic and activity, the majority of the homes and apartments are secluded in the north end of campus adjacent to the proposed Unmanned Aerial Systems Testing Center surrounded by an abundance of vegetation.

Parking
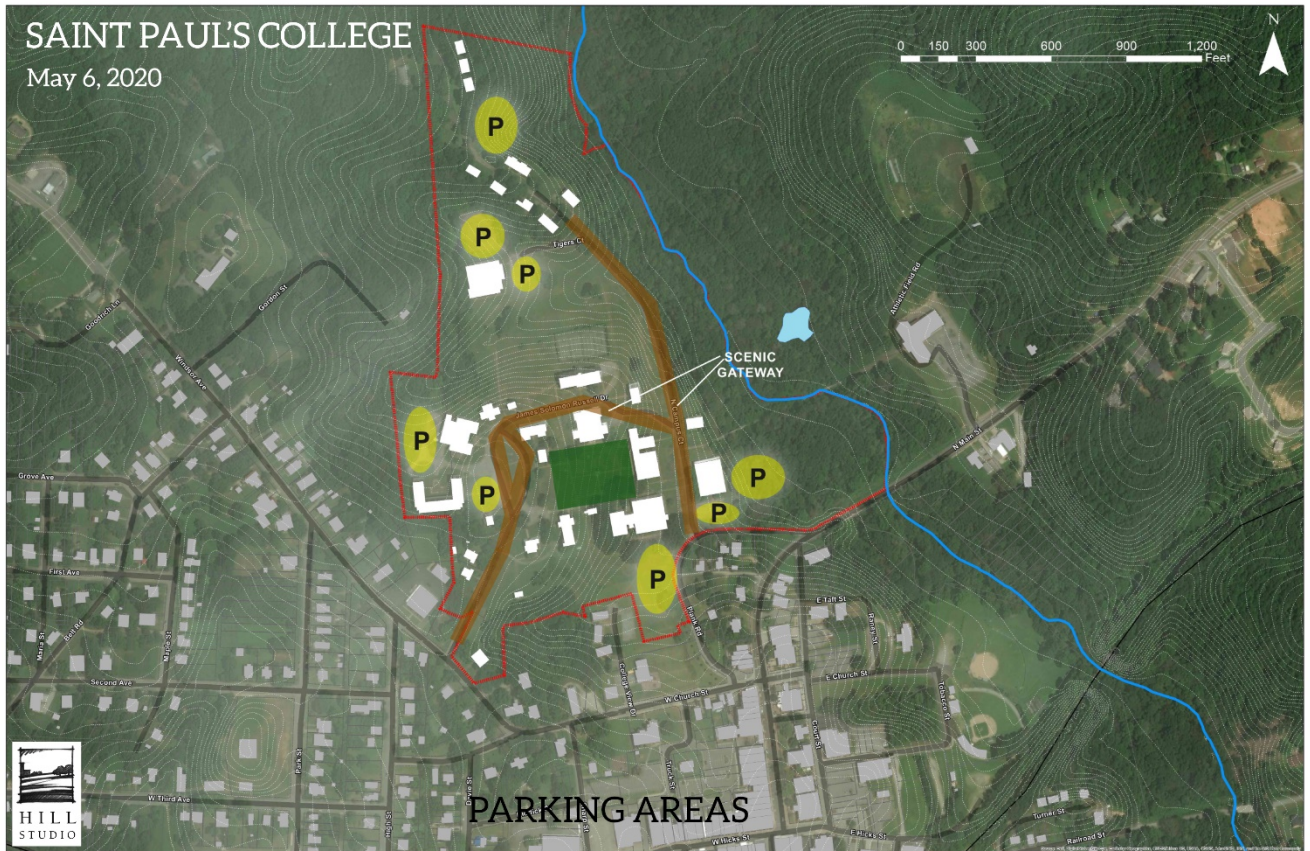
The figure shows existing parking and optimum locations for potential additional parking added to supplement for the additional proposed uses including the hotel and conference center while also expanding the lot adjacent to the conference building to accommodate for commuting students and faculty. For example, there would need to be approximately 1,000 spaces if there were one space for every student, one for each hotel guest, and one for each conference visitor. This equates to about one parking space for every 300 square feet of facility square footage. This estimate suggests an "arrive and walk" model, where guests do not drive across the small campus to events, but instead walk to them once they arrive on campus.

Phasing

The recommended next step would be to perform a deeper Master Plan for the property, including a chapter on Fund-raising and Grants-associated Assistance. The master plan will allow designers to tighten up on budgets, better allocate cost items toward specific grants and provide more meaningful and detailed programing. Other initial recommendations include a study to expand the historic district and perform a design and property survey.

Collectively, these initial soft-cost items should be budgeted at about $350,000.

Following these studies:

1. Unmanned Aerials Systems (Drone) testing Center including Cage (about $2.4 million)
2. Wood Products / Biomass Research Center (about $10.1 million)
3. African-American History Studies (about $3.5 million) This might be sub-phased as:
    a. Saul Building and Exhibits ($375,000)
    b. Memorial Chapel – African-American Experiences Study Center ($2.900,000)
    c. Interpretive Trail ($250,000)
4. Warehouse Logistics and Data Science (about $6.3 million)