

INTRODUCTION 01

STRATEGY 02

MASTER PLAN 03

BUILDING CONCEPTS 04

ESTIMATES 05

APPENDIX: RETREAT SUMMARY 06



FLATHEAD LUTHERAN BIBLE CAMP MASTER PLAN UPDATE

2024



INTRODUCTION

On the heels of adopting a new Strategic Planning Document in October of 2022, The Flathead Lutheran Outdoor Ministries Board formed a Master Plan Committee to steer the development of an updated facilities master plan that would capture and interpret the vision and direction of the Strategic Plan as it pertains to facility and site improvements.

This document summarizes the Master Plan Committee work to-date and explores concepts of how to infuse goals of welcome, accessibility, grace, saliency, community, staff support and creation care into future site development decisions.

From the previous master plan completed in 2004, many core principles about welcoming and wayfinding persist, while the trends in camp usage have changed significantly. In 2004, the need was for accommodating growing youth camping numbers, while today the bookings have trended away from summer youth and more toward adult retreat groups. National church trends reflect this change as well as ELCA congregations have shrunk in size and shifted to an older population. In the spirit of remaining relevant, the board has approached these demographic challenges seeking opportunity rather than begrudging the changes.

The camp has exhibited past success in fundraising for facility improvements and successfully implementing these projects. It is the intent of this document to help the board make significant facilities decisions for the next successful capital campaign to improve the camp. This planning ensures Flathead Lutheran Outdoor Ministries sustains and grows the vision of those church members long ago who saw the potential of this special piece of property on Flathead Lake and decided to make a financial commitment to future generations by purchasing the land and designating it as a place for spiritual growth and community-building.





02

STRATEGY

STRATEGIC PLAN + MASTER PLAN

Strategic Plan

The Flathead Lutheran Outdoor Ministries Board engaged in a comprehensive strategic planning effort that culminated in the adoption of a final Strategic Plan Document in October of 2022. This planning effort reconfirmed and recommitted the camp to its Mission, Vision, and Core Values. The document included critical assessments of current dynamics within the church and culture that FLBC needs to be positioned to respond to and established Strategic Goals. One of those goals was to develop a master plan for facilities, infrastructure, property, and land use.

The Strategic Plan provided important guidance in this endeavor to establish a master plan for facilities and property use since physical spaces and their use ought to compliment the greater organizational mission.

Mission

To experience Christ's grace through meaningful relationships, shared adventures, and purposeful service.

Vision

Flathead Lutheran Outdoor Ministries is a regional cornerstone for year-round transformational ministry. This ministry offers diverse summer camping adventures, and a variety of year-round retreat experiences and serves as a resource to congregations and communities.

Core Values

Of the Core Values established, several offer direct guidance for facilities and land use planning.

- Celebrate Life
- Teach and Preach
- Welcome Everyone
- Be Open
- Know Your Roots
- Live with Grace
- Be Salient
- Live with Purpose
- Create Access without Cost
- Demonstrate and Teach Care



Core Value Implications for Facilities and Land Use Planning

Welcome Everyone

'Embrace community and build relationships'

The goal of welcoming everyone has direct implications for how we configure and plan camp facilities. Thinking through the eyes of a newcomer to camp, what is the sense of arrival? How and where does a newcomer find their welcome? How can we improve the hospitality of camp by configuring facilities and outdoor spaces to create a distinct and positive sense of arrival and welcome?

Once someone has arrived at camp, how do camp facilities and spaces encourage the type of community-building that confirms someone's welcome and position of value within the community?

Be Open

'Experience awe, adventure and the beauty of creation'

- Design to create a sense of awe
- Design to encourage adventure
- Design to enhance the beauty of creation

Planning facilities that invite people to be outside and connecting with nature is key to the camp mission. This might mean scaling down the indoor spaces and connecting them with enticing and inviting outdoor spaces. Outdoor spaces should be visually and experientially primary. Where feasible, consider design elements like rain protection, solar access, and heat sources for extending seasonal use of outdoor spaces. Outdoor spaces should also be considered places that create the opportunity for connecting with others, creating community, and engaging participants with creation.

Live with Grace

Practice Christian Hospitality

Practicing Christian hospitality means thinking deeply about the needs of every individual who arrives at camp and creating facilities that welcome ALL, provide for a diversity of needs, and eliminate barriers to participation and engagement. Marginalized or underserved populations need to be considered as facilities are planned. Issues to be considered in facility planning include:

- Physical Accessibility/Barrier Free Design
- Gender Identity Inclusion
- Neurodiversity (ADHD, Dyslexia, Autism Spectrum, etc.)
- Cultural Diversity
- Socio/Economic Diversity

Key to meeting the needs of these diverse populations will be engaging members of these communities in future facility planning in meaningful ways.

Be Salient

'Care for the physical and emotional safety of the whole person'

In a community and setting where the goal is to experience Christ's grace and foster spiritual growth, it is imperative that first, the physical and emotional safety of guests is primary. Site facilities and features must be constructed and maintained at a high level and inspected regularly.

Demonstrate and Teach Care

'Promote stewardship of our resources and the care of God's creation'

Maintain good stewardship of land and resources. Demonstrate our care of God's creation through our facilities decisions.



2024

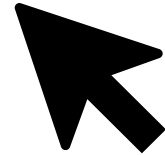
FLATHEAD LUTHERAN BIBLE CAMP MASTER PLAN

mosaic
get creative

MASTER PLAN PRINCIPLES

Through assessment of the camp's adopted Strategic Planning Document and the Strategic Goals established for facilities in the plan, some key master plan principles emerged. Establishing these principles helps the Board to set priorities and phasing for implementation and will help guide the design team as they continue to work through design specifics of the master plan elements.

Welcoming and Wayfinding:



This principle comes directly from the list of Core Values to "Welcome Everyone." Digging deeply into this imperative and critically evaluating how the camp is responding to this value for newcomers to camp led the master planning committee in the direction of the major key moves in the plan. Moving the Ark building, replanning the entry and parking configurations, creating a string of activity nodes from the Gathering Pavilion to the Courts Area, and positioning a Welcome Center at the entry point to the heart of camp were all responses to this value and intended to create a more understandable and welcoming arrival to camp. Currently, the Gathering Pavilion and Big Field mark the visual arrival to camp, but immediately after the Gathering Pavilion, the utilitarian Ark building is a visual impairment to this sense of arrival and access to parking. While the Ark serves an important role in maintenance and storage needs, its location is unfortunate and positions what should be "back of house" functions, at the front door. The goal is to move this function to a more appropriate location beyond the main activity hub of camp, adjacent to the staff and camp vehicle parking lot. With these functions relocated and the metal Ark building removed, guest parking areas can be expanded and better linked to the Gathering Pavilion.

The camp has always struggled with how to connect the Gathering Pavilion to the Courts Area in a fashion that does not require campers to walk through a parking lot or alongside Lutheran Camp Road. With removal of the Ark and parking reconfiguration, a more aesthetically appealing and enticing pathway can be constructed along the hillside while single-sided parking hugs the roadside. This generous pathway will be enhanced by natural vegetation and the positioning of activity zones and buildings along it. In this way, camp activities would be visualized as soon as guests arrive at camp and the pathway becomes a "string of pearls" where discovery and curiosity can be fostered. These activity zones could take on specific themes, such as relationships, service, adventure, FLBC history, Bible verses, or Environmental Education themes. Activity buildings currently located in the courts area would need to be moved or relocated for new development and

could be located along this pathway. These buildings include the Arts and Crafts building and the Nature Center. Lastly, the introduction of the Welcome Center building is the key component of creating a better, more welcoming sense of arrival at camp. This building is located where guests would formally be welcomed in-person to their camp experience.

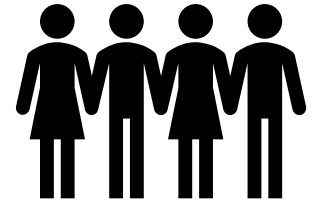
Another idea put into play by the master plan committee during their retreat weekend was the consideration of camp guests arriving by boat, which would alleviate the parking congestion and provide a very unique experience for guests. Boat "taxi" could happen from Lakeside where guests would park and board this transit to the camp. This is an opportunity that should be assessed moving forward and may become a partnership opportunity with a local business or other camp/retreat areas along the lake.

Accessible to All:

In addition to welcoming newcomers to camp, another imperative that comes from the core value of "Welcome Everyone," is to acknowledge that not everyone experiences the physical environment in the same way. Each guest comes to camp with their own set of financial, physical, neurological, or emotional frameworks that may make engaging in community at camp challenging or even impossible. Many of these challenges need to be addressed through programmatic decisions, but physical accessibility is something that should be addressed through physical infrastructure decisions. Providing physical accessibility in a camp setting is a challenge, especially on a site with extreme topography such as FLBC. While not all areas at camp can be made accessible, it is important to identify those areas and activities that are most central to the camp experience and create accessibility to these key elements. Housing, eating, gathering, and learning would certainly be on the list of these key elements. The idea of densifying the activities available in the Courts Area is driven by this desire to create more accessibility as well as the logic of creating a more centralized camp area utilized during off-summer seasons. In this way, summer youth camp activities expand to the full extents of the property and utilize all buildings and site amenities, while off-summer retreat season shrinks site utilization to its core features, providing increased accessibility and limiting maintenance and hospitality services to the central camp area. The key initiative that makes this concept work is creating a fully accessible pathway along the new parking area (the "string of pearls" route) and around the perimeter of the Courts Area, navigable by wheelchair, and connecting housing, eating, gathering, and learning spaces.



Create community while supporting privacy and the diversity of guest needs:



This dichotomy between privacy and community is common to most planning efforts but rises to increased prominence in the camp environment. At camp participants are asked to live in community, often with unfamiliar people, while they engage in shared activities. Additionally, the Strategic Plan does a deep dive analysis of local, regional, and national trends that confront the church and camp with challenges to their continuing relevancy. Effective ministries that meet the current and future needs of the church in society will have to evolve and adapt. The description of the core value to "Be Salient" in the Strategic Plan is "Care for the physical and emotional safety of the whole person." The relevancy of this core value increases as the camp seeks to invite more diverse populations, who may come from different spiritual, cultural, economic, or geographic backgrounds. At its core, camp still seeks to bring people together, create community, and combat the cultural trend toward social disengagement. Bringing people together intentionally requires programmatic sensitivity, but additionally, physical spaces must strike a balance between providing adequate personal privacy while still challenging guests to engage with one another and "live differently" while at camp. New guest housing that provides private bedrooms and shared living spaces is one way of navigating this dichotomy. Providing single-user restrooms in housing buildings is important, in addition to necessary enhancements to existing restroom/bathhouses for youth campers to provide better privacy and comfort.



MASTER PLAN PRINCIPLES

Support the staff to enhance recruitment and retention:



Supporting the staff and enhancing the camp's ability to attract and retain talented staff is central to accomplishing the mission of the camp. Site and infrastructure can support the work of camp, but it is the people who program and plan the activities at camp and connect in relationship with campers that are the heart of the program. Providing an adequate salary for staff has always been a challenge, but more recently this challenge has been multiplied by the exorbitant rise in housing costs we have seen across the state, and especially in the Flathead area. Even if camp can attract staff with an adequate salary, it often is impossible for them to afford housing in the Lakeside or Kalispell area. Since the camp does possess the gift of abundant property, the master planning committee and board have both suggested that providing more on-site staff housing would provide FLBC a leg-up when it comes to attracting and retaining staff. The camp has recently completed the construction of the Shalom Home, on Hughes Bay. This is property owned by the camp that has long had an existing foundation on it. The duplex, two-story home designed to fit the foundation will provide the flexibility of housing up to four single staff members, two couples, or a small family, depending on how the levels are separated or connected.

A similar arrangement of duplex with flexibly configured spaces is envisioned for two additional buildings at camp, to provide additional, updated housing options for staff. The proposed location for these buildings is near the O.C. Johnson house, that currently houses staff members.

Additionally, access to laundry facilities has been a challenge to camp programming and summer staffing. Each week, there is bedding that must currently be carried off-site to be washed. Commercial washing services have become expensive, so this service is now often happening at the camp director's home. Additionally, programming is so full during the summer months that at least once a summer, staff must work a weekend in addition to working the week before and after the weekend. This provides no opportunity for these working staff to do laundry because all summer staff do laundry off-site in Kalispell. The current set of washer/drier on-site cannot handle the capacity. Providing additional on-site laundry facilities would make staff time more efficient and convenient. These laundry facilities are proposed to be in the Welcome Center, with separate outside access.

Celebrate the site context and create a sense of awe, wonder & adventure:



The site context of FLBC is unparalleled in many ways. The camp possesses the gift of abundant forested land in addition to phenomenal lakefront property on Flathead Lake. This is an area people are drawn to for good reason. The views, the experiences, the landscape, and the ecology all provide unique experiences, even when considered aside from the impactful programming provided at camp. These types of landscapes naturally draw out a sense of awe and wonder. Walking through the woods of camp and scaring up a whitetail deer that prances effortlessly up a hillside, hearing your paddle swish through calm waters propelling you out into the vastness of Flathead Lake, or sitting quietly in an outdoor worship space listening to the light breeze rustling the trees are all common experiences in this landscape and they remind us of God's gift of creativity. These experiences invite contemplative moments and put us in touch with our physical presence, our place in a vast and wonderful creation.

Camp is also a place where guests are invited to interact with the physical world in a way that may be unfamiliar, new, or simply different from their daily routine. This invitation to "live differently" is part of what draws people to camp and what sparks a sense of adventure and enriches their lives with new experiences. Camp will always be, and should always be, creating some tension or challenge in participants' lives. The challenge is how to create this tension, to disrupt our daily routines, without creating discomfort to no benefit. A critical component to maintaining this tension, without being disabled by it, is through intentional community and relationship building in safe spaces. When we walk together into adventure, we create personal vulnerability, but we also create relationships if the space in which we are vulnerable is safe. Programmatically, FLBC strives every week to create this safe space for vulnerability and shared adventures.

Physically, the environments in which we interact should also invite us to "live differently" while at camp and in an environment with such abundant natural gifts, participants should be challenged to be outside as much as possible. Just the fact that guests must leave their indoor sleeping environment and walk across camp to eat breakfast is a simple act of "living differently." It is in these simple disruptions of daily routine that one can find a moment of contemplation or silence that allows God to speak. It is also in these outdoor spaces that one can facilitate chance encounters with others. Connector spaces are community-building spaces, and they should be given as much attention as indoor spaces. Separating indoor spaces and functions from one another and creating compelling, connected, and accessible outdoor connector spaces maintains the essence of camp life, compels us to "live differently," to encounter the natural environment, to create a sense of adventure, and to foster new relationships.

Develop in a sustainable and earth-friendly manner:



We as Christian believers take our charge to be stewards of the land and environment seriously. This is something taught and emphasized in all camp teachings and so should also be a key consideration in how we develop and maintain the land the camp is blessed with. Part of that stewardship plan should be zoning the property for specific uses, designating wild areas, and densifying the area of development instead of spreading development out across the entire 250-acre property. This "zoning" has already naturally happened at camp and ongoing efforts are in place to maintain forest health with appropriate and targeted logging and maintenance of trail systems so that the wild areas can be enjoyed on foot. The camp has established areas outside of the central camp zone for wilderness adventure camps and high and low ropes courses, but these developments sit lightly on the land and do not have any disruptive utility infrastructure to them. Targeting new development in areas that already have existing utility infrastructure that can be expanded will be both economically advantageous as well as more environmentally responsible.

Climate change and its effects we can already see taking place in our environment have spurred a renewed interest in efficiency and renewable energy systems. It is always advised that the best first step is to increase efficiency, since the most sustainable solution is not buying or using power in the first place. All newly constructed buildings should be built to high-efficiency standards and should strive to be better-than-code in levels of insulation and systems efficiency. These commitments would have budget impacts on building projects but could also entice new granting agencies or funding mechanisms if the camp's commitment to efficiency is clearly demonstrated in this way.

Right now, the trend is to move away from natural gas and towards electric-sourced power since the nation's electric grid has become cleaner and continues to move in a direction of using less carbon. Most of the camp's domestic water heating and space heating is already provided by electricity. The dining hall's water and space heating is provided by a propane tank, but for most other buildings, it has been cheaper and more efficient to connect to electricity than to add additional propane tanks. The use of electric power can sometimes be augmented by the installation of on-site renewable energy sources for an even cleaner and more local source of power. The challenge at FLBC is the heavily wooded nature of much of the property. Solar powered facilities obviously require access to abundant sun, and that



MASTER PLAN PRINCIPLES

can be hard to come by at camp. Where it does occur (like the big field), these areas are heavily used for camper activities since campers also enjoy the sunshine!

The camp's electricity service is provided by Flathead Electric Cooperative. Flathead Electric Cooperative power is primarily provided by hydropower generated by the Federal Columbia River Power System through the Bonneville Power Administration. As a result, they offer one of the least carbon-intensive electric grids in the country. Additionally, Flathead Electric Cooperative offers two other options for demonstrating a commitment to renewable energy, even if on-site renewables don't work for this property. First, they offer a Renewable Energy Program. Contributions of about \$5/month/meter are used to purchase renewable energy credits from Basin Electric Cooperative generated by wind farms in the Dakotas and Minnesota. Donations support these alternative renewable energy options and help by displacing less environmentally friendly power generation. Secondly, Flathead Electric Cooperative has developed two phases of a Community Solar Co-op where members purchase panels at the project and receive bill credits for the energy created by their panel. A third phase of Community Solar is being planned and the camp could decide to get on the waiting list for panels in this phase. This type of development acknowledges that not all sites are suitable for solar production, so shared facilities in a suitable location make sense for those on heavily wooded sites, or without good solar access for another reason.

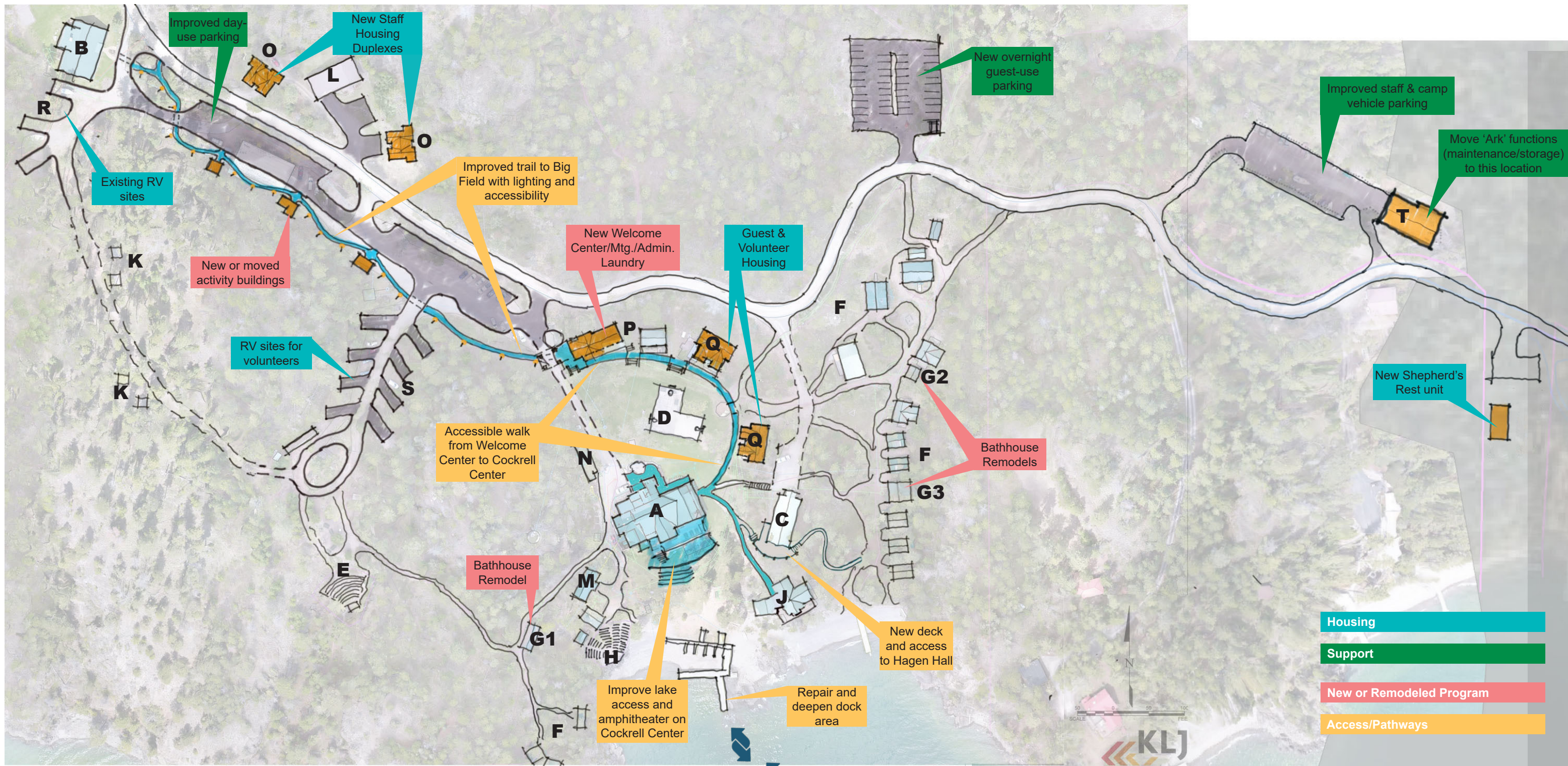
It will be important for the camp to stay attuned to new developments and opportunities in the realm of sustainability and clean energy. The systems and technologies are ever evolving and making suitable decisions will likely evolve with each new building project.





03

MASTER PLAN



KEY:

- A. Cockrell Center (Dining Hall)
- B. Gathering Pavilion
- C. Hagen Hall
- D. The Courts
- E. Amphitheater
- F. Cabin Groups
- G. Bathhouse
- H. Lakeside Worship

- J. Lakeview Cabin & Mac Meeting Rm.
- K. Tent Pad
- L. O.C. Johnson House (Staff Housing)
- M. Existing Staff Housing
- N. Camp Store/Games
- O. New Staff Housing
- P. New Welcome Center & Meeting Rm.
- Q. New Guest Housing
- R. Existing RV Camping Pads
- S. New RV Camping Pads
- T. New maintenance/storage building

Potential water access to camp from Lakeside Parking

MASTER SITE PLAN



MASTER PLAN NARRATIVE

The key organizing element to the new master plan is the pathway indicated in blue on the master site plan drawing. This pathway is intended to increase accessibility at camp and to connect all key elements within the camp core. Conceptually, this path is like the “main street” of Flathead Lutheran Bible Camp. Along this path, you can be enticed by many of the activities offered at camp and encounter others in the community. It has been described as the “string of pearls” concept, where nodes of interest are strung along a linear path, encouraging discovery and exploration. This path should be wide enough to feel like a generous and established pedestrian corridor.

At FLBC, this newly developed path would connect the Gathering Pavilion in the Big Field to the Courts Area, Cockrell Center, and multiple Guest Housing options, including the recently developed Lakeview Cabin and Mac Meeting Room, as well as two new proposed Guest & Volunteer Housing buildings in the Courts Area. Additionally, camp activity buildings that are currently located at the Courts would either be relocated, or have their functions moved to be located along the path between the new Welcome Center and the Gathering Pavilion. In this way, the path between the main courts area and the pavilion is enlivened with activity, structures, and areas of visual interest that make the path more enticing and usable. This move also places camp activities right in the visual field for new guests entering the parking area, rather than having to wonder to find the core of camp after arriving. This pathway and its nodes could take on a variety of themes that reinforce the mission of the camp, but could certainly include Arts & Crafts, Environmental Displays, Biblical lessons, and areas for small group discussion. This path could also include important hospitality functions like storage for all the hand carts for transporting luggage, lighting, and wayfinding signage. One could imagine this whole pathway being populated by counselors on youth camp move-in day, welcoming campers and helping to transport luggage to cabins as soon as families step out of their car. By tucking this pathway between the parking and the ridgeline to the south, it is well protected from Lutheran Camp Road.

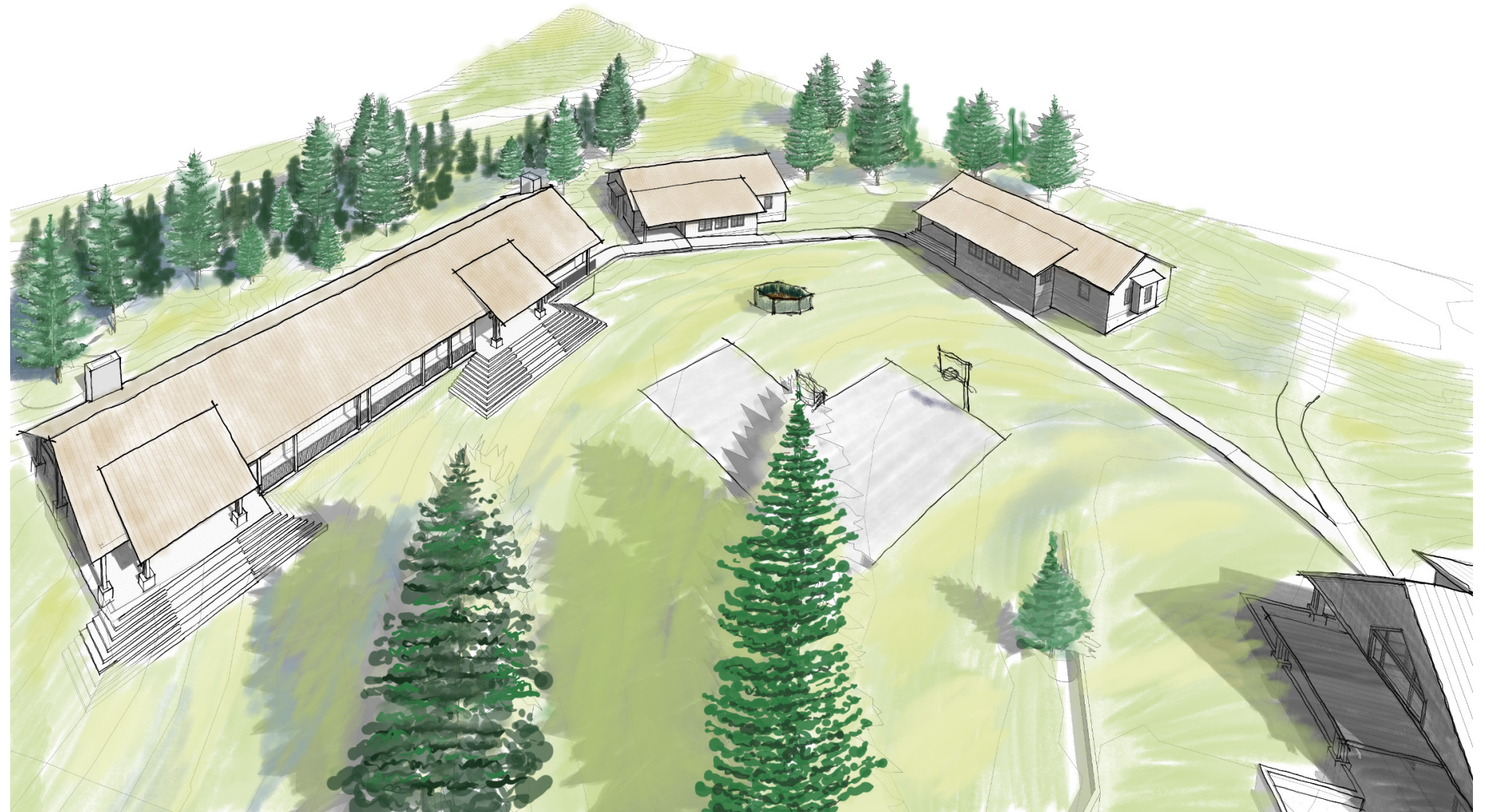
To make this new pathway and reconfigured day-use parking work and improve the welcome to the camp site, the current Ark building, and its functions must move. Currently the Ark houses a large storage area as well as a small wood shop. It is used for storage of boats and boating supplies, camping and offsite supplies, and site maintenance tools. All of these “back of house” functions are proposed to move adjacent to the staff and camp vehicle parking area east of the main camp, north of Lutheran Camp Road. This will require clearing and leveling an area east of the existing parking, but this area stays out of view of guests and visitors and seems appropriate for these types of functions. A structural evaluation would need to be done of the existing Ark building to determine

whether moving it and reusing the basic structure is feasible or wise. It may require some structural upgrades to meet the current code, but this has not been evaluated. It has been confirmed that there is adequate space at the east end of the parking area to accommodate the existing building.

The other change that would improve the welcome area and proposed new pathway is moving overnight guest parking out of this “front of house” parking area, and into a newly developed parking area north of Lutheran Camp Road, where the existing dumpster and burn pit are located. Not having long-term cars in the front parking lot would help to return this area to pedestrians and youth campers. This proposal may be a seasonal decision, where cars are moved out-of-sight during months of

good weather but left in the front parking lot for winter retreats when there is less pedestrian activity in the area.

As the accessible pathway enters the courts area it will connect to various building floor levels. Here in the courts area, it may take on more the character of a boardwalk or elevated deck in some areas. This path should offer opportunities for stopping, sitting, and observing activities on the courts. These areas will provide “eddies” for slowing down, connecting with others, or just taking in the scenery.

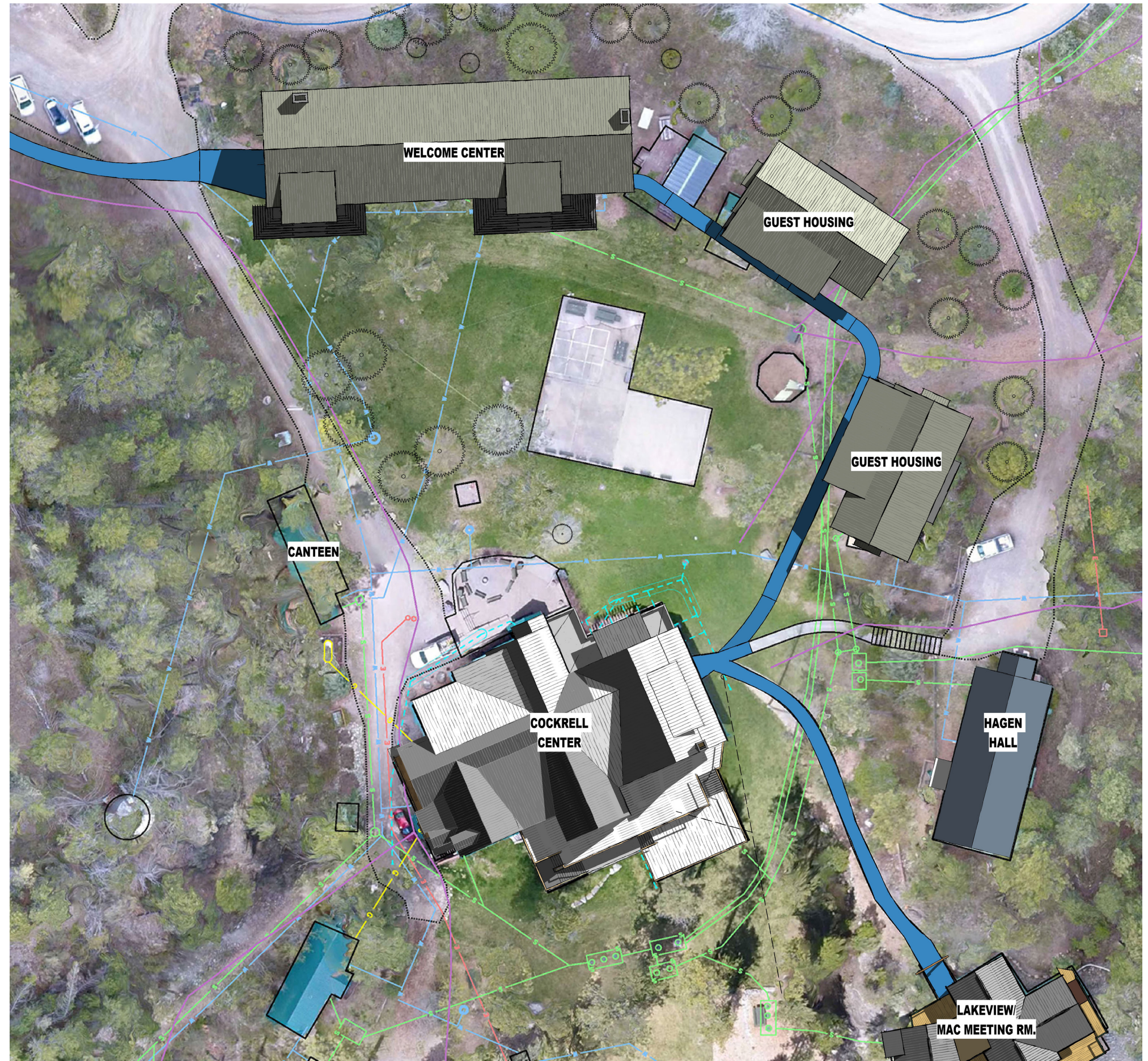


MASTER PLAN NARRATIVE

The courts area has always been the core of the camp where diverse groups come together to play games, say grace before a meal, and enjoy other shared camp activities. It is the “meet and greet” location of camp. On a site with extensive topographic change, it is one area of moderate slopes and the area of camp with the most supporting utility infrastructure.

For these reasons, it is the recommendation of the master plan to densify the development in the courts area. With the camp increasingly serving adult retreat groups in the off-seasons and supporting the youth summer programming with adult volunteers, it has become important to provide adult-friendly housing that is near the camp core, accessible to the Cockrell Center, and easily maintained by staff. Providing accessible housing at the core of camp will better serve retreat guests and volunteers, make it easier for staff to clean and maintain guest housing, and create even more activity in the central zone of camp to encourage its vibrancy and the opportunity for people to cross paths with one another.

The Welcome Center will provide a central location for registration, arrival, connecting with staff and providing hospitality to guests. The adjacent meeting room will provide additional space for retreat groups to gather for meetings or activities and will alleviate the current high demand for Hagen Hall and the Mac Meeting Room.



MASTER PLAN NARRATIVE

Many of the youth camper cabins have had bathrooms added to them. The exception to that are the cabins on the hills where rock and topography make this virtually impossible, though seasonal sinks have been added to these cabins. The bathhouse that serves this area (G1) has been remodeled inside but is undersized. This building and area will require more assessment to determine whether upgrade, replacement, or adding an additional bathhouse is the most suitable approach. Given the increased awareness of privacy needs and camper expectations, this should be a priority for improving youth camping experiences.

The other remaining bathhouses (G2 & G3) are located on the east side. One of these (G3) has been remodeled and is for camper use. The other one (G2) has not been remodeled, is in poor condition, and has been solely used for summer staff. Further discussion and evaluation are necessary to determine whether the staff bathhouse should be repurposed or remodeled and whether the existing camper bathhouse is meeting the needs of youth campers.

One idea proposed at the master planning committee retreat that requires further investigation is the notion of bringing camp guests to camp via the lake and leaving cars parked at a remote location. This may require deepening the dock area and repairing the dock. This opportunity would require contracting with a service or acquiring a suitable boat for transporting many guests to the site but does have the advantage of removing cars from the site and would provide a unique experience for camper arrival.

The Murphy-Brasset site is a single, 100' wide and 305' long lot further down Lutheran Camp Road, east of the camp. The lakeside portion of the lot is used as an off-site destination for youth and adult campers to canoe or kayak to from the main camp. The remainder of the site was identified by the master planning committee as the location for the Shepherd's Rest program - a new aspirational program that will provide church workers with a place for sabbatical or temporary retreat.



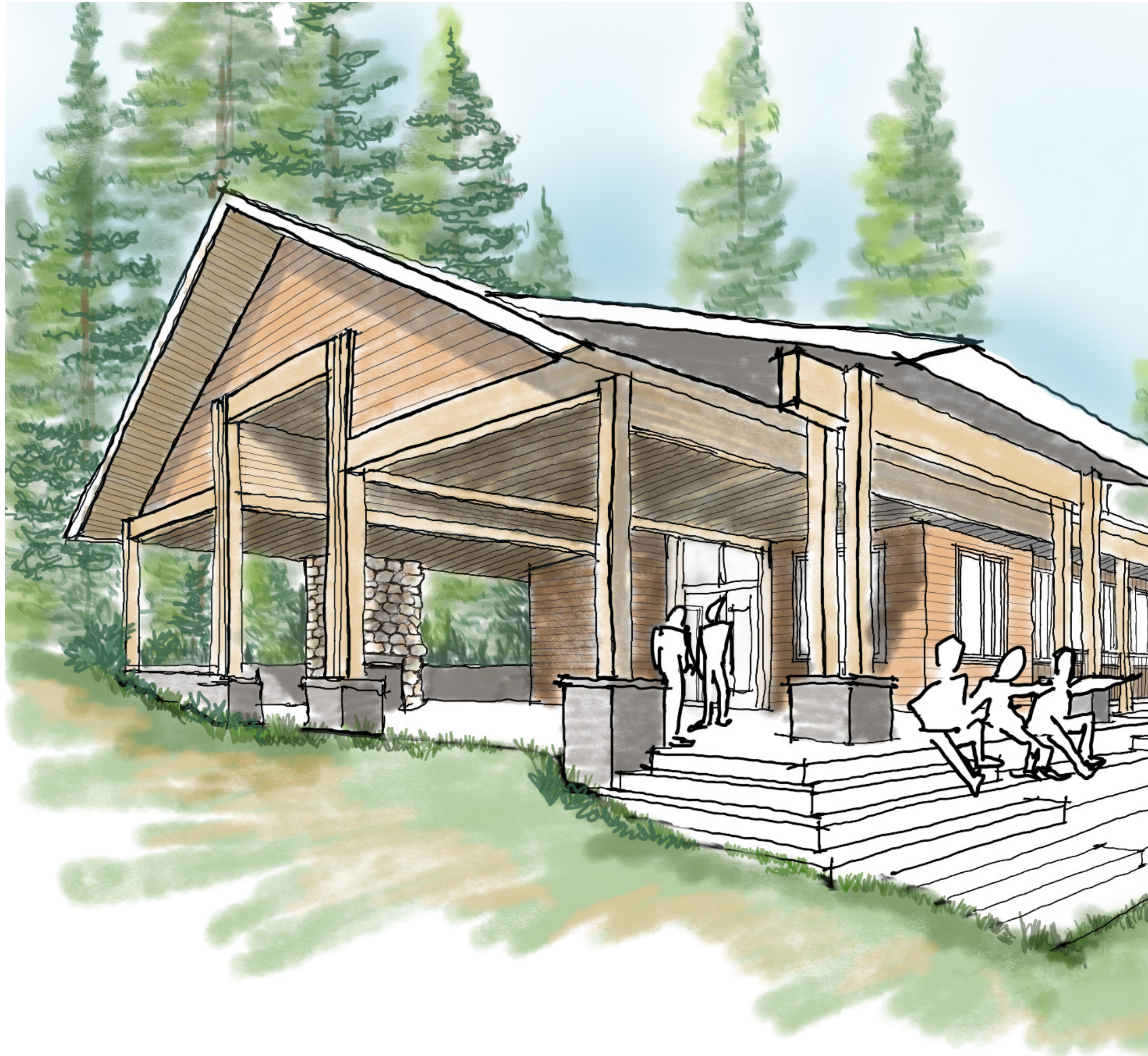
G2 Staff Bathhouse



G3 East Bathhouse



Murphy-Brasset Site



04

BUILDING CONCEPTS

WELCOME CENTER

With hospitality, welcome, and wayfinding cited as top priorities in the master plan, a Welcome Center became the principal component for creating that important sense of welcome and orientation for guests and visitors. This concept is a carry-over element from the previous master plan completed in 2004, when a pavilion for welcome was proposed at the NW corner of the courts area, adjacent to the road. This location was still determined to be the best location for this type of function. Programmatic needs that have evolved since the last master plan and support the notion of providing hospitality and welcome at camp include on-site administration, guest meeting space, and laundry.

The camp currently rents office space in Kalispell for its administrative offices. One of the reasons for this was the lack of internet availability at the camp, but this issue has recently been solved with a service from Star Link. Consolidating administrative staff and programmatic staff into one office on-site will provide better collaboration and reduce the number of miles currently driven by administrative staff. This move will also provide more consistent staffing on-site for providing that person-to-person welcome that is so important to a guest's experience and sense of arrival at camp.

Large meeting space is another programmatic priority for the camp, as they currently see both the Hagen Hall meeting space and the Mac Meeting room consistently booked. Accommodating large groups in the Dining Hall creates conflicts with meal preparation and serving. Adult retreat groups are an increasing portion of the annual bookings at camp, and these groups expect more privacy in their housing and a space for daytime activities, meetings, or learning activities. The requested meeting room size would accommodate 30-40 people in an activity, or up to 60 in a lecture-style seating arrangement, or similar in size to the Hagen meeting room. It should also include a small coffee bar, like the one provided in the Mac Meeting room.

The Welcome Center is positioned to become the anchor of the new development around "The Courts" area and to establish a new character for this area. The Courts area is the core of the camp, and its development is intended to provide increased year-round usage and increased physical accessibility.

In the spirit of always celebrating outdoor activity at camp, the Welcome Center pairs a large covered outdoor area, and covered courts-facing walkway with the administrative and meeting functions needed on-site. The large, covered patio space can function as the welcome and registration area for summer camp arrivals and is conveniently located directly adjacent to the administrative offices and at the top of the courts area for elevated viewing of the main area of camp. The topography of the site dictates that the building be planned as a long, skinny bar to mitigate the impact of the slope and provide all services on one level.



Sketch Concept of New Welcome Center

Broad steps down to grade are planned to provide both on-grade access and seating areas for gathering. Ample space is provided at all outdoor deck spaces for relaxed, seated observation of the courts area and spontaneous encounters.

The large entry vestibule is envisioned to be a space that is open 24/7 and provides for after-hours welcoming. This is an area where guests can enter after-hours and have access to their welcome packets and restrooms. The administrative area provides a conference room, four private offices, and eight workstations in an open-office arrangement,

including interior window access to the vestibule so guests can be welcomed and introduced without needing to enter the administrative office. The visual focus of the administrative area is outdoors and onto the courts, with expansive courts-facing windows. The back side of the Welcome Center will be partially below-grade, so a retaining wall along the back side provides for more extensive windows into private offices and access to a storage area for outdoor furniture.

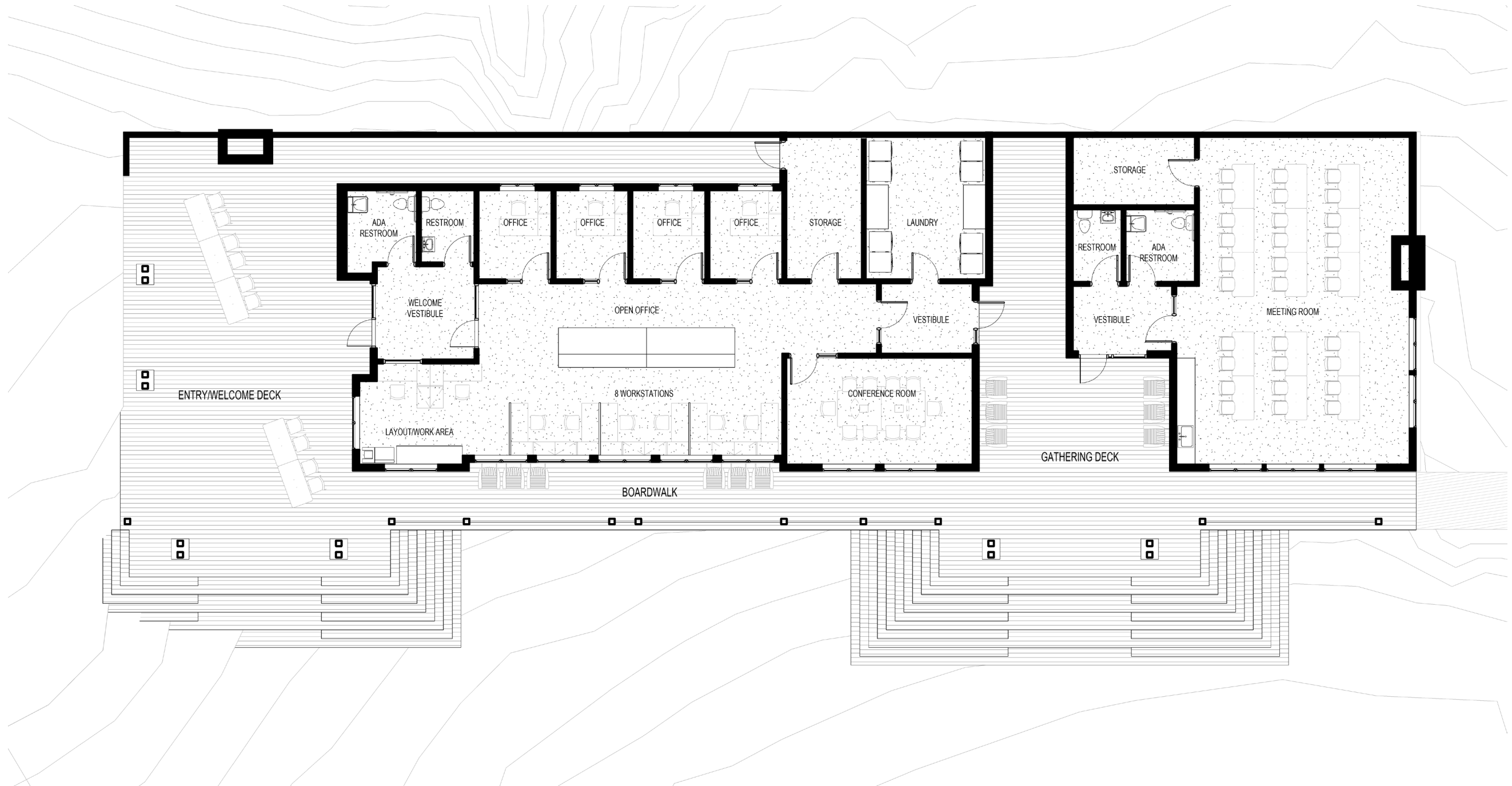
The laundry is intended to serve hospitality functions of cleaning guest bedding, but also to provide on-site staff access for personal laundry

WELCOME CENTER

needs. For these reasons, the laundry room is located adjacent to the administrative offices but provided with a separate entrance. This way, the hospitality laundry activities can be easily managed by office staff, but the laundry can also be accessed by other on-site staff without disrupting office operations.

The meeting room function is separated from the office function by a covered outdoor space. This separation provides yet another opportunity to get camp guests outdoors, but it also provides acoustical separation between the meeting room and the administration area and helps to

mitigate the visual impact of the building mass. The meeting area is provided with its own restrooms and storage area. Aesthetically, the open-air patio space and courts-facing walkway are intended to feature exposed wood posts and beams, while the remainder of the roof structure can be framed with conventional trusses.



Concept Plan of New Welcome Center

GUEST HOUSING

Adult retreat groups are a growing portion of the annual bookings at camp, and these groups increasingly expect privacy in their housing and a space for indoor daytime activities, like meetings, crafts, or presentations. Programmatically, it is advantageous to separate the meeting space from the housing for increased flexibility of scheduling groups. Therefore, the meeting space is provided in the Welcome Center building and the housing is separate.

The Courts area is the core of the camp, and its development is intended to provide increased year-round usage and increased physical accessibility. The core concept is that an accessible path would connect all the buildings surrounding the courts, stringing together multiple activity and living areas, while keeping the focus on the center courts area, where numerous camp activities and gatherings take place. Bringing housing into the courts area furthers the goal of increasing accessibility for year-round activity.

The master planning committee's visit to the neighboring Presbyterian camp helped the group to assess what FLBC seeks to offer that is different from what is offered by its neighbor. This neighboring camp has a beautiful conference/retreat center that provides hotel-style sleeping rooms, dining space, and meeting space all in one large building on a broad lawn overlooking the lake. The FLBC site has a great deal more slope on it, is more tree-covered, and has grown more organically over the years than this neighboring camp. It would be incredibly challenging to provide such a large building at FLBC, but the group also keenly assessed that FLBC's focus needs to remain on getting people outdoors and in-touch with their environment. Providing all services in one building does not encourage this physical contact with the outdoors. The planning group felt some pride in the realization that FLBC could provide a retreat environment that is unique. While still meeting the needs of adult retreat groups, the FLBC environment could challenge those participants to "live differently" for the time they are at camp, inspiring more awe in the natural world.



Concept Plan of New Guest Housing

GUEST HOUSING

With the intent to provide smaller scale buildings, strung together with outdoor pathways, the guest housing portion of the program was developed as two separate structures, each providing flexible sleeping arrangements with shared restrooms, living area, and small kitchenette. The challenge, then, is how to create flexible sleeping arrangements. Many adult guests now expect private or semi-private housing. At the same time, the camp wants all rooms to be able to accommodate youth camper groups with a ratio of one counselor to six campers. The proposed concept is to pair two large bedrooms with adjacent bunk rooms that have flexible door arrangements between them. Expansion or connection of either bedroom to one or two adjacent bunkrooms or opening the entire block to accommodate a large group of youth is possible. This concept allows for expansion or contraction of the sleeping area based on guest needs. Each of the four bedrooms is outfitted with one single bunkbed and one single-over-double bunk bed. Each of the four bunk rooms is outfitted with one single bunkbed. The bedrooms share two full, accessible baths and one half-bath. The living/gathering area faces the courts and provides comfortable seating, a table for eating or playing games, and a small kitchenette area.

The housing should address the courts in a fashion similar to the Welcome Center, with front porch space facing the courts and connecting to the accessible path in a fashion that fits the specific siting of the building. Optimally, these porch areas would be covered and display exposed post and beam construction. The material palette selected for all exterior finishes should carry forward a rustic camp aesthetic while bearing in mind the need to limit ongoing maintenance requirements to areas that are readily accessible.



Concept Rendering of New Guest Housing

STAFF HOUSING

The Flathead Valley has been especially impacted by the inflation of housing costs. For a non-profit entity like Flathead Lutheran Bible Camp, this has meant new challenges to hiring and retaining quality staff. When salary incentives cannot provide the income necessary to afford local housing, it can be difficult to recruit staff.

The asset that FLBC does have to leverage is property. Providing on-site housing will be the additional incentive needed to attract and retain staff. Zoning this housing in a way that maintains the privacy of off-duty staff while still utilizing existing infrastructure is the challenge.

The recently completed Shalom Home utilized a remote lot, owned by the camp, on Hughes Bay and built upon an existing 24'x24' foundation to create an efficiency up/down duplex for staff to be housed in. The interior stair and unit doors were configured in such a way that the home can be used as a two-story home by a couple or small family, or two separate units by single staff or couples.

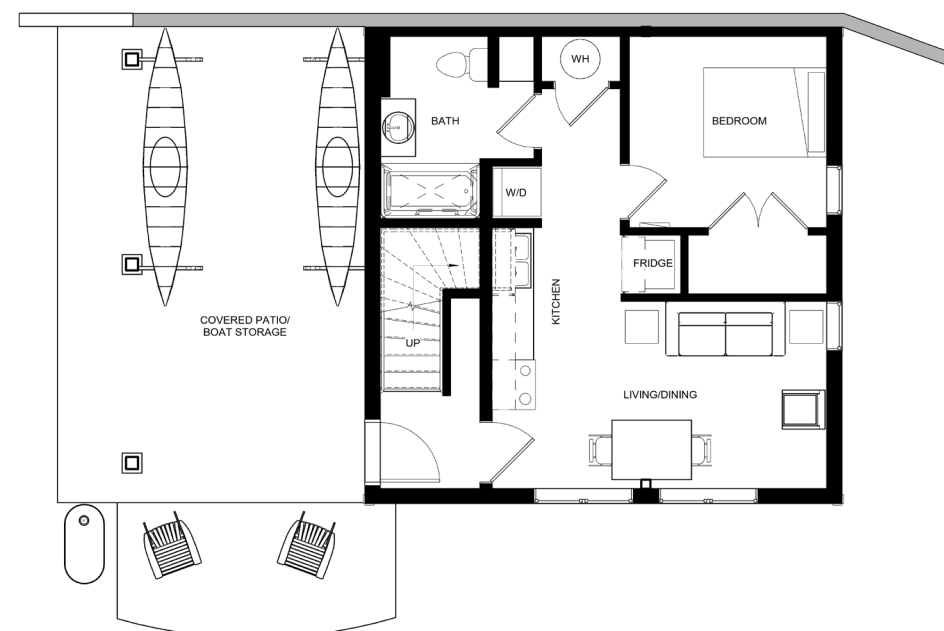
This up/down duplex concept that offers flexibility in staff configurations will serve as a model concept for future staff housing. Sites have been identified on either side of the O.C. Johnson House that will accommodate two-story staff duplexes. The site to the southeast of the O.C. Johnson House is currently the drain field. To accommodate development on this site, the O.C. Johnson House and the new staff duplex would need to be connected into the main camp sewer system. An extension to this system was installed for the Gathering Pavilion and should be accessible on the opposite side of Lutheran Camp Road. Without the constraints of the existing foundation accommodated at the Shalom Home, additional square footage could be added to each unit to provide a bit more livable space and bedrooms for couples, singles, or small family configurations.



Shalom Home



Shalom Home



Shalom Home - Level 1



Shalom Home - Level 2



SHEPHERD'S REST

The Murphy-Brasset site is a single, 100' wide and 305' long lot on Lutheran Camp Road, east of the camp and separated from the camp lot by four private lots. The lot is accessible from Lutheran Camp Road and has a lakefront on its south border. The lot is challenging to develop not only because of its slope down to the lake, but also its steep side-slope on the upper NE corner. This side-slope effectively narrows the development area at the top of the lot to about 44'.

The lakeside portion of the lot is used as an off-site destination for youth and adult campers to canoe or kayak to from the main camp, therefore, it is likely that road access down to the lower portion of the lot should be maintained.

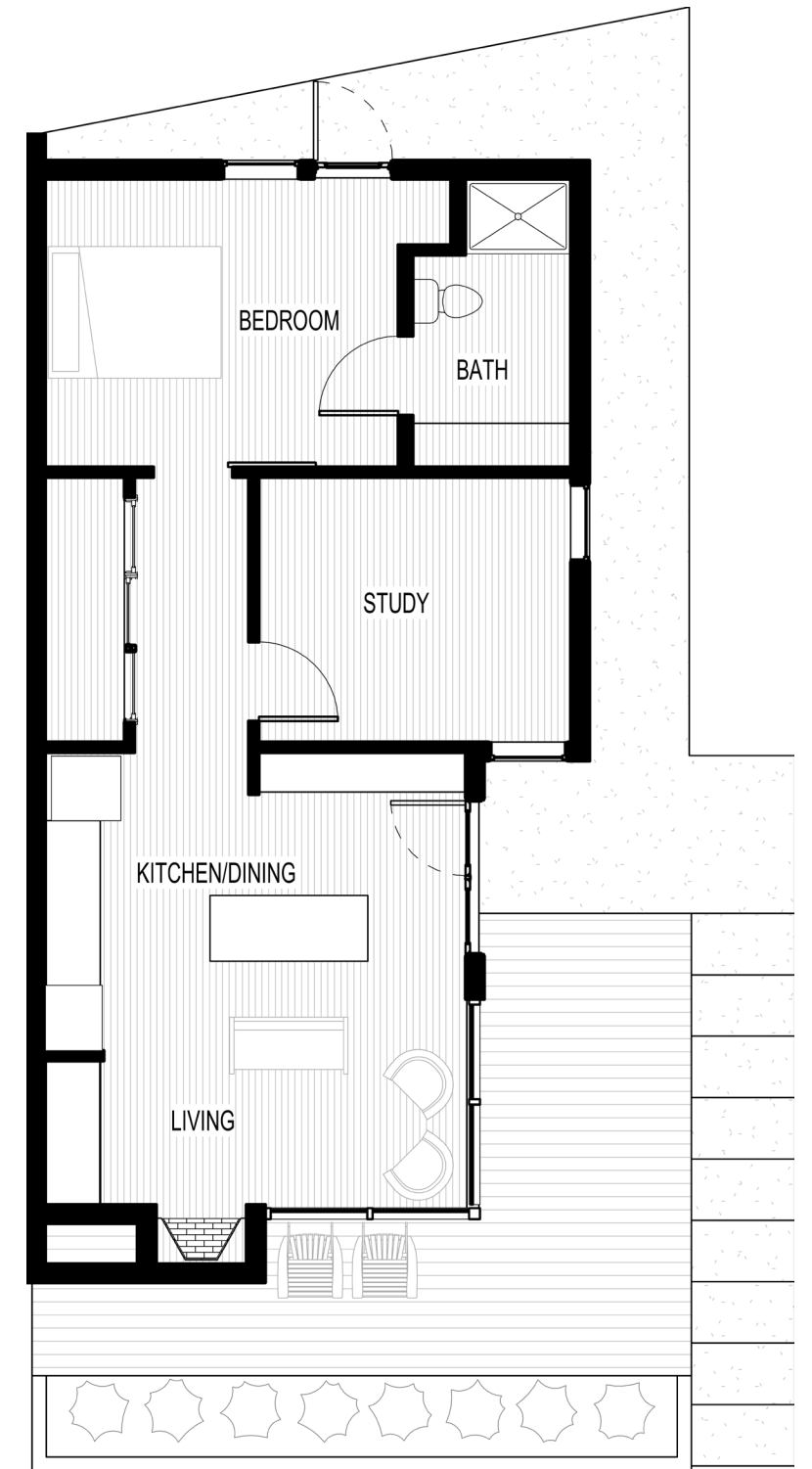
The camp has long had a growing fund for providing church worker retreat and this site was identified during the master planning retreat as suitable because, while it is within reach of camp, it is also quite removed

and private. Further investigation has recognized the site constraints of the property. The upper portion of the site could accommodate one small unit for individuals or couples to spend time away in quiet retreat while on long sabbatical or shorter retreat times, but if two units are desired, another site will need to be identified.

Programmatically, the unit should provide a simple and constrained "place away" for retreat and study. The unit should be small, but accommodate basic living functions, including reading and study, and must provide outdoor living spaces that take advantage of the site's amenities. The neighboring lot to the west was developed close to the lot line and is highly visible, so this design concept creates a solid wall barrier to the west and opens the living unit to the east and south to capture the most attractive views of the site.



Concept Rendering of Shepherd's Rest



Concept Plan of Shepherd's Rest



05

PROJECT COST ESTIMATES

CONCEPTUAL PROJECT BUDGET ESTIMATES

High-level, conceptual project budgets are outlined below and grouped by project areas and goals. These estimates are conceptual in nature and have not looked in detail at site infrastructure and utility costs for each project. Rather, these can be used to evaluate rough order of magnitude for different key aspects of the master plan.

Costs for site and infrastructure work are based on general site area of impact and costs for building construction are based on costs per square foot, using recent comparable projects for a basis of evaluation.

Welcome & Wayfinding Project	Qty	Units	Cost	Total Cost
Hard Costs				
Demolish or Move Ark Building	1	ls	\$ 35,000.00	\$ 35,000.00
Demolish Ark Slab	1	ls	\$ 15,000.00	\$ 15,000.00
New Storage & Maintenance Building				
Site Prep	1	ls	\$ 15,000.00	\$ 15,000.00
Septic System	1	ls	\$ 30,000.00	\$ 30,000.00
Utilities	1	ls	\$ 20,000.00	\$ 20,000.00
Building Construction	3200	sf	\$ 170.00	\$ 544,000.00
Staff Parking Area Improvements	1	ls	\$ 20,000.00	\$ 20,000.00
New Main Parking Reconfiguration	1	ls	\$ 45,000.00	\$ 45,000.00
New Accessible Trail	5330	sf	\$ 8.00	\$ 42,640.00
Area Lighting	1	ls	\$ 20,000.00	\$ 20,000.00
Trail Activity Zone Buildings				
Site Prep	1	ls	\$ 40,000.00	\$ 40,000.00
Utilities	1	ls	\$ 20,000.00	\$ 20,000.00
Building Constructions	3000	sf	\$ 180.00	\$ 540,000.00
Welcome Center				
Site Prep	1	ls	\$ 35,000.00	\$ 35,000.00
Utilities	1	ls	\$ 15,000.00	\$ 15,000.00
Building Construction	6650	sf	\$ 400.00	\$ 2,660,000.00
Courts Accessible Path	3000	sf	\$ 10.00	\$ 30,000.00
Overnight Guest-Use Parking				
Grading	1	ls	\$ 15,000.00	\$ 15,000.00
Surface Improvements	10000	sf	\$ 2.00	\$ 20,000.00
Subtotal				\$ 4,161,640.00
GC OH&P	12%			\$ 499,396.80
Construction Base				\$ 4,661,036.80
Soft Costs				
Survey	1	ea	\$ 4,000.00	\$ 4,000.00
A&E Services	8%			\$ 332,931.20
Permitting	1.50%			\$ 62,424.60
Testing	1%			\$ 41,616.40
Financing			TBD	
FF&E				
Appliances			TBD	
Window Coverings				
Furniture				
Equipment				
Project Subtotal				\$ 5,102,009.00
Inflation (2 years)	8%			\$ 408,160.72
Contingency	15%			\$ 765,301.35
Project Total				\$ 6,275,471.07

Guest Housing Project	Qty	Units	Cost	Total Cost
Hard Costs				
Building 1				
Site Prep	1	ls	\$ 15,000.00	\$ 15,000.00
Utilities	1	ls	\$ 10,000.00	\$ 10,000.00
Building Construction	2300	sf	\$ 325.00	\$ 747,500.00
Landscaping/Path Connections	1	ls	\$ 15,000.00	\$ 15,000.00
Building 2				
Site Prep	1	ls	\$ 15,000.00	\$ 15,000.00
Utilities	1	ls	\$ 10,000.00	\$ 10,000.00
Building Construction	2300	sf	\$ 325.00	\$ 747,500.00
Landscaping/Path Connections	1	ls	\$ 15,000.00	\$ 15,000.00
RV Site				
Site Prep	1	ls	\$ 20,000.00	\$ 20,000.00
Utilities	8	ea	\$ 5,000.00	\$ 40,000.00
Parking/Driving Improvements	15000	sf	\$ 2.00	\$ 30,000.00
Subtotal				\$ 1,665,000.00
GC OH&P	12%			\$ 199,800.00
Construction Base				\$ 1,864,800.00
Soft Costs				
Survey	1	ea	\$ 8,000.00	\$ 8,000.00
A&E Services	8%			\$ 133,200.00
Permitting	1.50%			\$ 24,975.00
Testing	1%			\$ 16,650.00
Financing			TBD	
FF&E				
Appliances			TBD	
Window Coverings				
Furniture				
Equipment				
Project Subtotal				\$ 2,047,625.00
Inflation (2 years)	8%			\$ 163,810.00
Contingency	15%			\$ 307,143.75
Project Total				\$ 2,518,578.75

Shepherd's Rest Project	Qty	Units	Cost	Total Cost
Hard Costs				
Unit 1				
Site Prep	1	ls	\$ 15,000.00	\$ 15,000.00
Electric Utilities	1	ls	\$ 15,000.00	\$ 15,000.00
Septic System	1	ls	\$ 50,000.00	\$ 50,000.00
Well	1	ls	\$ 20,000.00	\$ 20,000.00
Building Construction	1100	sf	\$ 325.00	\$ 357,500.00
Landscaping/Road & Parking Improvements	1	ls	\$ 15,000.00	\$ 15,000.00
Unit 2				
Site Selection				
Site Prep				
Utilities				
Building Construction				
Landscaping/Road & Parking Improvements				
Subtotal				\$ 472,500.00
GC OH&P	12%			\$ 56,700.00
Construction Base				\$ 529,200.00
Soft Costs				
Survey	1	ls	\$ 4,000.00	\$ 4,000.00
A&E Services	8%			\$ 37,800.00
Permitting	1.50%			\$ 7,087.50
Testing	1%			\$ 4,725.00
Financing			TBD	
FF&E				
Appliances			TBD	
Window Coverings				
Furniture				
Equipment				
Project Subtotal				\$ 582,812.50
Inflation (2 years)	8%			\$ 46,625.00
Contingency	15%			\$ 87,421.88
Project Total				\$ 716,859.38





06

APPENDIX

RETREAT SUMMARY

March 24-26, 2023 members of the master planning committee and architectural consultants from Mosaic Architecture gathered to conduct a master planning retreat at FLBC. Their discussions were guided by the Strategic Planning Document and the facilities and site goals established in that document.

Strategic Goals:

Develop a Master Plan for Facilities, Infrastructure, Property and Land Use that addresses the following goals:

1. Year-round Staff Housing
2. Multi-Use Conference and Retreat Center
3. Shepherd's Rest
4. Updated Bathrooms
5. Commercial Laundry Facility
6. ADA Accessibility
7. Property and Land Management

These goals for improvements to the physical environment at camp were informed by a number of national and FLBC camp trends.

National Trends:

1. A dramatic decline in church membership across all denominations and a 40% decrease in ELCA membership during the last 30 years.
2. A significant increase in the number of Americans who indicate they have no religious affiliation, the "Nones," which are now equal in size to Evangelical Protestants and Catholics, the two largest religious groups.
3. The aftermath of COVID led to staffing shortages and increasing competition for staff due to mass resignations and higher wages.
4. Over the next 20 years, the most significant intergenerational transfer of wealth that the nation has ever experienced will occur; higher education, religious organizations, nonprofits, and family members will receive an estimated \$30 to \$80 trillion accumulated by the Silent and Baby Boomer generations.

FLBC Trends

1. A 50% decrease in summer youth camp attendance between 2008 and 2022, from 1,259 to 625.
2. A decrease in the number of summer campers affiliated with an ELCA congregation – or any congregation.
3. Growing in Faith is no longer the primary reason parents send their children to FLBC. It ranks fourth behind Strengthening Character Traits, Making Friends and Developing Social Skills, and Having Fun.
4. Significant challenges in hiring summer staff for 2022, fewer college-

age adults were interested in working at camps due to increased wages and flexible schedules closer to home.

5. Success in fundraising and grants; \$235,000 in Phase One of the Holy Grounds campaign, \$289,000 for the Hughes Bay land purchase, and \$832,000 in grants from the M.J. Murdock Charitable Trust for infrastructure, technology, funding for a development director, the Lakeview Cabin Complex, and the Gathering Pavilion.

Retreat Observations and Assessments from previous Master Plan and Strategic Plan

1. Cockrell Center Expansion - Completed & highly functional
2. Retreat Center: Identified as a need, but never completed
3. Hagen Hall functions for small groups and has accommodations participants prefer
4. Bath/toilet facilities: User preferences are changing and these facilities need to be updated
5. Vehicle Access continues to be a concern
6. Way Finding needs still exist
7. Welcome Center needed

Participant Awareness/Experiences of Other Camps and Retreat Centers

1. Luther Crest Camp: Mostly On-site, midweek offering for families, \$3-400 more per week over FLBC, Elder-versity
2. Rainbow Trail and Sky Ranch, CO: Similar offsite / on-site offerings, Intentional giving to causes
3. Luther Haven: Multiple facilities run as cohesive camp offering, Retreat Center funded by individual with use agreement, retreat center rooms with flexible bed options
4. YMCA Camp Child: Many families are uncomfortable with leaving children for over-night ~ moved to fully day camp
5. Holden Village: Remote access, retreat center, scholarly offerings ~ built reputation around learning, J-Term offerings
6. Staff Space: area to congregate away from main camp.
7. Lutherdale Camp: Congregation Retreats, Youth ministry/service offerings, cultural enrichment, support for congregation youth development.
8. Room Offerings: Participants prefer more individual housing options.
9. Retreat Centers usually need room for 20-40 participants

Observations from Site Visits to Neighboring Camps

Presbyterian Camp:

1. Expansive Hospitality Facility with admin, registration, banquet room, kitchen, various meeting spaces, 13 ensuite guest rooms with potential for 4 guests per room, expansive decks and large entry /

surge space to welcome groups.

2. Conference spaces designed to host various groups including quilting groups with multiple ceiling electrical outlets
3. Limited space on site for vehicle access
4. Good waterfront access
5. Separate area north of retreat center for summer camp
6. Summer camp cafeteria for serving only - food provided by main retreat center kitchen
7. Camp director also provides maintenance and janitorial
8. Camp cook also serves as retreat coordinator and janitor
9. Full linen / towel services with on-site laundry facility ~ moving to participant assisted room prep for next guests
10. On-Site staff housing ~ 2 up/down duplex units along drive to camp ~ scale and style of structures is out of context with camp experience, but provide multiple camp staff housing.
11. Kitchen layout maximized separation from banquet space with secondary prep/serving/coffee area between kitchen and banquet room.
12. Five minutes from FLBC by van

Methodist Camp:

1. Expansive waterfront due to peninsula
2. Location lends to great views from all camp buildings and offers great camper access to lake.
3. Organic development of site by individual user groups has led to less uniformity, vehicles dispersed around site, many summer cabins (approx 150 summer capacity, and a few winterized cabins (approx 30 participants).
4. Nice cafeteria building with adjacent space for small meetings that functions as gathering space for summer staff.
5. Historic chapel building for indoor worship - great space but animal / rodent issues.
6. Program has progressive approach to participant inclusion centered on accommodations selected based on preferred pronouns, providing counselors with similar gender identities and centered on communication with participant families to ensure a positive experience for both participants and their families.
7. On-site directors manage most camp functions including site maintenance.
8. 15 minutes from FLBC by van



RETREAT SUMMARY, cont.

For organizational purposes planning item discussions were broken into 4 primary categories: Facilities, Site, Program, and Miscellaneous. Specific needs and siting ideas were discussed for each item.

Facilities:

Staff Housing - 2 duplexes

Retreat Opportunities

- Guest rooms around court would serve 'retreat' function well
- 4 room/2 bath units with small meeting space in duplex configuration discussed
- Keep bed options flexible to accommodate retreat and summer guests
- This configuration offers better privacy for non-traditional gender role campers

On-Site Admin space needed

- Camp office
- Support Services
- Laundry
- Storage

Emergency power considerations

- Generator needs/fuel options
- Consider use of electric/hybrid vehicles as power bank / generator

Ark

- Current location constrains site flow - move
- Functionality issues with competing needs for storage/repair/construction and various program storage needs

Courtyard structures/outdoor play spaces

Building/user specific facility items

- Curtains for bunks ~ including top bunks
- Shelves/lights/power access for bunks
- Bathroom facilities inadequate and poor layout for participant privacy

Cockrell Center

- Deck layout ~ improve access to lake and consider options for amphitheater style seating with 'stage' platform
- Kitchen noise issues
- Aging kitchen/refrigeration equipment
- Sewer gas smell issues
- Poor participant access to lower meeting space

- Poor flow to/from deck spaces
- 2nd level over kitchen space underutilized
- Freight delivery access is poor and creates safety concerns

Site:

- ADA accessibility
- ACA accreditation
- Vehicle/Pedestrian routes overlap creating safety concerns
- Forestry management concerns
- Poor species selection in past
- Heavy fuel loads in some areas
- Need to thin and reforest to promote better tree health
- Wayfinding issues have improved but need further refinement
- Restricted fund established for wayfinding
- Welcome / 'Front Door' needed
- Path illumination needed
- Zip line feature
- Ninja course

Shepherd's Rest area

- Long awaited sabbatical facilities
- Retain camper access to lakeshore
- Improve access from county road

Central Camp Hub

- Best access to Cockrell Center
- Facilities do not serve retreat guests well
- Improve summer camper experience
- Retreat / Summer participant user needs are not necessarily in competition if well designed

Vehicle parking

- Inadequate ~ especially for events and camper check-in/out
- Access is problematic for large vehicles
- Consider off-site
- Pedal train / user propelled vehicles to move users between parking and camp
- Access to camp options
 - Road
 - Lake
 - Candela ~ P-8 Voyager Information (Electric boat access to camp)

Consider issues/opportunities with clean energy initiative

- Energy collection/generation options
- Grant opportunities
- Payback periods

- Remote generation locations at member facilities
- Could this be a unifying / program defining initiative?
 - How could we evaluate this?
 - Survey?
 - Rides on our electric hydrofoil boat?

Program:

January-Term College Programming

- Facility needs
- Program specialities

Shepherd's Rest

- Ministry renewal need
- Options for participation/separation from camp activity
- Provide opportunities for peer connections/conversations
- Offer meditative space
- Requests from out-of-state clergy

Retired volunteer corps

- Need for housing or RV hookups

Miscellaneous:

- Ministry partnerships with neighboring camps
- Staff support
- Storage management
 - Protocol for removing items no longer with purpose
- Design cohesiveness
- Options to facilitate accessibility issues
 - Vehicles
 - Autonomous options
- Tree replacement plan
- Campfire 'porch swings'
- Deck on Hagen
- Deck railing view obstructions
 - Reduce size of top rail
 - Make guardrails less opaque
 - Increase height of seating to improve sightlines
- Opportunities to remove participant vehicles from camp?
 - Remote parking w/ water taxi idea
 - <https://candela.com/> (just in case anyone wants to research more)



2024

FLATHEAD LUTHERAN BIBLE CAMP MASTER PLAN