FOUNDATION FOR A NEW CENTURY

A Master Facility Plan for Camp Alexander Mack

2025-2034

Indiana Camp Board
November 2024

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Introduction

In 1925, visionary leaders in the Church of the Brethren invested heavily with their gifts of labor, time, and finances, and in less than ten years created a legacy of ministry and service that served the church of its day. Through the next ninety years, continued investments were made to facilitate change in programs and facilities as generations changed. It is time, once again, for the stakeholders of today to envision a ministry that reaches into the next century to answer God's call for welcome, connection, stewardship, and community.

In 2021, the Indiana Camp Board began the process of developing its second strategic plan. The first goal of that plan was: *By the end of 2024, Camp Mack will have commissioned or developed a Master Plan to determine facility capacity needs, property stewardship needs, and building renovation needs for a ten-year period.*

A committee made up of Camp Mack constituents, Board members, and staff met over a six-month period and submitted the following plan to the Indiana Camp Board to address this goal.

> This goal will be achieved through the work of a committee to include representatives from staff, Board, and various constituencies appointed by the Indiana Camp Board to begin work no later than April 2022. The strategies and tactics indicate the work of the Board, the staff, and the committee as they provide and review the data necessary to achieve the goal. The work of the committee is planned to end by April 2024. Additional data may be requested by the committee.
>
> **Strategy one:** Provide relevant background information for the committee to review in establishing a baseline understanding of current site and facilities.
>
> > **Tactic A:** Assess the status of camp property and facilities in conjunction with the committee and share updated building life cycle costs.
> > **Tactic B:** Provide up to date depreciation schedules for all buildings and assets and current building capacities to the committee.
> > **Tactic C:** Provide background information, including the previous master plan and capital campaign information to the committee.
> > **Tactic D:** Coordinate overnight on-site visit by committee to examine buildings and grounds and to discuss environmental policies.
>
> **Strategy two:** Develop a list of site and building needs as defined by the committee in order to accommodate ministry and program aspirations for the future.
>
> > **Tactic A:** Create a list of program aspirations including specific facility and site needs for the period ending in December of 2035.
> > **Tactic B:** Create a list of outdoor education aspirations including specific facility and site needs for the period ending in December of 2035.

Tactic C: Create a list of ministry aspirations including specific facility and site needs for the period ending in December of 2035.
Tactic D: Create a report of site and facility needs necessary to meet all aspirations, considering multi-use facilities whenever practical.

Strategy three: Determine the financial needs required to meet the ministry and program aspirations over the master plan period and define the capacity to meet those needs.

Tactic A: Create a financial projection of anticipated status quo net revenue through 2035 using historical data. Create a financial projection of anticipated net revenue for each revenue-producing facility recommendation.
Tactic B: Obtain undetailed estimates of costs for facility recommendations from a professional building estimator.

Strategy four: Create a plan outline for presentation to the Indiana Camp Board. Make a recommendation for the plan to be completed either by the committee or a professional planner.

Tactic A: Organize the data collected in a manner that clearly describes the possibilities over the period of the plan.
Tactic B: Using the available data, select projects that may reasonably be pursued within the constraints of time and finances.
Tactic C: Draft an outline for completion of the master plan and recommend a process for completing it.

The goal strategies were subsequently adopted by the Indiana Camp Board in February of 2022 calling for the forming of a committee to prepare a report of needs due to the Indiana Camp Board by January of 2023 and a recommendation for developing a plan to meet these needs in August of 2023.

Plan Development

Consolidated Needs Process

The Board selected a committee that comprised a cross-section of the constituencies of Camp Mack. These constituencies were: clergy, construction knowledge, education, landscaping, partner camp representation, volunteer program leader, Board representative, and appropriate staff. A former Indiana Camp Board Chair was called to chair the committee.

The committee met seven times between June and November of 2022. The initial kick-off meeting was an overnight, in-person discussion on the camp's grounds. The remainder of the meetings were virtual to accommodate the wide geographic spread of committee members.

The work of the committee involved three phases.

First, the committee looked backwards, reviewing the current master plan as well as current demographic and financial data from the camp. The committee requested additional information in a few rounds and received follow-up information from camp staff.

Second, the committee reviewed future-looking aspirational requests from camp staff. These aspiration documents included programming, ministry, and outdoor education. Additionally, camp staff provided some of their own thoughts on pressing issues or ideas for the committee to consider. The committee spent time discussing each staff-submitted document as a group, with relevant staff representatives present to answer committee questions.

Third, the committee moved onto a synthesis phase. The committee spent time looking for consolidation opportunities (ex. when a particular project could serve the needs of multiple aspirations). The committee then ranked the top items (both individually and in group discussions). In January of 2023, they presented their recommendation of needs to be addressed in the Master Plan.

This work completed strategies 1-3 from the strategic plan. The next task was to recommend a process for completion of the Master Plan.

Master Plan Process

After this portion of the committee's work was accepted by the Indiana Camp Board, the committee proceeded to develop a recommendation for the writing of a Master Plan. The committee worked through additional data collection regarding the scope and cost of each project and revenue projections to estimate the financial impact of the plan.

The committee considered four options for the development of a Master Plan:

1. Hire an outside consultant to build a complete master plan from scratch.
2. Hire an outside consultant to build the master plan but focusing on the emphasis areas the committee previously identified.
3. A volunteer led effort to complete the master plan but using an outside firm for certain technical tasks.
4. An all-volunteer effort to complete the master plan.

The options above are listed in decreasing order of cost. This was one factor considered in the committee's evaluation. The anticipated cost was around $40k for the first option, down to very minimal costs with the last option.

The committee affirmed the research and prioritization efforts previously presented in the Master Plan Committee Preliminary Report and Priorities document. Accordingly, the first option of having an outside consultancy start from scratch was quickly eliminated from consideration.

The outside consultancy narrowed focus option had quite a bit of appeal to the committee. Using the output of the previous process as boundaries for a consultancy would allow them to be more focused on previously defined objectives. This added focus should cut down the cost of the outsourced effort. For the sake of consideration, a 50% reduction in cost as compared to option 1 was assumed. The big question for this option was cost. Assuming a hypothetical cost of $20 thousand for this option, the committee weighed the added benefit of an outside, cross-organization perspective against the cost. While $20 thousand may not be a large percentage of the camp's annual revenue, it is not a trivial portion of the camp's operating margin.

The third option for a volunteer effort with technical assistance pushes a lot of the effort onto individual committee members. It requires identifying volunteers with the necessary skill set to obtain cost estimates, layout a multi-year sequenced plan, and write a sufficiently detailed plan. This option would call for the use of an outside group for some technical items, such as building cost estimates and future cost projections. The committee assumed a cost of $4-5 thousand for this technical assistance.

The final option for a full volunteer effort is the most labor intensive. It would require the same skill sets as option 3. Additionally, though, there would be an added expectation that someone on the committee would be actively involved in obtaining detailed building cost estimates.

After deliberation, the committee recommended using a volunteer effort combined with technical assistance from a selected building / facilities organization.

The committee also recommended a detailed series of steps to complete the task:

1. Select volunteer committee members.
2. Determine selection criteria for external partner(s).
3. Collect proposals from potential external partner(s).
4. Select external partner.
5. Approve external partner and budget.

6. Identify which projects need design consultation and cost estimates.
7. Confirm design guidance for selected projects.
8. Obtain building cost estimates.
9. Identify future dollar projection methodology.
10. Determine which additional items to include.
11. Attach desired due dates to items.
12. Write plan draft.
13. Gather feedback from the original plan committee.
14. Revise the plan.
15. Present to the Board.

The committee then presented their recommendations to the Board in July of 2023. Upon recommendation of the Board Development Committee, the recommendations were accepted, and a Master Plan Completion Committee was recruited. The committee began meeting in late October of 2023.

The committee met nearly twice each month with two onsite meetings. They determined the need for outside assistance on four projects: Vesper Hill, Lakefront Pavilion, restroom and W-Cabin improvements, and summer staff housing/lodge. Consultants were contracted for these projects with the goal of drawings and cost estimates before mid-July. Throughout the design process, members of the committee met with the consultants to discuss design elements and make recommendations.

Other projects were discussed with various committee members doing the necessary research and developing options and projected costs. Some projects from the *Additional Items* list from the original report were added. Decisions were made regarding timing of projects and a formula for estimating cost increases was employed. This document was then drafted and shared with the original committee for further comment. A final draft was then produced and adopted by the completion committee for presentation to the Indiana Camp Board.

Assumptions

The following assumptions were used by both committees as they developed the plan:

1. The Master Plan should be used as a guide for the camp as it assesses its needs and makes facility plans over the next ten years. It is not meant to be a final blueprint implemented on a specific timeline.
2. Costs were estimated in 2024. The baseline costs listed in the plan will be six percent higher to reflect estimated costs for 2025. In planning for fundraising, the baseline cost estimates must be increased by six percent for each year after 2025.
3. The Master Plan will be a primary resource for capital fundraising.

4. All drawings and ideas are conceptual. While each proposal includes basic measurements, there has been no engineering or site survey completed for this proposal. This work will need to be completed prior to any construction. Cost estimates do NOT include site survey or engineering.
5. Summer Camp remains a focus of the ministry of Camp Alexander Mack even as the business operations pivot to more partner programs and outdoor education.
6. Facilities enhance programs. Camp leadership should continue focusing on developing, improving, and maintaining programs that meet the mission and values of Camp Alexander Mack.
7. Preservation of current green spaces and development of new green spaces should be a significant consideration when making facility decisions.
8. Although the committees did not consider climate change in their work, it should be noted that greater extremes in weather must be considered as decisions are made on future development.

Master Facility Plan Projects

Sewer/Septic

Description
The change here is to put in place a comprehensive, long-term solution to the sewer needs of the camp. The assumption is a conversion to a sewer line instead of the two septic systems currently employed by the camp.

A civil engineering firm, VS Engineering, has been engaged to explore available options and direct camp staff to funding alternatives. The process of working with Milford on this project is primarily political. There are issues with neighbors along Camp Mack Road, and the Town Council is weighing the decision with the political consequences.

Milford does not want the responsibility of maintaining a line that runs outside the city limits. They are open to Camp Mack building and paying for a line and connecting with the wastewater treatment plant if we are responsible for the line. This means that Camp Mack would be called upon for the connection and maintenance of any property hooked into the line. It would be untenable for Camp Mack to bear this responsibility for the properties along Camp Mack Road or elsewhere.

Recommendation
Move quickly and prioritize resolution of the sewer/septic system, avoiding additional cost, allowing for growth and facility improvement, and responding to the needs of guests.

Rationale
This was the top item listed when the committee ranked the ideas coming from several months of meetings and gathered research. This ranks highly both due to its centrality in unlocking other changes at camp and due to a recognition that the current setup involves a looming expense that could trigger at any moment.

Aspirations Covered
This project doesn't directly map to any of the aspirations listed by staff. It is, however, a requirement that must be addressed before many of the other physical changes at camp can be accomplished. Any project involving expansion of capacity or improvements of current living areas will require a resolution to this

Estimated 2025 Cost: $1,200,000

Restroom Improvements

Description
Restroom improvements as a broad category would take multiple shapes. Examples include replacing an entire restroom structure with a replacement building, major retrofits of existing buildings, and/or adding new restroom facilities.

Restroom facilities that need change are the Northwest bathhouse serving the W-Cabins and the East Stone bathhouse serving the Letter Cabins (the Northeast bathhouse has been remodeled to address privacy issues). Solutions for all these restrooms are dependent on decisions regarding the cabins.

For the W-Cabins, it is hoped that the cabins can be modified for use in three or four seasons. This means either replacing the Northwest bathhouse with a heated and insulated bathhouse or adding restrooms to each cabin. E-Cabins and Letter Cabins will eventually need replacement. This will likely mean replacing cabins with new cabins that may have restrooms attached. If restrooms are attached, there is no need for a bathhouse.

There is also an identified need for accessible restrooms from the lakefront. Three suggestions have been made. The first is a stand-alone warm weather restroom building between the swimming and boating beaches. The plan might also consider adding a restroom(s) to an existing structure near the lakefront. Finally, adding restrooms to a new structure could be included if that structure is recommended for an area near the lake.

Any progress on this item requires completion of the septic/sewer work described above.

Recommendation
The Northwest bathhouse has received a basic remodel that addresses privacy and improves appearance; however, it still does not meet the desired standard. It is recommended that it remain in place until a decision is made about placing restroom/showers in the W-Cabins. If restroom/showers are added to the cabins, the Northwest bathhouse can be demolished and the space reclaimed. If restroom/showers are not part of cabin remodeling, then the current bathhouse can be demolished and a new bathhouse built in its place.

The East Stone bathhouse is difficult to clean, has electrical issues, lacks privacy, and is disliked by most guests. It is not feasible to remodel it. When Letter Cabins are replaced, restrooms will likely be added to the new cabins or lodge; however, cabin replacement is not part of this ten-year plan. Therefore, it is recommended that the East Stone bathhouse be demolished, and a new bathhouse be built in its place. The current location is not large enough to accommodate a new bathhouse. It is recommended that a new bathhouse be located between cabins A and C, moving cabin B between letter cabins F and G, and re-lettering the cabins. This location will be near the softball

shelter, so if future cabins do not need a bathhouse, they will be available for groups using the area for camping.

The Northeast restrooms have been remodeled to address issues of privacy and are more comfortable than any of our other bathhouses. When it is time to replace the E-Cabins, a decision can be made about adding restrooms to the cabins or building a new bathhouse. This report does not recommend changes to the Northeast restrooms.

A pavilion has been recommended for the lakefront (details, p.19). Plans for that building include two private accessible restrooms located between the swimming and boating beaches. The cost for these restrooms will be included in the estimated cost for the pavilion.

Rationale
The committee ranked this as a high priority item due to it its impact on multiple facets of the camp experience:

- Looking to convert the W cabins to year-round usability to expand rental offerings
- The current setup lacks accessibility
- The current setup does not match the privacy expectation of campers in the current moment
- Impact to partner groups:
    - From a partner camp perspective, the Northwest, Northeast, and East Stone restrooms appear to be out of usable life and are not in very good shape at all.
    - While rental camps see the need for cabin replacements, the question remains as to how long it will take to replace the cabins and if the current restrooms will make it that long.
    - The status of the restrooms impacts the possibility for additional partnerships and retention of current partnerships

Aspirations Covered

- Ministry - Inclusion
- Ministry - Family Rentals
- Programming - Waterfront
- Other Projects – Cabins

Estimated 2025 Cost: $270,300 for each bathhouse built.

Service Area Organization and Cleanup

Description
A functional service area is crucial to the year-round operation of the Camp. The service area addresses the purposes of:

- Providing workspaces
- Storage of equipment used for property management
- Winter storage for summer camp equipment (boats, kiosks, etc.)
- Wagon and trailer storage
- Temporary storage of items for deconstruction and recycling
- Storage of parts, consumables, and tools needed for maintenance and repairs
- Storage of building materials
- Landscaping materials
- Disposal bins
- Fuel storage and delivery
- Items in need of repair
- Camp vehicles
- Wood for splitting and firewood.
- Trash disposal bins

Recommendation
It is recommended that a full-scale cleanup utilizing volunteers whenever possible be organized to improve the functionality and appearance of the area through disposal and organization. The following steps are suggested:

1. Evaluate and dispose of or store:
    a. Becker beams
    b. 6x6 posts
2. Dispose of (recycling when possible):
    a. Broken concrete blocks and slabs
    b. Golf cart wheels and tires
    c. Broken yurt dome
    d. Drilled and broken PVC pipe
    e. Orphan garbage can lids
    f. Broken ladders
    g. Old solar panels
    h. Rusted out trailer
    i. Weed cutter pontoon
    j. Steps removed from Mission Village
    k. Broken compressors
    l. Rusted bush hog
    m. Broken carts
    n. Old shower doors
    o. Remnants of deconstructed pole building
3. Sell:
    a. Tree buckets
    b. Rock bucket for skid loader
    c. Leaf vacuum

    d. Snowblower for tractor
4. Organize:
    a. Landscaping concrete blocks and bricks
    b. Outdoor equipment and trailers
    c. Golf cart shed attached to old shop
    d. PVC pipe
    e. Building materials
    f. Boat storage
    g. Temporary disposal area
    h. Storage barn
5. Move Flying Squirrel
6. Repair gravel interior roads in front of storage barn and old shop and between buildings.
7. Create a policy for time unused equipment is stored before it is sold or discarded

Plan a volunteer day each fall for clean-up and reorganization

Rationale
The current service area is functional and provides all these service needs. Located at the edge of camp, it can be easily accessed for deliveries and removal. However, it has become disorganized and is an eyesore for campers and guests on the east side of Camp.

Aspirations Covered
- Other Projects – Service Area

Estimated 2025 Cost: $5,000

Aesthetic Barrier for Housing, Maintenance, and Storage

Description
Create an aesthetic boundary between the maintenance/service area and the living and programming spaces adjacent to it.

Recommendation
Build a visual barrier with 6-foot fencing and natural barriers such as arborvitae that extends from the northwest side of the Northeast apartments to near the corner of Cabin I. The path of the fence would have two or three breaks allowing for access to the areas and maintaining the masking of that area. Additionally, a barrier would be built behind the E-Cabins. Trees should be added to the E-Cabin circle and the Letter Cabin circle for additional privacy and shade.

Rationale
The previous Master Plan included providing a natural blind between the maintenance/service/housing area and Camp living and programming areas. Many camps either separate by space or provide some other way to maintain the aesthetics of the main camp. The combination fence/natural barrier is recommended because of cost, maintenance, access, and repairability.

Because of its location, separation of the maintenance/service area would not be possible without significant expense and remapping current locations.

Aspirations Covered
- Ministry – Adult Camps
- Ministry – Family Rentals
- Other Projects – Service Area

Estimated 2025 Cost: $10,000

Summer Staff Housing/Retreat Lodge

Description
Build a new structure on the edge of Camp to provide summer staff housing for up to 20-30 individuals. The structure should involve more privacy (2-3 people per room). The structure should include common spaces to encourage staff gathering for cohesion and group interactions. The building would include a kitchen.

This building will also provide prime rental space for groups who would like to provide their own meals and use very little camp programming. We currently use the other lodges for this, but they were not designed for a self-contained rental program.

Any progress on this item requires completion of the septic/sewer work described above. It should also be noted that the county improved the drainage at the front of Camp recently, which should help if a new building is built near the Northeast Apartments.

Recommendation
Build a lodge just west of the Northeast Apartments. This lodge would contain a main floor with gathering space and a large kitchen as well as a second floor of ten rooms housing 2-3 each, all with individual restroom/showers.

An additional portion of the main floor is a section of four 2-person rooms with restroom/showers that can be shut off from the gathering area and kitchen for summer volunteers. During retreat season, this section could be opened to add more rooms for rental groups or continue to be closed off for volunteers or individuals.

Each main floor living area will have an open deck.

Rationale
Having adequate summer staff housing is key for hiring and employee retention. The current (temporary) setup of using Wampler has some drawbacks and costs the camp access to a building during the summer camping season.

There is a desire for some groups to have retreat space that is more private and disconnected from the main camp. Examples include recovery groups and some men's groups. These groups would desire individual kitchen facilities to remove the need to interact with the main campus.

Aspirations Covered
- Ministry - Summer Staff Housing
- Ministry - Adult Camps (off-season)
- Ministry - Family Rentals (off-season)

Estimated 2025 Cost: $1,460,680

Vesper Hill

Description
Broadly speaking, the concerns with Vesper Hill all stem from accessibility and safety. Addressing this likely involves addressing multiple aspects of the site:

- Removing (and replacing?) the existing platform and stone podium
- Adjusting seating to respond to increasingly uneven concrete as weather and tree root growth skews the ground
- Providing accessibility to all seating locations
- Adding additional accessible seating elements to the top of the hill
- Installing safety rails, possible bench seating
- Consideration of shade as trees may be impacted

While working on the site, additional consideration should be given to audio and power availability. A plug and play-type system would provide maximum flexibility for user groups.

Environmental impacts to the site (ex. any work that would damage the trees on site) should be included in the analysis of possible changes.

Consider the possibility of building a deck-like structure on top of the existing concrete to address some of the concerns without the damage that would be caused by removing the concrete.

Recommendation
After assessment of the area, to meet accessibility and safety goals, it is recommended that the current concrete steps and podium be removed, the area graded from several tens of feet above the current entrance, and a spiral amphitheater be built to provide full accessibility to all levels of the space as well as access to the lake.

Three possible designs can be seen on p. 34. Alternative 1 is the least expensive or disruptive, but it does not address any accessibility issues. Alternative 2 is the most expensive and would represent the biggest change. Alternative 3 (p. 35) is the design recommended at this time because it combines elements of traditional camp design and provides the most flexibility of use.

This recommendation does involve the removal of several older trees and regrading the space, so it makes a shallow decline to the lake. Both are required to improve access to the worship area as well as to the lake. A plan for planting trees to provide shade for this area should be considered. The concept does not include rails for steps or along the access decline; however, these should be installed for the safety of all guests.

The purpose of Vesper Hill will remain a location that brings groups together for worship and celebration and takes advantage of the incredible sunsets of Waubee Lake.

Rationale
Vesper Hill, as a topic, came up in many meetings as well as the in-person tour. Informal discussions with the contacts of committee members also involved Vesper Hill as a concern.

As currently configured, this location is one of the least accessible sites in the camp.

The committee believes there to be a high degree of emotional attachment and memories tied to the current configuration of Vesper Hill and argues that suitable care and deference be given to this space

Aspirations Covered
- Ministry - Inclusion
- Other Camp Projects - Vesper Hill

Estimated 2025 Cost: $341,002

Additional Lakeside Pavilion

Description
Construct a new pavilion near the lake. The plan would be to combine this with a few other items scattered across the aspiration documents:

- Restrooms to provide access near the waterfront
- Use as classroom space for outdoor education
- Rental space available for groups to use along the lake

There are two options here. First, classroom space and restrooms could be added to the existing pavilion at the swimming beach. The second would be an additional pavilion located along the lakeside closer to Becker Hill. Combining the buildings would restrict non-swimming usage during the summer camp season.

Any progress on this item requires completion of the septic/sewer work described above.

Recommendation
Build a pavilion in the area of the current croquet court that houses two gender-neutral ADA restrooms. An area that includes a sink, water fountain and/or bottle-filling station that could be enclosed would add utility to the space. Some of this work may be appropriate for volunteers.

Additionally, the area in front of the pavilion could be hardscaped and a campfire circle built near the shoreline.

Rationale
There are some locations near the water (ex. croquet field and horseshoe pitch) that seldom get used that could serve as a location for a more used pavilion.

This seems like it could be a new structure that would fill many needs (programming, education, etc.) in one package.

The hope is that a lakeside pavilion could provide an additional location to give camp guests more connection to the lake.

Aspirations Covered

- Ministry - Adult Camps
- Programming - Waterfront Area
- Programming - Other Considerations
- Other Camp Projects - Lake Pavilion

Estimated 2025 Cost: $268,180

W Cabin Improvements

Description
In addition to the restroom improvements for the W cabins, adjust the layout of the cabins themselves as necessary to address some privacy concerns and adapt them toward year-round use.

Recommendation
There are two options for the W-Cabins. Renovate the cabins with restrooms or without. The overall renovation would include the following:

- Install changes to improve privacy
- Insulate and close in walls
- Install split system heating. Cooling to be determined at the time of renovation.
- Replace windows
- Improve ventilation

If restrooms are added, it would include two private toilets and showers and a common sink.

Any progress on this item requires completion of the septic/sewer work described above.

Note: If restrooms are not added to the cabins, a bathhouse like the one recommended to replace the East Stone bathhouse will need to replace the Northwest bathhouse.

Rationale
Some retrofitting work on the W cabins seems like one of the lower effort options to provide more year-round space for rentals. Adding restrooms would be a much larger project but could increase camper comfort and safety.

Aspirations Covered

- Ministry - Inclusion
- Ministry - Family Rentals
- Other Camp Projects – Cabins

Estimated 2025 Cost
With restrooms: **$685,608** + cost for water and sewer infrastructure
Without restrooms: **$127,200** + $270,300 for bathhouse

Lakeshore Erosion

Description
Develop and implement a replacement system for the existing seawalls which are starting to fail. This solution may take different shapes on the different parts of the lakefront. The imagined solution involves development of riparian zones as at least part of the replacement, but other elements may need to be present as well.

Recommendation
Create a committee of volunteers with knowledge of lakefront health and environmental management to develop a plan for lakefront reclamation. The plan should evaluate all types of erosion mitigation strategies and recommend the best alternatives for each space along the lakeshore. The plan should also recommend strategies for eliminating invasive plants.

Seek grant funding for implementation.

Rationale
The existing lakeshore preservation measures are aging and starting to fail. Beyond the reduced protection such degradation provides, there are safety and risk management issues involved as well.

Recent years have brought more frequent flooding and waves running over the seawalls.

Aspirations Covered
- Programming - Waterfront

Estimated 2025 Cost: Variable based on selected strategies. Up to $25,000

Trail Maintenance

Description
Many years ago, one of the most popular trails for use by all groups was the Living Cross trail. However, in the last fifteen to twenty years, the trail has become less useful because of changes in drainage in the area. At this time, the trail is boggy or under water for at least half the year, including a good portion of the spring, summer, and fall when guests are most likely to use it. To address this change, develop a solution to the Living Cross trail system to better ensure access through the wet areas.

It should be acknowledged, though, that the loss of one of the main branches of the Living Cross also undercuts the desirability of hiking the trail. As part of work on the trail, thought should be given towards developing other reasons for using that trail.

In the main wilderness area, plan for development of new trails, close old trails that are no longer needed, and build a comprehensive plan for trail maintenance for the trails in the wilderness area.

Recommendation
Some research has already occurred with Kosciusko County determining that the drainage issue on the Living Cross trail is, at least in part, the result of blockages in the ditch that runs through fields to the south and east of the lake. The process of correcting this issue would require significant effort in navigating the county bureaucracy, dealing with landowners, and high cost. It is recommended that solutions include bridging, boardwalks, and erosion control.

In the north wilderness area, it is recommended that a consultant for park planning be hired to work with a committee of volunteers and staff to assess the trail system of the area and develop a plan for improvements and maintenance.

Rationale
The trail system is a central part of the camping experience. Improving the existing trails and considering additional trails as needed will help with the accessibility goals of the camp.

Some of the existing trail systems are becoming increasingly challenging with changes in water drainage.

Aspirations Covered
- Programming - Trail System
- Ministry - Inclusion

Estimated 2025 Cost: $150,000 - $220,000

Tree Maintenance

Description
The work for this exists in multiple steps:

- Initial assessment of trees by a certified arborist or forester
- Comprehensive plan for tree management across the camp property
- Implementing the tree management plan including annual budget outlays to cover the ongoing cost

Recommendation
A donor has committed to hiring an arborist to conduct the assessment and develop a plan for long-term tree management.

Rationale
There are large trees near existing structures that are showing their age. Committee members expressed concern about the resilience of the existing trees to storms and wind. Additionally, there is a concern for both camper and staff safety when high winds occur.

Beyond the immediate concerns, trees take a long time to grow. If Camp is to have a rich tree presence in the years and decades to come, deliberate planning needs to be put into place to ensure that future.

Aspirations Covered:

- Other Camp Projects – Trees

Estimated 2025 Cost: $10,000

Other Items

In addition to the main items ranked above, there are some additional items to be considered for improvement during the 10-year time frame of this master plan.

Technology Upgrades

Without engaging in the connected/disconnected debate, it must be recognized that the use of technology is becoming more important to guests, campers, and partner groups. Camp and group leadership can make programming decisions that limit the use of technology; however, there must be continued attention to maintaining internet, wi-fi, and communication systems that provide safety and connectivity for individuals, groups, and Camp Mack operations when needed.

It is important that Camp Mack continually evaluate:

- Wi-fi network access (access points, access area, etc.)
- Bandwidth
- Number of hardwired connections
- Audio-visual systems
- Internet provider and connection

Greenspace

Space to spread out and play is vitally important to successful camp programming. Currently, greenspaces are identified as:

- Field between the Letter and E-Cabins
- Field between the John Kline Welcome Center and Camp Mack Road (doubles for additional parking)
- Field between Quinter-Miller Auditorium and Camp Mack Road (doubles for parking
- Smaller spaces surrounding Quinter-Miller Auditorium
- Space below Shultz Chapel to the lake
- Space between the Letter Cabins and the East Campfire Circle
- Space between Mission Village and the Nature Cabin
- Field next to primitive camping area in the North Wilderness

Thought must be given to preserving current greenspace and reclaiming areas for recreation where possible. In particular, the old parking area stretching from Ulrich Lodge toward Sarah Major could be excavated, regraded, and seeded.

Parking

Designated parking areas are limited to several spaces outside John Kline Welcome Center, outside Ulrich Lodge, outside Sarah Major Lodge, and outside Wampler Retreat Center. Overflow parking is often in the fields at the front of the camp. Snow in the winter and wet weather the rest of the year can make these areas unusable for parking. This creates problems for large events.

Thoughtful care must be given to finding more permanent and improved solutions to parking with minimal negative impact on greenspace and camper/guest safety.

Camp Roads

Camp roads are a major barrier to accessibility. The packed gravel develops pits and ruts quickly, and loose, variably sized stones can obstruct the path for manual and powered wheelchairs. Additionally, the roads are difficult to maintain, can be rough for snow removal, create a lot of dust, and require at least $2,000-$4,000 in stone delivery and grading each year.

Plans should be developed for more permanent and smooth surfaces.

Invasive Species and Native Plant Management

Currently, invasive species are removed when possible. Through Department of Agriculture grants, two significant areas of the North Wilderness have been treated for invasive species removal. All new plantings throughout camp grounds must be vetted through the camp naturalist on staff.

Camp should continue to pursue invasive species elimination in all areas of camp, including main camp, wilderness, and lakeshore. As this plan is implemented, continued care for new plantings must be considered. Whenever possible, non-native plants should be kept to a minimum.

Electrical

The electrical system throughout the grounds is aging. For the most part, electrical improvements have been the result of failing systems or add-ons to renovation or building. A full evaluation of the current electrical system throughout the camp would be the first step in preparing a plan for upgrading the electrical system for the future.

Camp has been replacing lighting with LED as funds are available. This should continue with an end date sooner rather than later.

Decking

Decks are used as boardwalks in the wetlands and Mission Village, on the back of John Kline Welcome Center and on permanent staff housing. As these areas weather and fail, consideration should be given to replacement with composite or vinyl deck boards.

RV access

Consider the addition of RV electrical hookups (water where possible) throughout the camp. These have been used by partner camps, rental groups, family camps, and grand camps to increase capacity for participants. Additional spaces will provide more involvement and increase the comfort of guests.

Installation of a dump station will increase the convenience of RV usage by guests.

Any progress on this item requires completion of the septic/sewer work described above.

Recommendations

Priorities

The Indiana Camp Board and the Executive Director will have the responsibility to determine when and how the suggested projects will be implemented. These will be impacted by financial circumstances, availability, changing needs and context, evolving trends, sudden developments, and many other unforeseeable details. However, the committees that examined needs for the period of this plan have considered priorities for implementation of the projects. Therefore, their priority list as of the adoption of this plan is included.

The importance/priority of these projects, according to the planning team is:

1. Sewer/Septic
2. Restroom improvements
3. Service drive organization/aesthetic barrier (the committee recommends combining these two projects)
4. Summer staff housing/retreat center
5. Vesper Hill
6. Additional lakeside pavilion
7. W-Cabin upgrades
8. Lakeshore erosion
   Trail maintenance
   Tree plan

Financial Considerations

The project estimates represent a very significant financial investment. Each estimate is based on the best information available during the planning year of 2024. The figures are also based on purchasing materials at full retail and hiring all labor. Estimates listed are the 2024 prices multiplied by 1.06 to account for anticipated cost increases. For each year that a project is delayed from 2025, Camp leadership should expect a 6% price increase.

Much of the plan will likely be funded through a campaign to raise capital funds; however, there are options to reduce the amount of capital funds to raise for completion of the plan. These include:

- Camp Mack has had a history of community support beyond financial contributions. For this reason, volunteer labor could be used. When Camp Mack was initially developed, volunteer labor was employed for almost all the work. This tradition continued, to a lesser degree, through the end of the century. Because of insurance and liability issues and the growing complexity of mechanical systems, less and less work qualified for volunteer labor. However, in 2022 and 2023, qualified construction supervision was contracted to coordinate

volunteer work on Ulrich Lodge, saving the camp close to $300,000. There is some potential for significant savings through volunteers.
- Some projects listed are small enough to be built into the annual budget or scheduled with regular volunteer opportunities that arise during any given year.
- There has been some recent success in finding grants to partially or fully fund programs and projects. This includes capital projects expenses.

This plan calls for the building of two new structures and the replacement of three other structures. Whenever a new building is added, maintenance and operational costs increase. It is recommended that funding be sought for contributions to the Arden and Charmaine Ball and Rebecca and Paris Ball-Miller Maintenance endowment at the Community Foundation of Elkhart County. Expanding the endowment principal will significantly increase the annual grants from the fund to supplement additional building maintenance costs.

It must be noted that investment in improved facilities improves program opportunities and the comfort and accessibility of guests. Not only does this lead to expanded ministry engagement, but it will also lead to more stable and consistent income.

The full cost of this facility plan ranges from $4,094,436 to $4,647,590 not including “Other Items.” It will be the task of the Indiana Camp Board and camp staff to develop a strategy for raising funds, planning for implementation, and creating a framework for implementation. This plan represents a significant and assertive approach to improving the facility in answer to current needs and anticipation of future opportunities.

Drawings and Location Maps

The following pages share conceptual drawings and designs of imagined buildings and structures. Maps that suggest recommended places for these installations are included following each set of drawings.

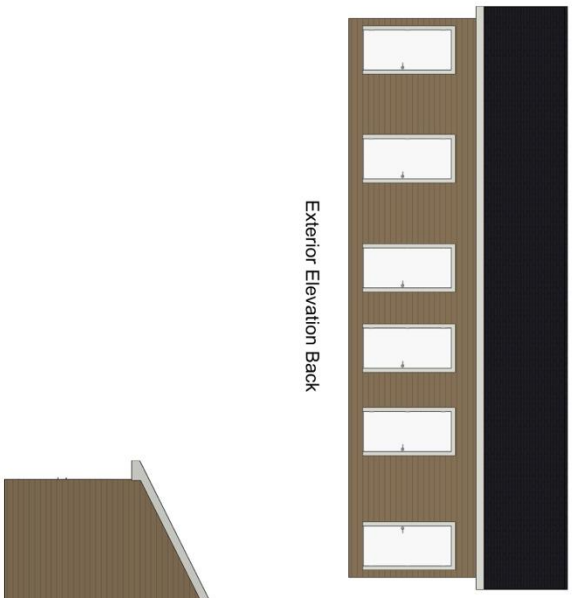
These are not engineered, and no official surveys have been conducted.

When considering these possibilities, it is recommended that volunteer assistance be used when safe and feasible. Generations of volunteers have pointed with pride to the spaces they helped build. As the first several generations built Camp Mack with their hands as well as their financial gifts, so too, should our future generations have that opportunity.

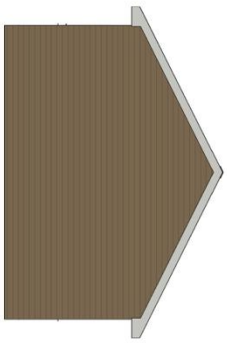
Note: As stated earlier in this report, the committee employed three different consultants to develop concepts for construction projects. Each consultant had different design software resulting in a variety of presentations. These drawings reflect that variety.

Bathhouse

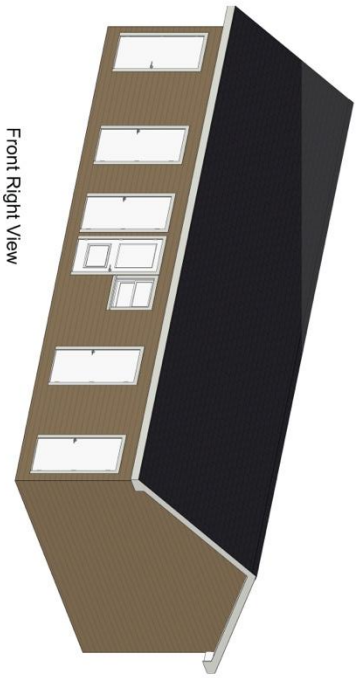
East Stone Bathhouse Replacement
Camp Alexander Mack
1113 E CAMP MACK RD. MILFORD, IN 46542
Camp Mack provides a sanctuary where all people are welcomed to connect with God, experience creation, and build a Christian community!
Add natural barrier for privacy and shade.
Remove existing Restroom and replace with natural barrier
This map shows cabin B moved to a new location to allow for the new Bathhouse. Cabins would be re-lettered in order.
Lake Waubee
N
S
E
W
Archery
Climbing Tower
High ropes course
Low Ropes Course
Neighbor's Farm
No Trespassing
Trail to Low Ropes/Climbing tower/Archery
Main Entrance
Service Entrance
W Cabins
N.W. Field
N.E. Field
Pavilion
Restroom
West Campfire Circle
E Cabins
Staff Housing
Maintenance Facilities
Wampler Retreat Center
Schultz Chapel
Quinter Miller Auditorium
Softball Field
Softball Shelter
Letter cabins
Center Campfire Circle
East Campfire Circle
Vesper Hill
Sarah Major Lodge
Ulrich Lodge
Swimming Beach
Croquet
Gazebo
Well
Mission Village Yurts
EBEY
MOOMAW
RHOADES
STOVER
BURKE
Crumpacker
Nature Cabin
Boardwalk
Boating Beach
Living Cross



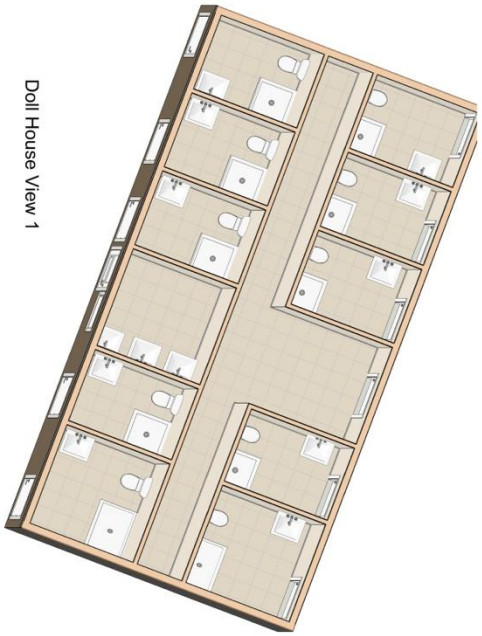
Exterior Elevation Back



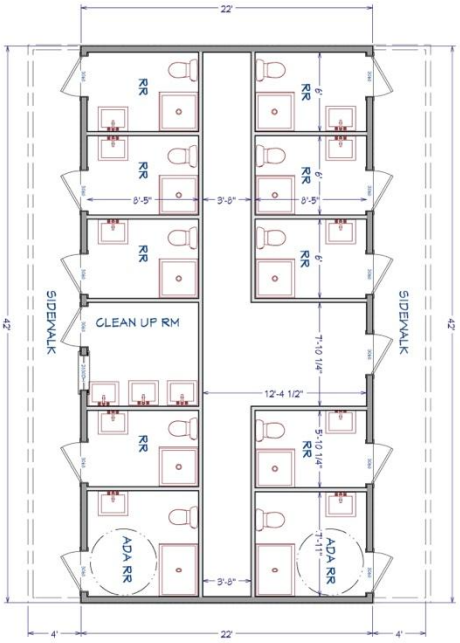
Exterior Elevation Right



Front Right View



Doll House View 1



1st Floor

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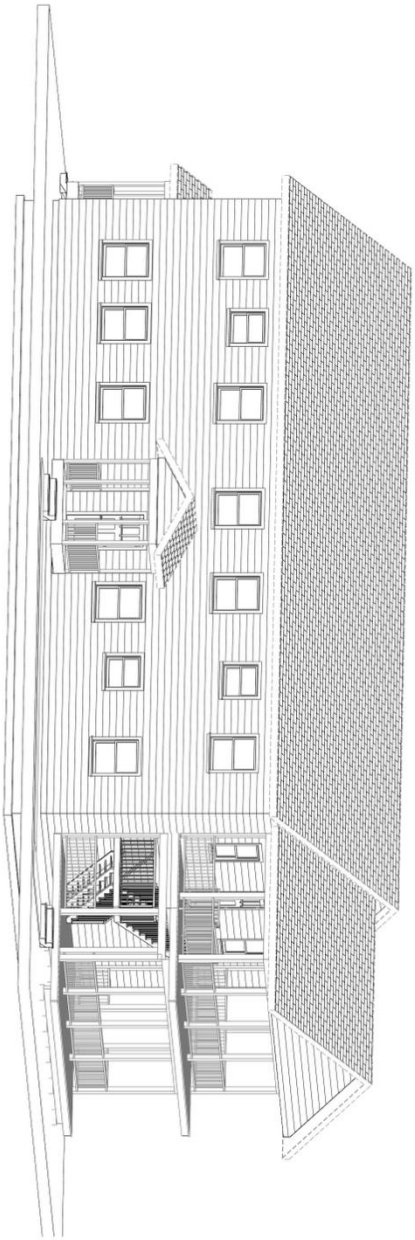
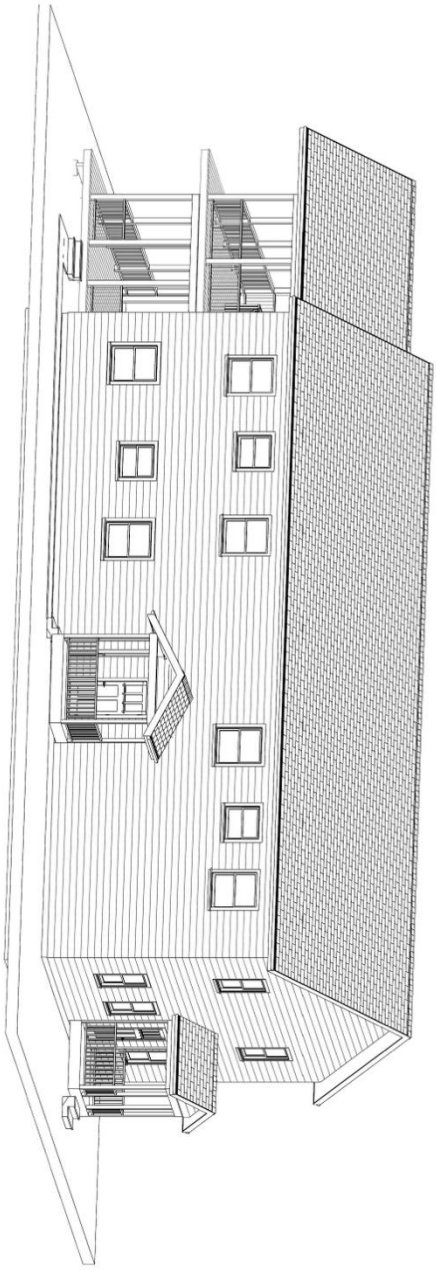
SHEET #:	1
SCALE:	1/4"= 1'0"
DATE:	5/10/2024
DRAWN BY:	Ken H
PAGE TITLE:	Project Overview
NEW HOME PLANS FOR:	Camp Mack Bathhouse 1113 E Camp Mack RD Milford, IN, 46542
CLIENT EMAIL:	[redacted]
CLIENT PHONE:	574-638-4831
CELL PHONE:	
PROJECT NUMBER:	000000000

Ken's Drafting
58175 Valley View Dr,
Elkhart, IN, 46517
PHONE:574-322-8647 EMAIL:klhershey@comcast.net

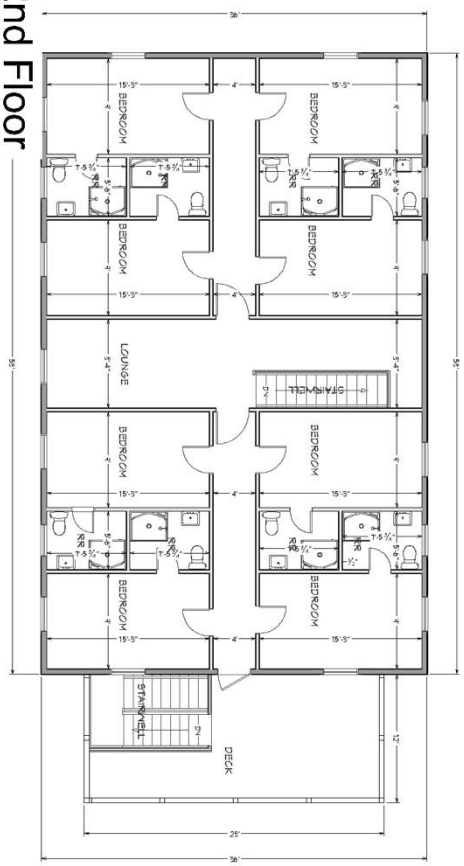
3D VIEWS ARE NOT TO SCALE AND DO NOT REFLECT EXACTLY WHAT IS AVAILABLE FOR THE PRICE. THEY ARE ONLY REPRESENTATIONS OF THE BUILDING AND ARE INTENDED TO GIVE YOU A LOOK LIKE. NOT WHAT IT WILL BE EXACTLY. 2D VIEWS ALWAYS SUPERCEDE 3D VIEWS

Staff House/Retreat Center

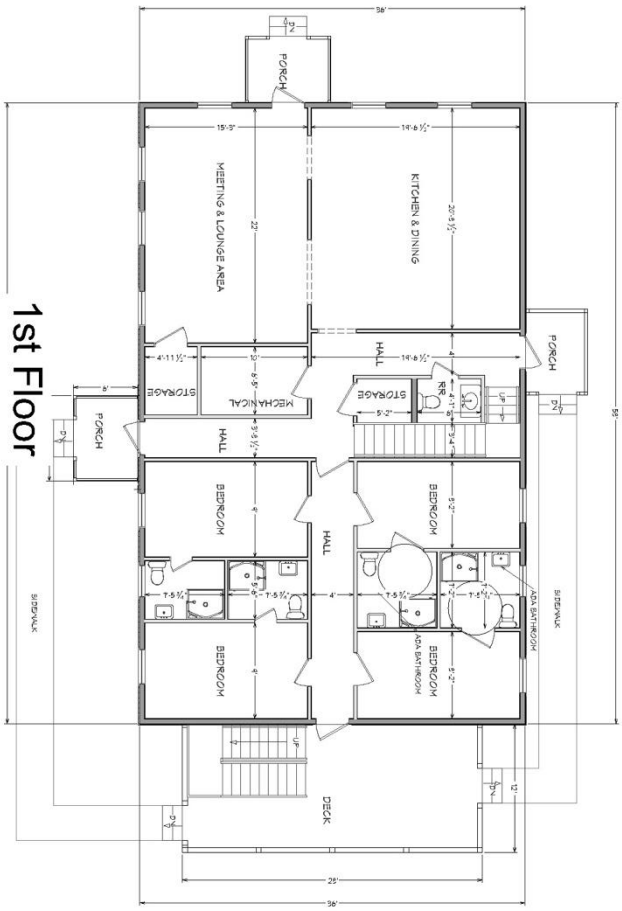




2nd Floor



1st Floor



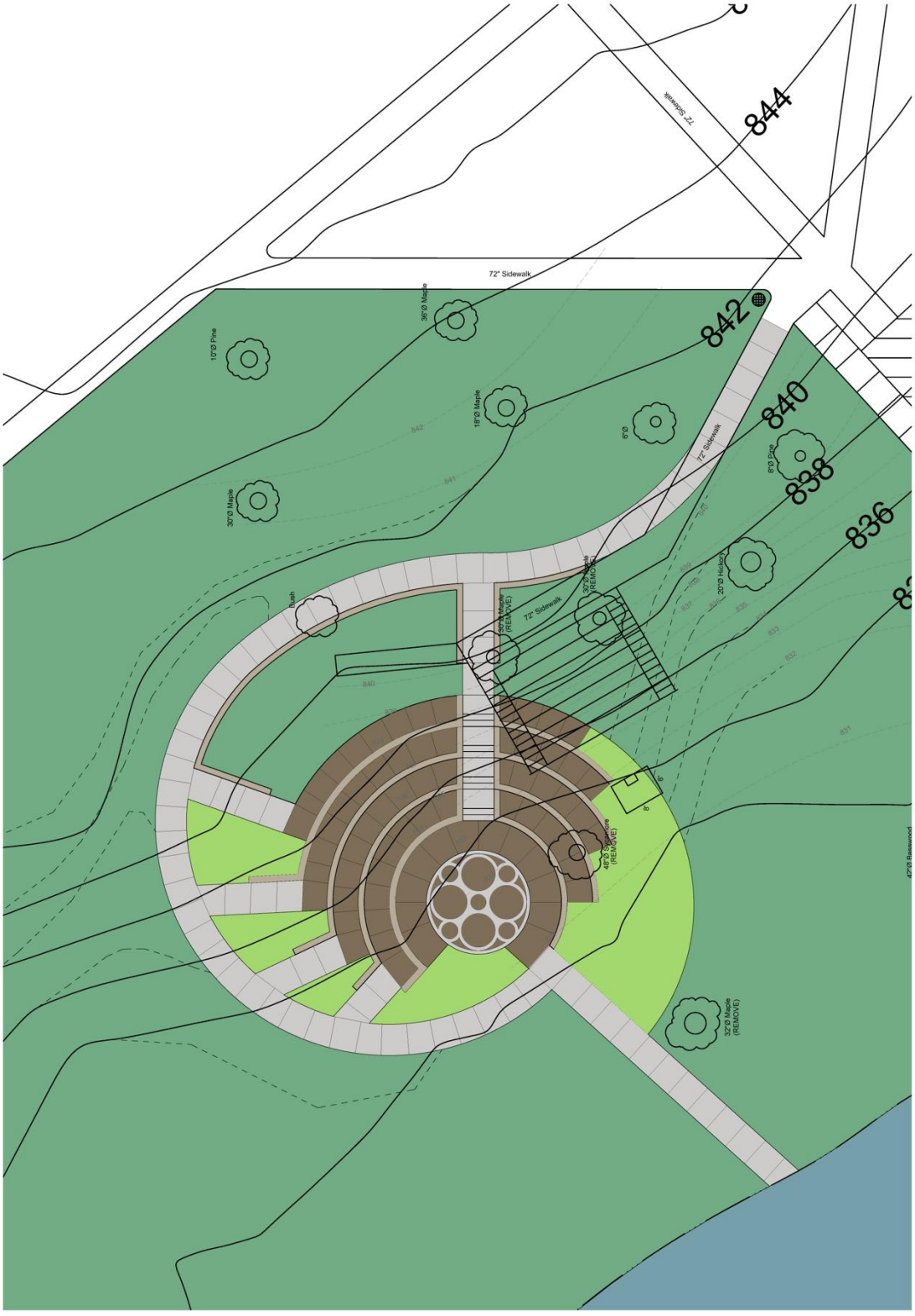
Vesper Hill

Alternate 1

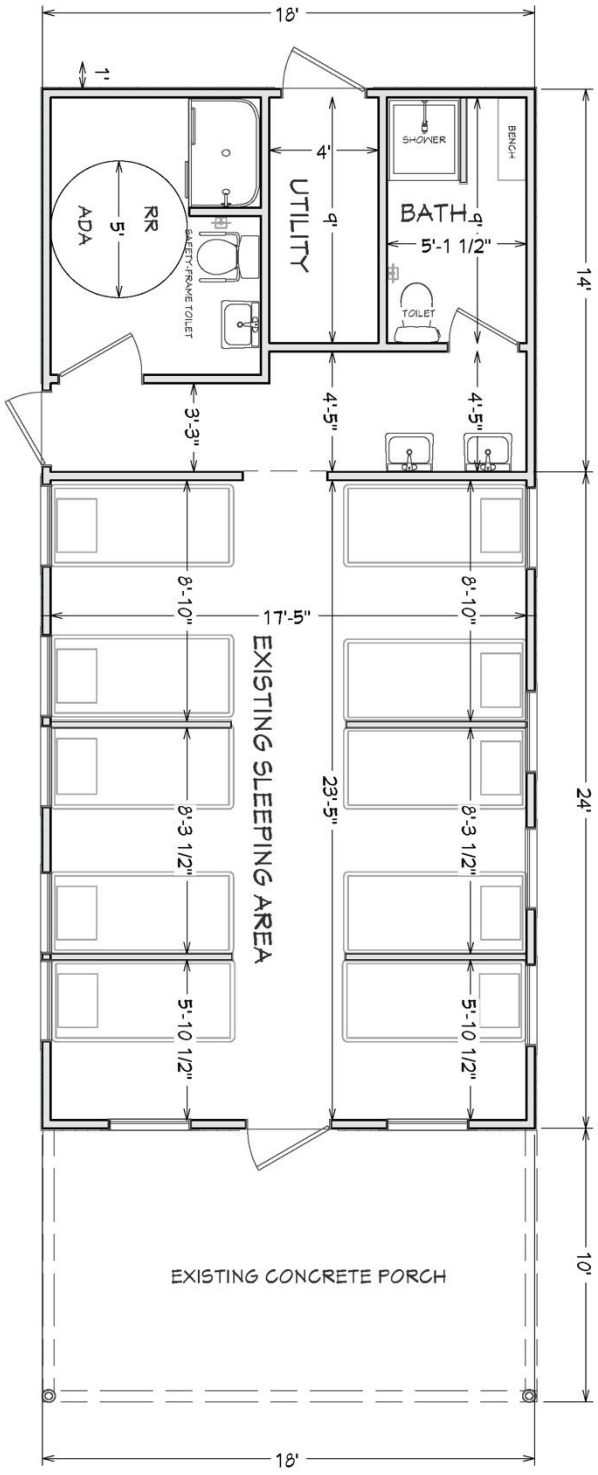
Alternate 2

Alternate 3 (Recommended)

Site location for Vesper Hill imprinted over current installation



W Cabin remodel with restrooms



Lakeside Pavilion

VIEW #1

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VIEW #4

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SHELTER OPTIONS

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Design Studio

Barrier Plan

Acknowledgements

Strategic Planning Goal Committee

David Cox, Chair
Brian Flory, Community Representative
Kevin Ramer, Community Representative
Philip Barkey, Indiana Camp Board Finance Committee
Stephen Egolf, Indiana Camp Board Development Committee
Galen Jay, Staff

Strategic Plan Facilitators

James Bates, Indiana Camp Board Development Committee Chair
James Shively, Indiana Camp Board Chair

Master Plan Exploratory Committee

Aaron Alexander, Chair
Dani Barkey, Education
Stephen Egolf, Indiana Camp Board Development Committee
Amy Gall-Ritchie, Clergy
Nancy Gwin, Landscaping/Gardening
Gene Hollenberg, Executive Director
Galen Jay, Facility Director
Jason Railton, Partner Camp
Kevin Ramer, Construction
Beth Sollenberger, Camp Program Leader

Master Plan Completion Committee

Jason Railton, Exploratory Committee
Kevin Ramer, Exploratory Committee
Lori Crain, Indiana Camp Board Development Committee
Kim Gray, Indiana Camp Board Chair
Galen Jay, Facility Director
Cory Charlwood, Assistant Facility Director
Gene Hollenberg, Executive Director

Project Consultants

Brian DeMuynck, CRS Design
James Emans, Emans Engineering
Kenneth Hershberger, Ken’s Drafting