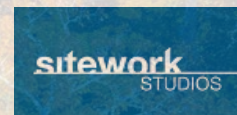


**MONTREAT
COLLEGE**

MASTER PLANS

**Montreat Campus and
Black Mountain Campus**

JANUARY 2023



FOREWORD

The 2022-2023 Montreat College Master Plan would not have been possible without the support of College President, Dr. Paul Maurer; Vice President for Finance & Administration, John Beaghan; and Facilities Director, Tommy Hendrix. As our core team of advisors, their time and energy in this effort was essential to the success of our planning process.. We would also like to thank the Board of Trustees and President's Cabinet for their contributions to this process.

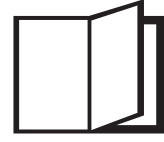
The master planning process provided an opportunity for Montreat College to reflect upon past successes and identify new goals for the future. Input was gathered from a broad spectrum of stakeholders including representatives from Montreat College (students, faculty, alumni and staff), Town of Montreat staff and residents, Town of Black Mountain staff and business owners, and other interested parties.

As a result of the master plans, our primary recommendation is modest new construction on the Montreat Campus, to be combined with the reprogramming of existing buildings for improved functionality. In contrast, the Black Mountain Campus (Black Mountain Campus) is better suited for more significant development and growth, as the site sits mostly undeveloped. The Black Mountain College master plan considered opportunities for private partnerships at the Black Mountain Campus and designated locations for these opportunities.

The culmination of both master plans, once fulfilled, allows the College to achieve its goals for enrollment, academic achievement, vibrant student culture, and campus connectivity.



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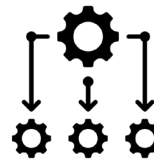
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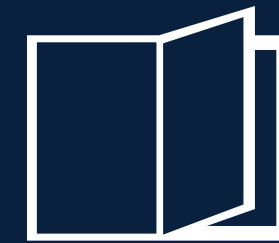
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01 Executive Summary

The executive summary chapter is an abbreviated synopsis of recommendations made for Montreat College's Montreat Campus and Black Mountain Campus.

- Final Black Mountain Campus Master Plan
- Final Montreat Campus Master Plan

EXECUTIVE SUMMARY

The Master Plan for Montreat College is an analysis of the existing physical conditions, existing facility needs, anticipated growth, and anticipated facility needs to accommodate that growth over the next 10 years and beyond. Our master planning work enhances the College's current and planned initiatives by helping the administration set a holistic vision for the campuses, facilities, and surrounding environs to elevate Montreat's mission of educating "students through educational inquiry, spiritual formation, and preparation for calling and career, all to impact the world for Jesus Christ."

Envisioning the future of Montreat College requires a deep understanding of the College's complex history. Founded in 1916 as a four-year preparatory school and two-year college, the College was restructured into a four-year school for women in 1945 before becoming a co-ed junior college in 1959. In 1986, the College ultimately became a baccalaureate institution. Through all of the iterations, the College has maintained its focus as a Christ-centered institution of higher learning. Declining enrollment threatened its viability in 2012-2014. Mergers were discussed but ultimately failed. An anonymous donation of \$6 million in 2014 saved from closure and sparked a growth trajectory for the College. The impetus for this master plan was the award of a North Carolina state appropriation of \$30 million for a new Cyber Security Center at the College – its location being key to the Center's and the College's growth for the future.

The outcome of the Master Planning process is a culmination of growth strategies at each of the two main campuses to address enrollment growth projections and modern facility needs. While the Montreat Campus is inherently less appropriate for major growth because of its lack of undeveloped land and steep topography, opportunities do exist for key additions and building reconfiguration and adaptation to improve functionality and provide much needed student engagement facilities. Feedback received from stakeholders emphasized the importance of maximizing the 'magic' of the Montreat Campus and allowing all students the opportunity to experience the 'magic'.

At the heart of the Montreat Campus, Gaither Hall overlooks a rolling front yard with mountain views, visitor parking and drive, and the back of the food service kitchen. A main priority of our master plan for this campus is to relocate the kitchen/dining (Howerton Dining) from the center of campus. This relocates the delivery operation to a less prominent area of campus and enhances the student experience at this area. The opportunity exists to make this drive a pedestrian thoroughfare with limited move-in day and fire truck access. Howerton can then be adapted to a student center for functions currently held in Belk. Howerton's east side can then be activated to better relate to Gaither Hall.

More information about the reprogramming of several buildings for functionality can be found in the following sections of this report.

The 89-acre Black Mountain Campus is suitable for development and offers gentle sloping, open spaces for new buildings, sports facilities, and fields. Access to this campus and the location of the Cyber Security Center are crucial elements in the final plan. It is important that the Cyber Security Center be situated in a visible location to the public. A knoll was chosen for a new academic core of buildings for its prominence and scenic views of the surrounding mountains. The Cyber Security Center site requires much infrastructure in terms of grading, road and bridge construction, and utility extensions. This site was chosen, in part, to propel future development as infrastructure could be designed with the full master plan in mind. We recognize the logical advantages of grouping the athletic fields and courts around the existing Pulliam Stadium, citing the convenience it offers to athletes, coaches, and visitors. We envision a new, full-sized, collegiate baseball stadium in the southeast corner of the campus. The existing baseball field at the Montreat Campus is undersized, hard to access, and does not allow night play or practice because lights are lacking. In addition to a practice field and rerouted cross-country trail, a new Fieldhouse/Wellness Center to house all athletic support needs is proposed and located central to all fields. This building would also contain a spectator gymnasium with courts for basketball and volleyball competition and practice, freeing up McAlister Gymnasium at the Montreat Campus for a Wellness Center available to non-student athletes.

With an academic core and athletic facilities occupying the south side of the campus, the north side is appropriate for student housing. A series of four residence halls - each anticipated to be four stories tall with 160 beds - is planned to overlook Tomahawk Branch in a park-like setting. Adjoining parking is to the north of the residence halls buffering them from Highway 70.



The College's main student food service will remain at the Montreat Campus until the additional residence halls create a need for these services at the Black Mountain Campus. Kiosk-type food service will continue to be available at the Black Mountain Campus until such a need arises.

Parking is typically a challenge on most College campuses, and Montreat is no exception. The compact Montreat Campus provides 185 College-owned parking spaces and 130 non-owned spaces. The College offers parking passes to students after their first year. As a result, first-year students often park vehicles at the Black Mountain Campus, often illegally along narrow roadsides and in MRA lots, causing frustration amongst other residents and visitors. The opportunity to improve the parking condition in Montreat lies in policy changes and additional long-term parking at the Black Mountain College. Our team envisions long-term parking for more than just freshmen students living in Montreat. More students could be required to store their cars at the Black Mountain College and utilize the shuttle to retrieve the vehicle when needed, thus improving the parking availability for staff, visitors and students with valid parking passes. A fully developed Black Mountain College can provide space for approximately 1,080 cars without a structured parking facility.

To maintain a cohesive College despite the bifurcation, the two campuses must be connected. Eliminating existing leased student housing at Ridgecrest is a priority which will allow the existing shuttle system to run directly between the two campuses, simplifying routes and improving timelines.

Our team listened to and considered the challenges for growth and respected the existing relationships and cultures for each location and suggested future development with a sensitivity to these precepts.

Our master planning team is honored to have worked with the College to support its vision to be a leader in Christ-centered higher education regionally, nationally, and globally. Our interactive process has addressed a wide array of planning issues in the development of a master facility plan for both campuses. We hope you agree that our collective team has created a vision to enhance Montreat College's mission as it grows, expands, and serves.

Montreat College's Mission:
Montreat College is an independent, Christ-centered, liberal arts institution that educates students through intellectual inquiry, spiritual formation, and preparation for calling and career, all to impact the world for Jesus Christ.

PROJECT SCHEDULE

2022

2023

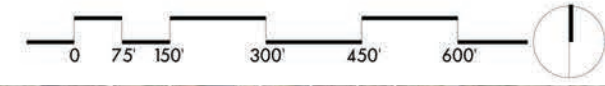


LEGEND

- EXISTING BUILDING
- NEW BUILDINGS/BUILDING ADDITION
- PRIMARY VEHICULAR STREET
- PRIMARY PEDESTRIAN WALKWAY
- TRAIL/GREENWAY
- MONTREAT COLLEGE PROPERTY LINE
- EXISTING TREES
- PROPOSED TREES

1. ACADEMIC BUILDING (MAX HEIGHT 55')
2. RESIDENCE HALL (MAX HEIGHT 4 STORIES, 160 BEDS EACH BUILDING)
3. FIELD HOUSE / WELLNESS CENTER (MAX HEIGHT 55')
4. FOOD SERVICE / DINING HALL
5. EXISTING ABBOTT HALL
6. EXISTING MANOR HOUSE
7. NEW BASEBALL FIELD
8. PRIMARY CAMPUS ENTRANCE/EXIT
9. EXISTING SECONDARY ENTRANCE/EXIT
10. TENNIS COURTS
11. EXISTING ADMINISTRATION BUILDING
12. HALF SIZE PRACTICE SPORTS FIELD
13. PARKING: 1,080 TOTAL SPACES

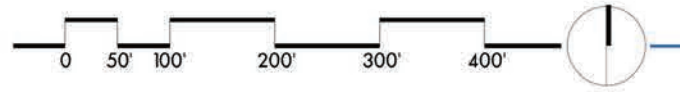
14. EXISTING HIGH ROPES COURSE & RELOCATION OF CLIMBING WALL
15. EXISTING PULLIAM STADIUM WITH NEW BLEACHERS
16. NEW SOFTBALL FIELDS
17. SWANNANOVA RIVER
18. STORMWATER MANAGEMENT
19. CULVERT OVER TOMAHAWK BRANCH CREEK
20. FUTURE NCDOT INTERSTATE INTERCHANGE
21. TOMAHAWK BRANCH LOOP TRAIL
22. EXISTING TOWN OF BLACK MOUNTAIN MUNICIPAL WELL (EASEMENT)
23. EXISTING PEDESTRIAN WALKWAY & NON-MOTORIZED BICYCLE PATHWAY (EASEMENT)
24. RESTORED MANOR HOUSE GARDEN
25. 2-ACRE PARCEL FOR FUTURE DEVELOPMENT
26. TOWN OF BLACK MOUNTAIN VETERAN'S PARK
27. 100' BUFFER



BLACK MOUNTAIN CAMPUS FINAL MASTER PLAN RENDERING



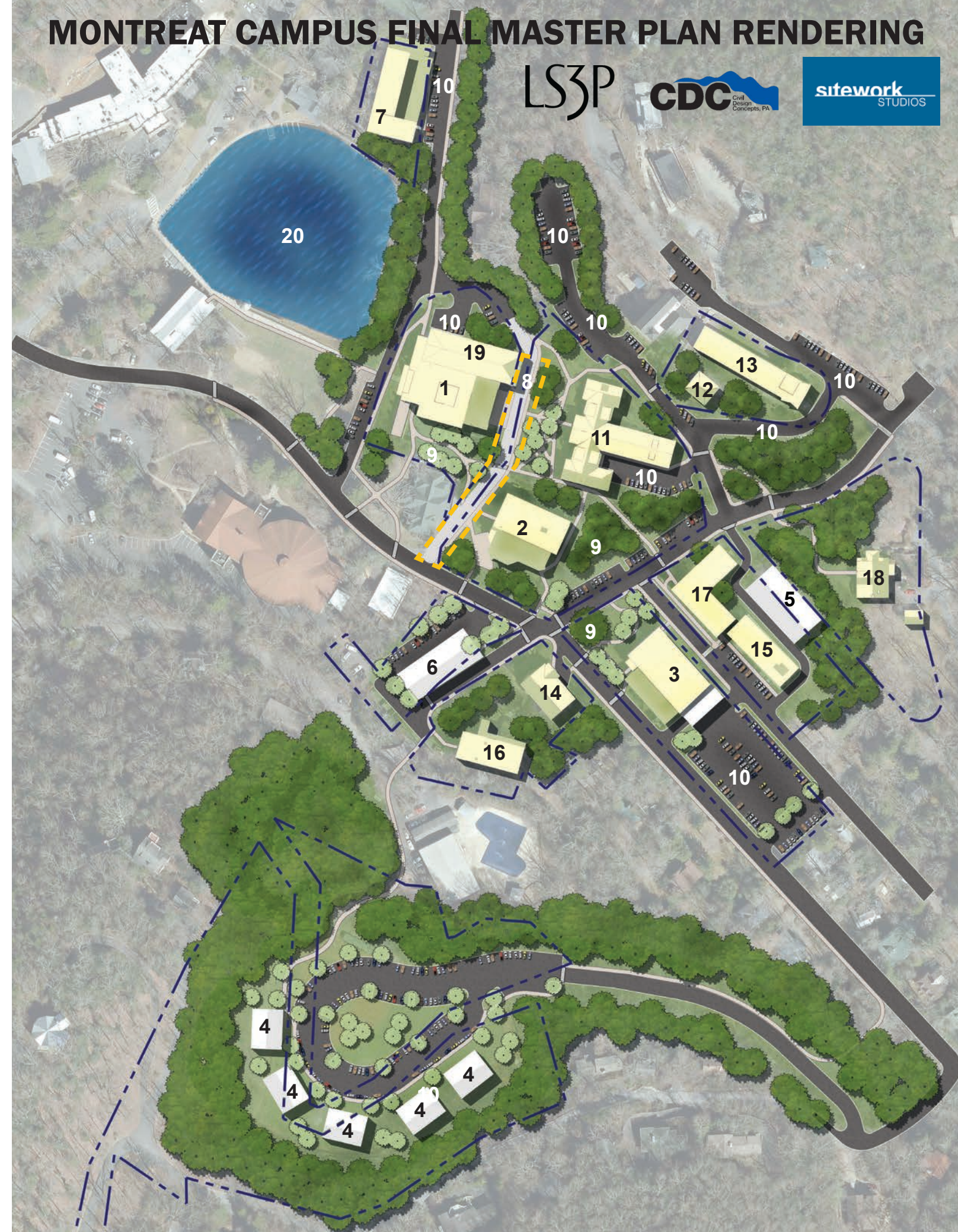
LEGEND



- EXISTING BUILDING
- NEW BUILDING/ BUILDING ADDITION
- PRIMARY VEHICULAR STREET
- PRIMARY PEDESTRIAN WALKWAY
- MONTREAT COLLEGE PARCEL PROPERTY LINE
- PEDESTRIAN CORRIDOR
- EXISTING TREES
- PROPOSED TREES

1. NEW STUDENT CENTER (EXISTING HOWERTON DINING HALL)
2. NEW LIBRARY / ACADEMIC CENTER (EXISTING BELK CAMPUS CENTER)
3. NEW DINING HALL (EXISTING BELL LIBRARY) WITH KITCHEN ADDITION
4. NEW RESIDENCE HALLS (SITE OF EXISTING NEWELL BASEBALL FIELD)
5. NEW RESIDENCE HALL
6. NEW ACADEMIC BUILDING
7. WELLNESS CENTER (RENOVATED MCALISTER GYMNASIUM)
8. SERVICE ROAD ONLY; FUTURE CAMPUS PLAZA
9. PRIMARY GREENSPACE/ ENHANCED OUTDOOR GATHERING AREA
10. PARKING
11. GAITHER HALL & GRAHAM CHAPEL
12. MCLEOD HALL
13. DAVIS HALL
14. CHAPEL OF THE PRODIGAL/ MCGOWAN CENTER
15. ANDERSON HALL
16. MORGAN HALL
17. MCGREGOR HALL
18. ANDERSON HOUSE
19. HOWERTON RESIDENCE HALL
20. LAKE SUSAN

MONTREAT CAMPUS FINAL MASTER PLAN RENDERING





02 Introduction

- Overview
- Location & Context
- Guiding Principles

OVERVIEW

In April of 2022, Montreat College solicited proposals from Architectural/Engineering firms to analyze the College’s needs and develop a Master Plan for both campuses, an update to the previous plans completed in 2006 for the Montreat Campus and 2017 for the Black Mountain Campus (Black Mountain College). The team of LS3P, in association with Sitework Studios and Civil Design Concepts was selected by the College in June, and the process kicked off shortly thereafter.

LS3P was the lead architect/project manager for the master planning process and consulted with Sitework Studios for land planning and Civil Design Concepts for civil engineering guidance. All three firms have offices based in nearby Asheville, and many of the team members have personal connections with Montreat College and the Town of Montreat.

Our master planning approach was divided into 5 phases – of which each will be explained in more details in following sections of this report.

I GATHER INFORMATION

II STAKEHOLDER ENGAGEMENT

III ANALYSIS & SCENARIO PLANNING

VI PRELIMINARY RECOMMENDATIONS

V FRAMEWORK FOR GROWTH

We kicked off the master planning process with a “deep-dive” into getting to know Montreat College and its culture. We toured the campus and facilities and spoke at length with key College stakeholders including our core team of College President, Dr. Paul Maurer, Vice President for Finance & Administration John Beaghan, and Facilities Director Tommy Hendrix. We focused on gathering information such as past master plans, strategic plans, missions, current enrollment and growth projections. Our team documented site conditions, existing infrastructure, circulation, and zoning/planning requirements. We worked with the Facilities Maintenance department to assemble existing floor plans with which to base our classroom utilization.

In concurrence with our information gathering, we conducted a classroom utilization analysis by distilling scheduling information from the registrar and cataloging physical properties of existing classrooms. This analysis serves as a guide in determining the highest and best uses of the College’s current assets and when new classrooms as needed for enrollment growth need to come online. More information about the classroom utilization is included in following sections of this report.

In our journey to learn more about the College to frame our planning, we facilitated meetings to engage campus stakeholders and elicit feedback from all relevant user groups. These discussions helped identify opportunities and constraints and develop preliminary goals. We conducted over 30 meetings with master plan committees and focus groups. Several meetings

were with non-College entities who maintain a stake in the College’s growth. Student involvement included discussions with the student body government. LS3P then prepared a summary of initial findings and recommendations. The findings from these sessions guided the planning team in our studies of both campuses.

Our team then utilized “scenario planning” techniques to assess a variety of possible futures at the distinct campus settings. We collectively explored numerous possibilities for each campus. These concepts allowed us to test, challenge, and validate existing campus patterns and consider new opportunities. We concentrated the possibilities into several feasible concepts that addressed factors such as land use, vehicular and pedestrian circulation, infrastructure, environmental features, campus identity, and campus connectivity. The design team proposed three alternative concepts for the Black Mountain Campus and one for the Montreat Campus for consideration of possible options for future campus development and change. These were prepared as simple diagrams meant to stimulate thought and generate input from Montreat College stakeholders to achieve a common overarching vision for the physical organization of campus.

Direction from the Board and Cabinet was given on a singular plan for each campus for the team to continue to develop. This Preliminary Campus Master Plan established a singular concept for patterned growth on each of the campuses. These plans provided recommendations for future development, adaptive reuse and reprogramming of existing buildings, vehicular circulation and parking, pedestrian connectivity, and campus character.

Finally, the LS3P Team further developed the Final Campus Master Plans to illustrate the recommendations and direction for future physical development on the campuses. Recommendations included concepts to improve facilities and enhance the overall quality of the environment at each campus.



LOCATION & CONTEXT

Montreat College has two main campuses in the foothills of the Blue Ridge Mountains to the east of Asheville, North Carolina. The original campus is part of the 4000-acre cove that is the Town of Montreat. A newer, mostly undeveloped campus is located in the Town of Black Mountain, approximately four miles from Montreat.

The Montreat Campus, with its 100-year plus history of Christ-centered education, is a secluded, natural, mountainous setting comprised of mostly historic, stone clad buildings and lush vegetation. The roads are narrow and winding and are often treated as wide pedestrian walkways. Flat Creek runs through campus, interrupted only by Lake Susan before continuing down to the Swannanoa River. Open spaces are organic and natural with mature trees and incredible nearby mountain views. Buildings owned by the Mountain Retreat Association blend into campus with no demarcation of property boundaries. Modest signs attempt to direct visitors. The campus is a dense, tight-knit collection of sixteen main buildings with complimentary architecture. The campus is walkable (although steep) and intricately mixed with cottages of the Town of Montreat. There is a single point of access - through the Town of Montreat gateway arch.

Three hundred feet lower in elevation sits the 89-acre Black Mountain Campus. This property is a relatively new acquisition for the College, purchased in 2001 and sits in contrast in many ways to its sister campus up the mountain. The Black Mountain College lies between Interstate 40 and US Highway 70. To the east is the Vance Avenue residential neighborhood that is adjacent to downtown Black Mountain. To the west is the Swannanoa River, Black Mountain's Veteran's Park with a community baseball/softball complex and Blue Ridge Road. A known, future NCDOT project is planned for Blue Ridge Road to add an exit from I-40 and create two traffic circles. With its surrounding highways, this property is visible and offers several options for access.

The Black Mountain campus is less steep in most places than the Montreat Campus and contains the historic Manor House and adjacent structures. The main current use of the Black Mountain College is for sports fields, a trail system for students and the public, and outdoor recreation education. It has a more gradual topography over a much larger expanse of land than most mountainous properties. Tomahawk Branch bisects the campus in the east to west direction and flows to the Swannanoa River that forms the western edge of campus. A large portion of the developable land is flood plain. Incredible long distance mountain views are visible from many locations on campus.

The difference in the two campuses is stark. The Montreat Campus is active, friendly, with a small-town feel. Students generally know each other, and professors are seen often around campus. Black Mountain remains mostly undeveloped with concentrated activity mostly around athletics and outdoor activities. Both campuses are openly used by the public for recreation.

We have examined and planned for both campuses equally. Strong emphasis was directed to best use of the newer Black Mountain campus and its potential for new buildings, new programs, and potential business partnerships. Emphasis on best use of existing assets and areas for expansion was placed on the well-established Montreat campus. A plan to effectively connect the two campuses with a reliable and frequent shuttle service was discussed in detail as a primary need as both campuses grow and change.



GUIDING PRINCIPLES

Montreat College developed and shared with our team a strategic plan for 2019 through 2023. The vision of this strategic plan is to “be a leader in Christ-centered higher education regionally, nationally, and globally” by being Christ-centered, offering a traditional liberal arts education, expanding its focus on science and technology, and being a leader of higher education. Two goals were identified within the strategic plan– Strengthen the Mission and Strengthen the Model.

Within the strategic plan as framework, our stakeholder feedback sessions were exercises in open dialogue and listening. With 30 different sessions we heard a plethora of information, facts, and opinions. Remarkably, a large majority of the feedback was readily organizable into five distinct guiding principles for the master planning process. These principles served to strengthen and guide us in envisioning and challenging multiple concepts and developing one final master plan for each unique site.



IMAGE SOURCE: MONTREAT College WEBSITE VIDEO

5 GUIDING PRINCIPLES

- 1. REINFORCE REVENUE SUSTAINABILITY**
- 2. PROTECT AND MAINTAIN FACILITIES**
- 3. STRENGTHEN ACADEMIC OFFERINGS**
- 4. ENHANCE A VIBRANT STUDENT CULTURE**
- 5. CONNECTION OF TWO CAMPUSES**

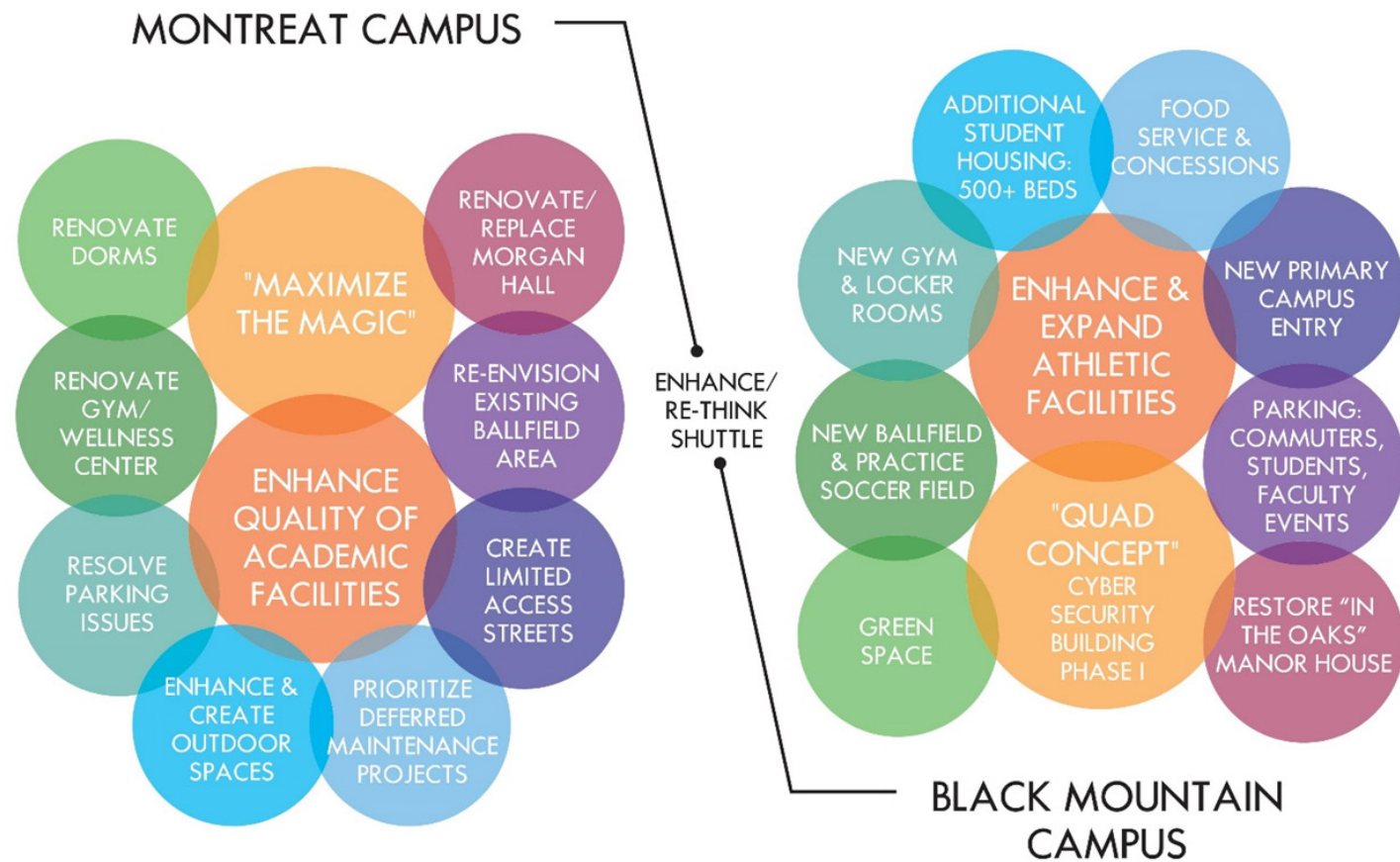


03 Stakeholder Engagement

- Gather Information
- Engagement Sessions
- 5 Buckets of Information

INTRODUCTION

Stakeholder engagement is the first stage of successful development of a master plan. It is the process of gathering information and conversation with stakeholders to fully understand the needs and priorities that will inform and guide the master plan decisions. Data and information provided by stakeholders is studied and organized to discover where consensus exists between stakeholder groups. This consensus data serves to reinforce and emphasize points of priority for the master plan and to identify topics for deeper study and conversation. In contrast, understanding outlier or conflicting information encourages deep discussion to challenge and test prevailing ideas and concepts. The stakeholder engagement process for Montreat College Master Plan includes a period of gathering data, engagement sessions with stakeholders and the resulting **5 Buckets of Information**.



INFORMATION GATHERING

A variety of information is required at the beginning of the planning process to provide a foundation that informs the direction of early property evaluation, site analysis and future conversations with stakeholders. During this phase, Montreat College provided property and building information in the form of drawing plans, site surveys, property demarcations and previous planning studies for various campus priorities. Montreat College facilitated on-site tours of the Montreat and Black Mountain Campuses, describing current building uses, current site challenges, athletic facilities, and College history. With this provided information, site analysis of the Montreat and Black Mountain Campuses began.

Through the initial site analysis, Montreat College provided an inventory of existing College owned parking lots, recent construction projects including building renovations and athletic field improvements. Distinctions were made to differentiate between Montreat College and Montreat Conference Center property assets and property agreements for shared or leased properties were reviewed. Current lease agreements include residential lodges owned by the Montreat Conference Center along Kentucky Road.

Early analysis of existing documents and campus conditions included an understanding of existing residence halls and other housing provided by Montreat College on and around campus. Montreat College provided a current housing census for each residence hall, off-site housing and housing leased from the Montreat Conference Center.

Additional data and documents that were gathered and reviewed include:

- Enrollment and course schedule data provided by the Montreat College Registrar's Office
- Current athlete rosters
- Preliminary NCDOT designs for a new I-40 exit at Blue Ridge Road

The Montreat College 1029-2023 Strategic Plan document helped to guide early conversations with stakeholder groups.



ENGAGEMENT SESSIONS

Over the course of four months, the master planning team conducted 32 separate engagement sessions with a variety of stakeholders. The team began with small groups of Montreat College leadership teams:

- Montreat College Executive Team and Cabinet
- Facilities, Security, Transportation and Parking departments
- Administration
- Housing and Student Life
- Athletics
- President Maurer
- Faculty
- Cyber Security Faculty
- Alumni
- Student Government
- Montreat College Board of Trustees

This core group of stakeholders were exclusively responsible for working to establish the guiding principles for the master plan project. As conversations progressed, consistent themes and priorities emerged and began to fit into distinct categories which became affectionately known as the 5 Buckets.

With a foundation of information from Montreat College stakeholders and the beginnings of guiding principles and priorities, the master planning team shifted focus to engage stakeholders with close relationships to Montreat College.

- Town of Montreat
- Christ Community Church, Montreat
- Montreat Conference Center
- Town of Black Mountain
- President’s Advisory Council
- Montreat Residents
- Givens Highland Farms
- Other College Advisors



Conversations with these groups provided an opportunity to connect areas of alignment and support with the priorities identified by Montreat College and to identify areas where Montreat College’s plans would impact surrounding neighbors and stakeholders. Throughout the varied conversations, Montreat College and the master planning team was consistently encouraged to continue deep engagement with the residents and property owners in the Town of Montreat. The residents of the Town of Montreat care deeply about protecting the character of the town and shared concerns about Montreat College’s plans for growth which could lead to potential new construction on College property and increased town traffic with more students living on campus.

With strong encouragement from stakeholders, Montreat College and the planning team spoke with the Town of Montreat Planning and Zoning Commission to provide an opportunity for commissioners to ask questions, share concerns and to be informed as they work through updates to the Town’s Comprehensive Plan. Additionally, the planning team created a project presentation and hosted 2 additional ‘town hall’ meetings with residents of the Town of Montreat. President Maurer presented an overview of the College’s history, current master planning process, and future goals and priorities, emphasizing clear information to counteract misconceptions about the College’s plans. Residents were provided opportunities to ask questions of President Maurer and the planning team and to voice concerns for the team’s consideration.

Additionally, stakeholder groups were engaged periodically to provide more technical feedback on the master plan ideas and scenarios that were emerging throughout the engagement process.

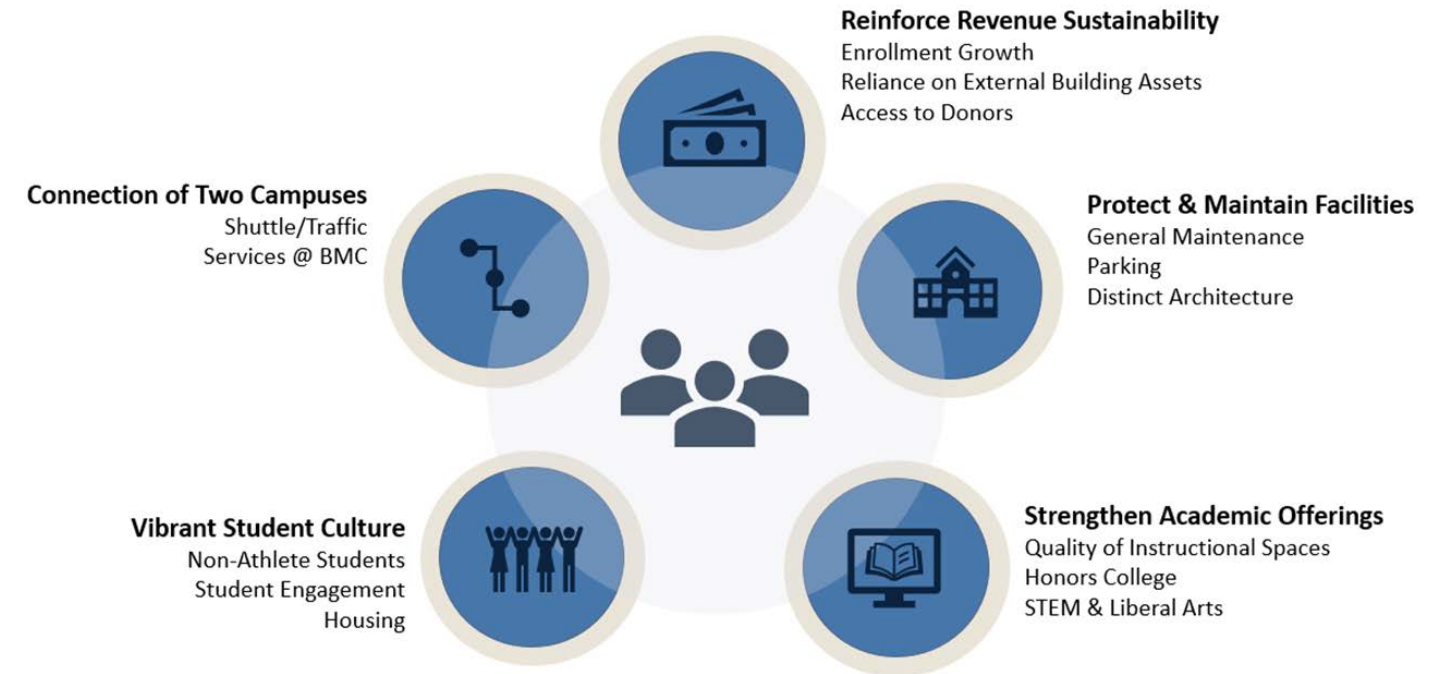
- Aramark Food Service
- NC Department of Transportation



THE 5 BUCKETS

The outcome of stakeholder engagement with Montreat College is a collection of feedback from stakeholders that has been tested through ongoing engagement, measured against dissenting opinions, and organized to create guiding principles for the project. As a collection of information, we first organized the information that was distinctly related to either the Montreat Campus or the Black Mountain Campus.

Without losing the importance of the feedback organized in this way, it was clear that Montreat College cares deeply about the integration of these two campuses in both practical and meaningful ways. As feedback was analyzed and organized holistically for both campuses, the information collected was organized around district themes or “buckets” of information.



REINFORCE REVENUE SUSTAINABILITY

To be successful, revenue sustainability must be multifaceted. The College has diversified its revenue generation to protect its future. Enrollment growth, increased online education, and the Carolina Cyber Center are some of the key initiatives we understand the College is pursuing.

Enrollment growth is a large part of revenue sustainability for the College. With its near demise less than a decade ago, much thought has been given to its sustainability so the College is never in a similar position financially. The guiding principle to grow enrollment from 660 to 1000-1200 traditional undergraduate students by 2030 was identified from our meetings with the President and

Cabinet and is a major factor in the outcomes of the master plans.

The College is challenged with a lack of student housing and must significantly increase housing for this growth goal to be feasible. Resources are being utilized to lease nearby housing owned by others and to shuttle students to and from campus. Currently, the College leases over 167 beds from nearby Ridgecrest and different lodges owned by the MRA. A goal of the College is to own 100% of its student housing. Currently, residence hall rooms are being reconfigured to increase beds temporarily while a cost estimating and fundraising analysis is occurring for major residence hall renovations. These renovations across campus will increase bed numbers

and improve housing conditions, thus improving the overall student experience.

The future Cyber Security Center is intended as a revenue generator. With adequate facilities, the program can continue to grow. The Cyber Security program is the only known program that balances Cyber security with a Christian moral background. Conferences, speakers, and incubator programs can utilize the facility once online.



Finalized master plans for each campus can be used by the administration to engage potential donors and illustrate the College's investment in the future of the two main campuses.



PROTECT AND MAINTAIN FACILITIES

One frequent comment from stakeholders was that Montreat is special and feels like home. This was heard from students, staff, and alumni. The College's greatest assets - the unique campus setting and its buildings - contribute to this special feeling. In the College's pursuit for growth, the character of existing facilities must be protected and maintained.

Deferred maintenance has taken hold of most buildings across campus. The College will need to focus its resources on major renovations of existing buildings to ensure these assets continue to serve the College well and do not become liabilities. Stakeholder feedback highlighted the need to improve the residence halls and academic spaces as a priority. This guiding principle

led us to recommend relatively minor additions to and adaptations of existing buildings in lieu of major new building projects at the Montreat Campus and direct major development to the Black Mountain Campus. The magnificent Manor House at the Black Mountain Campus is the exception. With its history and grandeur, there is growing support to find the funds needed for the 24,400 SF home's total restoration.

Through the master planning process, we endeavored to enhance campus stewardship by ensuring the highest and best use of land and resources, protecting existing assets, and improving the quality of connectivity between the College's campuses.

STRENGTHEN ACADEMIC OFFERINGS

Montreat College cares about the quality of their academic offerings. As part of the College's current strategic plan there is a focus on Honor's College and increasing enrollment selectivity. Montreat College is expanding Cyber Security and STEM curriculum offerings into the future in response to the strong technology focused drivers in the economy of the future. This focus will allow Montreat College to continue to grow its reputation as a modern, Christian thought leader. Fundraising opportunities may present themselves with additional programs and outreach.

The quality of instructional spaces is at the forefront of Montreat's thinking. The educational environment: classrooms, laboratories, libraries, easy access to faculty and an environment that fosters collaboration, creativity and inquisitiveness supports academic success of students and the academic programs offered by Montreat College. Renovations to existing classrooms and laboratories, will better support faculty and student research. Modernization of the campus library can help encourage collaboration, provide access to technology and create varied workspaces for students and faculty.

VIBRANT STUDENT CULTURE

Montreat College recognizes the importance of a vibrant student life experience in creating strong student retention. As the College increases enrollment of non-athlete students, expansion of student life offerings beyond athletics will become important: clubs, wellness opportunities, leadership skill building, and other activities will encourage student engagement of non-athlete students at Montreat College.

The primary concern of Montreat Campus stakeholders is the condition and availability of housing on campus in the existing residence halls. The current conditions of the residence halls are detrimentally impacting the recruitment and retention of students. Additionally, Montreat College is reliant on additional leased housing to accommodate all students. Not only is this a burden to the College's financial resources but students housed at Ridgecrest are disconnected from the student life experience of the Montreat Campus and are reliant on the shuttle system or personal transportation to attend class and participate on campus

CONNECT THE TWO CAMPUSES

Montreat College property in the Town of Montreat is a known, fixed entity. There is very limited opportunity to acquire additional property to help with expected College growth. The acquisition of the acreage in Black Mountain has already helped Montreat College to expand programming beyond the gates of Montreat. The College sees the Black Mountain Campus as the primary focus for College expansion and new construction in response to goals for enrollment growth

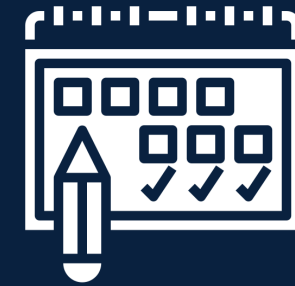
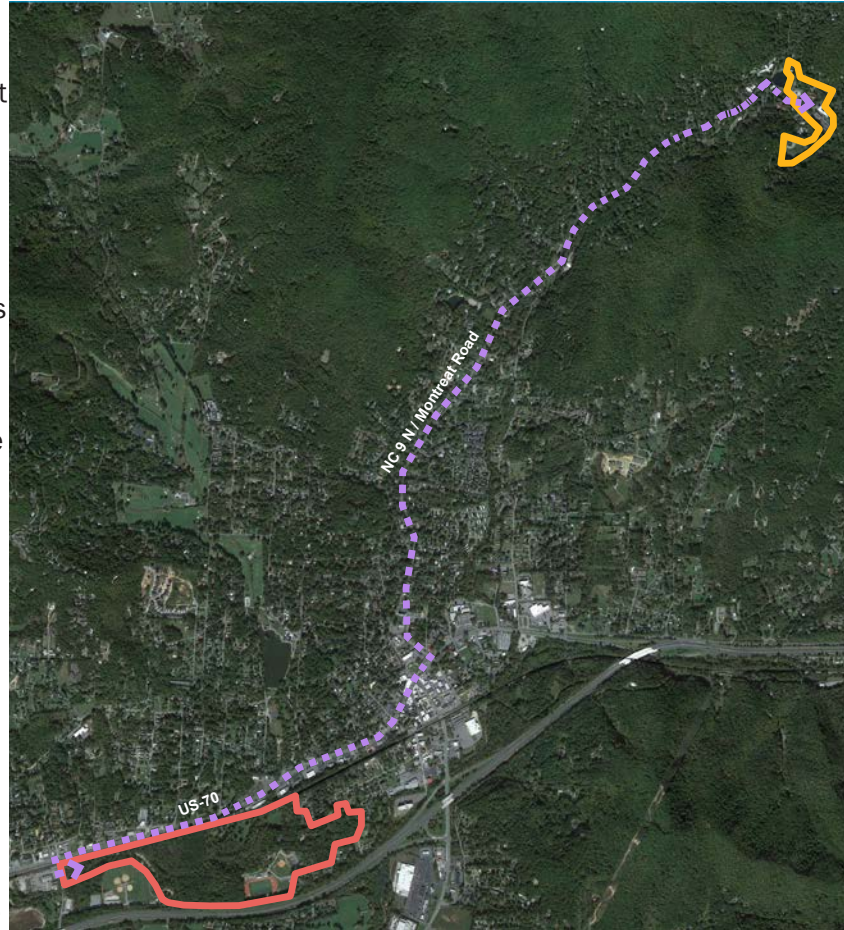
A bifurcated campus is a challenge for any institution. As mentioned previously, Montreat will need to be intentional with programming divisions between the two campuses which allows students extended periods of time or days on either campus. This division was discussed in detail, but ultimately the College will need to determine a system that works for most once there is need for a new academic building at the Black Mountain Campus. Until that time, Cyber Security, outdoor recreation, and athletics may be the only programs at the Black Mountain campus.

With parking a major campus challenge, policies and student culture will need to shift. At the Montreat Campus, daily parking issues are experienced. The College hosts several major campus events every year with five hundred attendees maximum (like the Cyber Conference). Likewise, the MRA hosts large events that require students to relocate cars off campus. Parking challenges at Montreat exacerbate the need for a strong connection between the two campuses.

At the Black Mountain Campus, a current program with outdoor education classes is highlighting problems with the existing shuttle schedule. Currently twenty-three sports teams travel to the Black Mountain campus for practice and competition throughout the seasons. Coaching offices were recently moved to this campus. With more functions being relocated to the Black Mountain campus, a strong connection becomes increasingly more important.

The College's culture of students relying on their personal vehicles will need to change. By providing adequate, secure, long-term parking at the Black Mountain campus and frequent and reliable shuttle service, students will benefit. Convenient transportation between the two campuses can mean less money spent on gas, more time for social interaction and connection aboard the shuttle and less frustrated neighbors in both the Town of Montreat and the Vance Avenue neighborhood in Black Mountain.

In addition to a physical connection via a shuttle system, the identity and brand of Montreat College will need to be maintained with the changes at Montreat as well as translate to the Black Mountain Campus with its growth. In the planning process, much consideration was given to the 'feel' of Montreat College and its culture. All proposed changes to the Montreat Campus are intended to enhance this 'feel' and improve the physical spaces and their functions. For Black Mountain, the location of the residence halls near the creek, planned trail system, and entrance drive are planned to replicate the 'feel' of the Montreat campus. This will provide a strong connection experientially between the two campuses and strengthen the College's identity and brand by leveraging its location in the region, creating welcoming gateways for the surrounding communities, augmenting existing iconic spaces and buildings, and clarifying campus edges and gateways.



04 Analysis & Scenario Planning

- Campus & Community Site Analysis
 - Constraints & opportunities
 - Utilities-infrastructure/growth analysis
- Scenario Planning
 - Internal Design Charrette
 - Scenario Testing

STAKEHOLDER ENGAGEMENT SUMMARY

The extensive stakeholder engagement process provided a deep understanding of the priorities for the College and concerns of neighbors and adjacent stakeholders. All the information documented by the planning team becomes the litmus test to evaluate planning scenarios and master plan concepts for Montreat College. The 5 Buckets have become the Guiding Principles for the project. Master plan scenarios and concepts work to provide the infrastructure and support for Montreat College to reach goals in these 5 areas.

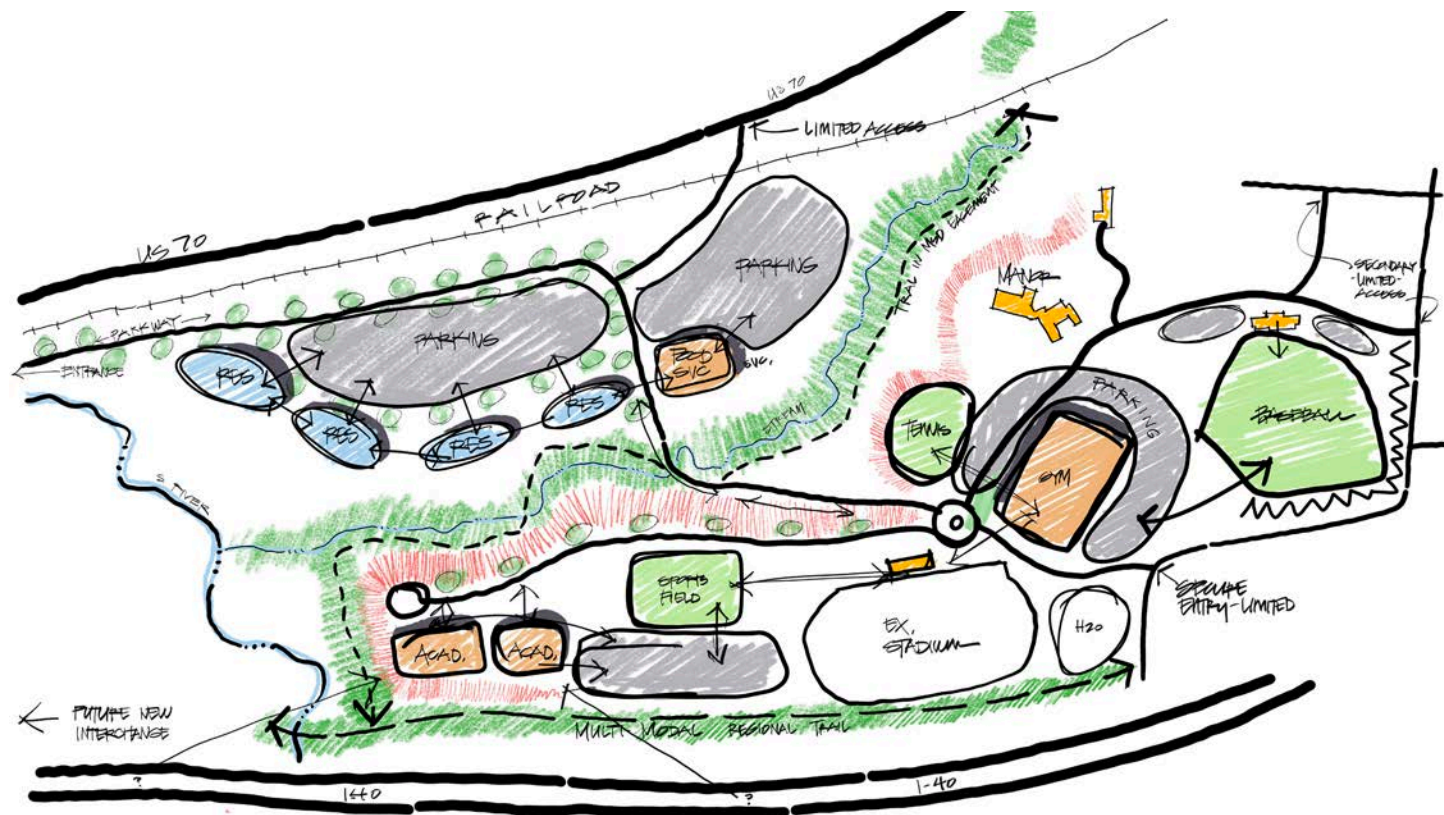
CAMPUS & COMMUNITY SITE ANALYSIS

When considering changes to a College campus, a master planning process must analyze the campus and its broader community context. With a framework of maps, surveys, and campus tours, our team performed a site analysis and identified constraints and opportunities for each campus. This initial assessment of campus can help guide concept development with areas ready for change and conversely areas to avoid.

The Montreat Campus is ripe with both opportunities and constraints. Its setting in a steep, dense cove limits major new development. Opportunities exist, however, to better utilize existing assets and re-purpose them for different functions. The renovation of existing buildings is key in Montreat. Open negotiations if they don't already exist about usage agreements for two MRA-owned

properties that could significantly improve campus functions. Underutilized flat land and roadways can be reclaimed for student housing sites and pedestrian gathering spaces. A re-envisioned Montreat campus can preserve and improve existing College assets, increase student housing, and enhance the student experience.

Similarly, the Black Mountain Campus is teeming with both opportunities and constraints. Despite its large expanse of unused acreage, the campus is constrained by its two main roads, the Swannanoa River and its tributary and the associated flood ways and flood plains. Opportunities do exist for major development such as roads, new academic buildings, new student housing, an athletic complex and the renovation for the continued use of the existing Manor House.



UTILITIES-INFRASTRUCTURE/GROWTH ANALYSIS

WATER

Existing Conditions for Montreat Campus:

The Town of Montreat owns and operates the municipal water system that provides all domestic and fire protection water to all facilities located in Montreat. The Town's water system supply comes from multiple groundwater wells that require a minimum level of treatment prior to distribution to the public. The wells are located sporadically throughout Town limits and all pump to elevated storage tanks located in strategic

positions to provide adequate storage supply and pressures to all connections. There are approximately 675 connections to the Town's water supply that provide for an average domestic daily demand of 100,000 gallons per day with a total of 600,000 gallons of storage available. Montreat College is one of the largest water consumers within the Town's system and currently averages 25,000 gallons per day

Near Term/Long Term Montreat Campus:

The Town's water system has ample capacity to provide for additional growth within the Montreat campus both in the near- and long-term scenarios. It is recommended that the College continue to look into the water efficiencies of existing plumbing fixtures as a means to reduce water expenses. Additionally, it is recommended that all existing water services lines behind the town meter be properly maintained and upgraded as needed to prevent breakage, leaks, or system outages for all the facilities.

Existing Conditions for Black Mountain Campus:

The Town of Black Mountain owns and operates the municipal water system that provides all domestic and fire protection water to all facilities located on the Black Mountain campus. The Town's water system supply comes from multiple groundwater wells and also an interconnection with the City of Asheville water system that allows for the Town to purchase water. The Town's water supply has an overall capacity rated for 2,100,000 gallons per day and currently has an average daily domestic demand of approximately 750,000 gallons per day. There are approximately 4,300 connections/customers to the Town's water supply with a total of 2,710,000 gallons of ground storage available within the system. The current Black Mountain campus does

not purchase/consume a large quantity of water today. However it is anticipated that this campus is the location for future growth of the College.

Near Term/Long Term Montreat Campus:

There is minimal water infrastructure currently located on the Black Mountain campus. A Town of Black Mountain 10" water main is located in the shoulder of Blue Ridge Rd. The future campus water system should be connected to this line in order to provide adequate water supply and pressures to the future campus. The Town of Black Mountain water system should be extended from Blue Ridge Rd into and through the campus in order to serve the future facilities as shown on the proposed Master plan. As the full master plan gets developed, it is recommended for the Town's water system to be looped and also connected into the Town's water system located in Vance Ave. This will provide the College with a looped system that ultimately improves fire flows, pressure, and redundancies should any distribution outages occur in the future. Ultimately, it is estimated that full build-out of the Black Mountain Campus may generate a daily demand of water in the magnitude of around 100,000 gallons per day. As noted above, the Town of Black Mountain's water supply and distribution are more than adequate in order to provide for this supply in the future moving forward.

SEWER

EXISTING CONDITIONS:

MSD is a non-profit, publicly owned utility that owns, operates and maintains a 40 million gallon per day (MGD) wastewater treatment plant to treat raw sewage and industrial wastewaters collected in an extensive network (approximately 1100 miles) of collector sewers currently owned, operated and maintained by the District pursuant to the consolidation agreements signed on July 2, 1990. The District also owns, operates and maintains approximately 60 miles of interceptor sewers that connect such sewers to the treatment plant. MSD owns and operates all sanitary sewer collection system throughout the Town of Montreat and the Town of Black Mountain (Both Campuses). The collection system is predominantly composed of concrete and brick manholes with various size sewer mains and services. The entire collection system is a gravity system composed of manholes and service line ranging in sizes from 4-inch to 36-inch for the system's mainline. MSD requires that no permanent structures be located within the easements of their gravity sewer lines and also that

these easements remain free and clear of trees. MSD has ample capacity within their systems, and we do not foresee any limiting factor for future growth within either campus to accommodate the future growth as provided in the Master Plan.

Near Term & Long Term:

MSD is responsible for ongoing maintenance of their existing collection system, however it is recommended that the College continues to maintain and evaluate existing private sewer services in order to keep them in good working order. Given there is no capacity constraint as it relates to future growth of the College in regards with MSD, it is recommended that the College seeks to reduce overall waste streams to the extent possible, in that all waste stream reduction is a reduction in overall expenses.

OPPORTUNITIES & CONSTRAINTS

THE MONTREAT CAMPUS

Our site analysis revealed the following:

OPPORTUNITIES:

1. Opportunity to renovate existing gymnasium to better serve the needs of the entire campus population.
2. Opportunity to negotiate utilization of the MRA Winsborough Lodge for additional student residence space.
3. Opportunity to create enhanced outdoor pedestrian gather spaces to maximize character and sense of community.
4. Opportunity to create a pedestrian-only road section to enhance the campus character and safety.
5. Opportunity to create new outdoor gathering spaces.
6. Opportunity to enhance the campus entry with new signage, creating a sense of arrival.
7. Opportunity to repurpose the existing ballfield into new housing opportunities.
8. Opportunity to renovate the existing library building and Howerton dining hall into more inclusive multi-purpose spaces.

CONSTRAINTS:

1. Building owned by MRA is taking up valuable real estate in the core campus area.
2. Stormwater constraints associated with the Flat Creek Floodway.
3. Service area associated with Howerton dining hall creates a visual eyesore and takes up valuable real estate in the central campus core.
4. Newel baseball field has inadequate pedestrian access.
5. Vehicular access to Newel baseball field along Yale Road is inadequate and travels through MRA property.



OPPORTUNITIES & CONSTRAINTS

THE BLACK MOUNTAIN CAMPUS

Our site analysis revealed the following:

OPPORTUNITIES:

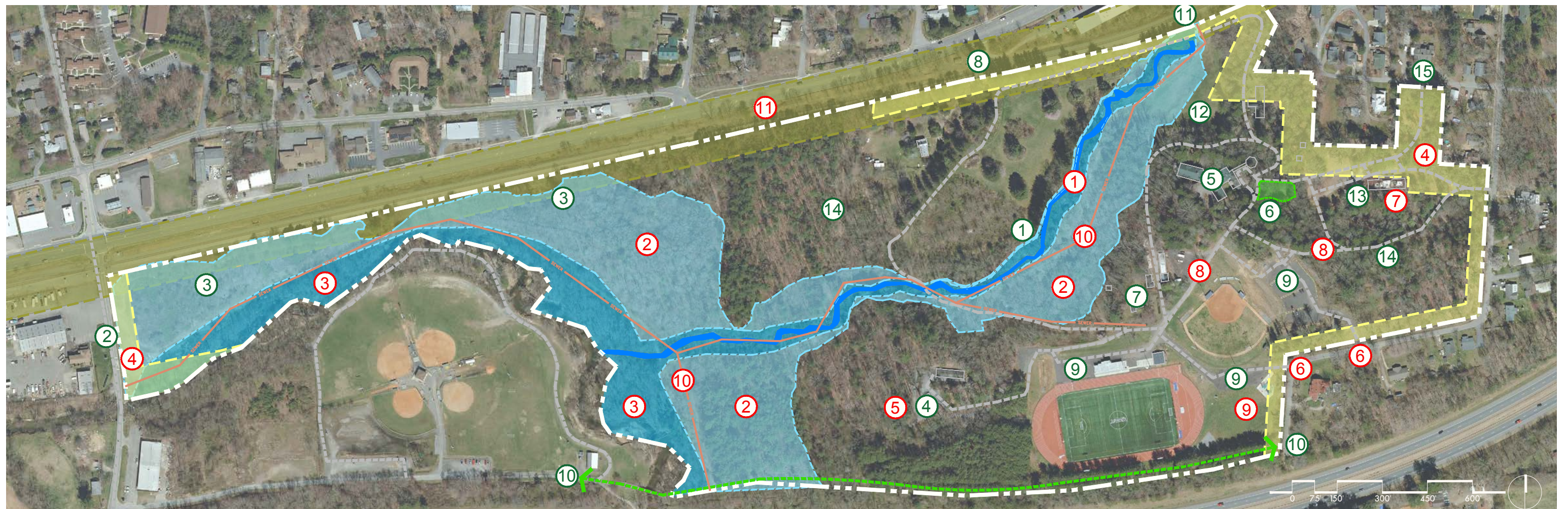
1. Tomahawk Branch Creek: presents opportunities for views, campus character, connection to nature and recreation potential.
2. Opportunity to create a new main entry from Blue Ridge drive in conjunction with the planned DOT road improvements and new I-40 entrance.
3. Opportunity for a scenic, winding entry drive, establishing the campus character and creating a sense of arrival.
4. Existing mounded topography presents an opportunity to excavate dirt and transport it to other areas of the campus that need additional fill dirt in order to be raised above the flood plain. This also presents the opportunity to create a flat area for parking or a sports field.
5. Opportunity to renovate and utilize the In The Oaks Manor house as a historic architectural feature and anchor of the campus character.

6. Opportunity to restore and highlight the Manor House's formal garden as a campus feature and to help develop the campus character.
7. Opportunity to relocate the historic care taker's house and barn.
8. Opportunity for a secondary campus entrance from US 70 across the railroad right of way.
9. Opportunity to expand existing parking areas to better support campus functions.
11. The Historic Stone Culvert where the Tomahawk branch crosses under the railroad right of way presents an opportunity to be a visual focal-point.
12. A relatively flat field between the creek and Abbott Hall presents an opportunity for a passive recreation.
13. Bishop Henry Center presents an opportunity for additional faculty offices and classroom.
14. Open, relatively flat area offers opportunity for significant new development.

CONSTRAINTS:

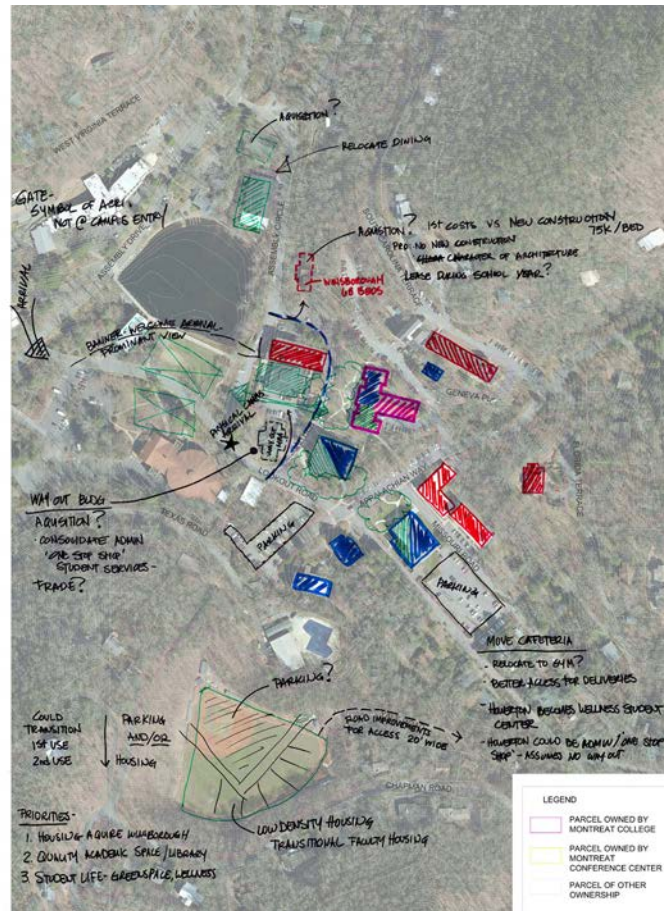
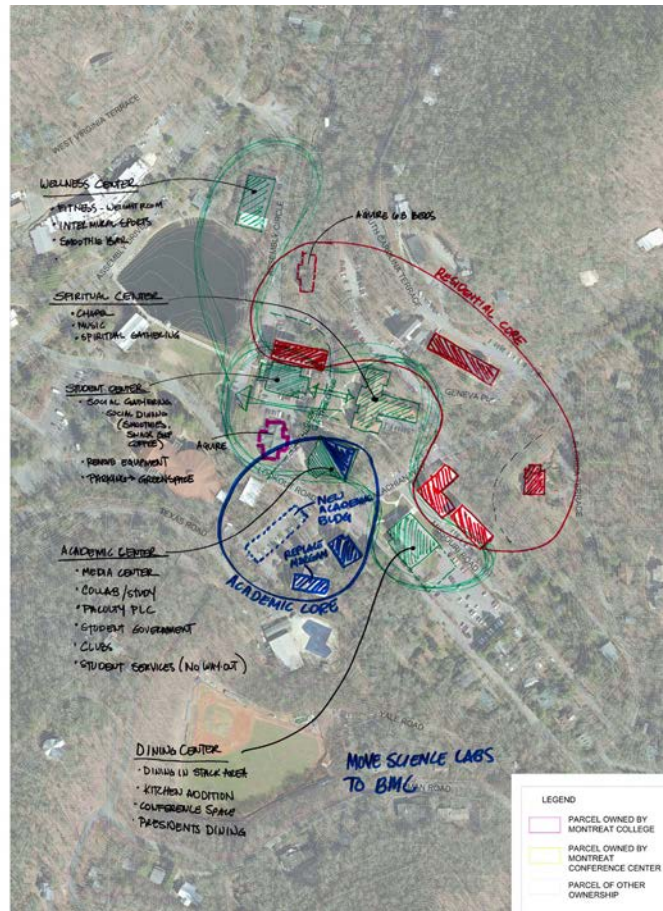
1. Tomahawk Branch Creek: limits buildable area and presents an obstacle to pedestrian and vehicular circulation.
2. Flood hazard area: Requires fill in order to raise above flood plain before development.
3. Regulatory flood-way: No development is allowed in this area, limiting buildable area and dividing the campus into two separated areas.
4. City of Black Mountain Institutional zoning buffer: Requirements for a 100' buffer between adjacent residential, commercial, and vacant lots puts a limit on developable area.
5. The topography presents constraints for siting buildings and parking withouts significant grading.
6. Existing campus entrances are through narrow

- residential roads with a lack of way finding signage and little sense of arrival.
7. Bishop Center - If it remains, limits ability for new ball field construction.
8. Existing vehicular roads are narrow without shoulders, sidewalks, or crosswalks, and without a clear hierarchy of routes.
9. A municipal well house, well easement, and pump house limit development to the east of Pulliam Stadium.
10. A public MSD sewer line runs through the campus, excavation for re-grading or building foundations must avoid the sewer and its easement.
11. 200' Railroad row limits access opportunities on the north side of the property.



INTERNAL DESIGN CHARRETTE – MONTREAT CAMPUS

Equipped with guiding principles, stakeholder engagement and a deep understanding of the site opportunities and constraints for each campus, the design team began scenario planning to propose site and building solutions that would address Montreat's priorities into the future. With extensive feedback from stakeholders with concerns about large development expansion at the Montreat Campus, the team planned with a focus on the best ways for existing building assets to support future goals, enhanced pedestrian and outdoor campus experience and proposed limited new construction for modest growth and to address the needs of aging buildings.



1. A strong idea emerged through the team's collaboration which was driven by a desire to reduce car traffic on Gaither Circle in the heart of campus. Making Gaither Circle a largely pedestrian route, the Howerton Dining Hall Kitchen and back service area would need to be relocated. A campus plan idea emerged as the team worked through a solution to relocate the kitchen and 'back-of-house' activities of the dining hall away from Gaither Circle.

2. As enrollment at Montreat College grows, Howerton Dining Hall will struggle to support the dining needs of additional students. The kitchen has not been updated in many years, it is limited in square footage and is battling aging infrastructure. Additionally, the seating capacity of the dining room is limited in the number of additional students it can serve. The team looked for an existing building on campus that could serve as a new dining facility with larger seating capacity, the opportunity to provide a new kitchen and more discreet delivery and service access for larger vehicles. Bell

Library became this location. The library, with an open second floor, large patio and front lawn is an appealing location for a new dining hall. The large parking area behind the building is on the edge of the campus with easy routes for delivery traffic and a location to construct a new kitchen.

The design team discovered that a proposed change to the use of the Bell Library Building to the dining hall created a ripple throughout the campus that started with finding a new home for the library.

3. As the College works to strengthen academic offerings, the library becomes a hub of activity that can provide areas for students to work independently and collaboratively, accessing research materials and studying with friends. Over time libraries on College campuses have become vibrant hubs of academic activities of all kinds. Services have been expanded beyond book stacks and study carrels, integrating technology, active student spaces and access to faculty.

Belk Student Center could be this place. The location of the Belk Student Center in the heart of the primary academic buildings on campus, could be an ideal location for a new library. The large footprint of the first floor and the wrap-around walk-ways and exterior patios at the corner provide space for book stacks, access to technology and student-centered work areas. The upper two floors would allow the College to consolidate faculty offices and departmental resources into a convenient location where students can easily access support for their coursework.

4. The third ripple is the creation of a new student center at Howerton Dining Hall. The existing dining hall space has been newly renovated and without much additional investment, could become a large student gathering and activity center. Portions of the building not yet renovated could be transformed into meeting rooms for student clubs, and administrative departments that students regularly need to access like the registrar's office or the finance office. More casual, social dining concepts could be incorporated into this space like the coffee shop currently in the building or the snack shop currently located in Bell Library.

5. The final big move on this campus would be to reimagine McAlister Gym as a wellness center for students and faculty. There was significant consensus from Montreat stakeholders for this need on campus. As the College works to increase enrollment of non-athlete students, this becomes an instrumental part of the campus life experience. McAlister Gym struggles to meet the needs of student athletes with locker rooms in poor condition, limited spectator seating and overlapping needs of multiple sports teams. The ongoing use of this facility by student athletes limits access to other students for fitness uses or intramural activities. Creating a new athletic facility on the Black Mountain Campus to better meet these needs would provide an opportunity to renovate McAlister Gym to address the needs of non-athlete students and faculty.

6. The last remaining concern on campus in this scenario is the best way or ways to address the needs of Morgan Hall. It was identified by stakeholders as the building on campus most in need of replacing. It is the academic work-horse of the campus, containing the highest concentration of classrooms and labs of any other building. As Montreat's needs for additional academic space grows with enrollment, this building could be replaced, potentially in the adjacent parking lot. Tearing down the existing building when a new academic building is constructed would provide opportunity to replace the existing parking. Additionally, Morgan Hall could be renovated with isolated new construction to improve building circulation and ADA accessibility.

Scenario planning around these ideas continued as the design team checked and re-checked the concept against the guiding principles and stakeholder feedback. The campus can accommodate moderate enrollment growth with a larger dining facility. The concept is a reassurance that the College experience in Montreat can be expanded and enhanced without large new development that expands the College's footprint or proposes large new construction. The full concept provides for enhancement of outdoor spaces with dining opportunities on the lawn and patio of Bell, outdoor collaboration spaces at the library around Bell, social gathering on the front patio of Howerton overlooking Lake Susan and a strong spine of pedestrian circulation on Gaither Circle connecting the new centers of the campus:

- The Spiritual Center: Gaither Hall
- The Academic Center: Belk Library
- The Dining Center: Bell Dining Hall
- The Student Center: Howerton
- The Wellness Center: McAlister

SCENARIO PLANNING

Scenario planning around these ideas continued as the design team checked and re-checked the concept against the guiding principles and stakeholder feedback. The campus can accommodate moderate enrollment growth with a larger dining facility. The concept is a reassurance that the College experience in Montreat can be expanded and enhanced without large new development that expands the College's footprint or proposes large new construction. The full concept provides for enhancement of outdoor spaces with dining opportunities on the lawn and patio of Bell, outdoor collaboration spaces at the library around Bell, social gathering on the front patio of Howerton overlooking Lake Susan and a strong spine of pedestrian circulation on Gaither Circle connecting the new centers of the campus:

- The Spiritual Center: Gaither Hall
- The Academic Center: Belk Library
- The Dining Center: Bell Dining Hall
- The Student Center: Howerton
- The Wellness Center: McAlister

INTERNAL DESIGN CHARRETTE – BLACK MOUNTAIN CAMPUS

On the Black Mountain Campus, these work sessions were focused initially on land use for the largely undeveloped campus site. With a clear understanding of the extent of the Tomahawk Branch and Swannanoa River flood plains and the topography of the site, clear land use areas emerged. The north section bounded by US-70 and Tomahawk Branch, a South section bounded by Tomahawk Branch and I-40 and an eastern section closest to the Vance Avenue neighborhood.

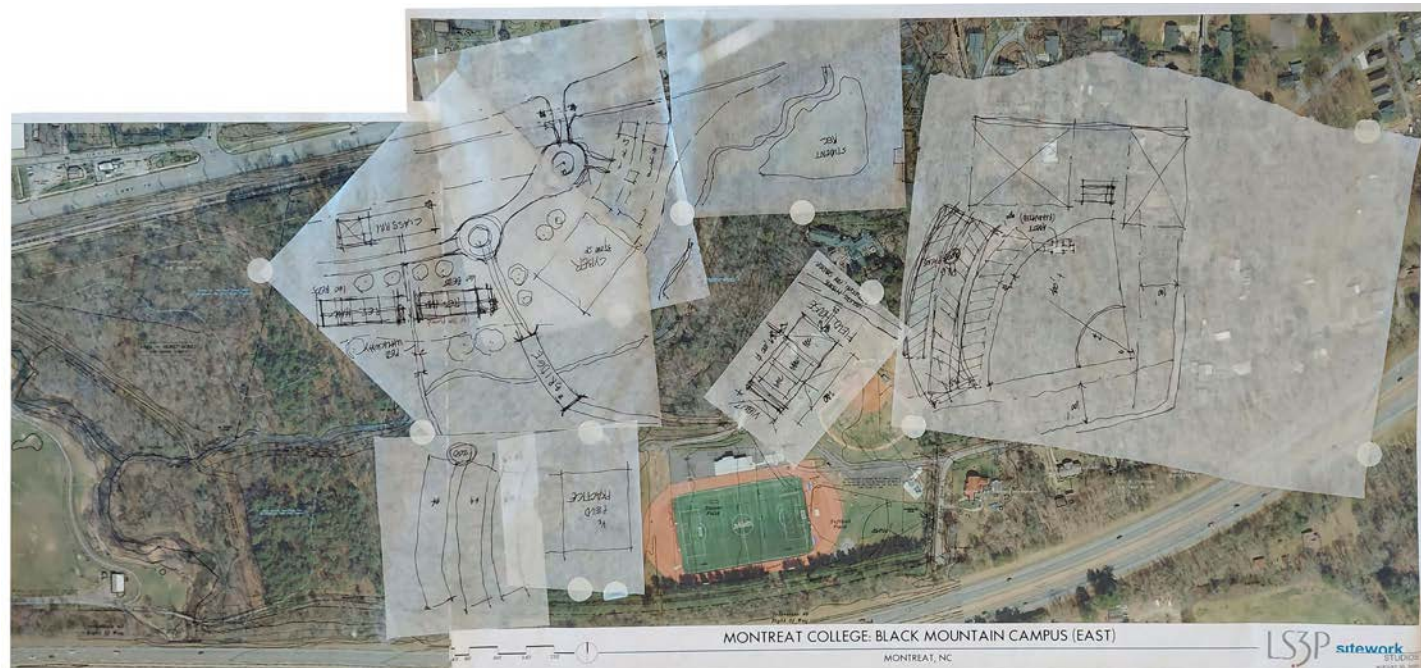
Because of limited opportunities for large scale expansion and development on the Montreat Campus, key considerations for the Black Mountain campus focused on campus entry and arrival along with ideal locations for housing, academic buildings including the Cyber building, athletic fields and student parking. Much of the new construction needed by the College to house a total student population of 1,000 – 1,200 students will be developed at the Black Mountain campus.

The new campus entry capitalizes on the new I-40 exit at Blue Ridge Road which creates the western boundary of the Black Mountain Campus. The entry road travels East into the heart of the property, following the topography

of the site and in consideration of potentials for shuttle stops along the way. Locating the new main entrance at Blue Ridge Road will help to draw campus traffic away from the Vance Avenue neighborhood.

The northern section of the site lends itself nicely to new housing. Situating housing along Tomahawk Branch creates a park-like setting for students with easy access to pedestrian trails throughout the site. The eastern section of the site is well-suited for athletic amenities in proximity to the existing athletic field and restrooms, with sensitivity and buffering adjacent to the Vance Avenue neighborhood.

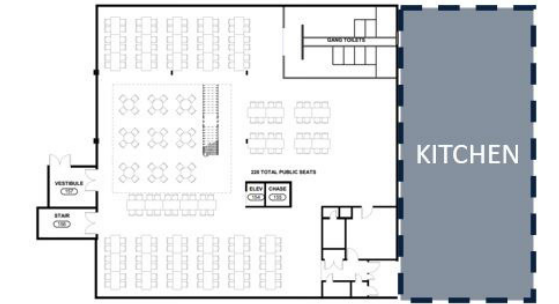
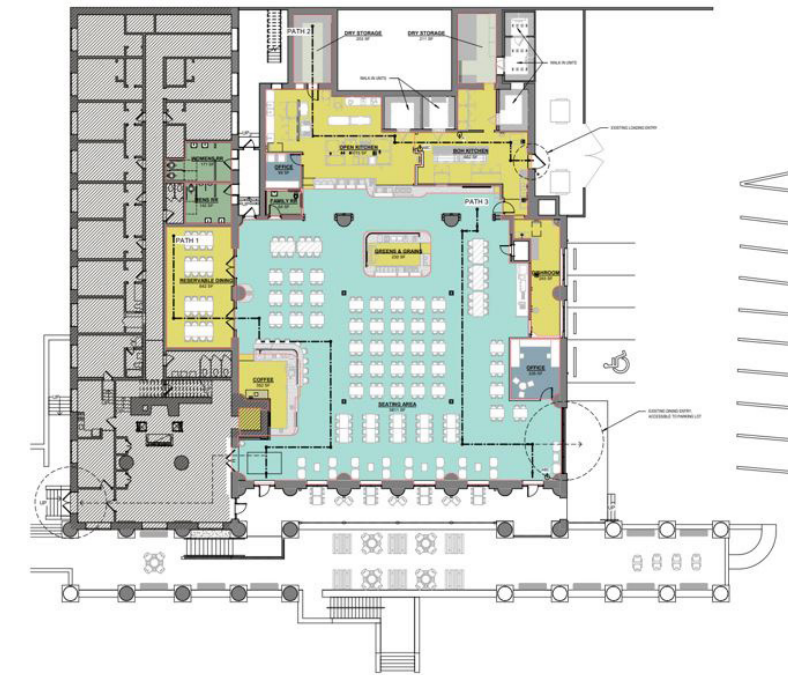
The team explored several options for placement of academic buildings in relation to housing, prominence, and exposure to the public from I-40, grouped with additional future academic buildings and in various locations along the main campus drive through the site. These concepts became the foundation of our preliminary concepts presented to the College for consideration.



SCENARIO TESTING

With preliminary concepts developing for each campus, some further testing of the ideas was necessary to confirm that the overall concept really provides the opportunities for expansion within the existing buildings.

Bell Library as the Dining Facility



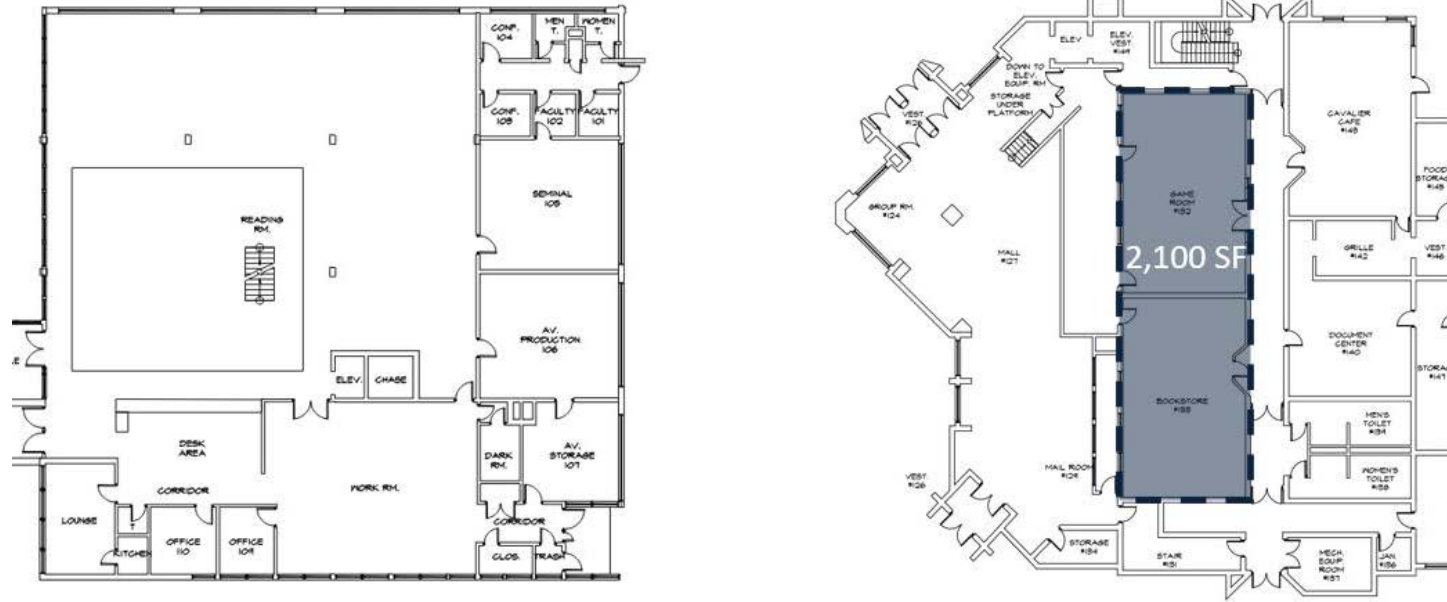
BELL LEVEL 1



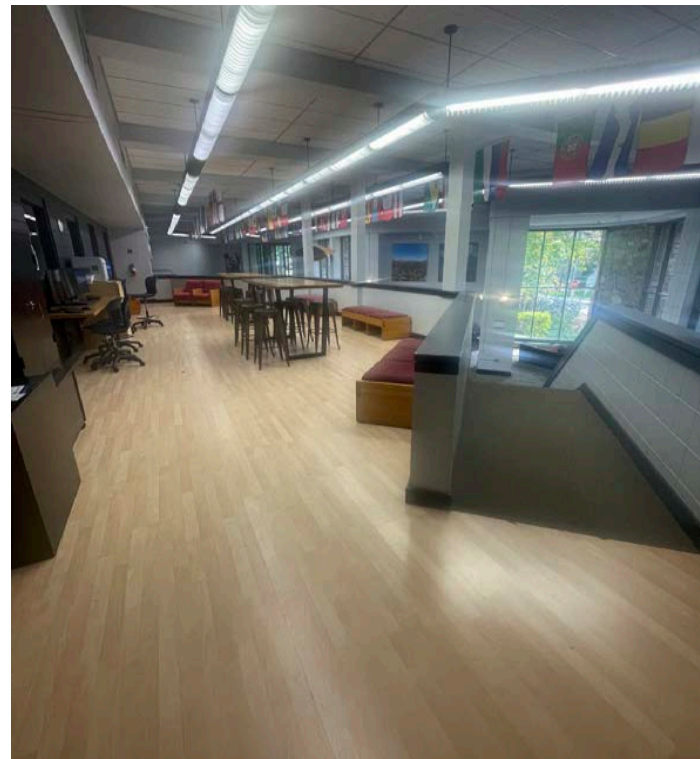
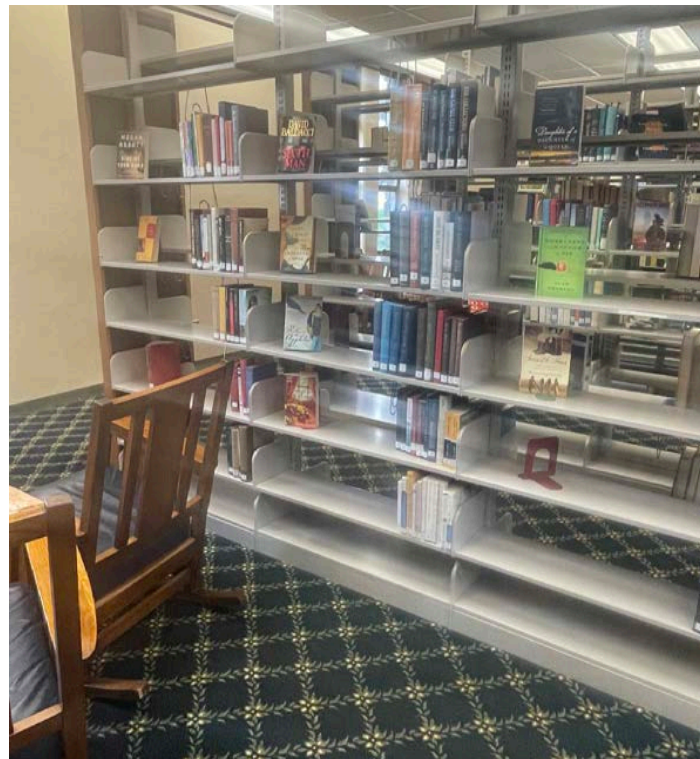
BELL LEVEL 2

Renovating the Bell building into the Dining Facility would provide the College with 11,310 SF of dining room square footage, which is 3,700 SF larger than the existing dining facility. Aramark, the College's food service provider recommends that a dining room to service 1,000-1,200 students would be 12,460 SF. A new 4,700 SF kitchen would be constructed at the back of Bell Library. While the available space in Bell would fall short of this 12,460 SF, relocating the dining room to the Bell Library would provide Montreat College the opportunity to expand food service amenities through most of the enrollment growth planned for the College until an additional dining facility could be constructed at the Black Mountain College.

Belk Student Center as the Campus Library

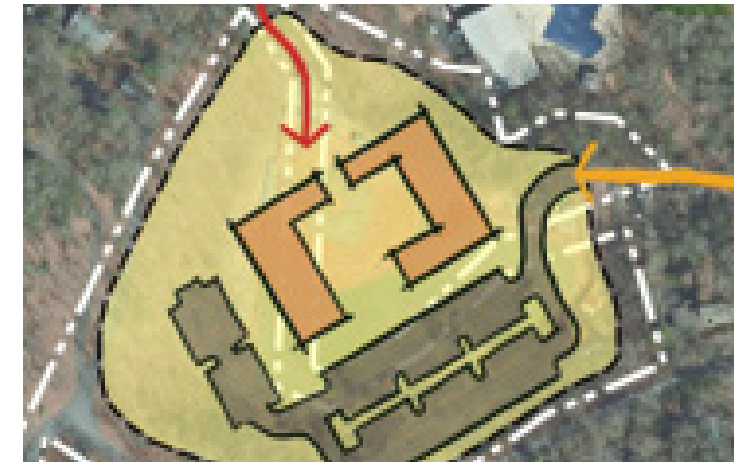


When Bell Library becomes the dining room, The Belk Student Center would become the new campus library. In the existing library, the book stacks currently occupy approximately 2,100 SF of the current library footprint. In the sketch of the Belk building on the first floor, a similar footprint of stacks would fit within the first floor of the building and could be incorporated within library programming that included technology spaces along with student collaboration and work areas. Renovations would take into consideration the structural system that supports the upper two floors of faculty offices and departmental support areas.



Housing Expansion At Montreat Campus

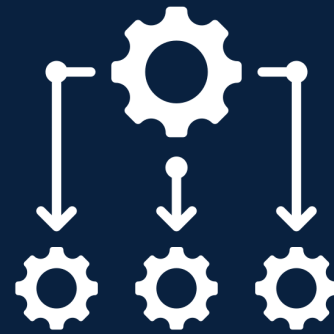
In addition to proposing larger scale construction of new residence halls at the Black Mountain College, there could be opportunity to modestly increase the available housing on the Montreat Campus. An early goal of the College is to reduce reliance on rented housing from the Ridgecrest Conference Center and Montreat Retreat Association. Development of the existing baseball field site with new housing could add between 100 and 120 additional beds for students. In addition, there is available land between the McGregor/Anderson Residence Halls and Anderson House that could support a new multi-story residence hall with approximately 120 beds.



Bi-Lo Property for Cyber Security

In response to inquiries from some stakeholders, part of the scenario planning phase of this project included a study of the presently vacant, former Bi-Lo Grocery Store property located at the end of Vance Avenue along US HWY 9. The location of this property in close proximity to the Black Mountain Campus and along the route between the two campuses makes this study relevant to the master planning process. In researching the viability of this property, it was discovered that it is unlikely that the property would be available for purchase by the College. This would put the College in the position of investing resources into renovating the property for the College's use without gaining a long-term asset for the College, either for use as the cyber security center or other College programming. Additionally, when discussed, stakeholders and the design team expressed concerns about adding a third campus with additional challenges of building cohesiveness between campuses. The team determined it was not a viable long term option for the College.





05 Framework for Growth – Final Master Plan Recommendations

- Black Mountain College Preliminary Campus Master Plan
- Phasing & Implementation Plan – residence hall renovations, Cyber center, building reuse sequencing

MONTREAT CAMPUS

PHASE 1:

At the Montreat Campus, advanced planning for major renovations of Howerton, Anderson, Davis, and McGregor Residence Halls is underway. Preliminary building code analysis, bed counts and deferred maintenance needs have been reported and project budgets are being estimated to support project fundraising efforts.

At the Montreat Campus, the primary master plan recommendations include the renovation and adaptive reuse of existing buildings. The precipitating goal for reimagining these buildings to new uses is the goal of expanding the capacity of dining facility services on this campus as enrollment grows. In this proposed sequence of building transitions, Montreat College can adapt these buildings to their new use, with minimal impact of services to students and faculty.

- Belk Campus Center becomes the new campus library
- Renovate Howerton, Davis, McGregor, & Anderson Residence Halls

PHASE 2:

Once the library has been relocated to Belk, Bell can be transformed into a new dining facility. An addition on the Southeast side can be an adequately sized

kitchen while the interior can be renovated into dining space with a variety of seating options.

A series of renovations follows the renovation of Belk to improve the campus functionality and efficiency.

- Bell Library becomes the new dining facility
- Howerton Dining Hall becomes the new student center
- McAlister Gym becomes the new campus wellness center; contingent on new Gymnasium construction at the Black Mountain College.

PHASE 3:

As enrollment continues to grow, and future phases of the Black Mountain Campuses are implemented, Montreat College should address the academic needs of the Montreat Campus by renovating or replacing Morgan Hall. This focus on academic needs will be in response to continued enrollment growth, increased enrollment selectivity and careful study and planning for the specific needs and programs that will be situated long term at the Montreat Campus.

The last priority on the Montreat Campus is the future redevelopment of the existing baseball field site. As housing is one focus of this master plan and the greatest need for the College in accommodating a target enrollment of 1,000 – 1,200 students, additional housing scenarios have been included in this master plan document to illustrate the potential for future development of the baseball field site.

- Construct new town home or cottage style residences on the site



BLACK MOUNTAIN

PHASE 1:

At the Black Mountain Campus, design and construction of the new Cyber Security Center will be a catalyst for future phases of development. As part of the construction of the Cyber building, the main entrance and primary road that organizes the site will be constructed including parking adjacent to the Cyber building. Additional parking could be included in this phase to address parking challenges at the Montreat Campus, including long-term parking for students. This will be the first new development to begin at the Black Mountain College.

- Construct new entry road and utility infrastructure to connect to and support the Cyber Security Center
- Construct the Cyber Security Center
- Relocate existing climbing wall and low ropes course adjacent to existing high ropes course

PHASE 2:

At the Black Mountain Campus, the second phase of master plan implementation focuses on the development of the north portion of the site for student housing. Incrementally, each of the new residence halls can be constructed at a pace that matches growth in student enrollment, incorporating a new dining facility for this campus as the number of on-campus residents can support the financial operations of food services. Additional parking, not addressed in the early development of the campus can be incorporated into the campus housing phase.

- Construct new residences halls and adjacent parking
- Establish the Tomahawk Branch Trail

PHASE 3:

Phase 3 at the Black Mountain College is largely the relocation of the remaining athletic programs located at the Montreat Campus. A new basketball gym and field house would be constructed along with the relocation of the baseball field and softball field and construction of tennis courts and a practice field. A location for an additional academic building has been identified and could be built in conjunction with the renovation or replacement of Morgan Hall on the Montreat Campus, allowing the College to plan for academic offerings and needs collectively on both campuses.

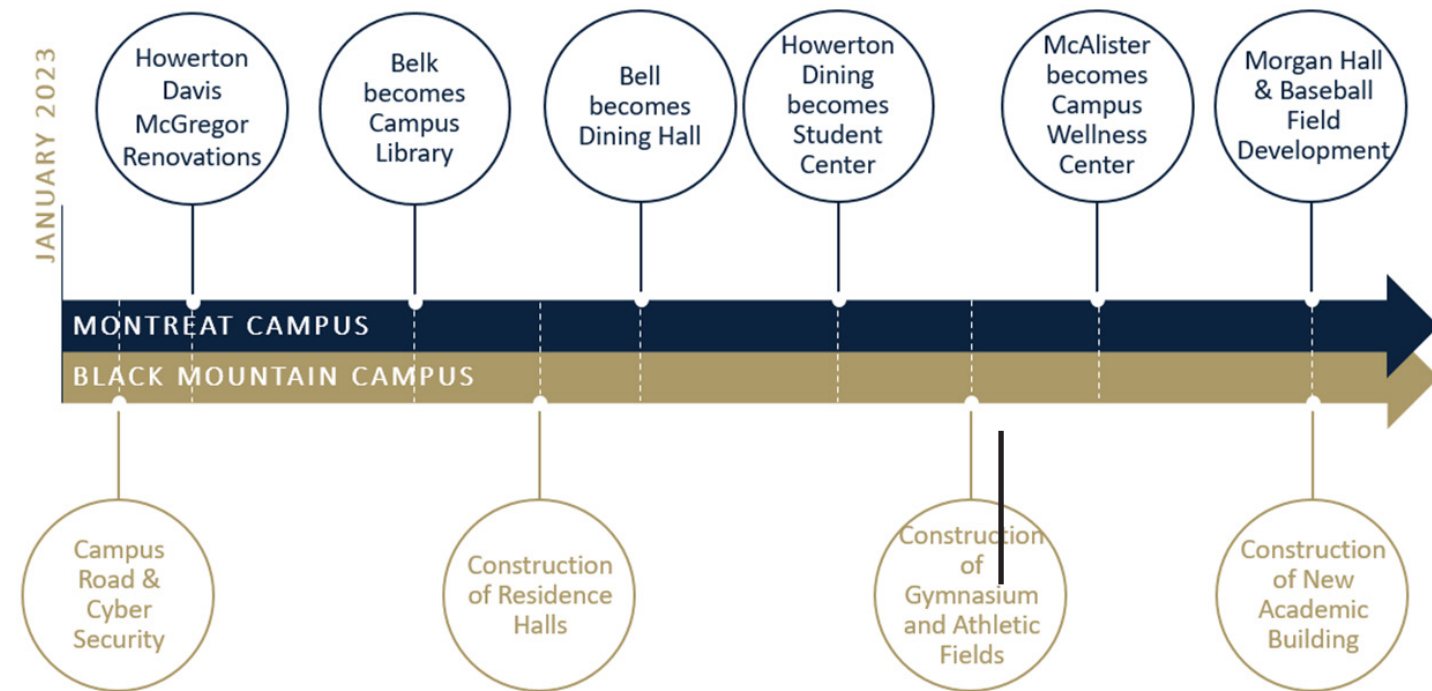
- Construct new field house and adjacent parking
- Construct new baseball field, softball field and practice field
- Construct new tennis courts
- Construct additional new academic building



- PHASE 1
- PHASE 2
- PHASE 3

PHASING SUMMARY

The master plan recommendations are designed to be implemented incrementally as enrollment increases at Montreat College. This allows the College time to anticipate future needs and to stay flexible as the course of the College changes over time. With a few notable exceptions like the sequencing of new gymnasium construction at Black Mountain College before the conversion of McAlister Gym into a student wellness center and the relocation of the baseball field from Montreat to Black Mountain, much of the implementation sequence back and forth between campuses can be rearranged over time as needs change.



BLACK MOUNTAIN CAMPUS PRELIMINARY CAMPUS MASTER PLANS

Once given direction to further develop Concept B from the preliminary recommendations phase, the master planning team pushed the concept along with more detail and thought. Student residence halls were analyzed and compared with previous LS3P projects to ensure the size and proportions were appropriate to align with bed number objectives from the College. Roads and parking were advanced to gather lengths and parking counts. The addition of six tennis courts was made based on feedback from athletics staff. A location for the existing climbing wall and low ropes course was identified just north of the Manor House. The baseball field was sized and located to eliminate the need to demolish the athletic offices in the small building to its north.

Option A was developed to show an alternate location for the field house/Gymnasium along Interstate 40. Although not as prominent as the Cyber Security Center up on the knoll, the gym building would have been visible to those traveling on I-40. This plan kept the softball field in its current location.

Option B, similar to the original Concept B from preliminary recommendations phase, located the field house/Gymnasium more central to all the sports fields and courts. This location enabled more parking to be located both at the field house and at the Academic buildings in case simultaneous use became an issue. This location requires the softball field to be relocated from its current location to a home beside the practice field. Another advantage of the field house in Option B is that people traveling south on the main campus road would see the field house on their approach to the Academic and athletics area of the campus. The building would act like a terminus or anchor for the road coming up the hill after crossing Tomahawk Branch. This strategy is used for wayfinding and identity building.

All other elements remained the same in the two preliminary campus master plans. The team was excited to present the two slightly different plans to the President and his Cabinet for feedback.





06 Conclusion

- Next Steps: vesting plan w/ Black Mountain , site design (road infrastructure) residence hall renovations, Cyber center design
- 1st priorities: residence hall renovations, Cyber center
- Black Mountain College Final Campus Master Plan
- Montreat Final Campus Master Plan

CONCLUSION

The Montreat Campus and the Black Mountain Campus Master Plans are tools to help Montreat College shape its future growth. The plans are intended to guide the College to meet its mission and its needs as they inevitably morph over the years to come. As enrollment and program demands shift over time, these plans provide the appropriate flexibility to address changes while still supporting Montreat College's guiding principles. As with all master plans, the strength of these plans lies in revisiting and updating them every 5-10 years depending on the growth and change the institution may experience.

With the guiding principles as a framework, the master plans serve as a tool to guide future development on the campuses. The plan acknowledges the need for an additional 340-640 beds and the goal for the College to own its residence halls. By prioritizing initial investments on the renovations of existing student housing and the Cyber Security Center, the College is kick-starting development at the Black Mountain Campus and ensuring positive student experiences at the Montreat Campus.

An important next step will be to vest the master plans with the Towns of Montreat and Black Mountain. The Town of Black Mountain is in the process of updating its town master plan and it is this team's hope that the College's Plan could dovetail right into their process. In addition to this due diligence, design for the Cyber Security Center and its site and infrastructure could coincide to allow for efficiencies of resources, namely time and money. The entrance road, bridges utilities and associated grading will be an expensive project, but the investment will enable and support the Black Mountain Campus' development for many future projects.

With the support of so many College stakeholders and friends, it is impossible to recognize everyone who contributed to our planning process. A special thank you is needed for our core team of administrators, without whom we would still be touring the Manor House.

Dr. Paul Maurer, John Beaghan, and Tommy Hendrix-Your organization of meetings, readiness with information, and general helpfulness has made this process as streamlined as we have experienced. A giant thank you! Our team wishes the College great success as you grow, expand and serve.

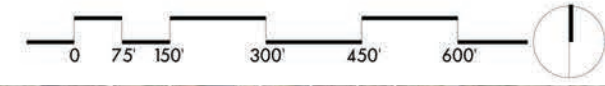


LEGEND

- EXISTING BUILDING
- NEW BUILDINGS/BUILDING ADDITION
- PRIMARY VEHICULAR STREET
- PRIMARY PEDESTRIAN WALKWAY
- TRAIL/GREENWAY
- MONTREAT COLLEGE PROPERTY LINE
- EXISTING TREES
- PROPOSED TREES

1. ACADEMIC BUILDING (MAX HEIGHT 55')
2. RESIDENCE HALL (MAX HEIGHT 4 STORIES, 160 BEDS EACH BUILDING)
3. FIELD HOUSE / WELLNESS CENTER (MAX HEIGHT 55')
4. FOOD SERVICE / DINING HALL
5. EXISTING ABBOTT HALL
6. EXISTING MANOR HOUSE
7. NEW BASEBALL FIELD
8. PRIMARY CAMPUS ENTRANCE/EXIT
9. EXISTING SECONDARY ENTRANCE/EXIT
10. TENNIS COURTS
11. EXISTING ADMINISTRATION BUILDING
12. HALF SIZE PRACTICE SPORTS FIELD
13. PARKING: 1,080 TOTAL SPACES

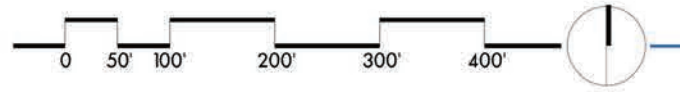
14. EXISTING HIGH ROPES COURSE & RELOCATION OF CLIMBING WALL
15. EXISTING PULLIAM STADIUM WITH NEW BLEACHERS
16. NEW SOFTBALL FIELDS
17. SWANNANOVA RIVER
18. STORMWATER MANAGEMENT
19. CULVERT OVER TOMAHAWK BRANCH CREEK
20. FUTURE NCDOT INTERSTATE INTERCHANGE
21. TOMAHAWK BRANCH LOOP TRAIL
22. EXISTING TOWN OF BLACK MOUNTAIN MUNICIPAL WELL (EASEMENT)
23. EXISTING PEDESTRIAN WALKWAY & NON-MOTORIZED BICYCLE PATHWAY (EASEMENT)
24. RESTORED MANOR HOUSE GARDEN
25. 2-ACRE PARCEL FOR FUTURE DEVELOPMENT
26. TOWN OF BLACK MOUNTAIN VETERAN'S PARK
27. 100' BUFFER



BLACK MOUNTAIN CAMPUS FINAL MASTER PLAN RENDERING



LEGEND



- EXISTING BUILDING
- NEW BUILDING/ BUILDING ADDITION
- PRIMARY VEHICULAR STREET
- PRIMARY PEDESTRIAN WALKWAY
- MONTREAT COLLEGE PARCEL PROPERTY LINE
- PEDESTRIAN CORRIDOR
- EXISTING TREES
- PROPOSED TREES

1. NEW STUDENT CENTER (EXISTING HOWERTON DINING HALL)
2. NEW LIBRARY / ACADEMIC CENTER (EXISTING BELK CAMPUS CENTER)
3. NEW DINING HALL (EXISTING BELL LIBRARY) WITH KITCHEN ADDITION
4. NEW RESIDENCE HALLS (SITE OF EXISTING NEWELL BASEBALL FIELD)
5. NEW RESIDENCE HALL
6. NEW ACADEMIC BUILDING
7. WELLNESS CENTER (RENOVATED MCALISTER GYMNASIUM)
8. SERVICE ROAD ONLY; FUTURE CAMPUS PLAZA
9. PRIMARY GREENSPACE/ ENHANCED OUTDOOR GATHERING AREA
10. PARKING
11. GAITHER HALL & GRAHAM CHAPEL
12. MCLEOD HALL
13. DAVIS HALL
14. CHAPEL OF THE PRODIGAL/ MCGOWAN CENTER
15. ANDERSON HALL
16. MORGAN HALL
17. MCGREGOR HALL
18. ANDERSON HOUSE
19. HOWERTON RESIDENCE HALL
20. LAKE SUSAN

MONTREAT CAMPUS FINAL MASTER PLAN RENDERING

