ORCAS ISLAND FOUNDATION

FACILITIES AND INFRASTRUCTURE

FIVE YEAR CAPITAL PLAN
2026-2030

DRAFT

Prepared By: Facilities & Infrastructure Committee
Date: March 9, 2026

ACKNOWLEDGEMENTS

Facilities and Infrastructure Committee
Tessa Ormenyi, Chair, member of Board of Directors, Orcas Island Foundation
Marilynne Gardner, member of Board of Directors, Orcas Island Foundation
Christopher Barry, Facilities & Maintenance Manager, Camp Indralaya
Michael Van Gelder, Community Member, Camp Indralaya

Consultant
Rolf Eriksen, Happy Acres Co.

Preface

The Facilities and Infrastructure Committee presents its findings and recommendations related to Camp Indralaya's facilities and infrastructure as contained in the following documents:

1. Facilities and Infrastructure Five-Year Capital Plan (2026-2030)
2. Facilities Condition Assessment *(Separate Document)*
3. Capital Array 2026 (*Separate Document*)
4. Winterization Manual, updated winter 2025-2026 (*Separate Document*)
5. Water Systems binder (*Separate Document)*

Table of Contents

INTRODUCTION

The Capital Facilities and Infrastructure Plan supports and advances the Vision and Mission of Indralaya.

- This Plan will help our Community to see the larger scope of what we plan for Indralaya and how investments in Indralaya's facilities and infrastructure are connected to Indralaya's Strategic Plan.

- This Plan will provide the essential framework, or lens, through which future facility and infrastructure decisions can be brought into new focus, enabling the Vision to become reality.

Objectives
The Committee has focused on the following objectives:

1. Emergency Projects:
   The last two years have seen significant flooding of community facilities and roads due to the impact of climate change in the form of heavy and continuous rainfall. This has impacted our road system as well as the Dining Hall, specifically the basements. In addition, parts of our aging septic system need significant upgrades or repairs that are required under state law and County regulations.

   In addition, the Lower Bathhouse has a separate septic system that is significantly more complex than what we currently have. And the continuing extremities of weather mean that we have to design and install a more effective drainage system to divert water from our facilities.

   Finally, the Dining Hall has suffered under the heavy rain that we have experienced over the last couple of years and so part of the roof needs to be replaced and upgraded.

2. Major upgrading/renovation of existing facilities:
   There are a number of cabins that require major upgrades to address:
   - Significant degrade in functionality, OR
   - Necessary improvements to make them more comfortable throughout the year.

3. Preservation and improvement of existing facilities:
   Existing facilities need to be upgraded to provide a more comfortable "camp experience". This could be achieved through insulation and better flooring and windows. The preservation and improvement of existing cabins whose conditions currently limit usage to Summer Months could expand the capacity to generate additional revenue and be implemented more quickly than constructing new structures.

4. Replacement of deteriorating existing facilities:
   Two existing cabins have been determined to be in very poor condition and difficult and expensive to repair or their condition is such that no repairs would improve the condition substantially. The cabins – Fir and Salal - should be demolished and replaced. This will require design, using the existing building footprint, budge approval, and permitting and that could take approximately one-two years. Thus, planning ideally starts in 2026.

5. Boat dock rehabilitation: Assessment and development of plan is needed so as not to lose our DNR license for water use.

6. Replace Roofs as needed:
   Many of the current facilities have asphalt roofing. Given the camp's forested environment current and future weather patterns, metal roofing should be considered.

Evaluation Criteria
The Committee used the following criteria to evaluate the observations and conclusions:

- Life/health/safety – action improves/enhances life/health and safety of campers
- Preservation of existing facilities – action supports the preservation of facilities
- Improvements enhancing existing facilities – action improves/enhances facilities
- Essential new or replacement facilities – action provides essential new facilities

Assessment
The Committee conducted an inventory and condition assessment of most of the existing cabins in the in the Fall of 2025. The results of this assessment have been catalogued in the "*Facilities Condition Assessment*". Another spreadsheet titled "*Capital Array*" attempts to put the projects into a 5-year planning horizon for scheduling and to highlight the funding impacts.

FACILITIES PLANNING PROCESS 2026-2030

Step 1

Facility Condition Assessment - This step establishes the relative condition of facilities.

(a) Excellent Condition – Typically new construction
(b) Good Condition – Facility maintained within its life cycle
(c) Fair Condition – Normal repairs or improvements have occurred over life cycle
(d) Below Average Condition – Major renovation required
(e) Poor Condition – Total renovation required
(f) Very Poor Condition – Complete facility replacement required

Step 2

Classification of Condition for Action - This step applies or defines assessments.

(a) Maintenance – repairs/improvements assigned to Annual Maintenance Plan
(b) Capital Renewal/Replacement - Major Repairs or replacement/rebuilding of major facility components that are a t the end of their useful life
(c) Deferred Capital Renewal – major repairs that cannot be accomplished as part of normal maintenance OR
Replacement because repairs having accumulated to the point that the facility is deteriorating and impairing the function of the facility
(d) Facility Adaption – needing to adapt the specific facility to the evolving needs of Indralaya and/or to changing standards (e.g. building codes)
(e) Facility Replacement – Replacing the facility because of inability to adapt or repair to standard needed for needed use

Step 3

Assigning Priority Classification to Identified Projects

(a) Priority 1 – Currently Critical (immediate)
(b) Priority 2 – Potentially Critical (Year 1)
(c) Priority 3 – Necessary – not yet critical ((Years 2-3)
(d) Priority 4 – Recommended (Year 4-5)

Step 4

Identifying Costs

This is the most difficult step, as Orcas Island has significantly higher labor and material costs. So much so, that probably only Rough Order of Magnitude (ROM) estimates can be used.

Step 5

Creating the Capital Financial Plan

This step brings together the above steps and applies priority and costs over time.

Step 6

Developing the Capital Plan

This step is the culmination of the above, putting the information into the Five Year Plan Document.

CAPITAL PLAN RECOMMENDATIONS

Based on the results of the Condition Assessment and application of the Evaluation Criteria, the following major projects, in priority order, are the Committee's Recommendations (Estimated costs are *generally* Rough Order of Magnitude (ROM) - see Appendix A):

Objective 1 Emergency Repairs to Facilities & Infrastructure

1.A. Dining Hall Roof (Priority 1)

Background:

The last 3 winters have exposed the Dining Hall to high rainfall that has led to significant leaks in the roofing over the kitchen, toilets and office.

Immediate Problems

The resulting roof leaks have damaged the cubby space above the office, the office walls, the restrooms and kitchen roofing. The damage is not only to the roof's asphalt tiles, but to the underlayment (plywood) and insulation (where it exists) as well as ceiling and walls of the Office and restrooms.

Priority Improvements

The existing asphalt tiles, underlayment and plywood need to be removed and replaced with metal roofing. Also because of the extensive damage from water leaks, the ceilings of the restrooms and office probably will have to be removed and replaced.

Board Approved Plan (as of Nov 2025)

This portion of the roof needs to be replaced, preferably with metal (steel) Standing Seam (snap lock) roofing as soon as possible. This type of roofing is the most weather tight of metal roofing and require less maintenance and is appropriate for camp's type of weather conditions.

Funding Request

2026	2027	2028	2029	2030
*Remove current roof over kitchen, restrooms and office *Remove ceilings of office and restrooms as appropriate *Replace with ERS 24 gauge Standing Seam Metal Roofing	Replace the rest of the roof			
$30,000	40,000			

Recommendation: Proceed with Proposal

1.B. Drainage System (Priority 1)

Background:

Drainage systems are crucial for preventing property damage, controlling flooding, and maintaining health by efficiently removing excess water, preventing soil erosion, protecting building foundations, and reducing pests and bacteria, thereby safeguarding infrastructure, improving agricultural yields, and ensuring a safer, more functional environment

An effective drainage system:

- **Protects Infrastructure**: Prevents damage to roads, underground pipes, and cables caused by water saturation and movement
- **Prevents Water Damage**: Keeps foundations dry, stops basements from flooding, and prevents structural damage from water seeping in.
- **Manages Stormwater**: Controls runoff, preventing erosion, flooding, and pollution of local ecosystems, helping meet environmental regulations.

The existing drainage system (open culverts and enclosed pipes) has been compromised, with water leaking from damaged and blocked portions of the drainage system, flooding the roads and the Dining Hall basements.

Immediate Problems:

The meadow slopes from the RMC to the orchard and rainwater runs downhill alongside the roads as well as throughout the meadow. Basically, all the water runoff ends up at the Dining Hall Building and the volleyball court (and from there to the Lower Bathhouse and finally Juniper and Roundhouse).

The existing enclosed pipe drainage system along the wall of the lower garden has malfunctioned and added to the massive streams of water moving towards the Dining Hall. This leakage seems to have been going on for years and, apart from creating a muddy road, has flooded the basement a number of times.

Over the last couple of winters, the increasingly heavy “barrage” of rain during winter has been disastrous for Camp Indralaya. The basements have been flooded a number of times damaging food resources and the roof covering the kitchen and restrooms/office area has had numerous leaks. (see Appendix A, Exhibit 1)

Proposal:
It is essential to develop a more comprehensive drainage system that can handle the increasing extreme weather conditions.

The first phase would be to plan a more comprehensive system - not rely on a “break and fix” approach. This would encompass not only redesigning and grading the slopes on the loop roads (especially by Spruce), but also installing drainage elements along the inside of the north loop road and the center road directing the water flow to the existing drainage at the Lower Garden wall. Note that the existing drainage may need to be enlarged and expanded.
The approach could be divided into two phases (see Funding Request), although given the urgency of the situation, it should be done as soon as possible. For example, Phase 1 in the Spring and Phase 2 in the Fall.

Phase 1

- Assess existing system, develop drainage plan and develop scope of work
- Resurface and realign interior roads
- Develop drainage culverts on inner side of north and south loop roads and on the left-hand side of the center road
- Replace existing drainage pipe along lower garden wall with a larger one

Phase 2

- Assess whether more drainage needs to be installed and where:
  - ✓ along the Dining Hall frontage, and/or
  - ✓ along the road to the delivery door to the basement
- Assess whether swales would be an effective system

Swales
Swales are an essential component of modern drainage design and play a significant role in managing stormwater runoff, rainwater runoff, and promoting sustainable drainage practices. These shallow, vegetated channels are designed to slow down, capture and filter stormwater by controlling the flow of water through the swale, reducing the risk of flooding and improving water quality. There are different types of swales.

Types of Swales

1. Vegetated Swales: These swales are lined with grass or other vegetation to slow water flow and promote absorption. They are commonly found along roadsides and in residential areas.
2. Bioswales: A bioswale is an enhanced version of a vegetated or garden swale, incorporating engineered soil and native plants to improve filtration and pollutant removal.
3. Dry Swales vs. Wet Swales: Dry swales are designed to drain quickly, allowing water to infiltrate the soil rapidly. Wet swales, on the other hand, retain water for longer periods, functioning more like small like small wetlands.

Advantages of Swales

Swales offer a cost-effective alternative to traditional stormwater management systems, such as underground drainage pipes and detention ponds. Their construction and maintenance costs are lower, as they rely on natural vegetation and soil filtration rather than expensive mechanical infrastructure.

Funding Request

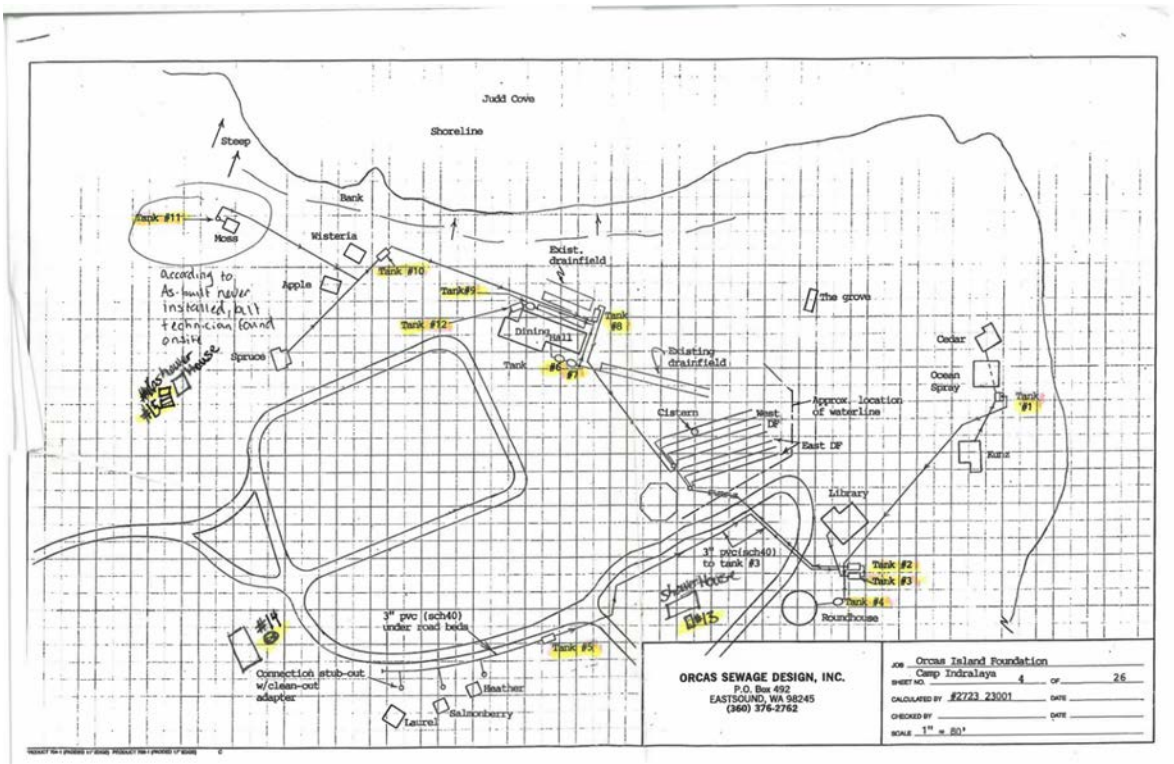
2026	2027	2028	2029	2030
Phase 1	Phase 2 as needed			
$20,000	$20,000			

Recommendation: Proceed with Phase 1 as well as continuing to assess further drainage needs and approaches and quickly move to Phase 2.

1.C. Septic (Priority 1)

Background:

Indralaya's septic system is large and complex and covers the "inhabited area" of Camp Septic System (see below). Note that the schematic does not as yet include the additional tanks and field generated by the new Lower Bathhouse.



Immediate Problems

The last formal inspection of the system in 2024 identified at least two (2) sites as deficient and San Juan County is requiring that Indralaya "fix the problems". One of the sites was the septic tanks in front of the RMC (site 14). The tank's wall had been breached by a tree trunk. That septic tank has been replaced and meets the County's standards.

The second site is the septic tanks for the “waterfront cabins” (site 1). This “fix” will be more difficult to accomplish and costly because of the nature of the terrain, impeding equipment and materials. The problem is complex – there is no apparent simple solution due to access issue.

Priority Improvements
Sites identified by the required inspections generally have to be “fixed” within a year. Indralaya agreed to mitigate/fix the problems with the San Juan County, with the understanding that we would develop mitigation as soon as possible. Septic tank 14 has been “fixed”, but we need to fix Septic Tank 1.

Proposal
Engage Orcas Sewer Design to fully assess Site 1 and after identifying the issues/problems, to develop options and cost estimates for mitigation. Based on these determinations, the Committee will evaluate and present the recommended option to the Board for review and approval.

Funding Request

2026	2027	2028	2029	2030
*Assess and develop options for mitigation *Implement most effective option				
$10,000	10,000			

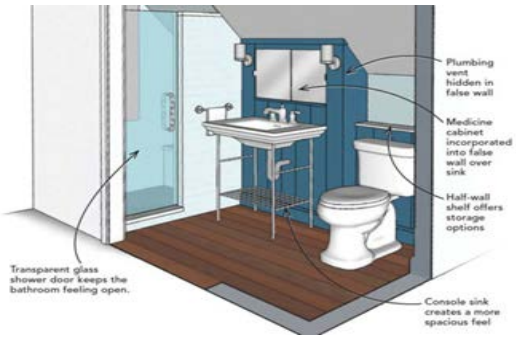
Recommendation: Proceed with assessment and implement appropriate option ASAP.

Objective 2 Major Upgrading/Renovation of Existing Facilities

Project 2.A: Juniper (Priority 2)
Summary: Fair to Average condition. Constructed in 1966; remodeled in 1995. It can be used year-round, but needs some improvements. Consists of large kitchen/dining area, a large loft bedroom and a medium sized bathroom. Existing metal roof. Juniper had all the existing elements needed for permanent year-round residence to transform it into a Staff Cabin; such as a bathroom, kitchen, bedroom and “main room”.

Immediate Problems: The bathroom needs repair: the tub should be removed and subfloor patched, new valves put in for the tub/shower and a new tub surround of tile or impervious surface installed. At the same time, the sink/vanity and toilet should be replaced. Underfloor insulation should be enhanced and/or replaced. Water heater should be replaced (needs to be much larger to allow for showers/baths). Groundwater needs to be diverted outside.

Priority Improvements: Juniper Cabin’s list of improvements in this Capital Plan is focused on the bathroom. One of the issues the Committee considered was rather than making incremental improvements to the bathroom, attention should be paid to developing a holistic design that would entail complimentary furnishings. These can be obtained from many of the chain furnishing stores and could be cost-effective. And this approach is consistent with the objective to ensure improvements are aesthetic and comfortable.



An example only

Project Elements

- Renovate Bathroom (note that there is a cost differential between "updating current layout" vs new "holistic layout").
- Install a new water heater (and possibly re-locate into bathroom): considering benefits of tankless over tank, likely electric but could be propane.
- Install stackable washer/dryer
- Upgrade windows: kitchen window, front living room window, bathroom window, and two small loft windows.
- Replace or increase floor insulation
- Possible interior electrical update

Proposal

Proceed with the identified improvements to Juniper. These improvements include, but are not limited to (for detailed list refer to *Facilities Condition Assessments Report*):

- Improve bathroom
  - ✓ repair bathtub/shower or replace with shower stall **($800-$1,200)**
  - ✓ install new vanity with sink and faucets **($500-$700)** or without sink **($100-$450)**
  - ✓ install new toilet **($200-$400)**
  - ✓ stackable washer/dryer **($900-$1,500)**
  - ✓ new linoleum or waterproof wood vinyl floor for bathroom **($250)**
- Replace water heater: - **(tank: $720-$920), (tankless: $550-$2,000)**
- Upgrade kitchen and loft windows for energy
- Increase or replace floor insulation

Funding Request

2026	2027	2028	2029	2030
Repairs and improvements to bathroom *Floor upgrades *shower/bathtub *Replace water heater *Install washer/dryer stack	*Floor insulation	*Window upgrades		
$5,000-15,000 (if hired out)	To be determined	To be determined		

Recommendation: Proceed in phases, with bathroom renovation the first priority.

Project 2.B: Spruce (Priority 2)

Summary: Poor to Below Average Condition. Constructed in 1947, remodeled in 1997. Generally used from Spring through Fall (it is not very warm and comfortable outside Summer). Consists of a large living room, 2 bedrooms, 1 small bathroom and small kitchen. Bathroom is small but has been recently renovated - new floor etc. Larger than most existing cabins, it has been used by families or shared by small groups, as well as a staff cabin for a family a few years ago. However, it is poorly designed for multiple occupants and for year-round use.

Immediate Problems: The cabin has odorous smells that continually need to be eradicated or mitigated. Heating is base board and stove, both of which have problems. The deck was reduced in size and repaired a few years ago and entry remodeled. Roof is spongy in places. Kitchen drain freezes up during a cold spell. Unfortunately, some of the mitigation work will be difficult because of the very tight spaces, under the house. To be more comfortable year-round, it requires numerous repairs and improvements.

Priority Improvements: Bedrooms need to be made more comfortable and furnishings (closets) redesigned. Roof needs to be replaced. New flooring (matching living room) installed. More insulation to be considered. Heating systems need to be improved. Bathroom remodel. The kitchen needs to be upgraded. Interior paint.

Propane tank

Shed

water heater

Bedroom 1-

closet behind curtain


Bedroom 2


closet


armoire

Proposal

Conduct a more detailed assessment to determine specifically what is essential to repair or improve and whether some redesign is appropriate. Thus, the following elements could be implemented as phases:

(i) Complete a detailed assessment which would include feasibility of a redesign, conducted concurrently with completing the mitigation measures.

(ii) Complete current mitigation measures:
- Seek origin of odors and eliminate as practical
- Complete rodent exclusion process by sealing under house from intrusion via skirting
- Install perimeter insulation along with humidistat fan to circulate air
- Assess attic insulation and rodent damage and replace and add R value as practical.
- Repair gutters

(iii) Implement repairs and improvements that include, but are not limited to the following (for detailed list refer to *Facilities Condition Assessments Report)*:
- Eliminate “shed” or expand building footprint to add sq footage to bathroom.
- Replace existing siding (made up of old doors) and windows on west side
- Replace old roof over kitchen with metal roof
- Insulate outside and inside on west side (otherwise the exterior wall has to be rebuilt)
- Install vapor barrier under kitchen and bathroom if possible

(iv) Redesign and Major Remodel
- Upgrade or replace flooring in bathroom, kitchen and both bedrooms
- Improve and upgrade bathroom (new vanity, sink) and install energy efficient window
- Improve and upgrade kitchen (new cabinets, sink, plumbing and new appliances). Paint cabinetry.
- Electrical panel upgrade completed in 2019. Need full removal of demo-ed electrical rooftop weatherhead. Previously allowed water to leak into electrical panel and shorted the old panel out.
- Install perimeter insulation along with humidistat fan to circulate air as a priority.
- Clean kitchen/bathroom crawl space and install vapor barrier as High priority.
- Assess attic insulation and rodent damage. Maybe replace and add R value.
- Continue to monitor for animal intrusion.
- Repair gutters
- Improve insulation - interior and exterior
- Remove rough-in closet in Bedroom 1 and replace with chest of drawers
- Remove closet in Bedroom 2 and use the existing wardrobe/armoire

Funding Request.

2026	2027	2028	2029	2030
*Replace vinyl flooring with laminate or vinyl in bedrooms and kitchen *Install energy efficient windows in bedrooms	*Eliminate shed and its roof *Install metal roof replacing old roof over kitchen and bathroom	*Install exterior insulation wrap (similar to Apple) on east side *Replace existing windows with energy efficient windows		
$10,000	$10,000	$10,000		

*The cost estimate is ROM and involves volunteer labor. More accurate cost estimates for this phase would need to be done with a redesigned floor plan in hand.

Recommendation: Proceed in phases, starting on the west side of the cabin.

Project 2.C Resident Manager Cottage (Priority 2)

Summary: Good Condition. This is a year-round residence. Constructed in 1975, remodeled in 2010. Consists of two bedrooms, bathroom, office, living room and kitchen. Small enclosed "basement".

Immediate Problems: Unfortunately, the facility has some urgent problems via degradation of "double pane windows", as well as inefficiencies related to keeping the facility warm and comfortable. The separation of the "laundry function" (washer is in basement and dryer upstairs in bathroom) highlights its inefficiencies. In addition, its kitchen décor and living room structure need modernization. To be a more comfortable residence for the on-site general manager, it needs some updated renovation.

Proposal

Conduct a more detailed assessment to determine specifically what is essential to repair or improve and whether some redesign is appropriate. Specifically, the effectiveness of the large windows in the living room and the efficiency of the current "laundry set up". In addition, assess the efficiency of the kitchen and its décor and the RMC Office.

(i) Complete a detailed assessment which would include feasibility of an interior redesign, conducted concurrently with completing the mitigation measures.
(ii) Complete current mitigation measures, such as repairing gutters and decking as needed
(iii) Assess window energy efficiencies in living room and replace as necessary
(iv) Replace washer in basement and install a washer in bathroom alongside dryer
(v) Assess usefulness of shed behind RMC

Funding Request.

2026	2027	2028	2029	2030
*Assess/Replace existing windows with energy efficient windows *Relocate a washer to bathroom alongside dryer	*Repair gutters			
$10,000	2000			

Note: The cost estimate is ROM and involves volunteer labor. More accurate cost estimates for this phase would need to be done with a redesigned floor plan in hand.

Recommendation: Proceed in phases, based on assessment.

Objective 3: Preservation and improvement of existing facilities

Project 3.A: Oregon Grape (Priority 2)

Summary: Poor condition. Constructed in 1949. Currently unsuitable for occupancy. Cold and inhospitable. Large non-energy efficient windows on “front”. Facing and close to entry road. Potentially some interior improvements may allow to be used in Summer Months.

Immediate Problems: This cabin has similar problems to Elderberry before it was renovated, in that it is underutilized because of its unattractiveness, its size, large windows, and closeness to the entry road. Currently used as storage - not the highest and best use.

Priority Improvements: A major rehab/renovation should be conducted, by tearing out the inside, re-wiring, installing new flooring and interior insulation (walls and ceiling), similar to Elderberry, and paint. Note that the cabin is an "electrical past through" for the other cabins in the area. So, any renovation needs careful planning.

Consider (a) relocation away from road or (b) relocating entrance to the rear by rotating 180 degrees. The cabin could be relocated further from the road – making it more attractive and providing more privacy. Putting its entrance on the rear side by rotating the cabin 180 degrees would help mitigate noise and increase privacy.

Proposal:
This project can either be a major remodel or just a basic set of improvements.

- Replace existing windows with energy efficient windows
- Black out curtains on windows (headlights on main driveway)
- Insulate walls with rockwool and ¼” plywood sheeting
- Install skirting around base of cabin
- Insulate new floor, interior walls and ceiling (similar as approach to Elderberry)
- Relocate or redesign electrical panel and lines
- Install metal roof

Funding Request
This funding request is based on implementing basic improvements and upgrading or conducting a major renovation similar to the Elderberry project which was a major remodel.

2026	2027	2028	2029	2030
	Renovate interior	Install metal roof		
	$25,000	$3,000		

Recommendation: Proceed with identified improvements

Project 3.B – Cedar (Priority 2)

Summary: Poor condition. Constructed in 1933. Used between Spring through Fall, but is chilly and comfort could be improved. Consists of entry way, large living room with small kitchen area and loft bedroom. It is in worse condition than the other waterfront cabins and is due for a major upgrade. The bathroom is adequate but needs a new vanity/sink. The kitchen counter and cabinets are old and unsightly and of poor quality. The living room floor was refinished and looks good.

Immediate Problems: The biggest problem are the permeability of this cabin in the winter and shoulder seasons. It is too drafty. The front entry has a lot of soil/wood contact and therefore rot. It needs redesigning and rebuilding. Some posts under the building and deck are also inadequate and need significant work and replacement. The windows are old and not energy efficient and should be replaced.

Priority Improvements: Make the cabin more comfortable and warmer. Safe access to the loft should be enhanced. New railing.

Proposal
This project combines improvement objectives with safety criteria. It recognizes the problem of the entry to the cabin as well as the need to both modernize and improve the "comfortability" of the cabin.

- Redesign and redo entry way
- Improve bathroom with new vanity/sink
- Replace windows with energy efficient windows
- Redesign loft access to improve safer access, new railing.
- Add heating element - wood burning stove.
- New paint/trim

Funding Request
This funding request is based on implementing basic improvements and thus should be considered a "Minor Project".

2026	2027	2028	2029	2030
Basic improvements	Install metal roof			
$8,500	$3,500			

Recommendation: Proceed with proposal.

Project 3.C – Dogwood (Priority 2)
Summary: Poor to Average condition. Constructed in 1947. Suitable for Spring through to early Fall. Cabin is cold and drafty as floor boards have gaps between them and needs new metal jacketed wiring. Powder Post Beetle infestation in collar ties. The support posts and bases under the cabin appear to be undamaged. Replacing the existing roof with a metal roof would be beneficial.

Immediate Problems: Cabin is cold and gaps in flooring and walls make it uncomfortable.

Priority Improvements: Upgrade comfort through interior wall insulation and adding new flooring on top of existing old wood flooring.

Proposal

- Upgrade interior wiring to metal jacketed and install arc fault.
- Install new flooring
- Install insulation and interior paneling
- Replace existing roof with metal roof

Funding Request

2026	2027	2028	2029	2030
Basic improvements		Install metal roof		
$5,500		$2,000		

Recommendation: Proceed with proposal.

Project 3.D. – Willow (Priority 2)
Summary: Poor to Fair condition. Constructed in 1948. Theoretically suitable for Spring through Fall, though used mainly in Summer. It needs dirt removal from sides. Interior paneling (poor quality) and insulation should be removed and replaced to improve habitability. Already has a metal roof - that is damaged. No appearance of PPB damage. Currently has no heating system other than portable heater.

Immediate Problems: Determine heating system. Improve insulation and thus comfortability.

Priority Improvements: Upgrade insulation and interior paneling. Install energy efficient windows or seal existing ones.

Proposal:

- Repair metal roof (already allocated in 2026 maintenance budget, estimated replacement in March 2026)
- Upgrade wiring to metal jacketed/install arc fault
- Relocate electrical panel to safer site within cabin
- Install insulation and interior paneling and repaint interior
- Replace and upgrade windows or seal on RMC side
- Install wood burning stove (further discussion needed)

Funding Request

2026	2027	2028	2029	2030
Basic improvements				
$5,000				

Recommendation: - Proceed with identified improvements

Project 3.E - Larches (Priority 2)
Summary: Fair condition. Constructed in 1947; remodeled in 1996. Suitable, but increasingly uncomfortable for Spring through Fall. Both its location and the bare bones interior mean that the cabin is increasingly less comfortable even during Summer.

Immediate Problems: The propane heater vent is incorrectly located and should extend away from building or above roof. CO gases could re-enter building through cracks at this time. Though it has a CO monitor inside, this is still a safety issue. The posts and bases need work. PPB damage in floor needs treatment.

Priority Improvements: Upgrade to It needs new metal jacketed wiring, but is adequate in short term. It could use a metal roof in next few years. Interior walls should insulated and new flooring installed.

Proposal

- Relocate vent heater through roof or above roof (highest priority)
- Rebuild propane shed (safety priority)
- Reset corner deck post as part of regular maintenance
- Upgrade interior wiring to metal jacketed and install arc fault.
- Install appropriate new flooring
- Install wall insulation and paneling
- Install metal roof and new facia

Funding Request

2026	2027	2028	2029	2030
Safety Improvements	Basic improvements	Install metal roof		
$1,000	$5,500	$2,000		

Recommendation: Proceed with proposal.

Project 3F – Tamarack (Priority 2)

Summary: Fair condition. Constructed in 1948. Suitable for Spring through Fall. Should be made more comfortable. Needs new metal jacketed wiring with arc fault breakers. Post bases need replacing and with pressure treated material which can help prevent PPB infestation. It needs a metal roof.

Immediate Problems: Wiring needs upgrading. Foundation posts and piers need replacement. Needs interior insulation. Gaps in wood floor and walls.

Priority Improvements: Make it more comfortable so that it can be used Spring through Fall.

Proposal

- Upgrade interior wiring to metal jacketed and install arc fault.
- Upgrade piers, posts (with pressure treated wood)
- Install appropriate new flooring
- Install insulation and paneling
- Install new metal roof

Funding Request

2026	2027	2028	2029	2030
*Install new wiring *Upgrade posts and piers	*Install wood vinyl flooring and insulation/interior paneling	*Install metal roof		
(volunteer)	$5,500	$2,500		

Recommendation: Proceed with proposal.

Project 3.G - Ocean Spray (Priority 2)

Summary: Good condition. Constructed in 1932; remodeled in ? Currently used mostly for Spring through Fall. Consists of large living room with bed, small bedroom, small bathroom, loft bedroom, no kitchen, other than “hot plate”. Siding has been painted and it looks good after many repairs. Existing metal roof.

Immediate Problems: While the major elements of the facility are in good condition. Unfortunately, while improvements have been made to the foundation posts/beams under the house - replacements and additions – the space needs to be re-enclosed to prevent intrusions. This is not a simple exercise – it will take on-site precision tooling and fitting. Screening needed.

Priority Improvements: While well utilized during the Spring-Fall, an upgrade as identified below would extend its availability and also make it more comfortable even during Summer.

Proposal

- Complete foundation work
- Install skirting/barriers on water side/install metal screening around cabin to prevent intrusion
- Deck improvements
- Consider eliminating separate entry into single bedroom

Funding Request.

2026	2027	2028	2029	2030
Basic foundation improvements			Install metal roof	
$6,000			$4,000	

Recommendation: Proceed with proposal.

3.H – Madrona (Priority 2)

Summary: Average condition. Constructed in 1954. Suitable for Spring through Fall, though only comfortable in Summer. Needs insulation in walls and floor. Needs leaf debris and soil cleared from sides. Roof could last 5 years (3 tab), then replaced with metal roof. Small amount of PPB damage in floor. Foundation posts need bracing work.

Immediate Problems: Upgrade to new metal jacketed wiring with arc fault breakers and new electrical panel. Assess foundation posts.

Priority Improvements: Increase comfortability by installing interior insulation and paneling and wood vinyl flooring.

Proposal:

- Add bracing to posts. Replace as needed.
- Upgrade to new metal jacketed wiring with arc fault and new electrical panel
- Install interior insulation and paneling
- Install new flooring
- Raise lights from collar ties to ceiling for more effective lighting
- Install new metal roof

Funding Request

2026	2027	2028	2029	2030
Basic improvements	Install metal roof			
$5,500	$3,000			

Recommendation: - Proceed with identified improvements

Project 3.I – Oak (Priority 2)
Summary: Fair condition. Constructed in 1948. Suitable for Spring through Fall. Nice location means it should be maintained as a reliable cabin. However, wood stove not reliable for comfort and has smoky smell. Remove some dirt from uphill side to prevent damage. It could use a metal roof. It could use new wiring and arc fault. Needs better general lighting. Small amount of PPB.

Immediate Problems: Smoke from wood stove and general comfort. Insecure windows. Assess.

Priority Improvements: Improve comfort with better stove ventilation and better heating capacity.

Proposal:

- Clear dirt from foundation posts and piers as part of regular maintenance
- Conduct PPB treatment.
- Install new lighting fixtures for more effectiveness
- Upgrade wiring to metal jacketed/install arc fault
- Relocate electrical panel to safer site
- Install insulation and interior paneling
- Install wood vinyl floor
- Install new metal roof

Funding Request

2026	2027	2028	2029	2030
	Basic improvements		Install metal roof	
	$6,500		$2,000	

Recommendation: Proceed with proposal.

Project 3.J – Hemlock (Priority 2)
Summary: Average condition. Constructed in 1933. Suitable for Spring through Fall. This cabin is often used by Stewards. PPB evidence in roof boards. It has a metal roof and attractive deck. Gutters need cleaning. Most posts are good except for near front of deck.

Immediate Problems: Access to cabin needs improvement. Cabin needs to be made more comfortable, especially in terms of stewards staying.

Priority Improvements: Upgrade comfortability.

Proposal:

- Conduct powder post beetle treatment.
- Repair posts/piers at front of cabin and deck
- Railing upgrade
- Extend and support gutters and ensure that drip line does not fall on deck.
- Upgrade wiring to metal jacketed and install arc fault
- Install wood vinyl flooring
- Install insulation and paneling
- Remove phone lines on exterior

Funding Request

2026	2027	2028	2029	2030
	Basic improvements		Install metal roof	
	$5,500		$2,000	

Project 3.K – Kunz

Background
Kunz is one of the oldest cabins. A bedroom addition was completed within the last twenty years. The electrical panel in Kunz, located in new bedroom, feeds other cabins.

Proposal:

- Roof replacement is likely needed in the next five years.
- Interior upgrades and paint would help lighten the dark interior.

Funding Request

2026	2027	2028	2029	2030
				Roof replacement
				20000

Project 3.L – Roundhouse

Background
The Roundhouse has a propane furnace and on demand propane hot water heater. The propane usage of this building is very high. It is challenging to heat because there are so many rooms. There is a whole-building filter located at the far end of the crawl space where the water enters the crawl/building.

Ongoing Maintenance

- Check and replace water filter in crawl space

Proposal

- Consider upgrading propane furnace to a ducted heat pump system and add in-floor grills in all bedrooms. This would minimize the need for electric space heaters in all the rooms.
- Upgrade windows, specially upstairs.

Funding Request

2026	2027	2028	2029	2030
				Windows and furnace
				15000

Objective: 4 Replacement of Deteriorating Existing Cabins

Assessment: - Two cabins have been identified as needing to be demolished and replaced. This will require design work and permitting. Because of the costs, scheduling should be phased.

Project 4.A: Salal (Priority 3)

Background

This cabin is in very poor condition - not suitable for occupancy. Constructed in 1934. It served as a "family cabin", with parents in the main room and children in bunk beds in the adjacent "lean-to". Unfortunately, this cabin has significantly deteriorated, post beetle and mold. This cabin needs to be demolished, a new design for a more comfortable and enlarged cabin developed.

Proposal

This proposal requires demolition and a total redesign, even an expansion.

- Plans and permit must be acquired before demolition. Must use existing footprint.
- Demolish, redesign and rebuild and enlarge suitable for a family for at least late winter through late Fall (wall and ceiling insulation, interior wall paneling, new wood laminate vinyl flooring).
- Include elements suitable for to be a family cabin - 2 bedrooms, with space for at least a double and two single beds.
- Install metal roof

Funding Request

2026	2027	2028	2029	2030
Design	Permitting	Demolition & Construction	Install metal roof	
$5,000	$6,000	$100,000	$3,000	

Recommendation: Demolish the cabin and build based on new design. This project should begin with an assessment of how a permitting rules will impact design.

Project 4.B: Fir (Priority 3)

Background

This cabin is in very poor condition - not suitable for occupancy. Constructed in 1952; remodeled in 2010. This cabin needs to be demolished, redesigned and rebuilt.

Proposal

Plans and permits must be acquired before demolition.

Because of its location, it may be appropriate to re-orient the facility. This would allow for:

Option 1: Design and construct a “two apartments” facility — accommodations for two separate “apartments” for two (2) staff - one in each apartment.

Option 2: Design and construct a large “family” cabin.

Water system cannot currently be expanded. If at a future date it can, any bathroom facilities should be carefully considered not only due to permitting issues, but water access and septic needs. Another point to be considered is that the current site is not “appealing”, facing the firewood area and uneven ground, so new design should consider a shift in location/perspective.

Funding Request

2026	2027	2028	2029	2030
	Design and Permitting		Demolition & Construction	
	$6,000		$100,000	

Recommendation: Demolish the cabin and build based on new design. This project should begin with an assessment via design and permitting as to whether this replacement can be for two apartments (with a shared bathroom) for a permanent staff cabin or should be a large cabin for families.

Objective 5: Roofs (Priority 3)

Background
Most cabins roofs are wood, covered with asphalt composite tile. These are not standing up well to Orcas weather and they are not maintained effectively. Thus, they have been deteriorating and will need replacement within at least the next five years.

Proposal
Replacing wood/asphalt tile roofs with metal roofs would extend the life of a number of cabins/houses. This project can be done by volunteers or contractor. The roofing could be done as part of cabin improvements or separately on a schedule.

Funding Request

2026	2027	2028	2029	2030
		Phase 1	Phase 2	Phase 3
		$10,000	$10,000	$20,600

Project 4A: Phase 1
- Honeysuckle
- Poplar
- Larches
- Tamarack
- Dogwood

Project 4B: Phase 2
- Arbutus
- Oregon Grape
- Oak
- Wild Lilac
- Madrona

Project 4C: Phase 3
- Kunz
- Moss
- Apple
- Spruce
- Elderberry

Recommendation: Proceed with replacing existing roofs with metal roofs for these cabins in a phased approach using volunteers or contractor as appropriate.

Objective 6: Community Facilities

Project 6.A: Dining Hall

Background
Interior renovations are needed in the dining hall. Lounge upgrade. Window upgrade. Siding fix.

Funding Request

2026	2027	2028	2029	2030
				Interior upgrades
				20000

Project 6.B: Pavilion (Priority 3)

Background:
The Pavilion (formerly the Teepee) has been a gathering place from the its first rendition. However, it has mostly been used in summer. With the increase in inclimate weather and programs in both early Spring and late Fall, it has been the frequently used as a gathering place for programs. Unfortunately, the facility was not designed for such activities. It is not designed for use outside the summer months.

Immediate Problems
The Pavilion is being used more and more for large programs as a “meeting place” due to inclimate weather, even though its design and construction are not supportive of such use. Does it need a new roof at the latest?

Proposal
Assess whether the Pavilion can be redesigned or upgraded to accommodate longer usage. This may be accomplished through installing insulation as well as energy efficient windows (instead of plastic ones). But the “ceiling” is the problem. Engage Opalco to determine if there are incentives.

Funding Request

2026	2027	2028	2029	2030
			Roof replacement	
			20000	

Recommendation: Full roof replacement within the next five years.

Project 6.B: Library

Background
Library is a year-round conditioned space at Indralaya. The priority is an even temperature for books. It has two heat pumps and a fan in the main room.

Ongoing Maintenance
- Cleaning of the heat pump filters. Troubleshooting overheating fan switch.
- Some library attendees reported heating mice in the walls in 2025
- Roof cleaning especially around skylights to prevent ice dams
- Water intrusion checks on S side of building

Proposal
Though the deck is built out of 2x material on end, it is starting to warp and fail. It is a hazard for people with mobility challenges. Full replacement expected within the next five years.

Funding Request

2026	2027	2028	2029	2030
				Deck replacement
				10000

Project 6.C: Grove

Background
The Grove has been used as a meeting space for a hundred years at Indralaya.

Ongoing Maintenance
- Cleaning benches and replacing boards as they rot out
- Maintaining stage, cleaning off leaf litter
- Seasonal removal of overhead lights

The frost-free spigot broke and was replaced in 2023. Checks are needed to see if it is leaking or a deep freeze has caused it to fail.

Proposal

- Benches likely need full replacement in the next five years.

Funding Request

2026	2027	2028	2029	2030
				Bench replacement
				5000

Project 6.D: Upper Nessie

Background

The Upper Necessitorium is a conditioned indoor shower and bathroom space. It is separated by gender. There is a laundry facility in the back. The electrical panel that feeds many of the surrounding cabins is also located in the back. There is a timer on the interior of the men's side for the outdoor lights.

Proposal

- Clean fans, replace with new fans for better air exchange.
- Clean roof and skylights, possibly replace within the next ten years.
- Paint interior for a new fresh look
- Update toilets to pressurized toilets like in the dining hall.
- Update fixtures throughout

Funding Request

2026	2027	2028	2029	2030
				Upgrades, paint, and roof
				20000

Objective 7: Utilities and Infrastructure

Project 7.A Potable Water (Priority 3)

Background:

We get our potable water from wells drilled on our property and from a sump system. The main well is down by tank C as are the sump tanks. Excess from Tank C is stored in Tank B. Water from C or B is treated by the Pump and Treatment shed (built in 2017?) located between the tanks. The water is then moved to Tank D for storage and use. Tank D is at the top of the hill behind the RMC. Indralaya's potable water is obtained through a gravity fed system. Gravity feed is essential for fire mitigation and/or use during power outages but allows for leaks to go unnoticed for long periods of time.

The water system currently has a blue operating permit. This means no additional outlets can be added to our system (i.e. a bathroom in Fir).

The shallow well for the last few years has consistently dried up in/around July/August. If Tank C and B are not filled by Summer, Indralaya nearly runs out of water come October/November.

Proposal:

Investigate and remedy Blue operating status to Green. Previous Dept of Health contact was Jolyn Leslie. Need as-built documentation for the entire system and a full capacity analysis (for chlorination system, source, storage, and distribution capacity). Tessa has emails from 2017 with requirements that were needed and not provided when the Pump and Treatment shed was built. Possible need to wall in tanks B and C to prevent airborne debris or passerby from entering.

Better on-site documentation is needed of well production and onsite usage patterns throughout the year. In addition, onsite usage meter records are crucial to identifying leaks early!

Funding Request

2026	2027	2028	2029	2030
	As-built documentation as needed			
	2,500			

Recommendation

Project 7.B Irrigation Water (Priority 3)

Background:

Irrigation water is first siphoned out of Fowler's Pond or flows naturally from overflow of the pond. It is collected by us at a small pond area in the creek below tank C that we dug out many years ago. From there it is pumped directly into our irrigation system which runs up the hill behind tank B and C and toward tank A (8000 gallons) where it can be stored (if the tank doesn't leak) for use in the meadow. We are entitled to 5-acre feet per year in the summer and 15-acre feet for the rest of the year.

Proposal:

Large labels are needed to identify non-potable water spigots in the garden. These MUST be utilized May through November for irrigation purposes.

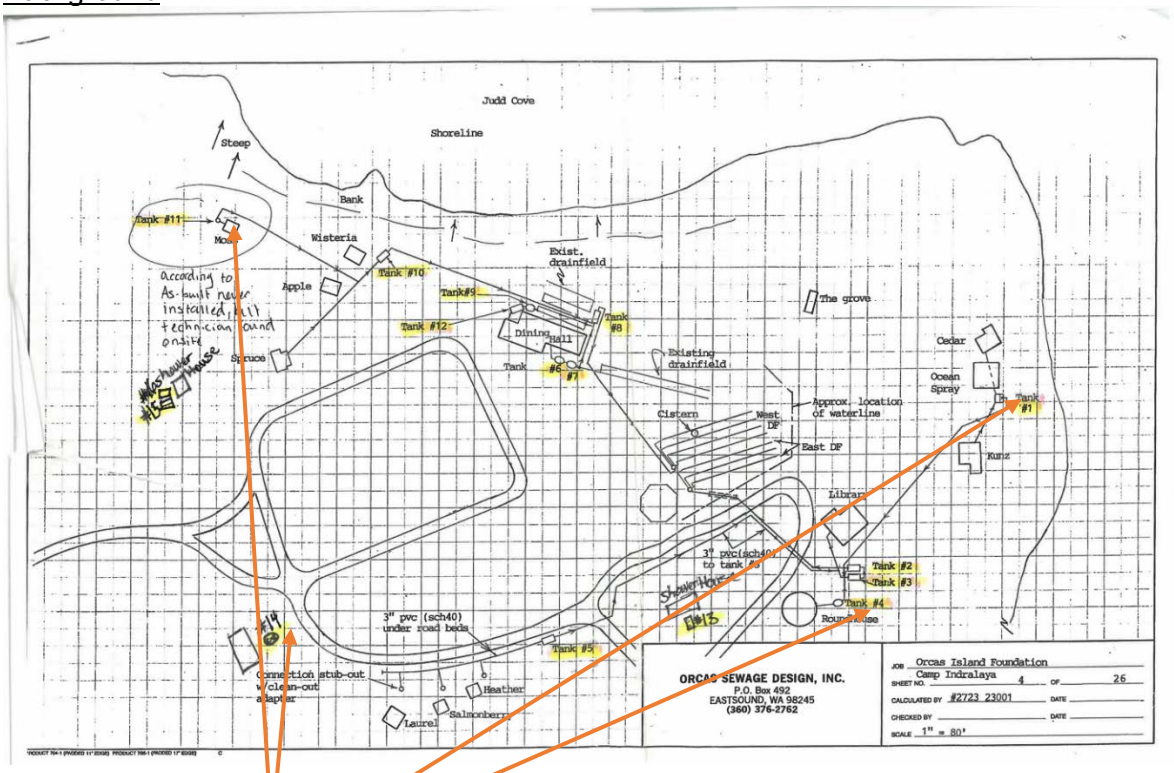
Funding Request

2026	2027	2028	2029	2030

Recommendation:

Objective 7.C Septic System

Background



Repaired septic tank
Need to fix septic tank
New septic tanks
Continue to monitor

It is important to note that the septic system-AND -the water system are most highly regulated by the county and state.

Proposal:

Problems with waterfront cabins septic must be identified and remedied.

Maintenance schedule for septic checks and pumping must be created and updated.

Funding request unknown at this time (Mar 2026)

7.D Cove Dock (Priority 3)

Background
Indralaya has a lease from DNR for our dock. In 2024, following a conversation with a DNR representative, it was established that our lease expired in 2011 but we are on a month-to-month lease (not unusual). We are in a "hold over" status. A lease for 4 years is $60.88. Major repairs or significant changes cannot be done without DNR approval. Repairs (non significant) can proceed as long as they do not violate the terms of the current lease. When the new lease comes into effect (possibly in 2027? unknown…), we may be subject to new regulations though there would likely be a phase-in for these requirements.

Dock was last installed in 2018.

The "dog bones" that attach the plastic floats together need repair/replacement.
The landing and concrete footers need fixing.

At low tide in 2022, it was established that most of the anchor chains were in need of full replacement.

Proposal
Install dock in 2026 or 2027 and make necessary repairs at the lowest tides of the year (scheduling required) so as to not lose our DNR lease.

Funding Request

2026	2027	2028	2029	2030
Repairs as needed				
5,000				

APPENDIX A EMERGENCY REPAIRS

EXHIBIT 1

Objective 1.A: Dining Hall

Roof damage and area to be replaced

Dining Hall Cubby -damaged ceiling panels & damaged floor

Objective 1.B: Current Stormwater Drainage System

Center Road from Top

Left Loop from Top


Left Loop Road



Where water goes from road











Top by RMC **Right Loop Road**






Swales and Rain Gardens

Swales and rain gardens are both sustainable stormwater management features, but they differ in function: rain gardens are static, sunken basins designed to capture and infiltrate water in place, while swales are linear, sloping channels designed to convey and treat runoff as it moves to another location.

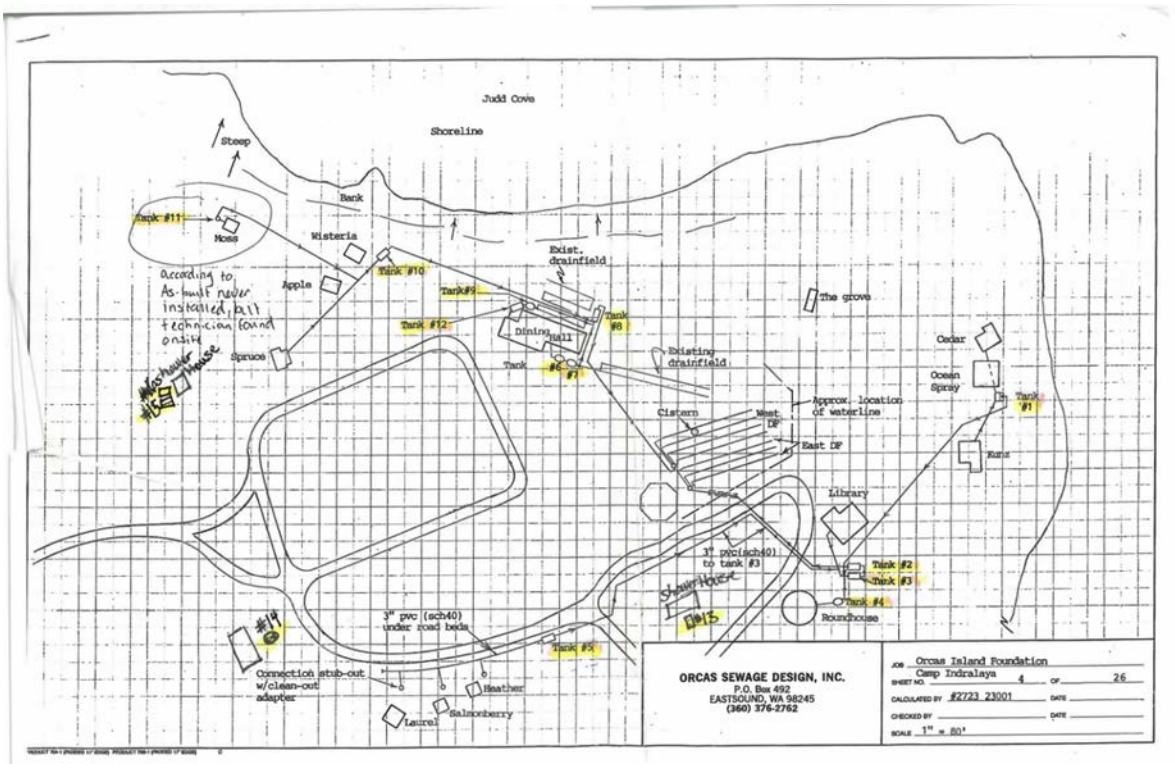
Key Differences:

- **Function:** Rain gardens soak up water, acting as a basin. Swales move water, acting as a channel.
- **Shape:** Rain gardens are typically depression basins or shallow, planted, circular/oval bowls. Swales are long, linear, and trough-like, often found along roadsides or property lines.
- **Water Management:** Rain gardens generally hold water until it evaporates or infiltrates into the ground. Swales move water from one area to another (often to a storm drain or rain garden) while providing infiltration.
- **Application:** Rain gardens are ideal for residential yards to manage roof/driveway runoff. Swales are better for larger areas or where water needs to be redirected, such as long driveways or parking lots.

Which to Choose?

- **Rain Garden:** Best for directing runoff into a localized area to replenish groundwater and filter pollutants.
- **Swale:** Best for moving large volumes of water away from a foundation or for guiding water through a landscape.

Objective 1.C: Septic System



APPENDIX B COST ESTIMATING

Exhibit 1 Cost Estimating for Flooring

Flooring

After reviewing types of flooring, it appears that, given pricing and easy to install approaches, “Laminate” flooring or “Vinyl” flooring (including LVT) are the best options for cabins.

Cost Estimates

Type	*Low end/SF*	*High end/SF*
Laminate - materials	$0.70	$5.00
Vinyl - materials	$3.00	$5.00
LVT - materials	$2.00	$7.00
Engineered Hardwood	$2.00	$12.00
Hardwood	$4.00	$15.00

Notes:

- Materials to be used may vary by cabin, but for most cabins. It is recommended to use a thicker and waterproof planks (e.g. Pergo)
- Costs also may vary depending on thickness and grade (especially in engineered hardwood and hardwood).
- Underlayment is advised for all types of flooring and generally costs between $0.25/SF - $1.00/SF. Many LVP products come with pre-attached underlayment. Underlayment for hardwood floors may not be necessary when installed over older hardwood flooring.
- It is recommended to buy 10%-15% more per SF than actual size of floor to accommodate waste/overage.

Exhibit 2 Wall/ceiling Insulation

Cost Estimates

Type	*Low end/SF*	*High end/SF*
Fiber glass (batts) roll	$0.30	$1.50
Rigid foam board	$0,25	$2.00
Mineral wool batts	$1.40	$4.00

Notes:

- May vary by cabin, but generally fiber glass batts would fit most cabins
- Fiber glass batts are easier to install

Owen Corning Fiber Glass Batts

Insulation Level	**Size of Batt**	**Thickness**	**# pieces in package**	**Coverage of package**	**Cost per package**
R13 (2x4 studs)	W15” x L93”	3.5”	11	106.56 SF	$93.47
R15 (2x4 studs)	W15” x L93”	3.5”	7	67.81 SF	$68.47
R19 (2x6 studs)	W15” x L93”	6.5	8	77.50 SF	$80.37
R21 (2x6 studs)	W15” x L93”	5.5	7	67.81 SF	$95.00

Notes:

- Using fiber glass batts is easier to handle and don’t require much “cutting” – easier to install.
- Using “faced” batts reduces moisture escape
- Other companies make fiber glass batts, but Owen Corning is available everywhere and using one brand provides a consistent comparison in relation to R factor.
- Ceiling insulation is generally R30.

Exhibit 3 Roofing Materials

Cost Estimates

Type	*Low end per SF*	*High end per SF*
Aluminum standing seam - materials	$6,00	$10.00
Aluminum standing seam - materials & installation	$11.00	$17.00
Metal (steel)standing seam roofing - materials	$3.00	$5.00
Metal (steel) standing seam - materials & installation	$10.00	$16.00

Notes:

- Metal /steel roofing is the least expensive metal roofing materials, costing about 35% less than aluminum roofing and half the price of cooper or zinc roofing. And longer lasting and less maintenance than asphalt roofing,

EXHIBIT 4 Estimated Flooring, Insulation and Roofing Costs per Cabin (as identified in this Capital Plan of 2026-2030)

Cabin	Size (SF)	Flooring Type	Cost ($7.00/SF)	Insulation Type (Fiber Batts)	Cost ($1.35/SF)	Roofing Type	Cost ($6.00/SF)
Dogwood	173	LVP	$1,211.00	R15	$233.55	Steel Seam	$1,038.00
Hemlock	174	LVP	$1,218.00	R15	$234.90	Steel Seam	$1,044.00
Honeysuckle	164	LVP	$1,148.00	R15	$221.40	Steel Seam	$984.00
Larches	140	LVP	$980.00	R15	$189.00	Steel Seam	$840.00
Madrona	166	LVP	$1,162.00	R15	$244.10	Steel Seam	$996.00
Oak	173	LVP	$1,211.00	R15	$233.55	Steel Seam	$1,038.00
Oregon Grape	240	LVP	$1,680.00	R15	$324.00	Steel Seam	$1,440.00
Poplar	152	LVP	$1,064.00	R15	$205.20	Steel Seam	$912.00
Tamarack	149	LVP	$1,043.00	R15	$201.15	Steel Seam	$894.00
Wild Lilac	172	LVP	$1,204.00	R15	$232.20	Steel Seam	$1,032.00
Willow	178	LVP	$1,246.00	R15	$240.30	Steel Seam	$1,068.00
Total							

Notes:

- Baseline is Luxury Vinyl Planks (LVP) as providing easier installment and moisture resistance
- Costs are high end per SF
- Flooring costs do not include underlayment costs ($0.30-$1.00) and 10% overage
- Insulation costs include do not include 10% SF overage
- Insulation costs do not reflect bulk purchase costs which can be significantly lower.
- Roofing costs do not include thickness differential or width of panels or paint or overage or accessories

APPENDIX C RELEVANT CODE AND REGULATIONS

Exhibit 1 Permitting Issues

1. Zoning Designations
(a) Historical Institutional Camp
Indralaya is classified as a "Historical Institutional Camp" as defined in San Juan County's Unified Development Code, Chapter 18.20.080. All Institutional Camps except those that are Historical (having existed in continuous use since 1979) are not allowed in the "Rural Farm Forest" designation as defined in Chapter 18.20.180 (and in which Indralaya is situated-***see attached zoning map***). Since Indralaya is designated an historical institutional camp, expansion/development is allowed subject to a "provisional use" or "conditional use permit" (CUP). Most likely it would be a CUP as a provisional use is only allowed for very low-level expansions. A conditional use permit requires a public hearing. Essentially, a CUP is a type of "master plan". It's typically good for 5 years but a greater time period could be requested.

(b) Shoreline Designation
Development located within the shoreline jurisdiction (***see attached zoning map***) is more heavily regulated than outside of it. To expand a cabin within the shoreline jurisdiction, the expansion must extend inland rather than lateral or toward the shoreline. Most of the cabins located along the shoreline are likely nonconforming to the regulations (defined in Chapter 18.50.470) and to the water quality buffer (100 feet or 150 feet from the ordinary high-water mark depending if the slope is 30% or greater). The shoreline master program does not specify a setback from the top of the bank for institutional uses, but does restrict new development within the water quality buffer. Expansion of existing structures would be allowed within the water quality buffer to the rear provided a determination of no net loss to fish and wildlife habitat conservation areas is made through preparation of a biological report.

(c) Stream Designation
New development located within 200 feet of the stream (identified on the ***attached zoning map***) would be required to be located outside of the water quality buffer (either 100 feet or 150 feet depending on if the slope is greater than 30%), and tree removal would be limited within 110 feet of the bank of the stream.

(d) Slope Designation
New development located within 200 feet of the yellow areas (***see attached zoning map***) with slopes greater than 15% would require preparation of a geological report.

(e) Less Restrictions
Fewer restrictions apply to new structures and expansion of existing structures if located outside of the shoreline jurisdiction, more than 200 feet from the bank of the stream, and 200 feet from slopes greater than 15%.

2. Building Permits
The following information is based on the San Juan County Unified Development Code and our consultant's (Jeff Otis) advice and answers to specific questions:

> (a) Demolishing and rebuilding existing cabins should only require a building permit as the structure and use are existing. We could re-orient the cabins and change sizes and add plumbing, provided the cabins stay within existing "developed areas".

(b) We could expand the size of existing cabins with just a building permit. without triggering a CUP.

(c) Converting a larger cabin to a staff cabin would probably still be just a building permit as the cabin is existing and even though the use is changing slightly, it is still intended for occupancy.

(d) Building new cabins or moving existing cabins into undeveloped areas or along the shoreline would trigger a land use permit (CUP or shoreline permit) in addition to a building permit.

(e) However, most of the proposals, as framed by the (following) questions, would not need a CUP, just a building permit, if that.

(i) If we demolish the facility to the floor, do we have to stay at the same footprint/size? (e.g. can we rebuild Fir at a different size and angle?)
No, if it conforms to the existing use and is in an already "developed area" we may make "adjustments".

(ii) Can we just demolish the whole facility and rebuild in the general location, not just on the footprint?
Yes, if it conforms to the existing use and is in an already "developed area" we may make "adjustments".

(iii) In addition to the demolition and replacement, can we add plumbing?
Yes, if it stays within the developed area.

(iv) Do we need a permit to remodel the interior of a cabin--excluding plumbing additions?
Remodeling may or may not require a permit. It depends on the extent of the remodel. Anything structural or additions to a building would trigger a building permit. If you're just painting, adding window coverings, or floor coverings, those would not trigger a permit.

(v) Would it be beneficial for Camp to develop a master plan?
CUP process is more appropriate for a "master plan" for Camp. However, the "Master Plan Resort" approach (as identified in Chapter 18.is for places like Rosario that have a wide variety of uses. It's also a much more complicated and costly process.

EXHIBIT 2 SAN JUAN COUNTY COMPREHENSIVE PLAN

This map shows the San Juan County's Comprehensive Plan and Shoreline Land Use designations, location of streams, and location of geological hazards on and near Indralaya. The green area on the map is the Rural Farm Forest designation. The blue band along the shoreline indicates the shoreline jurisdiction (200 feet from the ordinary high-water mark) and its designation as Conservancy. The yellow areas along the shoreline indicate slopes exceeding 15%. To the west of the camp is a stream (red dashed line).

Extracted from: San Juan County Aerial Comp Plan, Stream, Geo Haz (2020)

EXHIBIT 3 SAN JUAN COUNTY CODE DEFINITIONS

CHAPTER 18.20 - DEFINITIONS

This chapter contains applicable and useful definitions

Section 18.20.030 - “Conditional use” means a use that is identified in Tables 18.30.030 and 18.30.040 by the symbol “C” and which requires a conditional use permit.

“Conditional use permit” means a permit issued by San Juan County stating that the land uses and activities meet all criteria set forth in local ordinances, and all conditions of approval in accordance with the procedural requirements of SJCC 18.80.100.

Section 18.20.80 - “Historic camps” means, for the purposes of determining allowable uses, nonprofit recreational and educational camping facilities owned by a nonprofit entity and in continuous operation since October 2, 1979.

Section 18.20.180 - “Rural farm-forest designation” means the land use designation of the Comprehensive Plan designed to protect rural, agriculture and timber areas from urban and suburban forms of development.

EXHIBIT 4 DEVELOPMENT OF INSTITUTIONAL USES

These are the regulations that apply to development of institutional uses within the shoreline and the definitions of use that require shoreline locations.

18.50.470 Institutional developments and uses.

A. General Regulations.

1. Only water-dependent and water-related institutional developments and uses are allowed within shoreline jurisdiction.

2. Accessory developments and uses such as storage, waste storage and treatment, stormwater runoff control facilities and utilities that do not require a shoreline location must be located landward of the water-dependent and water-related development.

3. Institutional developments and uses on shorelines that are neither water-dependent nor water-related may be allowed as a shoreline conditional use to expand inland from structures existing at the time of application. Waterward or lateral expansion of existing non-water-dependent institutions is prohibited. *(emphasis added)*

4. Applications for institutional developments and uses must include a detailed narrative explaining the nature and intensity of the water dependency or orientation of the proposed activity. The narrative shall include at least the following information:

a. The nature of the institutional activity;

b. The need for shoreline frontage;

c. Proposed measures to mitigate potential adverse impacts in a manner that will result in no net loss of shoreline ecological functions; and

d. Proposed provisions for public visual or physical access to the shoreline.

5. All accessory parking and transportation facilities must comply with the provisions of SJCC 18.50.550(B) and (C).

“Water-dependent use (or activity)” means any reasonable use which requires a shoreline or over-the-water location because of its intrinsic nature. Such uses would include but not be limited to aquaculture, docks, marinas, boat-fueling stations, and marine research installations.

“Water-enjoyment use” means a recreational or other use facilitating public access to the shoreline as a primary characteristic of the use; a use that provides for recreational use or aesthetic enjoyment of the shoreline for a substantial number of people as a general character of the use and which through location, design, and operation assures the public’s ability to enjoy the physical and aesthetic qualities of the shoreline. In order to qualify as a water-enjoyment use, the use must be open to the general public and the shoreline space of the project must be devoted to provisions that accommodate public shoreline enjoyment. Examples may include parks, piers, museums, educational or scientific reserves, resorts, and mixed-use projects.

“Water-oriented use” refers to any combination of water-dependent, water-related, and/or water-enjoyment uses and serves as an all-encompassing definition for priority uses under the Shoreline Management Act. Non-water-oriented are those uses which have little or no relationship to the shoreline and are not considered priority uses under the SMA. Non-water-oriented examples include professional offices, automobile sales or repair shops, mini-storage facilities, multifamily residential development, parking lots, and gas stations.

“Water-related use” means a use or a portion of a use ancillary to the primary use which is not intrinsically dependent on a waterfront location, but whose operation cannot occur economically without a waterfront location. Examples of water-related uses may include warehousing of goods transported by water, seafood processing plants, hydroelectric generating plants, gravel storage when transported by barge, and log storage, and including the administrative activities associated with such uses.