

MASTER PLAN

YMCA CAMP IMMOKALEE

KEYSTONE HEIGHTS, FLORIDA

FEBRUARY 12, 2020



Table of Contents

CAMP HISTORY AND CONTEXT.....	1
WALL MAPPING SESSION RESULTS.....	3
GOALS, OBJECTIVES, AND PRIORITIES.....	9
EXISTING CONDITIONS AND SITE INVENTORY.....	17
CAPITAL NEEDS ASSESSMENT.....	27
FINAL MASTER PLAN AND CAPITAL INVESTMENT STRATEGY.....	55



CAMP HISTORY AND CONTEXT



Site History & Master Plan Intent

The YMCA has a history of over 100 years in North Florida with the first YMCA in Jacksonville chartered on February 20, 1908. The first YMCA building opened on the corner of Laura and Duval Streets to put Christian Principles into practice by developing a healthy “body, mind and spirit”. A year later Camp Immokalee was established in southwest Clay County, 14 years before the adjacent city of Keystone Heights received its Charter.

Over the past 110 years, Camp Immokalee has provided a residential camping experience for thousands of children who have enjoyed the outdoors, made lifelong friends and participated in the traditions of sharing, consideration and fellowship.

Camp Immokalee is culturally significant and has its roots in Florida’s Native American history. There were many Native American camps throughout Florida that frequently moved around. However, two permanent camps were established in the state, one in the town of Immokalee and the other is our project site. Immokalee means “Your Home” in the Native American Mikasuki language.

The property is located on the north shore of Lake Brooklyn underneath a xeric oak and coniferous, hardwood forest. These plant communities are found in, and adapted to dry, sandy conditions which are prone to erosion during seasonal rains.

The aging camp facilities, soil erosion issues and the need to provide accessibility throughout the camp creates a need for a master planning process that will assess the current facilities, facilitate stakeholder discussions, develop goals and objectives and develop a strategic implementation plan. The YMCA may use this master plan to facilitate donor support and prioritize goals as programming requirements respond to campers needs. The framework of this Master Plan is flexible and adaptable to accommodate future requirements. As such, this document is intended to be used as a road map that will provide opportunity for future generations to enjoy Camp Immokalee.



WALL MAPPING SESSION RESULTS



Wall Mapping Results

August 15 workshop

GOALS	CI	AR	CL	CC	PR	AS
Create "wow!"	7	7				
Progressive programming					7	
Determine camp's purpose	5					
Attract potential partnerships				5		
Camp as destination	5					
Program drives facility				4		
Education year-round				4		
Elevate camp reputation	3					
Develop a case for fundraising				3		
Redesign waterfront			3			
Understandable donor opportunities				2		
Fully ADA accessible facility					2	
Strategic community				2		
Clear identity and mission	2					
Establish a big vision	2					
Align master plan with strategic plan				2		
Clarify program identity				2		
Year-round day camp				1		
Identify costs/budgets				1		
Clear culture	1			1		
Create road map to serve community needs				1		
Maximize impact	1					
Understand phasing priority				1		
Cultivate strong and diverse alumni base				1		
Align strategic plan with master plan				1		
Increase professionalism						
Engagement in planning process						
Full enrollment						
Planned to adapt to future						
Evolve facilities to complement programs						
How to serve community needs						
Increase support throughout region						
Expansion of services						
Showcase history						
Demonstrate "caring"						
Camper safety						
Stronger connection to local community						

26 7 3 0 38 2

FACTS	CI	AR	CL	CC	PR	AS
One full-time staff year-round					7	
Cabins do not build community				6		
No "wow"	5	5				
No consistent "look"	5					
Not enough indoor space	5					
Inadequate waterfront facilities			4			
Underutilized lakefront			4			
Dining hall is too small	3					
Cabins are inconsistent with needs and function				3		
Lack of green space	2					
Deferred maintenance	2					
Camp facilities are inconsistent	2					
Underutilized facility				2		
No inviting entrance	1					
Climate supports year-round programs				1		
Insufficient maintenance	1					
No clear entrance	1					
Bathroom supervision in dining hall not good				1		
Aging facilities				1		
We have horses				1		
Hot, humid summers						
Zipline runs through middle of camp						
Longest-running overnight camp in Florida						
Oldest branch (110 years old)						
Certain areas are crowded						
87 acres (confirm with survey)						
~180 camper beds						
No boat house facility						
Most campers are not from member families						
Retention of campers not good						
Safety is not a core design principle						
Lake water level comes and goes						
Soil/land erosion						
Daily summer thunderstorms and rain						
Camper population not diverse						
A road slices through middle of camp						
Good culture of safety						
One large indoor space						
Facility is not a conference center						
A lot of staff turnover						
Boys cabins have no bathrooms						
Accessibility throughout camp is non-existent						
Beautiful natural setting						
Legacy of positive experiences						
Currently resident and day camp						
Land to expand						

27 5 8 10 12 0

NEEDS	CI	AR	CL	CC	PR	AS
Eat, sleep, and go to bathroom				9		
Better entrance and arrival		9				
Multi-purpose indoor space				7		
More money				7		
Year-round programming				6		
Chapel	5					
Functionality and flexibility				4		
Signage		4				
Who is our market?				4		
Upgrade program quality				4		
Villages (by group)	4					
Technology upgrades				3		
Pasture space	3					
Larger dining hall				3		
Low-maintenance landscape design	3					
Grade-separated crossings					3	
Multi-purpose recreational building				3		
Gender-neutral design				2		
Understand competition				2		
Clarity in wayfinding	2					
Dedicated maintenance area				2		
Improve camper retention				2		
Defined parking	2					
Seasonal support housing				1		
Maintenance support				1		
ADA accessibility					1	
Consistent look	1					
Crosswalk improvement					1	
Define property boundaries					1	

20 13 0 9 51 6

ISSUES	CI	AR	CL	CC	PR	AS
Cabins/bathrooms				7		
Stronger advisory board and alumni engagement				5		
Leadership turnover				5		
What is our "market"				4		
Staff compensation				4		
Culture of healthy staff development				4		
Funding sources				4		
Low-water considerations	3					
Innovation vs. history	2					
Lack of public awareness				2		
Staff shortage				1		
Security					1	
Overall camper safety						
Age range of campers						
	5	0	0	7	29	1

IDEAS	CI	AR	CL	CC	PR	AS
Off-site activities					7	
Family cabins				6		
Unique chapel overlooking lake			5			
Improve relationships with other nonprofits					4	
Branch Awareness and Promotion					4	
Day/resident programming					3	
Leadership development					3	
Family camping					2	
Dupont focus					2	
High ropes course					2	
Provide transportation					2	
Multi-generation, multi-cultural development					1	
Equestrian focus					1	
Outdoor education					1	
Broaden associations					1	
Focus on public school system					1	
Career and life skills development						
Conference center						
Other fields and court sport opportunities						
Sell camp experience						
	0	0	5	6	34	0

LEGEND

CI: Camp Image
 AR: Arrival
 CL: Connection to Lake
 CC: Cabin Conditions
 PR: Programming
 AS: Accessibility & Safety

Wall Mapping Results

August 17 workshop

GOALS	CI	AR	CL	CC	PR	AS
Need traditions					9	
More items in camp store					8	
Increase capacity				7		
Fun!					7	
Continually improving facilities				6		
Building robust alumni group					6	
Keep camp clean	4					
Comfortable to be self					3	
Establish values					3	
Make swim test more efficient					3	
Build character	2					
Dietary options					2	
Transparency	1					
Adult camp					1	
Independence in safe environment						1
Safety						1
More theme incorporation					1	
Lake obstacle course			1			
Serve more kids					1	
Financial sustainability					1	
Make friends/become social						
Build on strengths						
More rainy day activities						
Improve logistics						
Improve wayfinding						
	7	0	1	13	45	2

FACTS	CI	AR	CL	CC	PR	AS
Kybo floods				5		
Archery is fun					5	
Long wait time to fill water	4					
Have traditions					4	
Rain kills water activities					3	
Artistic outlets					3	
Horses are fun					3	
Unused acreage					3	
Rain happens daily					3	
Spiders in Kybo				2		
Potholes rough on car		2				
Campers choose activities					2	
Lack of signage	2					
Lake			2			
Lot of camp store trash					1	
We dance/have dance					1	
Front entrance not used		1				
Difficult to navigate camp						1
Lack of indoor A/C space					1	
Activity signs hard to see	1					
Relationships are built here					1	
Boys bathroom is dirty						
Aging facilities						
Large alumni base locally (untapped)						
Water bottles and bags late arriving						
	7	3	2	7	30	1

NEEDS	CI	AR	CL	CC	PR	AS
Improve kybo				17		
New showers				15		
More water sources				9		
Working A/C				7		
Switch activities					6	
Water fountains at cabin				4		
Koppa Kabana use					3	
More rainy day options					3	
Climate control in cabin				2		
New bath house for girls				2		
Progressive program						
Consider weather in planning						
Better activity explanations						
	0	0	0	56	12	0

ISSUES	CI	AR	CL	CC	PR	AS
CIT cost					20	
Hydration/water sources	9					
Nature trails	9					
Airsoft course	8					
A/C for dance					7	
More shade by pool	7					
Tennis courts/pickleball					6	
Hot water/water temperature				3		
Use paintball area					3	
Flexibility with rain					2	
2018 sulfur water				1		
Breakfast					1	
Preferential treatment for activities						
Marketing						
	33	0	0	4	39	0

LEGEND

CI: Camp Image
AR: Arrival
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IDEAS	CI	AR	CL	CC	PR	AS
Color War return					45	
Camp garden					41	
Vegetarian options					10	
Kybo clean schedule					6	
Unique activities (out-of-the-box)					6	
Extreme sports					5	
Better utilize CITs					5	
Leave your mark					4	
Cookout camping					3	
Indoor plumbing cabins				3		
Off-season volunteer opportunities					3	
Explain color in advance					3	
Top Chef Jr. camp					2	
Nicer porches				2		
Weekend camps					2	
Asking parents/alumni for help					2	
More competition					2	
Boys vs. girls cleaning competition					2	
Schedule water activities in morning				1		
Stand-up paddleboard				1		
Kids wash own dishes					1	
Dedicated name spots					1	
Nature-based programs					1	
Go-kart track					1	
Duplex cabins						
Strategic CIT program						
Develop CIT incentives						
Better-insulated cabins						
Connected cabins						
Less crowded						
Babysitting certification activity						
American Ninja Warrior						
Year-round equestrian program						
	0	0	2	5	145	0

GOALS, OBJECTIVES, AND PRIORITIES



Goals, Objectives, and Priorities

Overview

ELM facilitated a Wallmapping Session to kick-off the planning process for Camp Immokalee. The purpose of this session was to better understand the aspirations of the YMCA and stakeholders, and to identify and prioritize general and specific goals that the planning work will support.

Through almost two decades of analysis, design and planning for widely varied clients and project types, it has been our experience that the best results are achieved by having clients who are active participants from the very start of the planning process. Through this approach we engage a project holistically, ensuring that the greatest possible long-term value is identified, and that the final outcomes have their origin grounded in the particular needs of our clients.

The Sessions on August 15th and 17th were, in our opinion, very successful. Through sometimes broad discussion, diverse input, and varied perspectives there were some very specific themes identified, and important goals articulated. At the same time there were also some very crucial unresolved issues and critical needs identified. Our work in the following weeks was directed by the results of the Wallmapping Sessions.

In the following summary we document the various brainstorming inputs and their associated priority, as identified by the participants. From that, we identify six major themes, and provide some specific thoughts as to how that will inform the team's planning efforts. We were privileged to work with the YMCA on this assignment and are pleased to present a Strategic Master Plan that is grounded in your input, exceeds your

expectations, and achieves every possible value as reflected in the Wallmapping Sessions' results summarized below and further detailed in the following pages. The themes are as follows:

- **Camp Image** - Improving the camp's image as a destination and create a sense of "WOW"
- **Sense of Arrival** - Create a sense that the camper has "arrived" at the destination
- **Camp to Lake Connection** - Strengthen the relationship between the Lake and Camp facilities
- **Cabins** - Address aged cabin conditions, function and appearance
- **Programming** - Clarifying and enhancing programming; ensure facilities support desired programming
- **Accessibility and Safety** - Making camp accessible to non-able bodied guests and overall camper safety.

Camp Image: Create “WOW”



Communicate the story of Camp Immokalee's 110 year history, intentionally define a sense of place, determine a purpose for future generations, and develop a synergy between history and innovation.

- Create a “wow” factor that will promote Camp Immokalee as a primary destination within the YMCA
- Highlight Lake Brooklyn as a trademark feature
- Elevate Camp Immokalee's reputation within the YMCA, adjacent community and the First Coast
- Clearly define Camp Immokalee's mission and establish the “big vision”
- Minimize impact on the property's ecology
- Create a consistent look throughout the camp, create more indoor activity space and cabin facilities
- Clean up Lake Brooklyn's edge to reveal the white sand beach
- Create a new dining hall that becomes a hub for camp activities and serves up to 350 campers
- Develop a property maintenance program and funding
- Clearly marked signage and walkways to alleviate “cow paths” throughout the property
- Create an open-air chapel building unique to Camp Immokalee's identity
- Create unique camp villages with individual characteristics
- Create open space and native landscape solutions that may be used as ecological outdoor classrooms
- Define parking areas within the camp, eliminate erosion issues and control water run off across the site

Improve Sense of Arrival

A sense of arrival will contribute to making Camp Immokalee a notable destination for the First Coast YMCA by defining edges at the east and west property edges, highlighting camp features along Immokalee Road and clearly defining the camp's main point of entry.

- Create an edge along Immokalee Road beginning at the eastern and western property interface with the road
- Highlight the equestrian feature of the property by creating a pasture that opens views to the existing stables.
- Incorporate a fence design that defines where the camp begins and ends
- Create a strong entry element that designates the “front door”
- Add native landscape to buffer views from undesirable buildings from Immokalee Road
- Create a signage system that directs parents and campers on-site to the appropriate facilities
- Upgrade the current administration building and designate it as the camp welcome center
- Improve entry loop pavement condition and lawn space
- Limb up trees and remove invasive vines to create views to Lake Brooklyn
- Incorporate signature chapel structure into the entry sequence
- Create a “Camp Central” as the terminal point of the entry experience



Strengthen Connection to Lake



Lake Brooklyn is the most notable asset at Camp Immokalee that should be highlighted from the entry to camp into the daily activities by opening views through the existing oak hammock, locating “Camp Central” adjacent to the water activity and maintaining the white sand beach that is characteristic of the North Florida lake region.

- Create Camp Central to be an integral part of lake activity
- Create views to lake from paths in camp
- Incorporate facilities close to lake or in dining hall building
- Redesign the waterfront layout and dock
- Create a larger swimming area
- Incorporate floating water structures that may be moved with the fluctuating lake level
- Create a boat house that may store canoes, kayaks, aquatics gear and a covered sitting area to view the lake
- Site new buildings with lake views

Address Cabins

Condition, Function, and Appearance

Improving cabin conditions may be achieved by constructing new facilities that are accessible and inclusive to all campers. An interim approach is to renovate existing structures to allow access to doorways, improve internal functionality and create a sense of community.

- Cabins need to build community
- Create cabins that are consistent with needs and functions
- Remove or renovate aging structures or replace with new facilities where required
- Create accommodations that include air conditioned space and a connected accessible restroom
- Design cabin villages that are recognized by their unique village character
- Improve drainage in bath house facilities
- Provide a new shower building for each village
- Increase hot water capacity in showers and cabins
- Control sulfur water odor
- Build larger porches to promote the sense of community



Programming

Clarify, Enhance, & Ensure Facilities Support Programming

The importance of quality programming is a theme that reached across all stakeholder groups. Staff members, camp alumni, current attendees, and parents identified the importance of Immokalee's programs as being the most influential component of personal growth and intentionally building future mission partnerships. Accessibility, health, safety, and welfare of all campers are integral components for programmatic improvements.

- Provide progressive programming
- Use programming to attract potential mission partners
- Allow program to drive facility
- Provide year-round education, day camp and corporate retreat opportunities
- Use program development as a stimulus for fund raising
- Provide understandable donor opportunities
- Create a strategic community
- Align programming with master plan and strategic plan
- Identify program costs and budgets
- Use programming to clarify camp culture and mission
- Understand programming phasing priorities
- Cultivate a strong alumni base
- Fully utilize existing facilities
- Provide flexibility and contingencies within programming
- Create a multi-purpose activity building
- Provide technical upgrades
- Understand the Camp Immokalee's competition
- Provide a dedicated maintenance area
- Develop a healthy culture of staff development and retention
- Create off-site activities
- Create a new high-ropes course and other confidence/team-building activities
- Provide transportation to and from camp at key points within the First Coast
- Increase equestrian and outdoor educational programming
- Target involvement with public school systems within the first coast
- Create activities that lead to long-lasting traditions
- Improve archery and riflery programs
- Utilize unused acreage for additional programming
- Provide artistic outlets
- Provide activities specifically for teens
- Utilize the Koppa Kabana
- Incorporate "color war" into summer programs
- Create a camp garden and vegetarian dining options
- Consider primitive camping on-site
- Create a cooking program in re-purposed multi use building
- Create nature-based programs

EXISTING CONDITIONS AND SITE INVENTORY



Site

Assessment, Opportunities, and Constraints

Camp Immokalee is located in southwestern Clay County near the town of Keystone Heights, along the north shore of Lake Brooklyn. Immokalee Road runs east and west through the site bifurcating the camp into north and south parcels.

Lake Brooklyn is a natural lake with a sand bottom. As with most lakes in this region, it is a surface recharge point for the Floridan Aquifer where the water level fluctuates with annual rainfall. This fluctuation allows for portions of the lake to be classified as Wet Prairies by the Florida Land Use, Cover and Classification System (FLUCCS). Emergent Aquatic Vegetation occurs in some transitional areas between the lake and the prairie.

The north and south camp parcels have similar but distinct plant communities. The north section is classified as a Xeric Oak community and the south an Upland Mixed Coniferous Hardwood Forest.

Xeric Oak Communities are characterized by tree canopies that are 66 percent dominated by oak species which include blue jack, turkey oak and sand oak. The trees average over 20 feet in height and are not dense in coverage. In openings between trees, various xeric herbs and shrubs are present including wire grass, saw palmetto and prickly pear cactus. Bare patches of sandy soil are also generally visible. Xeric Oaks occur on excessively drained soils of former dunes and ridges. They are common in areas where old geologic sand dunes occur. Upland Mixed Coniferous Hardwood Forests are areas where neither upland conifers nor hardwoods achieve a 66 percent crown canopy dominance and have similar ecological characteristics of the Xeric Oak Communities.

The characteristically sandy soils within these ecosystems are easily eroded when the understory and natural ground cover are absent. This is evident around the site, specifically where concentrated water flow occurs. Two main areas within the camp where erosion occurs are at the base of the entry drive and across the open area of the site between the pool and existing dining hall, both in the southern property parcel.



Site

Assessment, Opportunities, and Constraints

Constraints of the property include the site's bifurcation by Immokalee Road, lack of identity and arrival sequence, lack of non-able-bodied access and aging buildings. Immokalee Road poses a dangerous obstacle when campers move between south and north property activities. The entry to the camp is difficult to find and once on property, there is no clear way-finding system in place. The sandy paths do not meet the criteria provided in ADA guidelines and the existing buildings are aging, showing signs of deferred maintenance. The Capital Needs Assessment section of this document addresses the building conditions in more detail and provides recommendations for them which require funding and strategic implementation planning.

Deferred maintenance to the site and smaller structures may be remedied by volunteer work days or other efforts requiring shorter timelines than the strategic implementation plan. These items include removal of invasive plant material throughout the site, removing weeds along the lake front and grass from the swimming area, removal of surplus construction material piles behind the current maintenance area, demolition and removal of the bus shelter along the entry drive, demolition of an open air cover near the camp fire ring, removal of sheds to the north and west of the pool, removal of obstacles in the former paintball area and removal of the Eagles cabin.

Although several buildings need attention, the overall property is an asset to the YMCA. Lake Brooklyn and the forested grounds provide ample opportunities for a camper's experience through ecological education and physical activity. Existing programs such as volleyball, water sports, riflery, archery and equestrian activities may be expanded or enhanced. The recommendations found on the following diagrams and assessments are design to improve the camp experience for future generations of YMCA campers.



Site

General Site Clean-Up



Misc. maintenance equipment behind Welcome Center



Surplus Fire Ring components behind Welcome Center



Unused lifeguard chairs and canoe storage at lake



Surplus toilets and boxes behind Welcome Center



Unused lifeguard chairs at lake



Obstacles at Paintball Area



Fire wood scattered at Wilma's Circle

Site

Structures to be Demolished and Erosion Areas



Bus Shelter covered by invasive vegetation



Eagles Cabin



Storage structure at Fire Circle



Erosion at Dining Hall



Erosion at bottom of
Entry Drive



Erosion behind Airnasium



Entry Drive asphalt erosion

Site

Invasive Plants



Invasive plants at lake edge and old gate



Invasive plants in oak hammock



Invasive grasses at lake edge



Torpedo grass along lake edge



Invasive torpedo grass along lake edge
and in swimming area



Invasive plants near lake edge

Site

Ecological and Activity Assets



Mixed hardwoods



Equestrian Area



Xeric oak hammock at Wilma's Circle



Xeric oak at Paintball Area



Dock and ski boat on
Lake Brooklyn



Volleyball Court



Zipline and Flag Pole with Airnasium

Existing Facilities

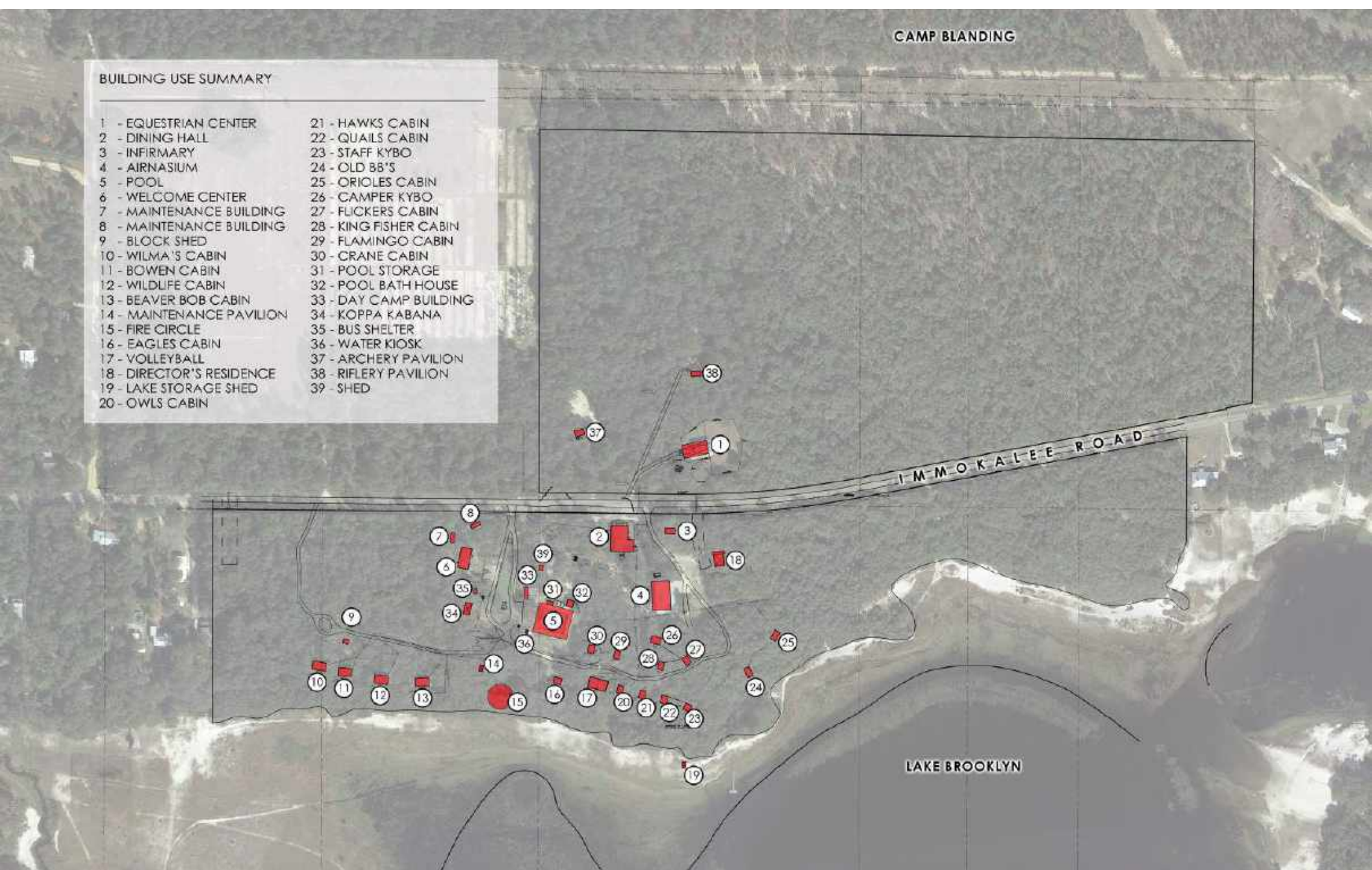
CAMP BLANDING

BUILDING USE SUMMARY

- | | |
|---------------------------|------------------------|
| 1 - EQUESTRIAN CENTER | 21 - HAWKS CABIN |
| 2 - DINING HALL | 22 - QUAILS CABIN |
| 3 - INFIRMARY | 23 - STAFF KYBO |
| 4 - AIRNASIUM | 24 - OLD BB'S |
| 5 - POOL | 25 - ORIOLES CABIN |
| 6 - WELCOME CENTER | 26 - CAMPER KYBO |
| 7 - MAINTENANCE BUILDING | 27 - FLICKERS CABIN |
| 8 - MAINTENANCE BUILDING | 28 - KING FISHER CABIN |
| 9 - BLOCK SHED | 29 - FLAMINGO CABIN |
| 10 - WILMA'S CABIN | 30 - CRANE CABIN |
| 11 - BOWEN CABIN | 31 - POOL STORAGE |
| 12 - WILDLIFE CABIN | 32 - POOL BATH HOUSE |
| 13 - BEAVER BOB CABIN | 33 - DAY CAMP BUILDING |
| 14 - MAINTENANCE PAVILION | 34 - KOPPA KABANA |
| 15 - FIRE CIRCLE | 35 - BUS SHELTER |
| 16 - EAGLES CABIN | 36 - WATER KIOSK |
| 17 - VOLLEYBALL | 37 - ARCHERY PAVILION |
| 18 - DIRECTOR'S RESIDENCE | 38 - RIFLERY PAVILION |
| 19 - LAKE STORAGE SHED | 39 - SHED |
| 20 - OWLS CABIN | |

IMMOKALEE ROAD

LAKE BROOKLYN



Site Inventory



Opportunities & Constraints



CAPITAL NEEDS ASSESSMENT



Existing Facilities

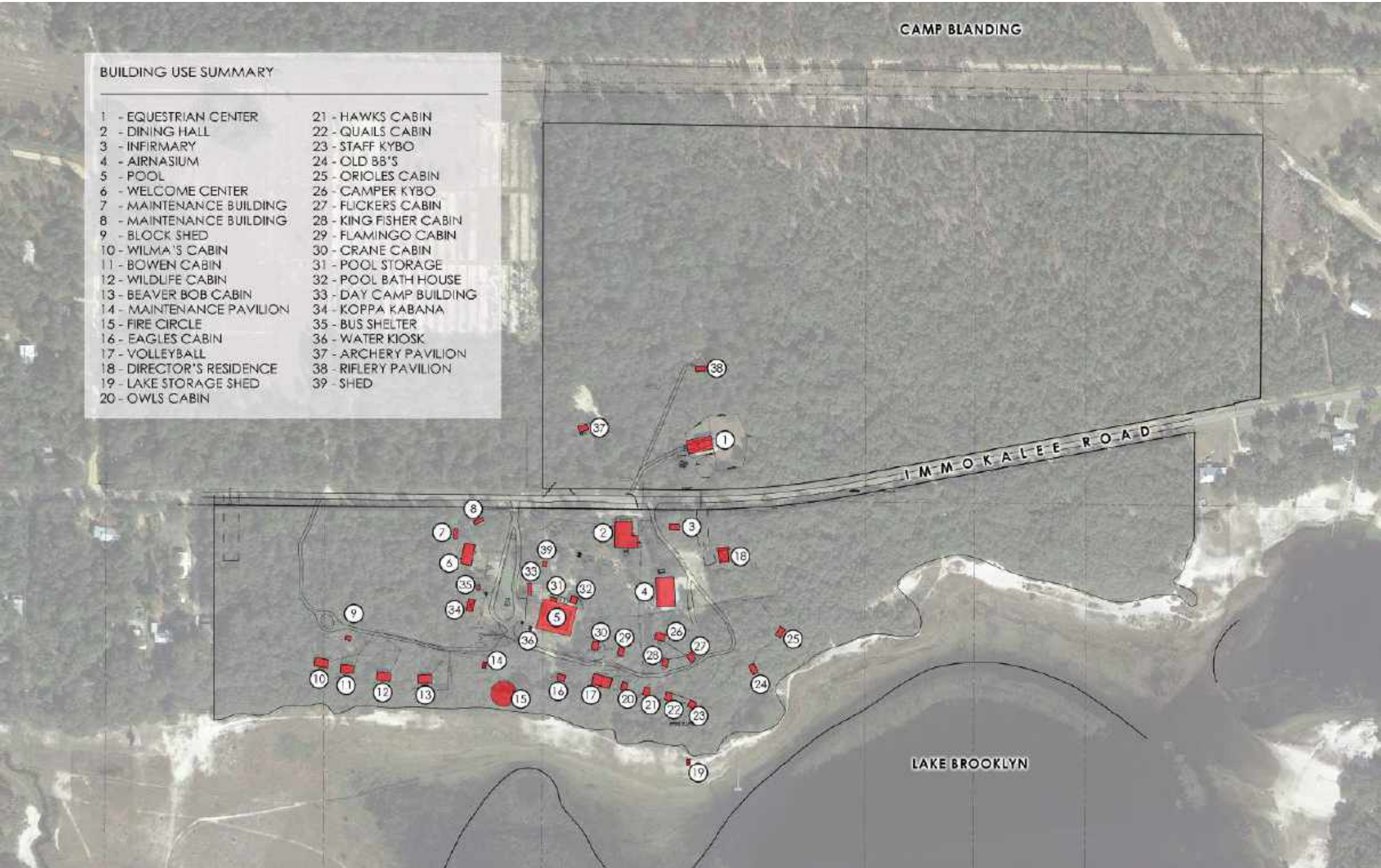
CAMP BLANDING

BUILDING USE SUMMARY

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| 17 - VOLLEYBALL | 37 - ARCHERY PAVILION |
| 18 - DIRECTOR'S RESIDENCE | 38 - RIFLERY PAVILION |
| 19 - LAKE STORAGE SHED | 39 - SHED |
| 20 - OWLS CABIN | |

IMMOKALEE ROAD

LAKE BROOKLYN



Capital Needs Assessment

1. Equestrian Center

a. Exterior: The equestrian center is a wood post and beam structure with wood roof trusses. The horse stalls are defined by wood slats. The center has a metal roof. There is an adjacent smaller 3-sided wood structure with metal roof for the storage of hay.

b. Interior: NA

c. Accessibility: There is no accessible route to the equestrian center.

d. Staff Comments: The structures function properly.

e. Recommendations:

- The structures should remain in place in their current capacity.
- Roof Replacement is recommended.
- Repairs are recommended as needed.

f. Master Plan Phasing: The work on these structures is recommended as part of the Master Plan Phase 12. The accessible approach to the center shall be implemented in Phase 14.



Capital Needs Assessment

2. Dining Hall

a. Exterior: The single story building exterior envelope is slab on fill construction, with painted concrete block walls and a low slope roof over much of the building. The windows are jalousie windows. The building is entered by steps leading to a covered porch. There is an alternate entrance/exit at the restroom hallway, and service access is through the kitchen.

b. Interior: The building interior currently functions as the dining hall, complete with commercial kitchen. The dining room seats between 180 and 200 guests. There are restrooms with an accessible toilet stall. The interior wall finish is a combination of painted concrete block, painted wood sheets and painted gypsum board. The roof structure is steel bar joists and the ceiling is stained tongue and groove wood. It is unknown if the walls or roof have insulation. The building is climate controlled with a central HVAC system, with exposed duct runs into the dining room. Suspended ceiling fans and light fixtures hang in the dining room.

c. Accessibility: Although there are components of the building that comply with accessibility, the building is not accessible. There is a ramp leading to the building, but there is no accessible parking (although there is a grassed area noted to be used for accessible parking) and the approach to the ramp is not accessible. The ramp and railings are not ADA compliant. The restrooms do contain an accessible toilet stall with lavatory.

d. Staff Comments: The building serves its purpose as a dining hall. The roof is not in good shape and should be replaced.



Capital Needs Assessment

2. Dining Hall

e. Recommendations:

- A new dining hall in a more central location is recommended for construction.
- Retain the current dining hall in its current location to function as a multi-purpose gathering space/meeting room.
- Provide accessibility through an accessible approach and compliant ramp to the building.
- Evaluate the roof, likely will be due for replacement. If undergoing roof replacement, consider modifying the roof to a pitched roof.
- Renovate the service side of the building to be more aesthetically pleasing as this structure is the first one seen when approaching camp.
- Provide signage to announce the arrival to Camp Immokalee.
- On the interior, retain the kitchen to serve as a secondary kitchen and as the infrastructure for a future cooking program.
- Evaluate the HVAC system to determine replacement needs. Replace ductwork with concealed ductwork, or with exposed ductwork that has been designed to be exposed.
- Paint the interior of the building.

- Provide a new finish material on the building exterior to blend with the existing campus buildings, providing replacement exterior railings, and possible window and door replacement.
- Insulation will need to be added to the attic and walls if found lacking.

f. Master Plan Phasing: The new dining hall is recommended for construction in the Master Plan Phase 7. Upon completion of the new dining hall, renovation and repurposing of the existing dining hall is planned for Phase 9.



Capital Needs Assessment

3. Infirmary

a. Exterior: The single story building exterior envelope is slab on grade construction, with painted concrete block walls and a shingle roof. The windows are jalousie windows. The building is entered by a small stoop.

b. Interior: The building interior contains one room that operates as an infirmary and nurse's office. There is a restroom with shower adjacent to the room.

c. Accessibility: The entrance to the building is not accessible, nor is the restroom.

d. Staff Comments: The building is too small to both treat and house campers and to appropriately accommodate the medical staff's needs. There is no privacy or separation for treatment/exam or rest for the campers. There is no separate room for desk space and record keeping. A waiting room and a laundry room is needed as part of this facility.

e. Recommendations:

- Demolish the existing structure and construct a new infirmary that will meet the needs noted above in staff comments.
- The building will be accessible throughout.
- The new infirmary will have separate rooms to provide the privacy necessary for the comfort of the campers, and the security of the records.

- Provision of the main laundry facility for camp should be located within this structure, with four washers and dryers.

- This new building will require a telephone land line.

f. Master Plan Phasing: The new infirmary with laundry is recommended for construction in the Master Plan Phase 13.



Capital Needs Assessment

4. Airnasium

a. Exterior: The airnasium is an open air, metal building structure.

b. Interior: NA

c. Accessibility: The building is not accessible as it does not have an accessible route to it. Once at the structure, the concrete slab on grade provides accessibility.

d. Staff Comments: The structure functions well for a covered multi-use activity space. Added benefits would be installation of retractable back boards for basketball and storage for sports equipment. Staff would also like to see a cost/benefits evaluation in adding garage doors to the structure.

e. Recommendations:

- Retain this structure in its current location and capacity.
- In future phases, consider the improvements listed in Staff Comments above.

f. Master Plan Phasing: Enhancements to the airnasium are recommended as part of Master Plan Phase 21.



Capital Needs Assessment

5. Pool

a. Exterior: The pool is accessed adjacent to the restroom building via a wood boardwalk. The pool appears to be functioning properly and the equipment is in working order.

b. Interior: NA

c. Accessibility: The pool is not accessible as there is not an accessible route to it. However, a pool lift is currently used as an entry accessibility measure into the water.

d. Staff Comments: The pool is serviceable and the equipment is in working order. There is a desire to change to a sand filter system. The future programming for the pool could include more community and area school use for practice and competitions.

e. Recommendations:

- Provide accessibility to and throughout the pool deck and pool. Provide a portable or permanent pool lift for pool access.
- Resurface and confirm the structural integrity of the pool.
- Confirm the plumbing integrity of the pool.
- Consider the addition of a shade pavilion
- Expand the open space around the pool and address the arrival/entry to the pool enclosure.

- Replace the pool fence and provide landscaping to cover down the fence.

- Provide pool furnishings

- The above listed improvements will help to promote the use of the pool into the community.

f. Master Plan Phasing: The pool and pool area improvements are recommended to be addressed in the Master Plan Phase 10.



Capital Needs Assessment

6. Welcome Center

a. Exterior: The single story building exterior envelope is slab on fill construction, with painted concrete block walls and a low slope roof, perhaps asphalt paper. The windows are single hung, exterior soffit is vented and is some type of fiber cement product or smooth plywood. The building is climate controlled with window air conditioning units. The building has 4 exterior doors, 2 stoops with steps and handrails, and one porch with steps and handrails. It has a fireplace and chimney at one end.

b. Interior: The building interior currently functions as the camp office, welcome center, camp store and staff apartment. There is a public restroom adjacent to the office that contains 2 toilet stalls, one shower and one lavatory. A hot water heater sits in one corner of the restroom. The living quarters have a common room, 2 bedrooms and 1 1/2 baths. There is no kitchen, and no cooking appliance. It is unknown if the walls or roof have insulation.

c. Accessibility: The building is not currently accessible. There is no accessible parking space and no accessible approach to the building. There is not an accessible entrance to the building and no accessible restrooms. The reception desk does not have a lowered area for guests in wheelchairs.

d. Staff Comments: The building used to be a cabin and was modified fairly recently to create an office and welcome center with a staff apartment. Most of the windows are relatively new. The fireplace does not work, but they would like it to. Ideally the building will be renovated to house staff offices, a meeting room, reception area, kitchenette and small satellite camp store.

Staff suggests roof replacement and central air conditioning and would like to see a large welcoming front porch with rocking chairs.

e. Recommendations:

- Retain the building in its current location to function as the Welcome Center for Camp Immokalee.
- Improve the entry drive and parking spaces and provide accessible parking.
- Provide an accessible route to the building and a ramp as required to reach the building floor elevation.
- At the current apartment entry, retain existing concrete front porch but remove concrete steps and wood railing.
- At the current office/welcome entry, remove wood stoop, steps and railings. Provide new wood or composite porch with new railings along full length of building.



Capital Needs Assessment

6. Welcome Center

- Clean the rear concrete steps and provide new railings.
 - Consider a new finish material on the building exterior to blend with the existing and proposed camp buildings.
 - Retain windows and exterior doors. Paint doors.
 - Remove existing roof and soffit. Consider removing existing roof framing and replace with sloped wood trusses to accommodate a sloped roof.
 - Remove existing window air conditioning units and provide central heat and air, utilizing the newly created attic area for ductwork runs.
 - Provide insulation in the attic.
 - Provide insulation in the exterior walls if not currently in place.
 - Electrical and plumbing infrastructure and piping to be evaluated.
 - Upgrade interior restrooms, providing accessibility at the public restroom.
 - Renovate building interior to meet the program parameters as described above in Staff Comments.
 - Clean and repair the fireplace to working condition.
- f. Master Plan Phasing: The renovations to the building and new site improvements are recommended to be accomplished as part of Master Plan Phase 5.



Capital Needs Assessment

7. Maintenance Building

a. Exterior: The building exterior envelope is a plywood floor with metal wall panels and metal roof.

b. Interior: There are no interior finishes – all structure is visible. The building is used for storage.

c. Accessibility: The building is not currently accessible.

d. Staff Comments: NA

e. Recommendations:

- Retain the building as it usefully serves storage needs, until a new maintenance and storage facility is constructed. When that facility is completed, demolish the existing metal shed.

f. Master Plan Phasing: The demolition of the storage shed is recommended to be performed after new maintenance facility is completed in Master Plan Phase 12.



Capital Needs Assessment

8. Maintenance Building

a. Exterior: The building is off-grade, with metal walls and roof.

b. Interior: We did not view the interior of this structure.

c. Accessibility: The building is not currently accessible.

d. Staff Comments: NA

e. Recommendations:

- Retain the building as it usefully serves storage needs, until a new maintenance and storage facility is constructed. When that facility is completed, demolish the existing metal shed.

f. Master Plan Phasing: The demolition of the storage shed is recommended to be performed after new maintenance facility is completed in Master Plan Phase 12.



Capital Needs Assessment

9. Block Shed

a. Exterior: The exterior building envelope is concrete masonry walls with a metal roof. It appears that the floor is slab on grade. There is an exterior wood door constructed

b. Interior: We did not enter this building.

c. Accessibility: The building is not accessible as it does not have an accessible path.

d. Staff Comments: This building is not used.

e. Recommendations:

- The building is not currently utilized and is not in good condition with the concrete block settling the roof needing replacement.
- The building and its contents should be removed.

f. Master Plan Phasing: This shed and its contents are not specifically associated with a phase of the master plan, but are recommended for demolition/removal as part of camp wide deferred maintenance.



Capital Needs Assessment

10-13. Cabins: Wilma, Bowen, Wildlife, and Beaver Bob

Note: These 4 cabins are similar in style and layout and are in generally similar conditions.

a. Exterior: The exterior building envelope is wood pile foundation with wood framed floor, walls and roof. The exterior skin is wood siding and the cabin has a shingle roof. The windows are jalousie metal windows. The cabins have 2 front hollow metal doors with wood stoops, steps and railings. They have a single back door onto an off-grade wood porch with wood steps and railings.

b. Interior: Space is split into 2 sides, each with 14 bunks, each with 2 toilet stalls and 2 showers in an alcove adjacent to the bunk rooms and each with 2 lavatories in the walkway between the two sides. The cabin has central heat and air but it is unclear if the walls and roof have insulation.

c. Accessibility: The cabin is not accessible. There is no accessible path to the cabin, and there is no ramp to get to floor level (Note: Wilma's cabin has a ramp to one entry door, but the ramp does not qualify as an accessible ramp). The restrooms are not accessible, and it may be the way the bunks are placed that there is not an accessible route throughout the cabin.

d. Staff Comments: The exterior porches and stairs are not in good shape. There are not sufficient water closets and showers, and these are not set up appropriately for camp as the YMCA does not allow more than one camper to use a shared restroom at the same time. The sinks are located in an

access way instead of near the toilets. There is not really room for the 14 bunks that are located on each side of the cabin. The accessories and fixtures in the room make it seem very industrial such as the paper towel dispensers and the light fixtures.



Capital Needs Assessment

10-13. Cabins: Wilma, Bowen, Wildlife, and Beaver Bob

e. Recommendations: It is recommended that these cabins be retained, with ongoing repairs as required.

f. Master Plan Phasing: Repairs and renovations are not currently tied to a specific master plan phase.



Capital Needs Assessment

15. Fire Circle



a. Exterior: The fire circle outdoor area has a theater consisting of a wood platform and railing, a fire pit and wood bench amphitheater style seating.

b. Interior: NA

c. Accessibility: There is no accessible route to the amphitheater.

d. Staff Comments: The fire circle functions well and is in a good location.

e. Recommendations:

- Because of the location on site and the views toward the lake, it is recommended that this function remain in this location.
- Re-grading of the site is proposed to manage erosion control and to provide accessibility.
- Replace the existing wood benches with new benches and provide meaningful areas for wheelchair placement.
- Evaluate and repair or replace the existing platform stage as needed.
- Retain existing fire pit.

f. Master Plan Phasing: The improvements at the fire circle are recommended to be completed in Master Plan Phase 16.

Capital Needs Assessment

16. Eagles Cabin

a. Exterior: This cabin is called Bug Hut in addition to Eagles. The cabin is single story, off grade construction with concrete or c.m.u. footings. The walls are wood framed construction with wood siding. The roof is wood framed with shingle roofing. It is climate controlled with a window air conditioning unit. It is unknown if the building has wall or roof insulation.

b. Interior: We did not go inside this cabin.

c. Accessibility: This cabin is not accessible, as there is not an accessible approach.

d. Staff Comments: This building is not currently used and is in poor condition.

e. Recommendations:

- Demolish this building due to its significantly deteriorated condition. Salvage interior wall panelling with names to reuse in the camp museum.

f. Master Plan Phasing: The demolition and salvage are recommended to be completed in Master Plan Phase 5.



Capital Needs Assessment

19. Lake Storage Shed



a. Exterior: The lake storage shed is a small single room metal building. The floor is plywood.

b. Interior: We did not view the interior of this building.

c. Accessibility: The building is not accessible as it does not have an accessible path to the building.

d. Staff Comments: The shed is too small and the interior plywood floor is deteriorating, rendering the storage unit unsafe.

e. Recommendations:

- Remove this structure and replace it with a larger, more permanent storage structure to fulfill the lake storage needs including storage of life vests and water craft.

f. Master Plan Phasing: It is recommended that this storage building be removed and a new one constructed as part of Master Plan Phase 8.

Capital Needs Assessment

20. Owls Cabin

a. Exterior: This cabin is currently undergoing a complete renovation.

b. Interior: NA

c. Accessibility: NA

d. Staff Comments: NA

e. Recommendations:

- Complete renovation to this cabin.
- Due to the off-grade construction, this cabin can be effectively relocated in the future.

f. Master Plan Phasing: It is recommended that this cabin be relocated to the far east cabin village as part of Master Plan Phase 6. When relocated, an accessible route to the structures can be incorporated.



Capital Needs Assessment

21, 30. Hawks and Crane Cabins

- a. Exterior: These cabins have undergone a recent renovation. They are wood framed structures, off grade, on c.m.u. piers. The roof construction is wood framed with a shingle roof. The windows are single hung. The cabin is climate controlled with a window air conditioning unit. It is not known if there is wall or roof insulation.
- b. Interior: We did not view the interior of these cabin.
- c. Accessibility: These cabins are not accessible as they do not have an accessible approach or ramp.
- d. Staff Comments: NA
- e. Recommendations:
 - Retain these structures.
 - Due to the off-grade construction, these cabins can be effectively relocated in the future.
- f. Master Plan Phasing: The cabins are recommended to be relocated to the new east cabin village as part of Master Plan Phase 6. When relocated, an accessible route to the structures can be incorporated.



Capital Needs Assessment

22, 28, 29. Quails, Kingfisher, and Flamingo Cabins

a. Exterior: These cabins are scheduled to undergo a renovation. They are wood framed structures, off grade, on c.m.u. piers. The roof construction is wood framed with a shingle roof. The windows are single hung. The cabin is climate controlled with a window air conditioning unit. It is not known if there is wall or roof insulation.

b. Interior: We did not view the interior of these cabin.

c. Accessibility: These cabins are not accessible as they do not have an accessible approach or ramp.

d. Staff Comments: NA

e. Recommendations:

- Renovate and retain these structures.
- Due to the off-grade construction, these cabins can be effectively relocated in the future.

f. Master Plan Phasing: The cabins are recommended to be relocated to the new east cabin village as part of Master Plan Phase 6. When relocated, an accessible route to the structures can be incorporated.



Capital Needs Assessment

23. Staff Kybo

a. Exterior: The staff kybo, or restroom, is a single story concrete masonry unit building with a slab on grade and wood roof trusses with shingle roof.

b. Interior: The interior has painted c.m.u. walls with a fairly recent flooring renovation. The flooring is a solid (vinyl?) surface. On the shower side of the building, the roof trusses are exposed. There is a hard ceiling on the toilet side of the structure. There are community showers in the facility, and an exposed hot water heater, as well as toilet stalls and lavatories.

c. Accessibility: The building is not accessible as it does not have an accessible route and it does not have accessible plumbing fixtures and room requirements.

d. Staff Comments: The interior is fairly grim, but the male staff do not seem to mind that much.

e. Recommendations:

- Renovate this structure to be utilized as a lakefront bathhouse.

f. Master Plan Phasing: It is recommended that the renovation of the structure be part of Master Plan Phase 8.



Capital Needs Assessment

24. Old BB's

- a. The pavilion has pile foundation construction with wood deck flooring, wood columns, wood roof trusses with a metal roof. There are built in wood benches and shelving along parts of the perimeter.
- b. Interior: NA
- c. Accessibility: This pavilion is not accessible.
- d. Staff Comments: The structure used to house the rifle range, and arts and crafts have been held here. Currently it is used only at night to tell scary stories to the older campers. Staff would like this structure to remain and be repaired as required so that it can continue to be location for storytelling.
- e. Recommendations:
 - The pavilion is in a state of significant disrepair and does not comply with health, safety and welfare standards.
 - Although there is sentiment and history associated with this pavilion, we recommend demolishing this structure and constructing a nature center and/or nighttime gathering space.
- f. Master Plan Phasing: It is recommended that Old BB's be demolished as part of Master Plan Phase 1.



Capital Needs Assessment

25. Orioles Cabin

a. Exterior: This cabin's exterior walls are concrete masonry units, with a concrete slab on fill. The windows are jalousie windows. The roof is framed with wood roof trusses with a shingle roof.

b. Interior: The interior is painted concrete slab floor with painted concrete block walls. The ceiling is flat, possibly gypsum board. This cabin includes a restroom with shower. The cabin is climate controlled by a window air conditioning unit.

c. Accessibility: This cabin is not accessible

d. Staff Comments: This cabin is used for older boys. It has gained a certain notoriety among campers due to its poor condition.

e. Recommendations: We recommend removing this structure. We understand there is history associated with it but it is in fairly poor condition. It is our recommendation that the new prototype cabin be sited at this location, to take advantage of the existing utility infrastructure.

f. Recommendations:

- It is recommended that this structure be removed and that the new prototype cabin be sited at this location, to take advantage of the existing utility infrastructure.

g. Master Plan Phasing: It is recommended that the cabin removal take place as part of Master Plan Phase 1, prior to construction of the new prototype cabin.



Capital Needs Assessment

26. Camper's Kybo (Bathhouse)

a. Exterior: The bathhouse exterior construction is concrete masonry unit walls and foundation with concrete floor slab on grade. The roof structure is wood trusses with a shingle roof.

b. Interior: The interior flooring is quarry tile and the walls are painted c.m.u. and painted wall board. The room is equipped with toilet stalls, shower stalls, urinals and lavatories.

c. Accessibility: The bathhouse is not accessible and does not have accessible plumbing fixtures.

d. Staff Comments: The building and its fixtures are not in good shape.

e. Recommendations:

- Remove/demolish this structure, as it is in poor repair and will be replaced by a new accessible bathhouse.

f. Master Plan Phasing: It is recommended that this structure be removed as part of Master Plan Phase 7.



Capital Needs Assessment

27. Flickers Cabin

- a. Exterior: This cabin is of wood framed construction with c.m.u. pier foundation. The window openings are currently boarded up and the roof is tarped.
- b. Interior: We did not view the interior of this cabin.
- c. Accessibility: This cabin is not accessible
- d. Staff Comments: This cabin is not currently utilized. There is discussion that this cabin could be renovated into the camp museum.
- e. Recommendations: Pursue investigation to determine the viability of renovation to this cabin to be repurposed as a museum for Camp Immokalee.
- f. Recommendations:
 - Pursue investigation to determine the viability of renovation of this cabin to be repurposed as a museum for Camp Immokalee.
 - Relocate the structure during renovation to an appropriate location on site.
- g. Master Plan Phasing: Based on the investigation of viability, it is recommended that this cabin be relocated and renovated as part of Master Plan Phase 6. The cabin will be relocated to the current site of Koppa Kabana, which is also recommended for relocation.



Capital Needs Assessment

31. Pool Storage

- a. Exterior: The building is wood framed construction with exterior siding and a pitched, shingled roof.
- b. Interior: The building has an interior storage room conditioned by a window air conditioning unit. It also has covered exterior storage adjacent to the pool equipment.
- c. Accessibility: The building is not accessible as it does not have an accessible route to it, nor an accessible entrance.
- d. Staff Comments: The building is old and outdated
- e. Recommendations:
 - Demolish the pool storage building. Replace the structure with a code and ADA compliant building, exterior style and materials to blend with the existing camp buildings.
- f. Master Plan Phasing: The structure replacement is recommended to be addressed in the Master Plan Phase 10.



Capital Needs Assessment

32. Pool Bath House

a. Exterior: The restroom building has painted c.m.u. exterior walls and a slab on grade. The roof is a single slope shingled roof with wall siding infill at the rake ends and end wall.

b. Interior: The restroom building has separate entrances for male and female users. The interior of the restroom has painted concrete block walls, concrete slab floor and the ceiling is open to the roof trusses, which are bare, unpainted. The stalls are construction out of wood posts and wood sheathing.

c. Accessibility: The building is not accessible as it does not have an accessible route to it, nor an accessible building entrance. The restroom interior doesn't have the required clearances and there is no accessible restroom stall.

d. Staff Comments: The building, finishes and fixtures are old and outdated.

e. Recommendations:

- Demolish the pool restroom building. Replace the structure with a code and ADA compliant building, exterior style and materials to blend with the existing camp buildings.

f. Master Plan Phasing: The structure replacement is recommended to be addressed in the Master Plan Phase 10.



Capital Needs Assessment

33. Day Camp Building

a. Exterior: The building exterior has concrete c.m.u. walls with concrete slab on grade. The roof structure is wood trusses with shingle roof. The gable ends have wood siding exterior, and the building has jalousie windows. It appears that the building has a central hvac system, as well as a unit installed within the wall face. A portion of this building may be an addition, as the exterior blockwork seems to suggest an addition to the original structure.

b. Interior: The interior of the building has painted concrete block walls and painted wood siding. The ceiling is stained wood planks. The storage room has built in wood shelving.

c. Accessibility: The building is not currently accessible.

d. Staff Comments: The building functions fairly adequately for arts and crafts and for day camp.

e. Recommendations:

- The building is showing signs of settling in the cracking of the exposed c.m.u. walls.
- The recommendation is to remove this structure and replace it with a new day camp building, in same location, but larger, allowing for desired programming elements to be included within the building.
- The arts and crafts function of the building can be relocated to the newly relocated Koppa Kabana.

f. Master Plan Phasing: It is recommended that this building be removed and replaced with a new structure as part of Master Plan Phase 11.



Capital Needs Assessment

34. Koppa Kabana

a. Exterior: The pavilion exterior framework is wood posts and beams, with wood trusses and metal roof. There is no floor to the structure. The electricity to the structure is not currently working.

b. Interior: NA

c. Accessibility: The structure is not accessible as there is no accessible route to the pavilion and no stable floor surface at the structure.

d. Staff Comments: The pavilion is underutilized, mainly because of lack of air movement. The fans do not work because of the current non-operational power. It used to be a nice area, with string lights and it is a good, solid structure.

e. Recommendations:

- Remove koppa kabana and rebuild at the former A-frame site.
- The pavilion can function as it has historically, as well as become an exterior, covered location for arts and crafts.
- Physical improvements to the cabin during relocation include cleaning and pressure washing the roof and cleaning and painting all wood structure and members.
- Provide an accessible path to the structure and incorporate a new floor, providing either wood or composite deck on wood support system as required, or by pouring a concrete slab around the existing posts.

- Provide new electrical system and new plumbing for a hand/craft wash sink.

- Provide a new enclosed structure to the side which would house the electrical panels, be a backdrop for the sink, and provide arts and crafts storage.

f. Master Plan Phasing: It is recommended that this structure be relocated and upgraded as part of Master Plan Phase 5.



Capital Needs Assessment

37. Archery Pavilion

a. Exterior: The archery pavilion's construction is wood posts, beams and roof structure and a shingle roof. There is a small storage room at one end of the pavilion. A bench lines the rear of the pavilion and there is no floor.

b. Interior: NA

c. Accessibility: There is no accessible route to the archery pavilion.

d. Staff Comments: The storage space functions appropriately. A larger covered area is desired for the spectators. It becomes an outdoor education space.

e. Recommendations:

- Because of the location of the archery range in the master plan. It is recommended that the range be relocated, and the existing pavilion be removed.
- Create a new pavilion in the new location that addresses the larger covered area suggested in staff comments above.

f. Master Plan Phasing: It is recommended that the archery range relocation and pavilion construction be done as part of Master Plan Phase 14.



Capital Needs Assessment

38. Riflery Pavilion

a. Exterior: The riflery pavilion's construction is slab on grade with wood posts, beams and roof structure and a shingle roof. There is a small storage room at one end of the pavilion. There are tables for the range and a bench along the rear posts.

b. Interior: NA

c. Accessibility: There is no accessible route to the riflery pavilion.

d. Staff Comments: In the current configuration, the pavilion does not offer enough space between the rifle range and the spectators. The range tables should be removed so that the rifles are shot while lying down to create a more controlled environment.

e. Recommendations:

- Because of the location of the range in the master plan, it is recommended that the existing range pavilion be removed.
- In relocating the riflery range, it is recommended that a new pavilion be constructed that addresses staff comments and that promotes a higher level of safety.

f. Master Plan Phasing: It is recommended that the demolition, relocation and new construction be done as part of Master Plan Phase 14.



FINAL MASTER PLAN & CAPITAL INVESTMENT STRATEGY



Final Master Plan and Capital Investment Strategy

The implementation of the master plan will be achieved over time as funding becomes available. Below is a summary of the implementation phases and diagrams illustrating the progress from the first phase to the last.

Phase 1: East Village Cabins, Bathhouse and Accessible Trail.
Construct a Nature Center and/or a nighttime gathering space.
Prerequisite: Requires demolition of Oriole Cabin and Old BB's

Phase 2: Complete Phase 2 of Accessible Path connecting to Pool, Airnasium, Existing Dining Hall, and Welcome Center.
Prerequisite: N/A

Phase 3: Relocate High Ropes Course
Prerequisite: Requires paintball area cleanup and site preparation

Phase 4: Build new Camp Director's residence. Utilize current Camp Director's residence for the Assistant Camp Director's housing.
Prerequisite: N/A

Phase 5: Upgrade Entry, Camp Signage, Administration Building/Welcome Center, relocate Koppa Kabana to the lake, demolish and salvage Eagles Cabin
Prerequisite: N/A

Phase 6: Construct balance of East Village Cabins, relocate Boys Cabins to the Far East Village, renovate and relocate Flicker Cabin to site of current Koppa Kabana.
Prerequisites: Phase 1 and Phase 5

Phase 7: New Dining Hall, Entry Drive, Site Circulation, Parking, Service Drive and Grass Field. Demolish Camper's Kybo
Prerequisites: Phase 1 and Phase 5

Phase 8: Beach and lake activity improvements: renovate Staff Kybo to be utilized as a Lakehouse Bathhouse, storage and dock. Shoreline / beach restoration
Prerequisite: Phase 7

Phase 9: Renovate existing Dining Hall into multi-purpose space
Prerequisites: Phases 2 and 7

Phase 10: Pool and Pool Area improvements
Prerequisite: Phase 7

Phase 11: Replace Arts and Crafts / Day Camp Building
Prerequisites: Phase 5 and Phase 7

Phase 12: Relocate Maintenance Shop and expand Equestrian Pasture, replace Equestrian Roof and make general repairs.
Prerequisite: N/A

Phase 13: New Staff Housing, Laundry and Infirmary, and Staff Parking. Demolish existing Infirmary
Prerequisites: Phases 5, 6 and 12

Phase 14: Archery and Riflery improvements, expand Accessible Path to the Equestrian Center
Prerequisite: N/A

Final Master Plan and Capital Investment Strategy - Continued

The implementation of the master plan will be achieved over time as funding becomes available. Below is a summary of the implementation phases and diagrams illustrating the progress from the first phase to the last.

Phase 15: North Clearing and Trail Improvements, including North Camp Central

Prerequisite: Phase 14

Phase 16: Renovate and improve Fire Circle and extend Accessible Path

Prerequisite: N/A

Phase 17: Construct new Chapel

Prerequisite: N/A

Phase 18: Construct Yurt Village and Bathhouse

Prerequisite: Phase 14 and Phase 15

Phase 19: Build West Villiage prototype cabins and Bathhouse, extend Accessible Path

Prerequisite: N/A

Phase 20: Future Cabin Villages and Accessible Path

Prerequisite: N/A

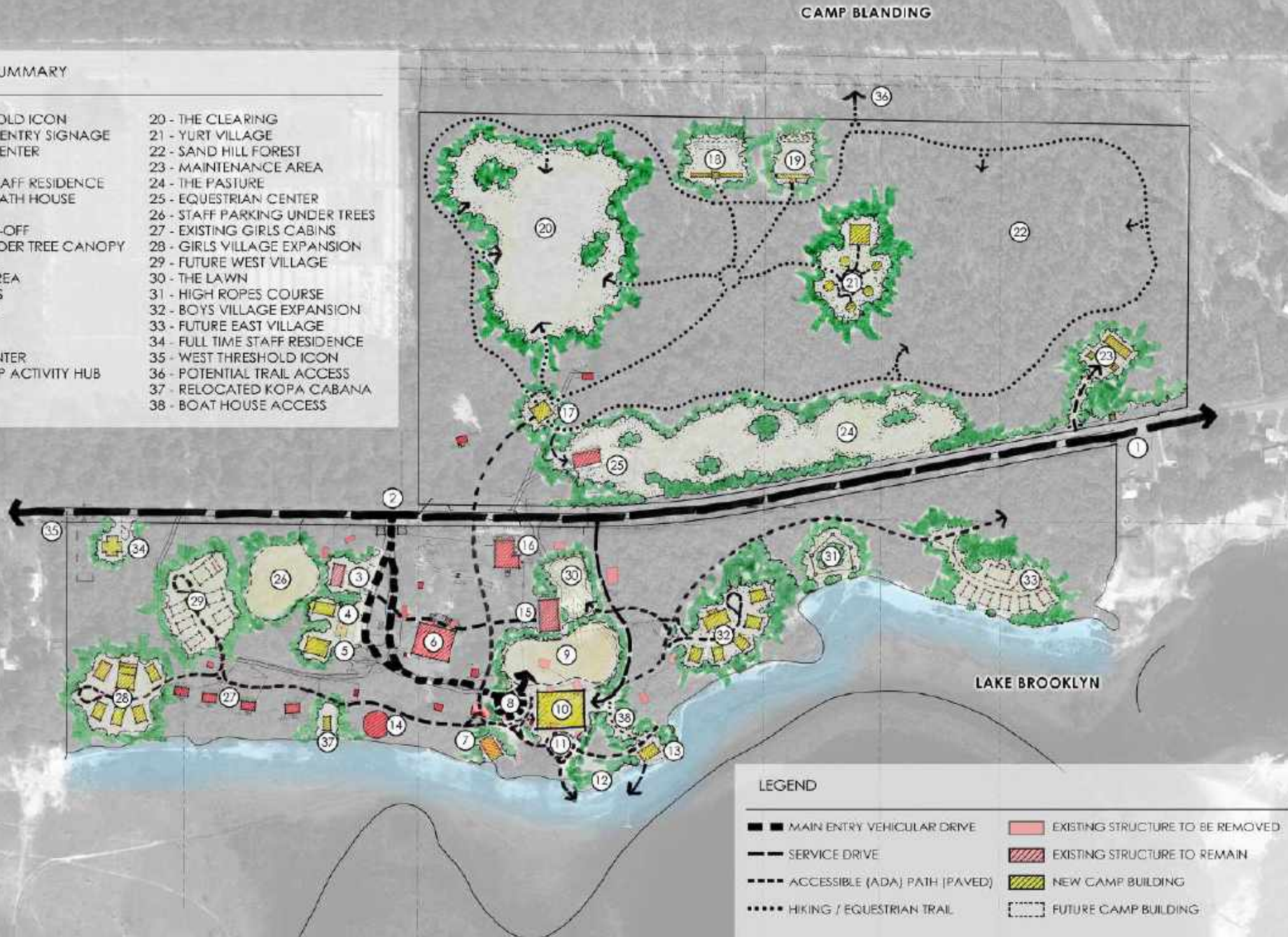
Phase 21: Airnasium improvements: add retractable back boards and Roll Up Doors.

Prerequisite: N/A

Master Plan

BUILDING USE SUMMARY

- | | |
|-------------------------------|--------------------------------|
| 1 - EAST THRESHOLD ICON | 20 - THE CLEARING |
| 2 - MAIN CAMP ENTRY SIGNAGE | 21 - YURT VILLAGE |
| 3 - WELCOME CENTER | 22 - SAND HILL FOREST |
| 4 - INFIRMARY | 23 - MAINTENANCE AREA |
| 5 - SEASONAL STAFF RESIDENCE | 24 - THE PASTURE |
| 6 - POOL AND BATH HOUSE | 25 - EQUESTRIAN CENTER |
| 7 - CHAPEL | 26 - STAFF PARKING UNDER TREES |
| 8 - CAMP DROP-OFF | 27 - EXISTING GIRLS CABINS |
| 9 - PARKING UNDER TREE CANOPY | 28 - GIRLS VILLAGE EXPANSION |
| 10 - DINING HALL | 29 - FUTURE WEST VILLAGE |
| 11 - ASSEMBLY AREA | 30 - THE LAWN |
| 12 - LAKE ACCESS | 31 - HIGH ROPES COURSE |
| 13 - BOAT HOUSE | 32 - BOYS VILLAGE EXPANSION |
| 14 - FIRE CIRCLE | 33 - FUTURE EAST VILLAGE |
| 15 - AIRNASIUM | 34 - FULL TIME STAFF RESIDENCE |
| 16 - ACTIVITY CENTER | 35 - WEST THRESHOLD ICON |
| 17 - NORTH CAMP ACTIVITY HUB | 36 - POTENTIAL TRAIL ACCESS |
| 18 - ARCHERY | 37 - RELOCATED KOPA CABANA |
| 19 - RIFLERY | 38 - BOAT HOUSE ACCESS |



Phase 1

PHASE 1 SUMMARY

EAST VILLAGE CABINS
BATH HOUSE
ACCESSIBLE TRAIL
NATURE CENTER AND/OR NIGHT TIME GATHERING SPACE

PREREQUISITE:
REQUIRES DEMOLITION OF ORIOLE CABIN,
OLD BB'S, AND EAGLES CABIN

CAMP BLANDING

LAKE BROOKLYN



Phase 2

CAMP BLANDING

PHASE 2 SUMMARY

COMPLETE ACCESSIBLE TRAIL TO POOL, AIRNASIUM,
EXISTING DINING HALL, AND WELCOME CENTER

PREREQUISITE:
N/A

LAKE BROOKLYN



Phase 3

CAMP BLANDING

PHASE 3 SUMMARY

RELOCATE HIGH ROPES COURSE

PREREQUISITE:
REQUIRES PAINTBALL AREA CLEANUP
AND SITE PREPARATION

LAKE BROOKLYN



Phase 4

CAMP BLANDING

PHASE 4 SUMMARY

BUILD NEW CAMP DIRECTOR'S RESIDENCE
UTILIZE CURRENT CAMP DIRECTOR'S RESIDENCE FOR THE
ASSISTANT CAMP DIRECTOR'S HOUSING

PREREQUISITE:
N/A

LAKE BROOKLYN



Phase 5

CAMP BLANDING

PHASE 5 SUMMARY

UPGRADE ENTRY, CAMP SIGNAGE, ADMIN. BUILDING,
AND WELCOME CENTER
RELOCATE KOPPA KABANA TO THE LAKE

PREREQUISITE:
N/A

LAKE BROOKLYN



Phase 6

PHASE 6 SUMMARY

CONSTRUCT BALANCE OF EAST VILLAGE CABINS
RELOCATE BOYS CABINS TO FAR EAST VILLAGE
RENOVATE AND RELOCATE FLICKERS' CABIN TO SITE OF
CURRENT KOPPA KABANA

PREREQUISITE:
PHASE 1 AND PHASE 5

CAMP BLANDING

LAKE BROOKLYN



Phase 7

CAMP BLANDING

PHASE 7 SUMMARY

NEW DINING HALL AND ENTRY DRIVE
NEW SITE CIRCULATION - INCLUDING:
PARKING, SERVICE DRIVE, AND GRASS FIELD
DEMOLISH CAMPERS KYBO

PREREQUISITE:
PHASE 1 AND PHASE 5

LAKE BROOKLYN



Phase 8

CAMP BLANDING

PHASE 8 SUMMARY

BEACH AND LAKE ACTIVITY IMPROVEMENTS:
RENOVATE STAFF KYBO, STORAGE, DOCK,
SHORELINE / BEACH RESTORATION

PREREQUISITE:
PHASE 7

LAKE BROOKLYN

Phase 9

CAMP BLANDING

PHASE 9 SUMMARY

RENOVATE EXISTING DINING HALL INTO
MULTI-PURPOSE SPACE

PREREQUISITE:
PHASES 2 AND 7

LAKE BROOKLYN



Phase 10



CAMP BLANDING

PHASE 10 SUMMARY

POOL AND POOL AREA IMPROVEMENTS

PREREQUISITE:
PHASE 7

LAKE BROOKLYN

Phase 11

CAMP BLANDING

PHASE 11 SUMMARY

REPLACE ARTS AND CRAFTS / DAY CAMP BUILDING

PREREQUISITE:
PHASE 5 AND PHASE 7

LAKE BROOKLYN



Phase 12

PHASE 12 SUMMARY

EQUESTRIAN CENTER IMPROVEMENTS
RELOCATE MAINTENANCE SHOP AND EXPAND
EQUESTRIAN PASTURE. REPLACE EQUESTRIAN CENTER
ROOF AND MAKE GENERAL REPAIRS

PREREQUISITE:
N/A

CAMP BLANDING

LAKE BROOKLYN



Phase 13

CAMP BLANDING

PHASE 13 SUMMARY

NEW SEASONAL STAFF HOUSING, LAUNDRY, INFIRMARY,
AND NEW STAFF PARKING
DEMOLISH EXISTING INFIRMARY

PREREQUISITE:
PHASES 5, 6, AND 12

LAKE BROOKLYN



Phase 14

PHASE 14 SUMMARY

NORTH CAMP CENTRAL
ARCHERY AND RIFLERY AREA IMPROVEMENTS
EXTEND ACCESSIBLE ROUTE TO EQUESTRIAN CENTER

PREREQUISITE:
N/A

CAMP BLANDING

LAKE BROOKLYN



Phase 15

PHASE 15 SUMMARY

NORTH CLEARING AND TRAIL IMPROVEMENTS

PREREQUISITE:
PHASE 14

CAMP BLANDING

LAKE BROOKLYN



Phase 16

PHASE 16 SUMMARY

RENOVATE AND IMPROVE FIRE CIRCLE
AND EXTEND ACCESSIBLE PATH

PREREQUISITE:
N/A

CAMP BLANDING

LAKE BROOKLYN



Phase 17

PHASE 17 SUMMARY

CONSTRUCT NEW CHAPEL

PREREQUISITE:
N/A

CAMP BLANDING

LAKE BROOKLYN



Phase 18

PHASE 18 SUMMARY

CONSTRUCT YURT VILLAGE AND BATH HOUSE

PREREQUISITE:
PHASE 14 AND PHASE 15

CAMP BLANDING

LAKE BROOKLYN



Phase 19

PHASE 19 SUMMARY

BUILD WEST VILLAGE PROTOTYPE CABINS AND BATH HOUSE
EXTEN ACCESSIBLE PATH

PREREQUISITE:
N/A

CAMP BLANDING

LAKE BROOKLYN



Phase 20

PHASE 20 SUMMARY

FUTURE CABIN VILLAGE AND ACCESSIBLE PATH

PREREQUISITE:
N/A

CAMP BLANDING

LAKE BROOKLYN



Phase 21

PHASE 21 SUMMARY

AIRNASIUM IMPROVEMENTS
ADD RETRACTABLE BACK BOARDS AND ROLL-UP DOORS

PREREQUISITE:
N/A

CAMP BLANDING

LAKE BROOKLYN



Master Plan

