

# Camp Burgess and Hayward Master Plan

**SSYMCA Camp Facilities Audit and Master Plan  
Sandwich, MA**

November 2013



**Hoadley Martinez Architects  
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## MASTER PLAN TEAM

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John Ireland	Executive Vice President
Dennis Donovan	Association Director of Facilities
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Joseph O'Keefe	Associate Executive Director, Camp Burgess & Hayward
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"Camp is the most important program that exists for kids. Anywhere. There is no other program that has the same long lasting impact, that creates an experience that can last with them their entire lifetime."  
Bruce Netherwood  
Executive Director, Camps Burgess & Hayward

## Vision of the Master Plan

WITH INPUT FROM CAMP BURGESS AND HAYWARD LEADERSHIP, STAFF, AND COMMUNITY, THE CORE MASTER PLAN GROUP AND CAMP BOARD ESTABLISHED THE FOLLOWING PLANNING GOALS, WHICH ESTABLISH THE FRAMEWORK OF THE MASTER PLAN >>

### GOALS OF THE FACILITY ASSESSMENT and MASTER PLAN

#### CAMP BURGESS AND HAYWARD

1. Lead a responsive PROCESS that engages all stakeholders at all stages of the process, including SSYMCA Leadership, Camp Board, Directors, Alumni and other Camp community groups
2. Be bold in the VISION of facilities that will position Burgess and Hayward as Camps for the twenty-first century by responding directly to the SSYMCA Strategic Plan, and consider major interventions in context of the entire SSYMCA
3. Forge a Master Plan according to NATIONAL CAMP TRENDS to attract a larger and more broad reaching base of Campers and Retreat participants
4. Directly address the overall delivery of services and SSYMCA STRATEGIC PLAN, and consider major interventions in context of the entire association and its mission.
5. Provide facilities that will support increased ENROLLMENT GOALS by envisioning expanded facilities that can deliver programs that follow present and future camp trends.
6. Preserve or enhance all spaces, landmarks, processions, and monuments that are integral to CAMP TRADITIONS AND HISTORY.
7. Employ a SUSTAINABILITY STRATEGY that leaves minimal impact upon natural resources of the property and the natural ecologies of Spectacle, Triangle, and Lawrence Ponds
8. Form a space strategy that is unique to the way that GIRLS CAMP, and how they view the Camp Hayward experience in their lives.
9. Form a space strategy that is unique to the way that BOYS CAMP, and how they view the Camp Burgess experience in their lives.
10. Identify phased interventions that deliver the most PROGRAM with the most impact for the most efficient expenditure of financial resources
11. Develop the Master Plan according to best practices of SAFETY AND EMERGENCY MANAGEMENT
12. Develop a COST ESTIMATED plan that delivers the most impact while using financial resources efficiently

### FACILITIES FOR CURRENT AND PROJECTED CAMP AND RETREAT TRENDS

The Master Plan for Camps Burgess and Hayward incorporates trends that have been identified by the American Camp Association (ACA) and confirmed by Leadership of the South Shore YMCA as compatible with the goals and culture of Camp Burgess and Hayward. These include :

#### SAFETY

While not obviously identifiable as a “trend”, safe places are indeed the foremost value cited by the camp-shopping parent. Enhanced safety is therefore a market driven prerequisite to the planning of camp facilities.

Foremost, parents are looking for a Camp environment that provides an emotionally and operationally safe environment for Campers. In 2013, amid a Post-Newtown culture that is concurrently aware of the impact of bullying and youth culture, parents that are camp-shopping cite both types of safety as the number-one criteria in choosing a residential Camp experience for their children.

Beyond physical safety, the Master Plan identifies the creation of spaces that support emotional safety as a priority though spaces that are equitable, accessible, and supportive of the program that promotes these objectives.

The proposal of a central Health and Safety Office (replacing the former Nurse’s office) near the entry of both Burgess and Hayward offers front-door visibility for Health offices on both camps, as well as direct access by EMS. Medical service in the offices will also provide prescription dispensing near dining services, collation with dining services for administering allergy and other dining-related services, and the infirmary will be located on camp in a location that provides privacy for the camper requiring EMS ambulance services apart from the residential camp area. Trails, including adventure, overnight, and equestrian trails, should be marked with numbers that offer rescue personnel a point of reference in case of an emergency.

PEGBOARD AT CAMP BURGESS IS A TRADITION PROVEN AND EFFECTIVE METHOD TO HEAD-COUNT WHO HAS ENTERED THE WATERFRONT >>

“There has been a sad and profound change in the way that kids see safety issues ... in society, we as adults feel less safe, and because of this, we keep a tighter rein on our kids. As a result of that, kids are more wary, less trusting, and have less trust. Less freedom. Then they come to camp ... and they feel safe, physically and emotionally.”

Bruce Netherwood  
Executive Director Camps Burgess and Hayward

## Safety Considerations and National Camping Trends



“Grit is throwing yourself into new situations, trying new things, and finding new ways to love life.”

Bailey, Hayward Alumna, and Winner of the 2012 contest to define “Grit” at Camp Burgess and Hayward

Boating support structures are programmed to accommodate storage and immediate access to safety equipment.

All waterfront and boating facilities are sited for shared efficiency of life safety staff as well as accessibility in the event of an emergency. Waterfront activities are clustered where feasible to ensure monitoring of active waterfronts and best use of life safety personnel (life guards) as well as clear demarcation of entry for check-in/out.

Further, the entry to both Camps is articulated in the Master Plan to create a clear sense of public and private areas. The entry sequence to both Camps is marked with a dormitory building which will be fully occupied by adult staff during Camp. It is intended that this very apparent residential presence will give parents the sense of adult presence on Camp, as well as serving as a precinct that is a portal to the area of Camp that is occupied by youth, therefore deterring potential unauthorized visitors from entering.

#### COLLABORATION

Parents shopping for Camp are looking for enrichment programs that can supplement camp experience with specialty experiences. A vital camp experience is one that can engage communities, vendors, and educational institutions to expand the summer and year-round programmatic offerings at Camp Burgess and Hayward. The Master Plan assumes that the essential delivery of a nature-based, outdoor experience must stay intact. To do this, the plan provides flexible facilities for collaborative work and outposts for the participation of outside institutions to collaborate in the delivery of services year-round.

#### DIVERSITY AND EQUITY

Based upon the value placed upon the building of friendships and connection, and the continued and expanded service to a universal range of summer campers that emphasizes diversity and inclusion. The Master Plan proposes spaces and groupings of buildings that are equitable, open, inviting, and communal.

The Master Plan provides facilities that create an expanded reach to regional, national, and international target markets that will generate revenue for continued enhancement of facilities and programs.

#### ENRICHMENT

The Master Plan assumes that the integration of a device-free, outdoor, experiential education and hands-on innovation-based learning is an integral part of a twenty-first century educational curriculum, but that preserves the “fun” component of Camp at the same time.

#### PERSONAL CONNECTION

The Master Plan provides settings that allow campers to experience camp together, causing them to forge long term friendships and developing a wide range of interests.

#### LEADERSHIP TRAINING

The Master Plan provides facilities where kids can engage in programs that will help them test their physical, intellectual and leadership limits, including hands-on making and integrated programs that relate to team-building and problem-solving.

#### UNIQUE EXPERIENCES

Provide facilities that create a “WOW Factor” to the prospective camper, creating online allure as well as the impression that Camps Burgess and Hayward offer facilities and programs that are peerless on the Cape, Boston area, and throughout New England.



“Why does Camp stay with kids their entire lifetime? Because it is a place that they feel like they belong to. They become part of a community. And what that creates in them is a desire to go out and make lives better for other people. It nurtures compassion.”

Bruce Netherwood  
Executive Director, Camps Burgess and Hayward

## Strategic Plan

### THE MASTER PLAN IN CONTEXT OF THE 2018 SSYMCA STRATEGIC PLAN

#### RECENT HISTORY OF SSYMCA STRATEGY AT CAMP

Since 2010, SSYMCA youth and teen services, including residence camp services, have increased. Camp Hayward dramatically increased the quantity of campers served, and Quincy Day Camp and the Science Center Day camp have increased enrollment and revenue. Initiatives in health and wellness education have been particularly successful in creating collaborative opportunities, such as the Burgess Farm Education program and its service to the Germantown branch through the provision of fresh produce and the experiential education offered to Campers on Burgess Farm Camp.

#### STRATEGIC PLAN AT CAMP

The 2013 Strategic Plan identifies goals for enhanced and expanded program in wellness, health, education, and fitness. Educational, outreach and collaborative opportunities have also been identified as a critical component of the strategic plan. Facilities that to enrich the camping experience in these fields and create facilities that can offer enrichment to other branches in the process are critical. The proposal of flexible spaces that have direct service opportunities with other SSYMCA branches and programs include the following facilities, which are elaborated in later sections.

- >> Burgess Makers Barn: Hands-on shop and experiential test lab space for all SSYMCA branches
- >> Burgess Farm: Expanded service to Germantown and other branches
- >> Burgess Nature Education Center: Outpost to South Shore Science and Nature Center
- >> Burgess Dormitory: Retreat Space for all SSYMCA facilities
- >> Burgess Lodge: Largest non-athletic Event and Facility space for all SSYMCA facilities
- >> All enhanced Camp Burgess facilities: collaborative with Quincy and Camp Gordon Clark
- >> Hayward Dining Hall: Wellness-oriented Dining space with Demonstration Cooking area to serve all SSYMCA branches
- >> Hayward Dormitory: Retreat lodgings for all SSYMCA facilities
- >> Hayward Equestrian Center: Unique equestrian programs to serve all SSYMCA facilities

Finally, In keeping with goals for fiscal efficiency and demonstrable sustainable practice, the Master Plan seeks to incorporate the goal of achieving NetZero energy use by 2030. This strategy is expanded in the appendix, Sustainability and Resource Management.

FRESH PRODUCE HARVESTED AT THE BURGESS FARM IS BROUGHT TO THE SSYMCA GERMANTOWN FOOD PANTRY >>



# Enrollment Criteria



THE FACILITIES IN THE MASTER PLAN SUPPORT GOALS FOR INCREASED RETURN-CAMPER ENROLLMENT AT CAMP BURGESS

## MASTER PLAN PLANNING GUIDELINES FOR ENROLLMENT

Capacities for occupancy (head and bed count) for program and housing in all phases of The Master Plan for Camps Burgess and Hayward were approved by Camp Board and SSYMCA Leadership at the onset of the planning process. Enrollment goals have been informed by projected future of Camp and camp trends combined with target demographics have been identified strategically by SSYMCA and Camp leadership.

Further, enrollment has been based upon benchmarking of enrollment at peer and aspired peer Camps in New England, and peer and flagship national YMCA Camps, which also served as models for enrollment and other planning goals.

Enrollment targets are set with the expectation that the facilities in the plan will be occupied in a 12-month (year-round) scenario. The strategy set forth here is that facilities can do double duty to serve the greatest quantity of campers during the Camp (summer, 'shoulder' and year-round) sessions, and transition to a variety of accommodations and flexible program spaces for participants in the 12-month, Retreat and Conference market, which targets school, institutional and corporate groups seeking an enriching offsite facility with flexible facilities for a variety of purposes. These Retreat and Conference facilities are described in Section 10.

The Master Plan also responds to the expectation that the public and independent secondary school years will be expanding incrementally into the summer, which will shorten and intensify the Camp Summer Session. The facilities are also planned for the expected increased demand for retreat and off- and shoulder- season school based camp retreats that will result.

Facilities for these scenarios will require facilities that will accommodate groups of school-aged children led by teachers and other adults in dormitories. Lodging facilities can serve the dual purpose of staff housing during the summer Camp season. Facilities will be planned for the immediate enhancement of camp experience, with the expectation that schools will need increased retreat facilities to enhance the experiential learning component of evolving curriculums.

The demand for camps that can serve as experiential learning bases while teaching the value of collaboration, independence and experiential learning is high in the Boston area. The Master Plan facilities will provide the facilities to compete for those markets while offering enhanced facilities that offer the unique experiential learning of a Cape Cod kettle pond, bay and ocean ecologies.

BY CREATING A NEW A NEW DINING HALL FOR CAMP HAYWARD, THE ENROLLMENT POSSIBILITIES WILL BE EXPANDED >>

## MASTER PLAN ENROLLMENT TARGETS

Hayward (per session)

2015	Phase 1	Immediate Needs	220 Participants / 95 staff
2020	Phase 2	5 year	300 Participants / 125 staff
2025	Phase 3	10 year	400 Participants / 150 staff
		50 year	Ongoing, theoretical and sustainable planning

Burgess (\*) (per session)

2015	Phase 1	Immediate Needs	200 Participants/ 90 Staff
2020	Phase 2	5 year	300 Participants/ 125 staff
2025	Phase 3	10 year	400 Participants / 150 staff
		50 year	Ongoing, theoretical and sustainable planning

(\*) Collaborative High School and other semi-permanent programs to be defined outside of the scope of the Master Plan





# Camp Traditions and History

“Make traditions visible! There is so much to Camp’s History that could just reach out and welcome the first time visitor to camp, to create an instant sense of belonging.”

Meghan Hill  
 Director of Alumni Relations and Business Operations



## CAMP BURGESS AND HAYWARD

The history and tradition at Camp Burgess and Hayward is a highly personal experience to those that have alliance with Camp. The Master Plan team inventoried the historical landmarks, experiences, procession and spaces that have ingrained themselves into a powerful camp experience for those whose lives were impacted by their time at Camp.

### SETTLEMENT HISTORY\*

The earliest history of settlement in the Burgess area is the Jones Farm, settled in the 1800’s and whose farmhouse is the current residence of the Burgess Director. Other remaining features of the Farm include the Old Orchard and Philips Field. Triangle Pond was a watering stop for army horses in the second world war, and in the 1940’s the Camp began evolving as a quadrangle around the current open space between the present Burgess Waterfront and the Triangle Pond site. Aerial photographs show that the area was heavily forested before Hurricane Bob in 1991, when several cabins and much forest was impacted.

Maps of Camp Hayward show the Camp well established in 1972. The Camp evolved around the Old Pinkham Farm, and the Barn that serves as the current “Y” building was an outbuilding of a larger farmhouse that burned in the 1960’s. Other noteworthy natural history on Hayward is the infill of the kettle wetland east of the Hayward Waterfront, which now serves as the Hayward Playing Fields.

## KEY AREAS OF NATURAL HISTORY

**THE SWAMP** The wetland area north of Ellis, which has come to be known as “The Swamp,” is a wetland kettle. Similar to a corresponding area east of the Cove that was infilled to create the Hayward playing field, the area has been inventoried to reveal the growth of rare plants including Plymouth Gentian and other species that thrive within an area that rises and falls over the source of a period lasting several years. This plant habitat is indicative of a delicate ecology that is worth of protection and indicative of rich opportunities for study.

**VERNAL POOL** There is an verdant vernal pool located south of Kittredge House. It offers biological inventory that is different from The Swamp “Moonstone wetland” and the area is protected by Town of Sandwich Conservation regulations. It has been identified as a site for remote monitoring by the South Shore Nature and Science Center (SSNSC) and for study of the Pond Ecology programs at Camp.

**TRIANGLE POND** The sandy moraine at the North shore of Triangle pond contains Plymouth Gentian and other rare freshwater plants.

<< THE AMPHITHEATRES OF BOTH CAMPS HAVE BEEN IDENTIFIED BY ALUMNI/AE AND CURRENT CAMPERS AS THE SPIRITUAL “HEART” OF CAMP



“There’s that moment every summer when my mom drives me off the main road and I go onto that dirt road into Camp and I breathe and I know that I have arrived.”  
 — Camp Hayward Camper interviewed at 2013 Alumni + Friends reunion





**HISTORICAL AND CULTURALLY IMPORTANT (“SACRED”) SPACES**

**THE STRUCTURES AT CAMP BURGESS** that have been identified as historically or culturally significant include:

- BS1 The five (5) remaining Cabins from the original Camp Burgess crescent: Mohawk, Tuscarora, Oneida, Onondaga, and Kaskaskia
- BS2 The present Camp Office building, served as housing for the Burgess Directors
- BS3 Pickett Hall, which was the original Camp Burgess Dining Hall and has served as the “front door” of Camp Burgess from Stowe Road for many decades
- BS4 The Burgess Directors House, including the associated original farm landscape and orchards
- BS5 Kittredge House, which has a vivid oral history as a ‘speakeasy’ during Prohibition.

**THE LANDSCAPE FEATURES AT CAMP BURGESS** that have been identified as historically and/or culturally significant include:

- BL1 The clearing that connects the Spectacle Waterfront to Triangle Pond was the site of the original Camp quadrangle, and remained active until the impact of Hurricane Bob in 1991.
- BL2 There is documentation, oral history, and remaining heritage specimens from the original orchards that occupied the site prior to the development of the Camp.
- BL3 The Amphitheatre, which is identified by Burgess alumni as the most sacred space at Camp.



**THE STRUCTURES AT CAMP HAYWARD** that have been identified as historically and/or culturally significant include:

- HS1 The YMCA building at the entry to Camp, which has been identified as a quintessential example of a Cape Cod Barn and serves as an appropriate symbol to those entering Camp Hayward
- HS2 Pam’s Place, which is identified by many as a vital “heart” of Camp, a vital program center, and an important monument
- HS3 The Senior Cabin Clusters, which include original and beloved cabins
- HS4 The central portion of the bath houses, which are successful social spaces that have established iconography and memory for Hayward alumnae

**THE LANDSCAPE FEATURES AT CAMP HAYWARD** that have been identified as historically and/or culturally significant include:

- HL1 ‘Olivia the Tree,’ which marks the entry to Sherwood Forest
- HL2 The Amphitheatre, which like Camp Burgess is identified by Alumnae as the heart of Camp
- HL3 The Flag Pole, which is the symbolic opening and closing of camp but could be relocated to a prominent place in the Master Plan





# Camp Hayward Master Plan

“Everything at Hayward happens with girls in circles. We’re circle people.”  
Jessica Williams  
Director, Camp Hayward



Girls return to Camp Hayward at a rate that exceeds that of boys at Camp Burgess because girls form lasting friendships within the camp environment and they in turn advocate for their own return. An understanding of it translates directly into the planning process of the facilities at Hayward.

## CAMP HAYWARD

### CIRCULAR PLANNING

>> Planning in circles or loops is critical for Hayward, as the spirit of the camp and tendency of girls in communities is to encourage community, equality, inclusion and fairness. In the words of Hayward Director, Jessica Williams “We’re circle people.”

A newly planned entry loop is required with two levels of camp “entry” and a clear division of public and private area. A two way delivery loop, combined with a drop-off horseshoe, would enhance safety and efficiency.

### SAFER FACILITIES

Girls migrate toward spaces that feel safe. This is critical to a residential cluster Camping environment and program alike. This sense of safety is manifest in both emotional and physical ways. Parents report that the Hayward environment is an emotionally safe haven for girls from the emotional challenges of school and other areas of their life. To support this, spaces are planned to be centrally located, equitable and devoid of hierarchy, and to create areas that are communal and open to the watchful and supportive eye of counselors and staff.

Likewise, girls migrate toward spaces that are safe. Vibrant camping as and spaces for girls employ safe visual corridors, and are planned to be visible, well lit, and well-travelled. Further, Girls have tighter “personal space” boundaries than boys and tend to bond and connect in close, comfortable spaces. This planning consideration supports the notion of safety in groups that is valuable to the comfort that gives rise to girls wanting to leave their comfort zones and test personal limits.

## A NEW DINING HALL

Uplifting dining spaces for girl Campers play an especially important role in establishing a healthy attitude toward nutrition, healthy eating habits, and self-image. Dining is the time when Camp comes together to eat, but also talk, gather as a cabin group, see and be seen, and sing.

An uplifting space for dining should be integral to the common area of camp, should feel accessible to each camper, should accommodate special dietary and emotional needs, and place each camper on an equalyl an uplifting footing where dining is considered a high point of each part of the day at Camp.

Dining Halls can create the setting for healthy attitude toward meals at a critical time in the habit forming of girls and young women. Associations with dining that are uplifting, happy, inclusive, and celebrate the satisfaction of healthy eating habits can be supported directly by that planning of spaces that support this program.



Planning guidelines for the Hayward Dining Hall are outlined in Section 8.

## BETTER COMMUNITY SPACES

Girls are observant and they use spaces where they can “see and be seen.” Significant feedback praises the visual outpost of Pam’s Place, as it is a place where girls can watch the action from a position of safety.

This model of a scenic perch from which natural beauty and the action of camp can be watched serves as a model for the placement of facilities around camp. Girls cluster in groups to common areas, and the new turnaround loop will create a “Town Center” that will create a place for spontaneous gatherings and people watching that is an important component of bringing camp together.





**NEW MULTIPURPOSE HEALTH, FITNESS AND DANCE PAVILION**

Girl campers are receptive to spaces that support integrated programs for health, wellness and fitness. Welcoming spaces for programs including dance, zumba, yoga, dance, and other spontaneous performance activities are required and recommended for adjacency to the Town Common.

A welcoming Health Center will provide areas for Health Education information as well as an infirmary that is located discretely apart from the Camp activity.

**TRAILS AND BREAKOUT SPACE SPONTANEOUS LEARNING AREAS**

Girls are spontaneous, collaborative learners and make good use of spaces that accommodate intimate groups. Breakout spaces have been identified throughout the Master Plan, including teaching areas along equestrian trails, the Wetland Boardwalk, communal areas in new camp clusters, and a central CITs lounge in the Dining Hall areas.

**VARIETY OF SPACES**

Girls respond well to a variety of choices for spaces that use every day. Girls respond well to spaces that offer flexibility, and Hayward campers like to take the initiative to customize spaces. There are not “single purpose” facilities in the Master Plan; instead, spaces are identified for the quality of site, the opportunities for uplifting space, proximity to community centers, and the opportunities to provide several purposes.

<< PROGRAMS SUCH AS ADVENTURE CAMP ARE BECOMING VERY POPULAR WITH THE GIRL CAMPER, AND AN INTEGRATION WITH PROGRAMS SUCH AS ADVENTURE CAMP IS CONSIDERED IN THE MASTER PLAN TO BRING PROGRAMMATIC SYNERGY TO CAMPS BURGESS AND HAYWARD WITHOUT DISRUPTING THE ALL-GIRLS CAMPING EXPERIENCE

**LANDSCAPE IMPROVEMENTS**

Research shows that Girls will seek out areas of physical beauty and remain there. The provision of natural areas and the use of existing footprints are chosen for views and emphasis on the beauty of the site. The Moonstone Beach Nature Observatory, the reuse of Ellis footprint for a multipurpose Dance pavilion, and the wetland Boardwalk will all provide areas for exceptional views.

**TEAM-BUILDING AMENITIES ADVENTURE PROGRAM FOR GIRLS**

While natural collaborators, girls tend to respect physical boundaries. The Master Plan is planned with the idea that the Hayward camping experience is focused less on individual adventure and exploration than on community building. However, the plan accommodates program that supports individual leadership development, such as the climbing wall and low ropes, a challenge-oriented suspension bridges, and ziplines connecting to other areas of Camp.



# Camp Burgess Master Plan



"Independence, empathy, interpersonal skills, the importance of being surrounded by positive role models, a sense of community and the importance of giving back. These are leadership skills and this is what Camp does. It teaches them how to become the leaders of tomorrow."

Bruce Netherwood  
Executive Director, Camps Burgess and Hayward



## CAMP BURGESS

The Master Plan responds to emerging trends in camping for boys that addresses their expectation for an exhilarating and unique Camp experience. Because boys are attuned to adventure, motion and direction and they respond acutely to action and experiences that are challenging, there is particular emphasis on a bold first impression of camp, (referred in the SSYMCA Strategic Plan for Camp Burgess and Hayward as WOW factor.)

From a planning standpoint, the obvious point that boys require broader physical spaces is just the beginning. Optimal spaces for boys are likely to be equipment-intensive, and require more personal space to be productive. Further, because boys are naturally independent and tend to organize themselves in smaller groups for learning tasks, this criteria naturally translates into spaces that must be flexible, sufficient for expansion, and designed to convert to functions that have not been defined as trends in adventure education and hands-on making continue to evolve.

## MAKERS AND AGRICULTURE BARN

Contemporary boys are accustomed to contemporary tools. Global Positioning Software, immediate delivery of information online, and the expectation of an achievement-based culture at school means that the contemporary camper is technology savvy and ready to use a variety of device applications to enhance the experience of the natural world.

At the same time the facilities at camp must realize these tendencies of our youth culture while offering an environment that causes the camper to take a new, more observant approach to their world and one another for a critical and finite period of time.

It is taken as a given that at present, summer Camp will remain device-free. However, the planning has taken into consideration the fact that today's camper is typically accustomed, if not reliant upon, personal electronic devices. In many ways, the experience of a twentieth century camp is more critical to children than ever, and takes the contemporary youth have a different attention span, patience, and communication style than their immediate predecessors into consideration when planning spaces.

SPACES THAT HOUSE EQUIPMENT FOR INNOVATION AND MAKING WILL HELP THE BURGESS CAMPER "LEAVE A MARK" ON CAMP



Facilities at Camp Master Plan respond to this reality by envisioning facilities that provide a setting for experiential learning. A Makers Barn, collocated with a barn that serves the Farm, will create a setting where emerging technologies can complement traditional craftsmanship, by offering flexible space for machine shop, computer and analog-based equipment and other tools for boatbuilding, sign-making and the construction of structures that will enhance the physical plant of Camp.

"THE MAKERS PLAYBOOK" WILL CREATE A ROAD MAP TO PLANNING THIS FACILITY AND TAPPING INTO YEAR-ROUND PROGRAMMING IN CONTEXT OF THE "MAKERS MOVEMENT" >>





**FACILITIES FOR BURGESS CAMPS TO “LEAVE THEIR MARK”**

Just as boys are natural Makers, Burgess Campers are proactive in the making and customizing of their environment: this is evident in the way that camp clusters “landscape” their surrounding anew with each session.

Alumni have commented that Camp Burgess would benefit from facilities where Campers have can “leaving their mark” on Camp. The program of the Makers Barn will formalize and support this tradition and give campers the opportunity to use tools and equipment to develop skills while having the satisfaction of know that they have impacted their physical surroundings.

**ALL-CAMP COMMUNITY SPACE FOR BOYS**

Boys have a different awareness of personal space than girls. As evident in the spirited singing that takes place during meals, the Camp is at its most vital when it is together as a community. Sunset Lodge is a needed gathering space that will serve many purposes, the most significant of which is gathering of the entire Camp community in one interior space when full enrollment is realized and for shelter in inclement weather.

**BOYS AND PHYSICAL SPACE: WOW FACTOR**

Boys are willing to take risks and fulfill the extent of their physical abilities. Spaces for boys should help them learn to take risks in safe atmosphere. Expanded ropes courses, the zip lane over Spectacle Pond, experimental work in Spectacle Tower, expanded trails, and other adventure program fulfill this goal.

**FACILITIES FOR TEAMWORK**

Team and leadership education for boys is supported by the lessons of teamwork learned in outdoor sports and activities. Facilities to support teamwork include enhanced high and low ropes courses, a team-based high ropes course, Spectacle Tower, enhanced waterfront facilities, adventure camp, trails, and overnight sites.

**NATURE EDUCATION**

Boys are naturally drawn to the educational opportunities presented in nature and they are bold in their willingness to engage natural phenomenon head-on. T Spectacle Tower merges the objectives of adventure learning with experiential learning merged with industrial technology (CADD CAM etching, laser cutting, 3D printing), and complements the zip line and team-based ropes course. This is accomplished by the possibilities offered by tailoring the Tower by initiatives in the Makers Barn. Further, the Outdoor Education Center, which serves both camps, will provide spaces for the scientific inquiry of the natural environment of Camp.



THE MAKERS BARN WILL BE A VITAL CENTER FOR THE GENERATION OF SIGNAGE, BRIDGES, FENCING AND OTHER SIMPLE WAYS FOR BURGESS CAMPER TO “LEAVE A MARK” ON CAMP >>



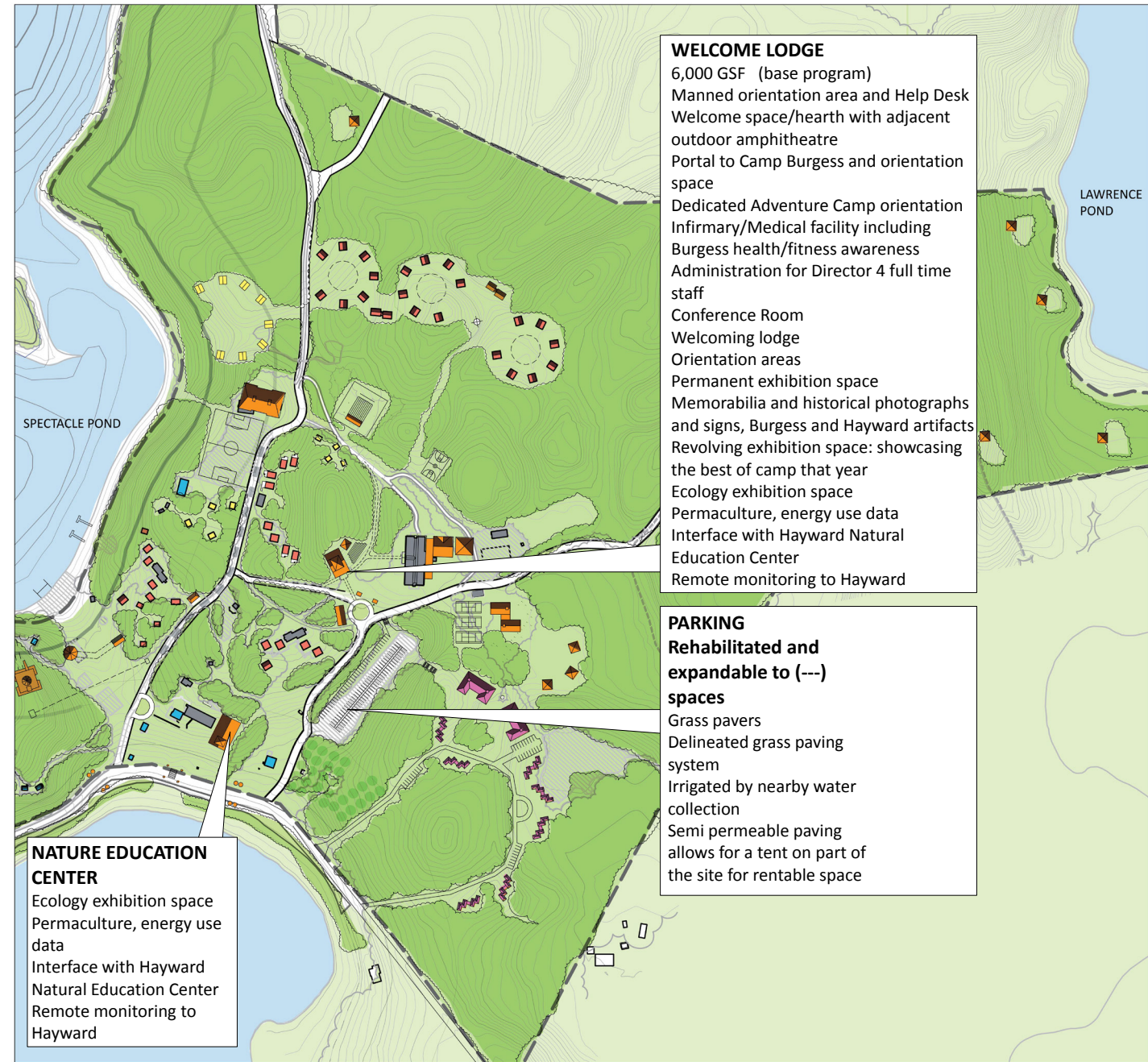


"Educational programs can support Camp programs, but at the end of the day, let's face it: Camp has to be FUN."  
-Aaron Goldberg,  
SSYMCA Camp Board Member



## Master Plan : Camp Program

# PROGRAM



## BURGESS MASTER PLAN PROGRAM

### TRAFFIC MEDIATION

Traffic on Stowe Road can be slowed through the introduction of solar-powered blinking lights, and the addition of split rail fencing on the road easement lining the property along Camp Proper and Triangle Pond beachfront between the lights. This will bring heightened safety to the access to Triangle Pond Beachfront.

### ENTRY SEQUENCE

The Master Plan calls for an enhanced entry sequence to Camp Burgess, which includes the restoration of the Jones Farm Orchards, a rehabilitated parking lot, and a drop-off circle where the formal "Camp Gate" marks the entry to Camp. The addition of the Nature Education Center will create a public area to Camp.

### WELCOME CENTER

The Welcome Center will be the place where visitors are oriented to Camp. It will include a welcoming fireplace area, a reception and rest area, display of brochures and other takeaway materials. It will be populated by Camp Administration for a first point of staff contact for visitors. It will also house exhibition areas for the display of camp memorabilia and historic items, as well as an area to showcase activities and camp achievements.

There will be an outdoor fire pit and outdoor reception area for open houses and other events that showcase Camp.

### DROPOFF LOOP

Adjacent to the welcome area, the drop-off loop will create an intuitive welcoming entry and drop-off and pickup sequence, and will serve as a discharge and pickup area for buses bringing groups to camp.

### CAMP GATE

The inner zone of Camp Burgess will be marked with a sign that marks the portal between the transient and more residential portions of Camp. A luggage drop-off and depot shelter will be integral to the gate.

### NATURE EDUCATION CENTER

The Nature Education Center is situated in the public realm of Camp and is meant to invite visitors to and experiential introduction to Cape Cod ecology. It will house interactive exhibits, classroom space, flexible study areas, pond ecology lab, remote monitoring areas, and flexible laboratory space.

### MAKERS BARN / FARM BARN

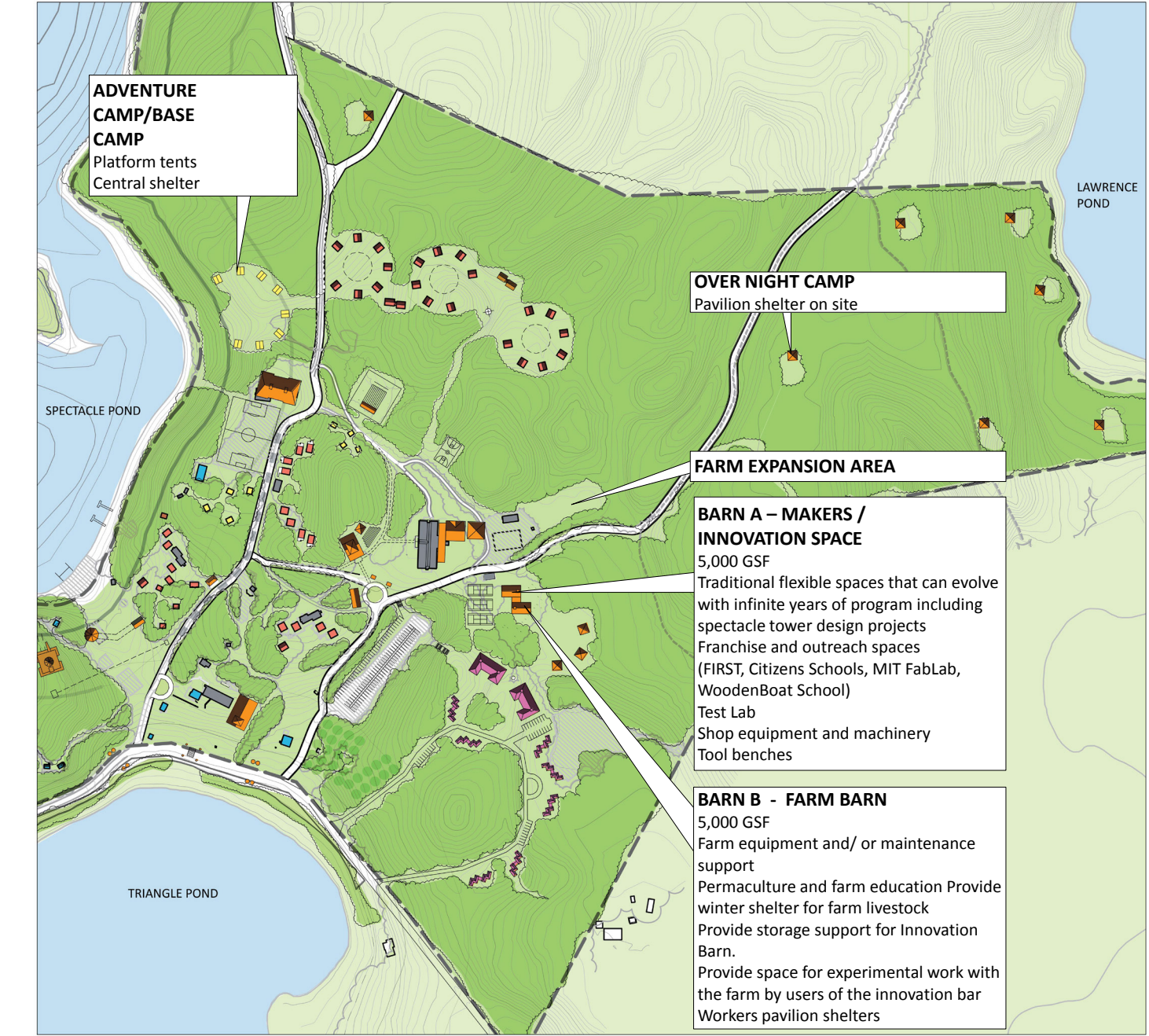
A double barn will house a farm support component that can house farm vehicles and equipment storage, supplies storage, farm office, farm display, areas that can shelter animals in the off season, and breakout work area.

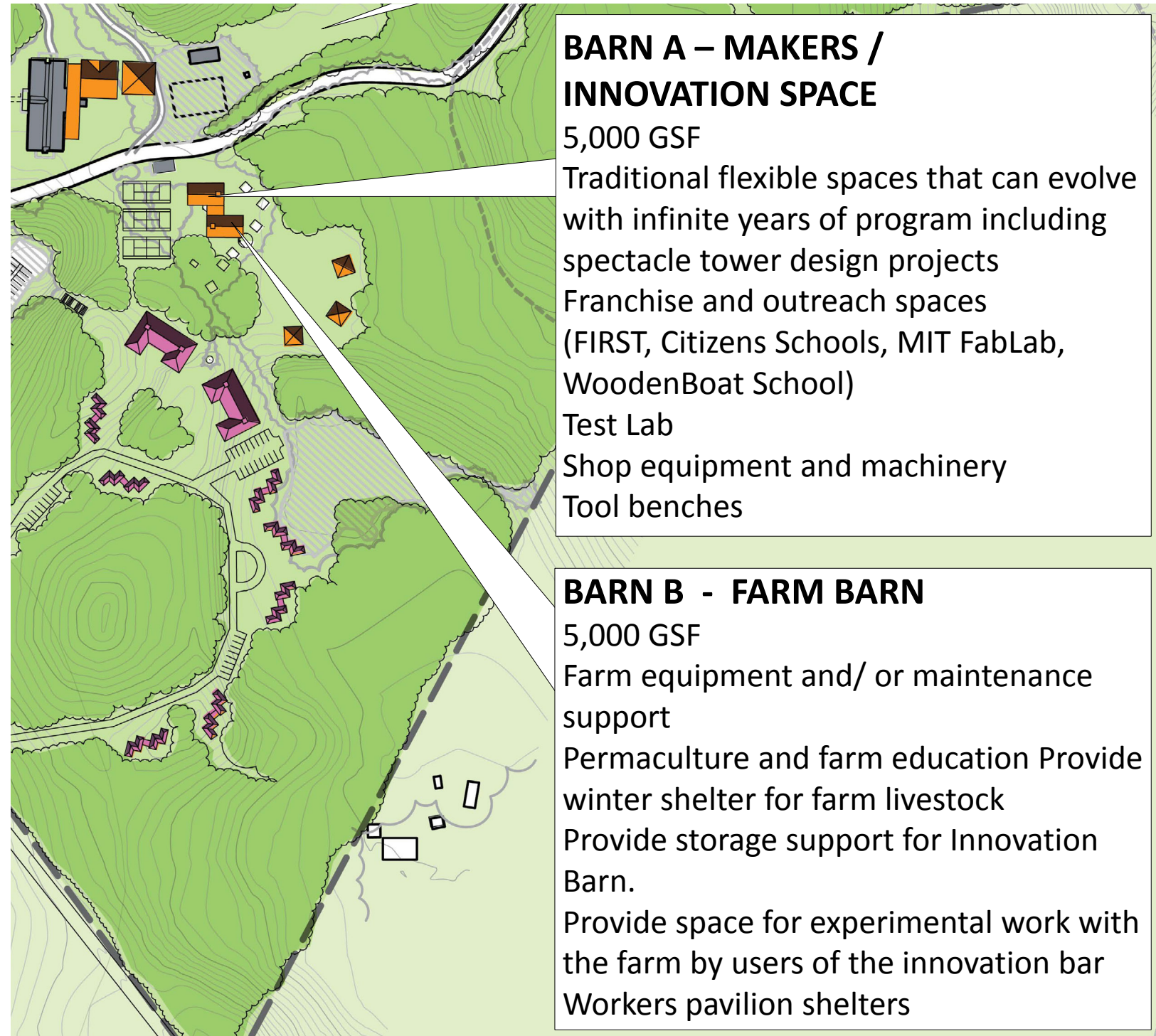
The Makers Barn component will support shop education and technology including 3D printers and CAD/CAM routing equipment, wood workshop, boat building, hanging storage, work benches and teaching area, and flexible breakout areas that can be used as a test lab, for retreat and conferencing purposes, and for hosting collaborative initiative such as MIT FabLab, F.I.R.S.T., Citizens Schools events, and Wooden Boat Building School sessions. See the following page for a descriptive Makers Barn program outline.

### FARM EXPANSION

The farm will expand eastward and Philips Field can be used for future grazing. An outdoor demonstration kitchen will doubly serve the Burgess Dining Hall and Farm programs for camp and farm-to-table events in the retreat season.

# PROGRAM





**MAKERS BARN PROGRAM**

The Makers Barn will serve as a flexible, all-purpose program space that is intended to serve both camps for generations. Because of its flexibility it will be designed as a traditional Cape Cod Barn, intended in the near term programming Phase to accommodate program that makes vital use of the resources and networks that have been established by The Makers Movement.

In addition to Boatbuilding, and other camp-based building, the Barn can accommodate program that has been recommended in the document, The Makerspace Playbook. This document can serve as a web-based, interactive guideline for planning the Barn(s) and their service to the farm, and can inform the planning of the building in terms of project

**Welcome & Overview**

1. Beginnings: what we're doing and why; origins of the Maker movement
2. Places: making a space more conducive to a community that makes together
3. Tools & Materials: inventory, budgets, and strategies (see also High School Makerspace Tools & Materials: a companion document detailing the uses and costs of a fully stocked inventory for an in-school Makerspace.)
4. Safety: planning for safety, signage, and common rules
5. Roles: what teachers, students, shop managers, and mentors do in a Makerspace
6. Practices: pedagogical approaches experienced makers use to support emerging makers
7. A Year of Making: teacher Aaron Vanderwerff describes his experience making with students
8. Projects: guiding novice makers as they build their skill set; sources for projects
9. Startup: nuts and bolts of getting involved with the Makerspace network
10. Documenting: sharing projects ... and the stories behind their making
11. Snapshots: four school-based Makerspaces in action
12. Resources: helpful lists, forms, and templates

A combined Agriculture and Makers Barn will provide traditional and innovative learning spaces.





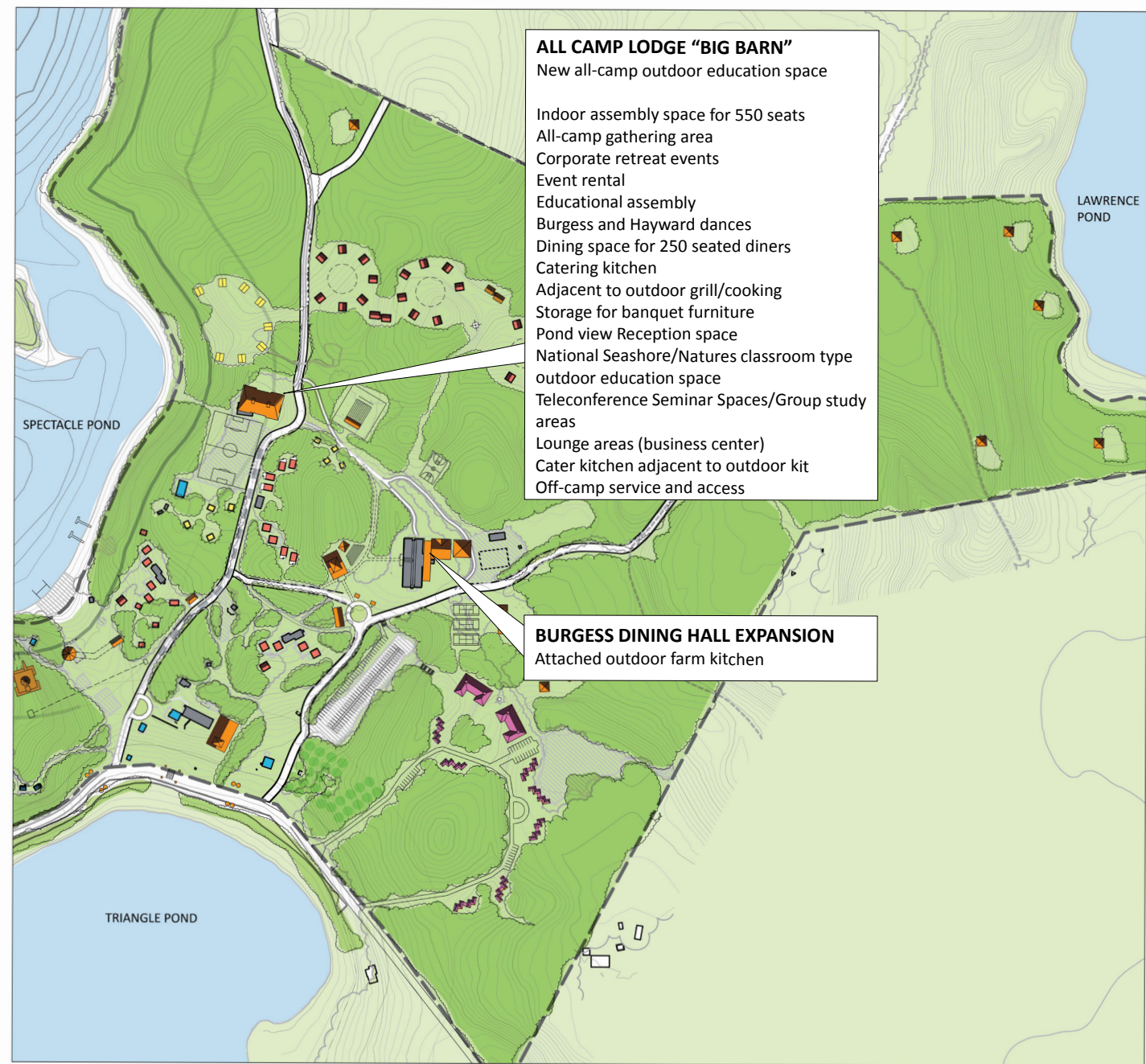
AGRICULTURE AND MAKERS BARN  
VIEW AS APPROACHED FROM BURGESS DINING

HOADLEY MARTINEZ ARCHITECTS

Site of Agriculture and Makers Barn >>



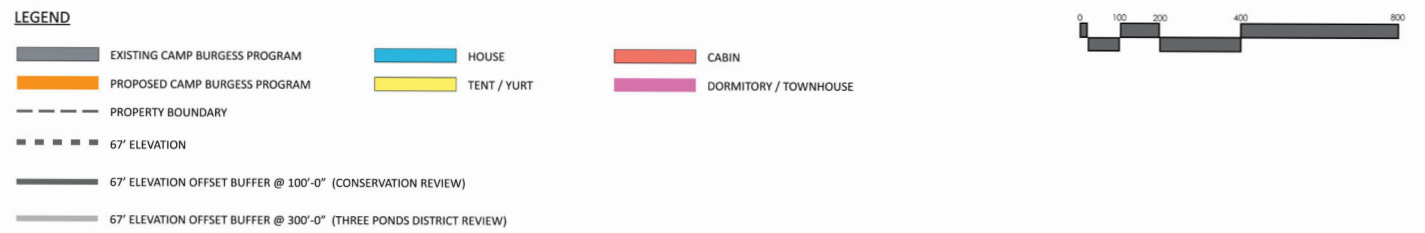
# PROGRAM



**ALL CAMP LODGE "BIG BARN"**  
 New all-camp outdoor education space

- Indoor assembly space for 550 seats
- All-camp gathering area
- Corporate retreat events
- Event rental
- Educational assembly
- Burgess and Hayward dances
- Dining space for 250 seated diners
- Catering kitchen
- Adjacent to outdoor grill/cooking
- Storage for banquet furniture
- Pond view Reception space
- National Seashore/Natures classroom type outdoor education space
- Teleconference Seminar Spaces/Group study areas
- Lounge areas (business center)
- Cater kitchen adjacent to outdoor kit
- Off-camp service and access

**BURGESS DINING HALL EXPANSION**  
 Attached outdoor farm kitchen



## BURGESS DINING HALL

The Burgess Dining Hall can be renovated and expanded for expanding Camp Program by incrementally expanding the dining portion into the existing building and attaching a new kitchen to the east, adjoining the Farm Kitchen area.

## LEADERSHIP LODGE

(Referred to as "The Big Barn")  
 Located on the picturesque site of Sunset Lodge, the Leadership Lodge will be a place where the entire camp (up to 600 people) can gather in inclement weather, and will offer a regionally competitive rental facility in the off-season.

## PICKETT HALL

Pickett Hall will be infilled with windbreak windows for three-season event rental.

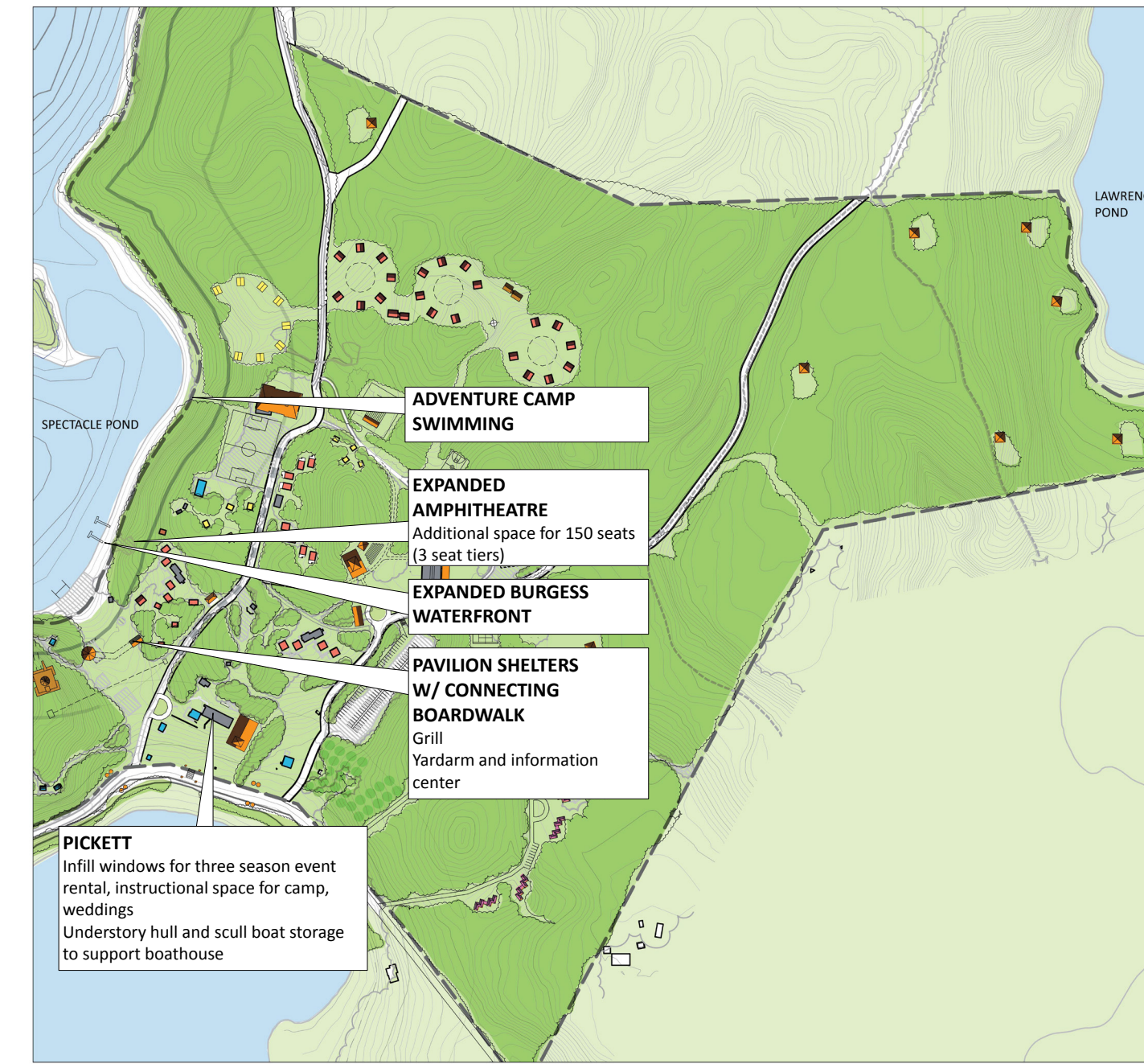
## BURGESS WATERFRONT(S)

Hardscape will be removed and green-space will be restored to the area at the foot of Adventure Mountain. At the beach portion of the waterfront, a boardwalk and boater pavilion will be added for boat storage and sheltered teaching space for boating program. The Burgess waterfront can be expanded to the east for expanded bathing program.  
 An additional bathing beach will be provided at the base of the new Adventure Camp. Overnight sites on Lawrence Pond will increase accessibility to the Camp's third shorefront.

## AMPHITHEATRE

The present amphitheatre can be expanded for expanded program by adding tiers to the uppermost sections.

# PROGRAM



**ADVENTURE CAMP SWIMMING**

**EXPANDED AMPHITHEATRE**  
 Additional space for 150 seats (3 seat tiers)

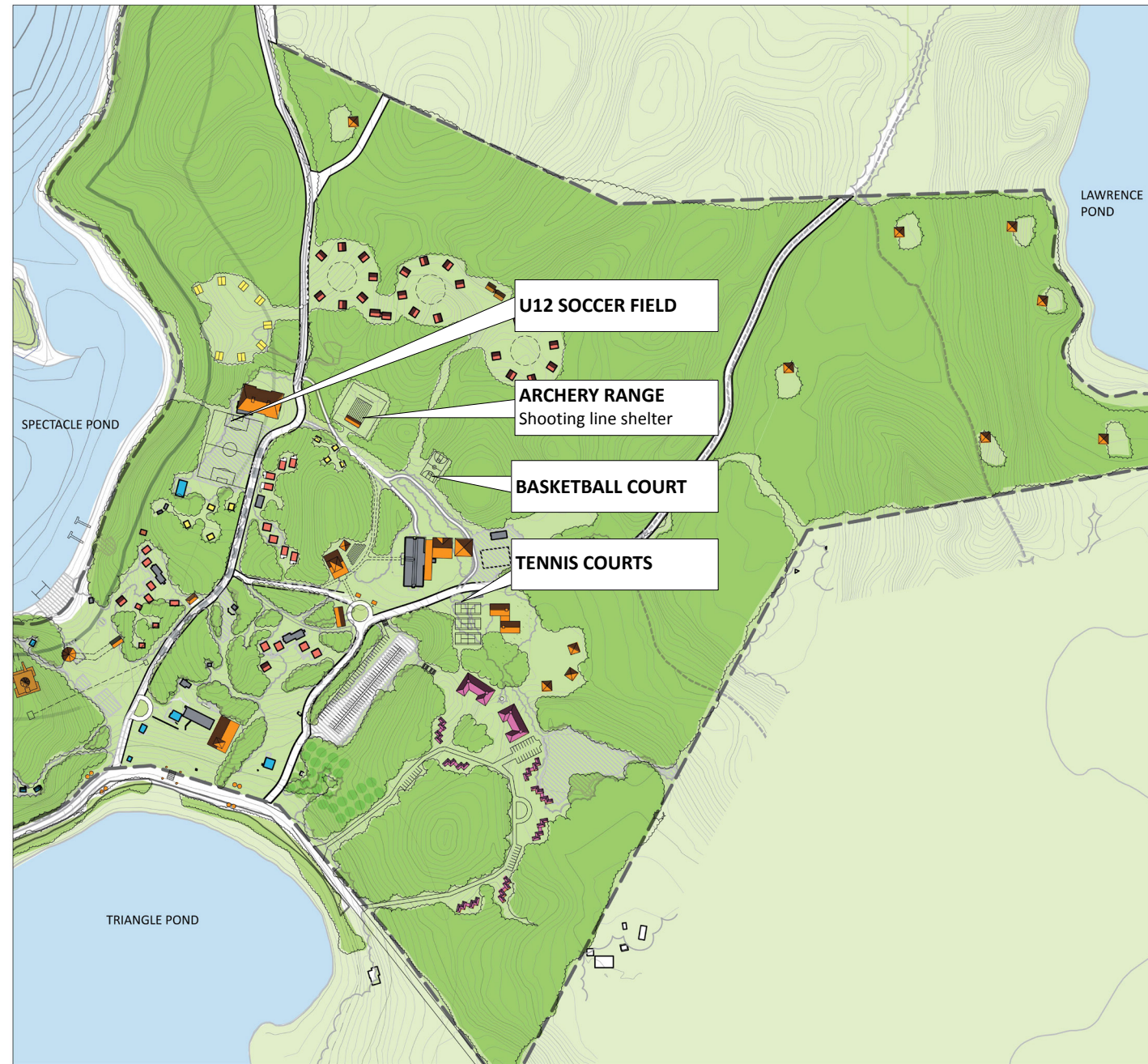
**EXPANDED BURGESS WATERFRONT**

**PAVILION SHELTERS W/ CONNECTING BOARDWALK**  
 Grill  
 Yardarm and information center

**PICKETT**  
 Infill windows for three season event rental, instructional space for camp, weddings  
 Understory hull and scull boat storage to support boathouse



# PROGRAM



## TENNIS COURTS

Three (3) regulation tennis courts will be added to the east of the Burgess parking lot.

## BASKETBALL COURTS

One (1) Regulation basketball court will be added to the north of Burgess Dining Hall.

## SOCCER/PLAYING FIELD

One (1) U12 Soccer Field will be added at the flat to the South of the New Leadership Lodge. The site will double as a tent flat to support the 600-person capacity of the Lodge.

## ARCHERY RANGE

Spectator area, Waiting line, Sheltered shooting line Target line, Safety netting behind targets.

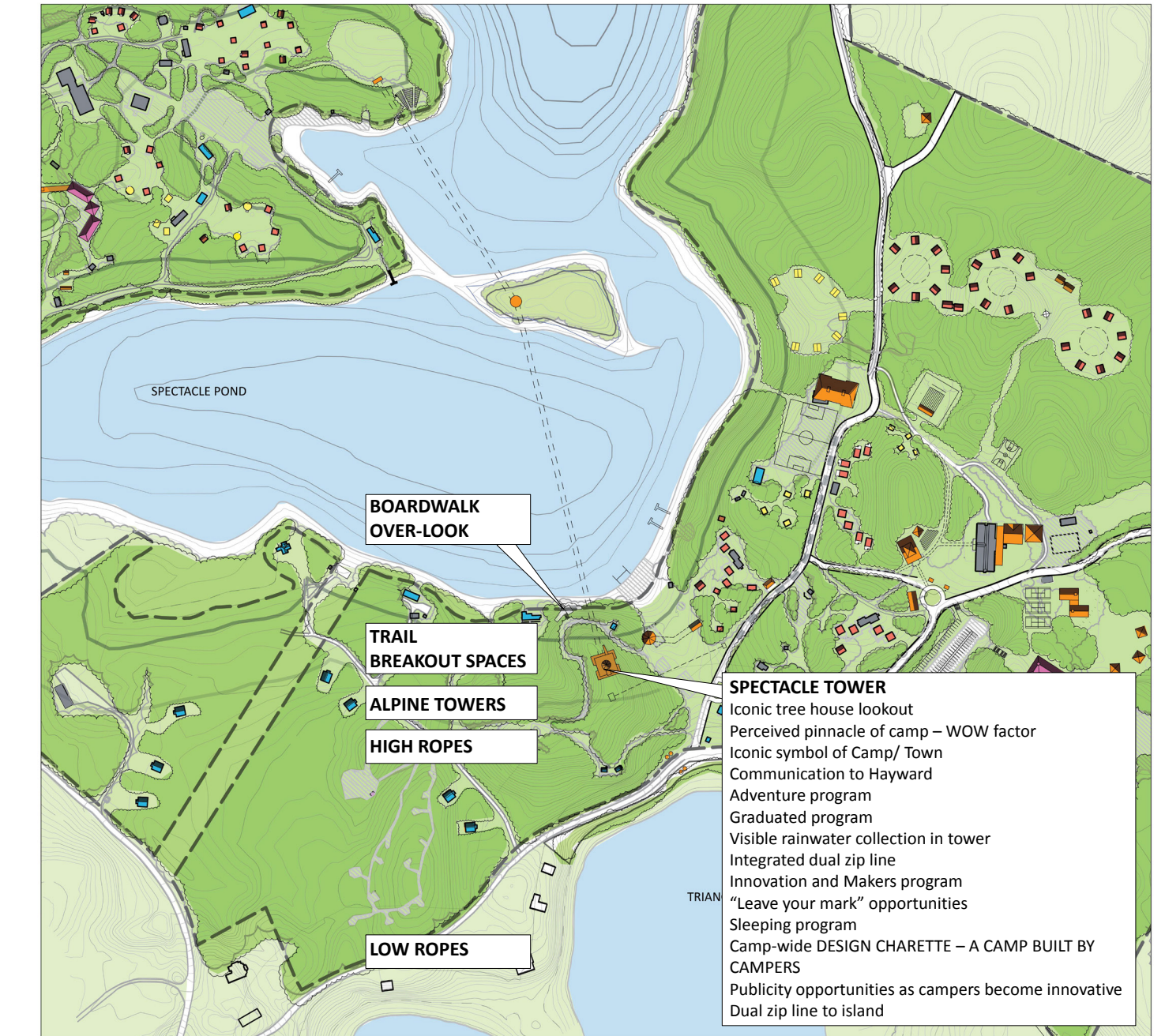
## SPECTACLE TOWER

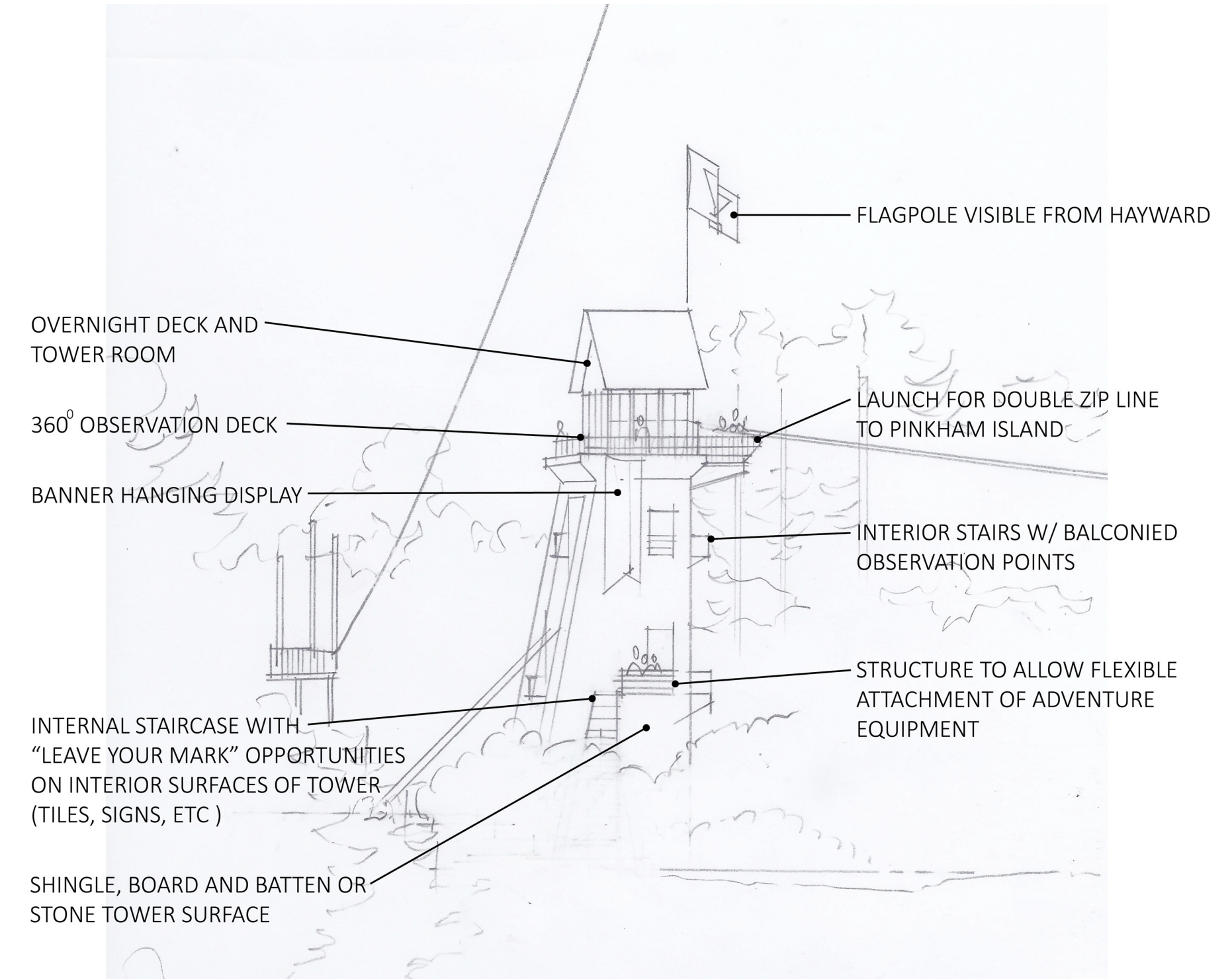
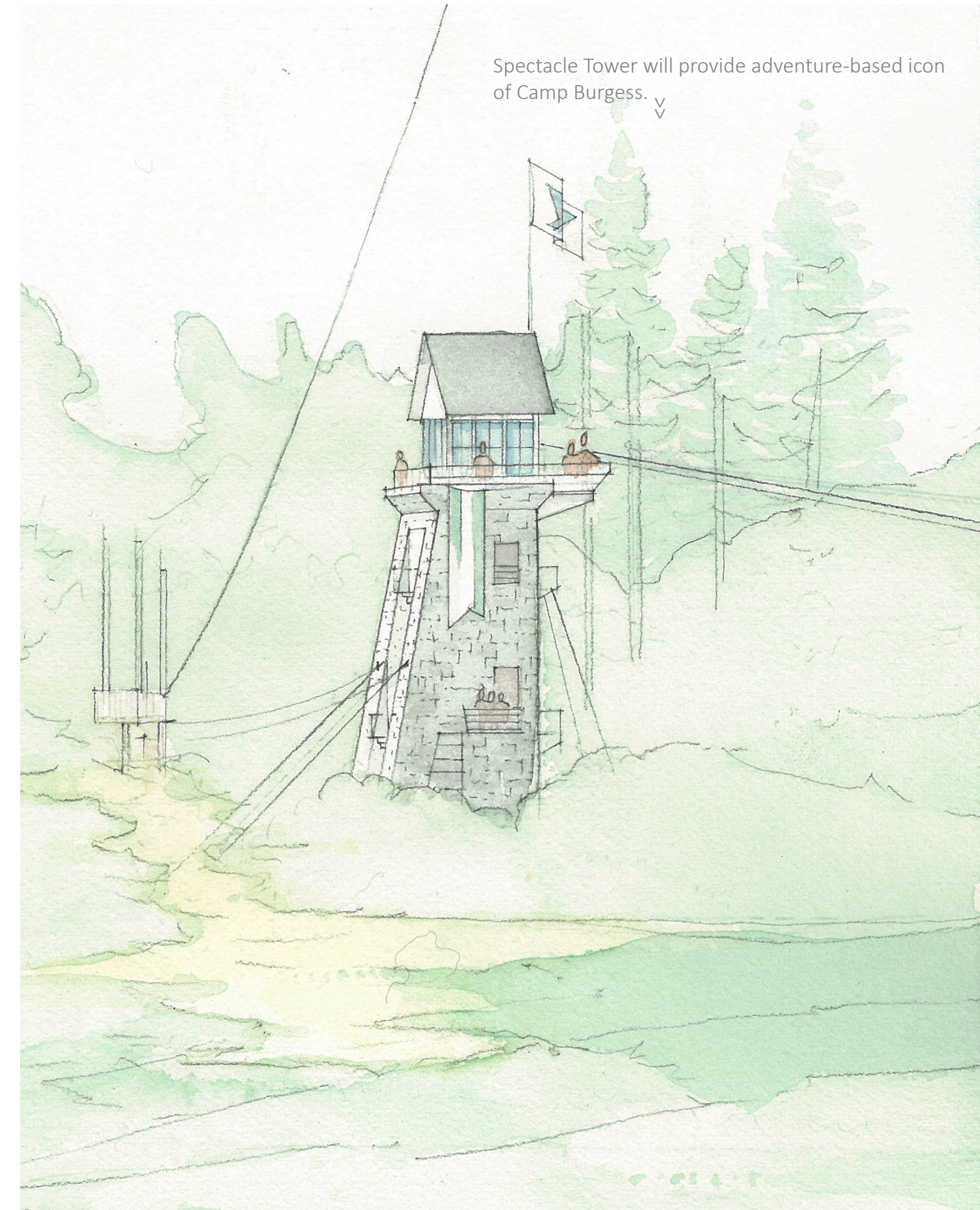
A new tower element will become the iconic symbol of Camp Burgess. Drawing on Cape Cod Tower precedents such as Scargo, Jenny Lind, Pilgrim, and Marconi, the tower can house sleeping quarters, an over-water zip line, adventure climbing program, and support the team-based ropes course that will be installed to the west of the site. It is expected that the Makers Barn will house program that will permit campers to design, test, and build program into Spectacle Tower, and that the Tower will be professionally designed and engineered and embellished and elaborated by Burgess and Hayward campers working out of the Makers Barn.

## NEW HIGH AND LOW ROPES COURSES AND BREAKOUT SPACES

High ropes courses will be expanded on Adventure Mountain, and an overlook boardwalk will be added at the drop to the north of Adventure Mountain. Team-based ropes course will be added to the south of the Spectacle Tower site. Breakout areas will be provided along the low ropes trials.

# PROGRAM





**BURGESS SPECTACLE TOWER**

HOADLEY MARTINEZ ARCHITECTS



# PROGRAM



CAMP HAYWARD SITE

OCTOBER 2013

## HAYWARD MASTER PLAN PROGRAM

### NEW ENTRY SEQUENCE

The entry to Camp Hayward will be indicated by a new Equestrian facility. The new entry sequence to Hayward will be a one-way circuit, leading to a drop-off loop that conjoins a new two-way service road. A new parking lot will be nestled into the wooded area and vehicle parking will be proximate to the service entry to the new dining hall. The present approach to Camp along the eastern shore of Camp Hayward, including the approach to the Y building, will be preserved.

### NEW TOWN COMMON

A circular green will surround a re-located Flag Pole that will consolidate Toussant, New Ellis Pavilion, New Dining and Health and Safety Center around a circular Common. The Common is proportioned to accommodate the fully built Master Plan enrollment numbers. The prevailing feature of the Common will be the New Dining Hall, located on the West of the Camp Common. The circular walkway will be lined with benches and other casual seating.

### NEW DINING HALL

Situated prominently on the New Town Common, the Dining Hall will be a well-lit, uplifting community space. The Dining Hall will accommodate ten-person round tables that support the Hayward tradition of family style eating by cabin. A concentric 'graduation' of inner tables for younger cabins will radiate to outer senior campers according to Hayward tradition. Seating will be planned for ample room for singing and movement at mealtime. A community hearth and podium for announcements and performances must be seen equally by the whole dining hall. Two double-faced salad bars will be centrally located for easy access to encourage healthy food choices in an inviting setting.

Associated space will include health and wellness exhibits, and proximity to health center for dignified and convenient dispensing of medications. Vegetarian and/or gluten-free stations will serve one-third of the Hayward community in a central location. The entry will serve as a Welcoming entry for entry of large (10 person) groups entering together. The building can hold a bell tower to signal meals and other, and will create transparent presence on the new Hayward Common. Accessible to the dining area will be an outdoor kitchen demonstration and cooking areas, as well as farm outpost clipping garden for the experiential learning of eating whole foods and a daily sense of farm-to-table eating.

### MEDICAL AND SAFETY CENTER

The Medical and Safety Center will be located at the south end of the dining hall, in a location that is proximate to the entry for EMS ambulance access. The Camp Nurse will be stationed in a section of the Dining Hall building that will offer proximity for the dispensing of medications at mealtimes. There will be an adjoining infirmary with 8 beds, which can be used as offsite lodgings for retreat and events in the off-season. Exhibit space on safety and health will be proximate to the Dining Hall. A CIT (Counselor in Training) Lounge will be located near the entry.

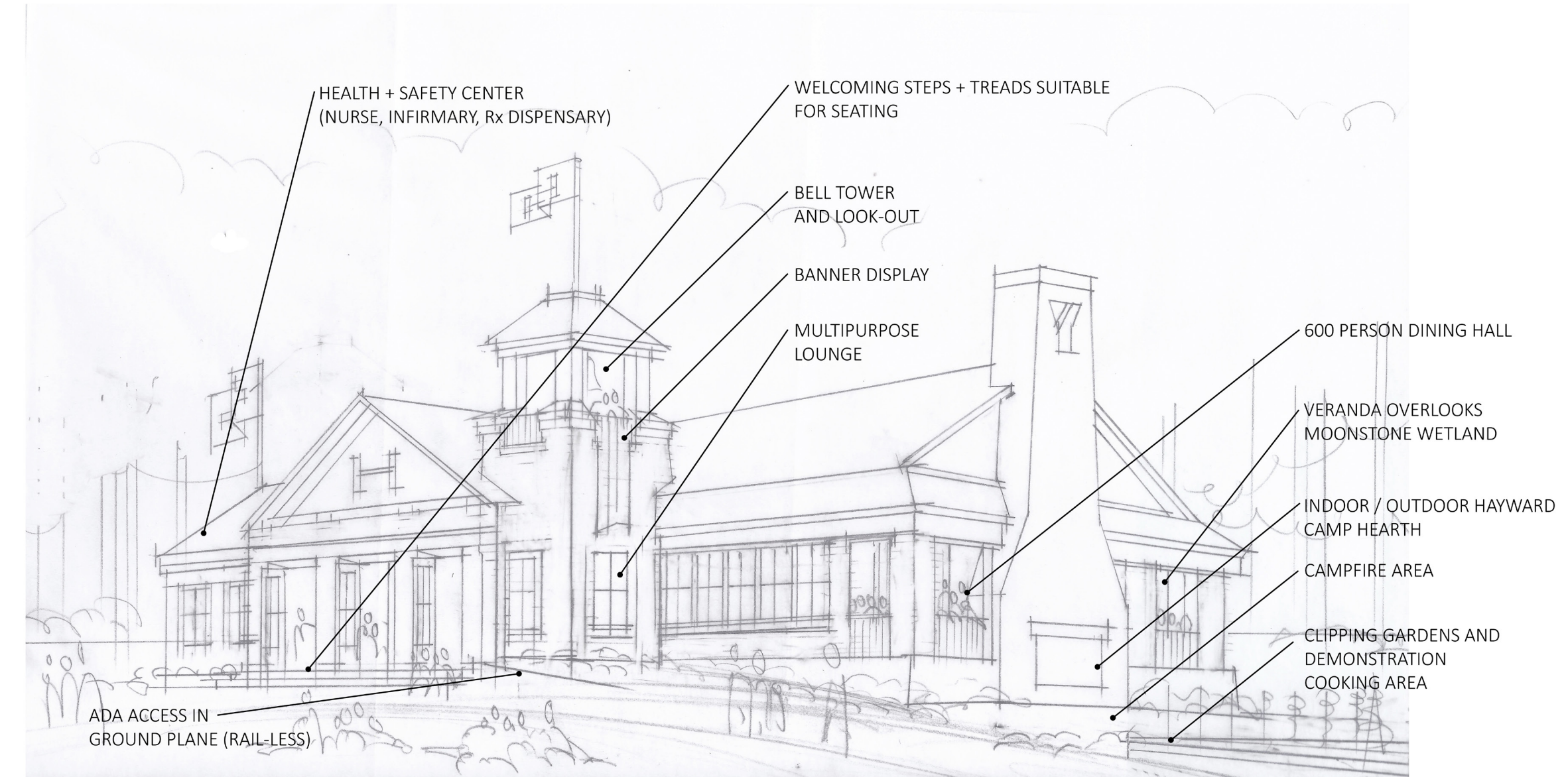
### MULTIPURPOSE DANCE PAVILION

A sprung-floor pavilion will replace the current Ellis Dining Hall. The pavilion will be a three-season structure that offers shelter from the sun, with the capacity to open the doors to the Moonstone beach view during the summer for passive ventilation. Program including Zumba, yoga, dance and aerobic fitness programs will take place here.

An 600 person dining hall will become a vital camp center for Camp Hayward.



Site of New Hayward Dining Hall . View as approached from cabin precinct. >>



**HAYWARD DINING HALL**  
VIEW FROM CURRENT FLAGPOLE LOCATION

HOADLEY MARTINEZ ARCHITECTS



# PROGRAM



## NEW CLIMBING WALL

A climbing wall and observation/waiting area will be visible on the east side of the entry as camp is approached.

## EQUESTRIAN CENTER

A new Equestrian Center with adjoining trails and paddock will offer stalls for 30 summer-season horses. Additional program will include a ring, paddocks, tack room, teaching and multipurpose space, and rest rooms. The Center will serve as a trail head to a circuit of horse trails that can expand into the northwest portion of the Hayward parcel.

## WETLAND BOARDWALK

A boardwalk for a fifteen-minute nature walk borders the kettle wetland, offering sitting alcoves and opportunity for guided tours of the wetland, including an osprey nest. The boardwalk will lead to Moonstone Beach Observatory.

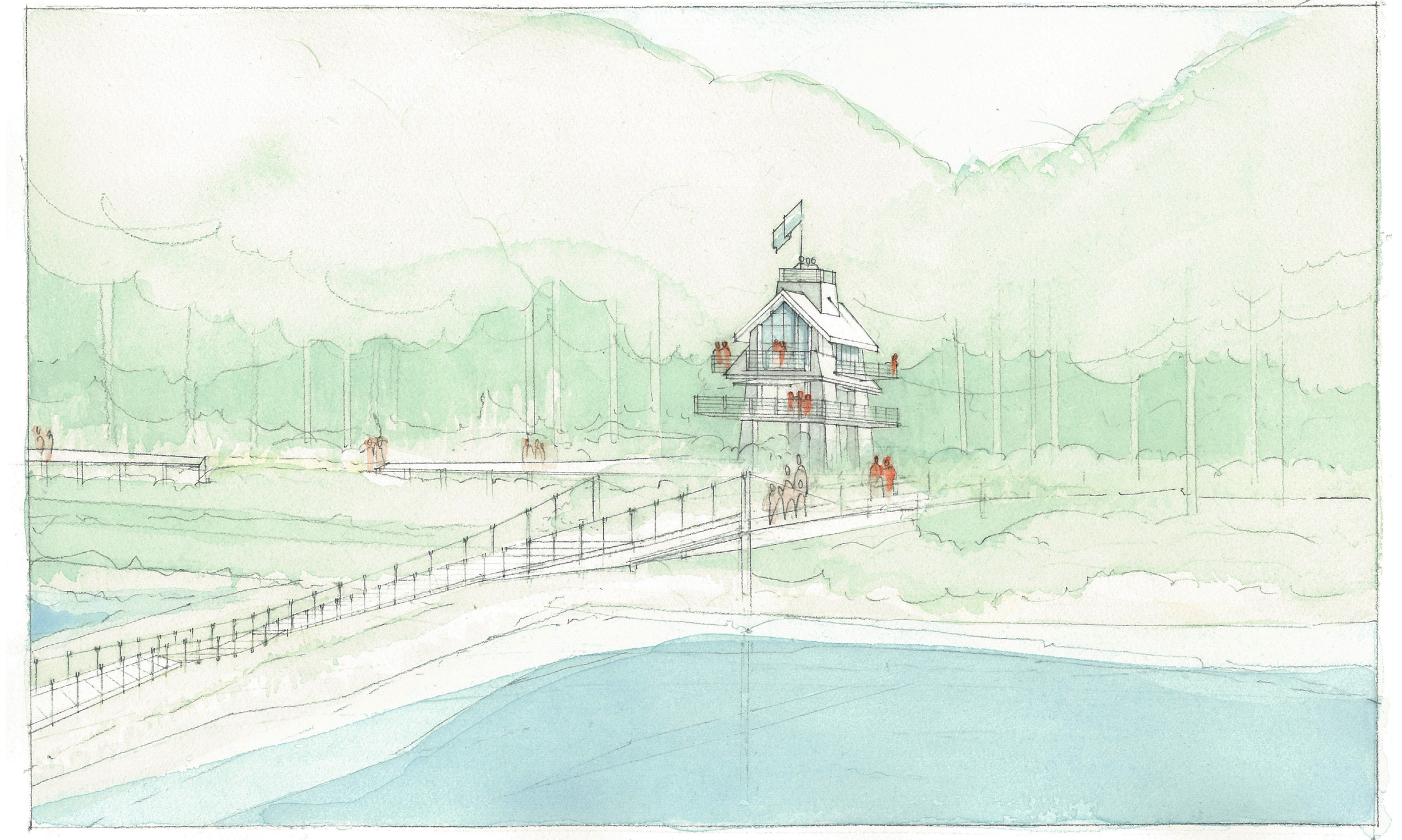
## MOONSTONE BEACH NATURE OBSERVATORY

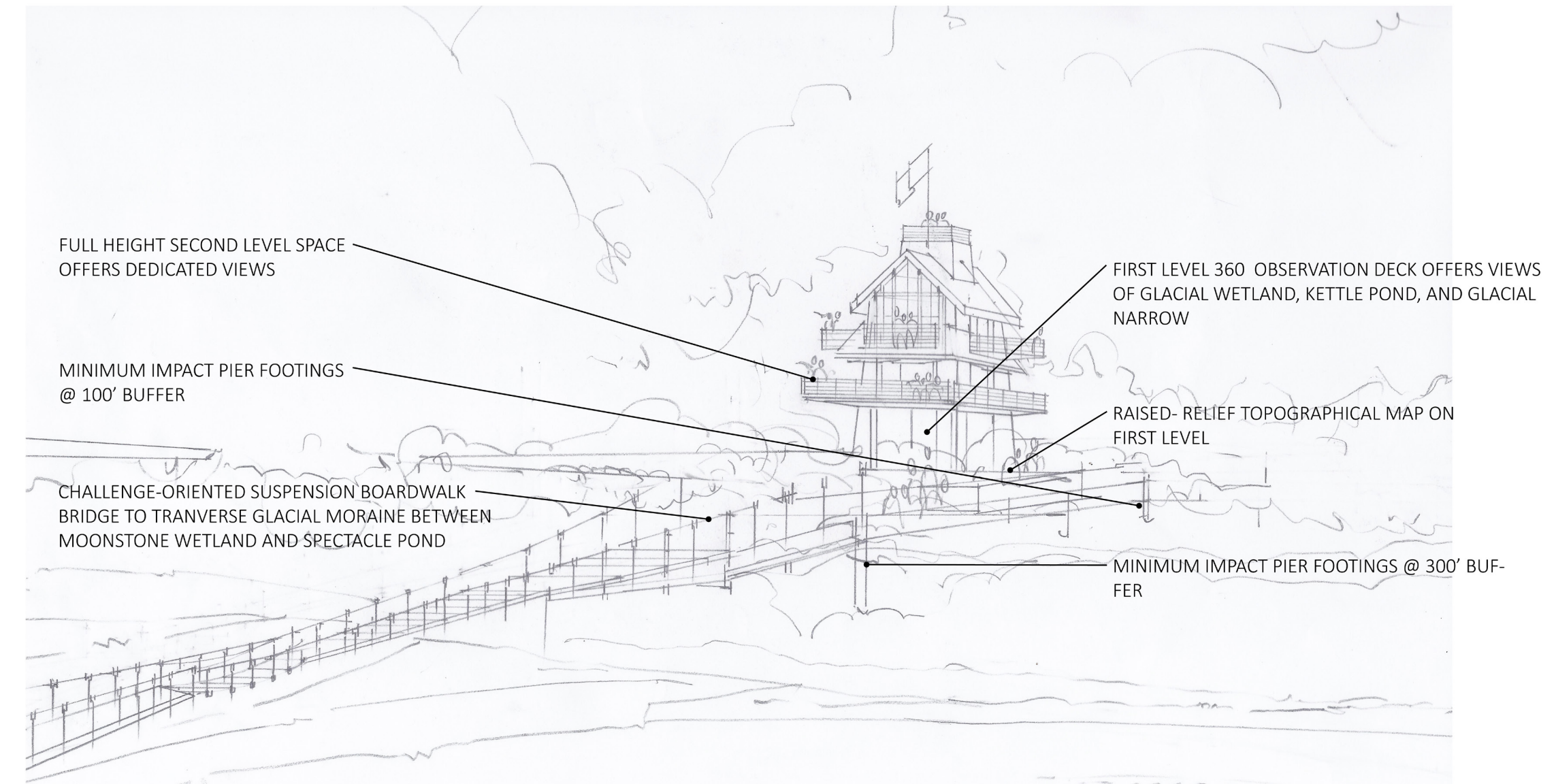
Moonstone Beach Observatory will feature a centrally located, permanently installed raised relief map of the site, showing the convergence of the glacial narrow, and the moraine separating the 'Swamp' from the Kettle Pond. The observatory will have multiple focused observation points and will serve as an at-a-glance experiential lesson about the three significant types of landforms on the glacial formation of inland Cape Cod. A suspended challenge-oriented rope bridge will connect the shoreline near Ellison to the Observatory along the sandy moraine, heightening the sense of destination for the Observatory.

## EXPANDED AMPHITHEATRE

Provide incremental, additional space for 300 seats (3-4 seat tiers, placed at the upper most tiers with additional side aisle seating)

Moonstone Beach Observatory will provide an at-a-glance demonstration of a glacial narrow, Moraine, glacial wetland and kettle pond.





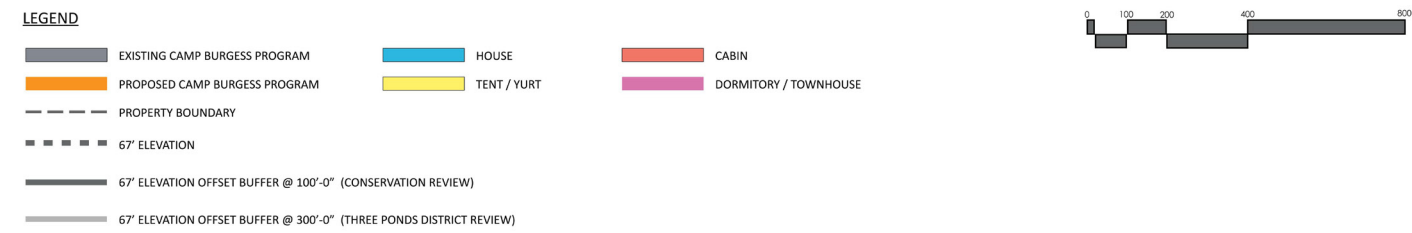
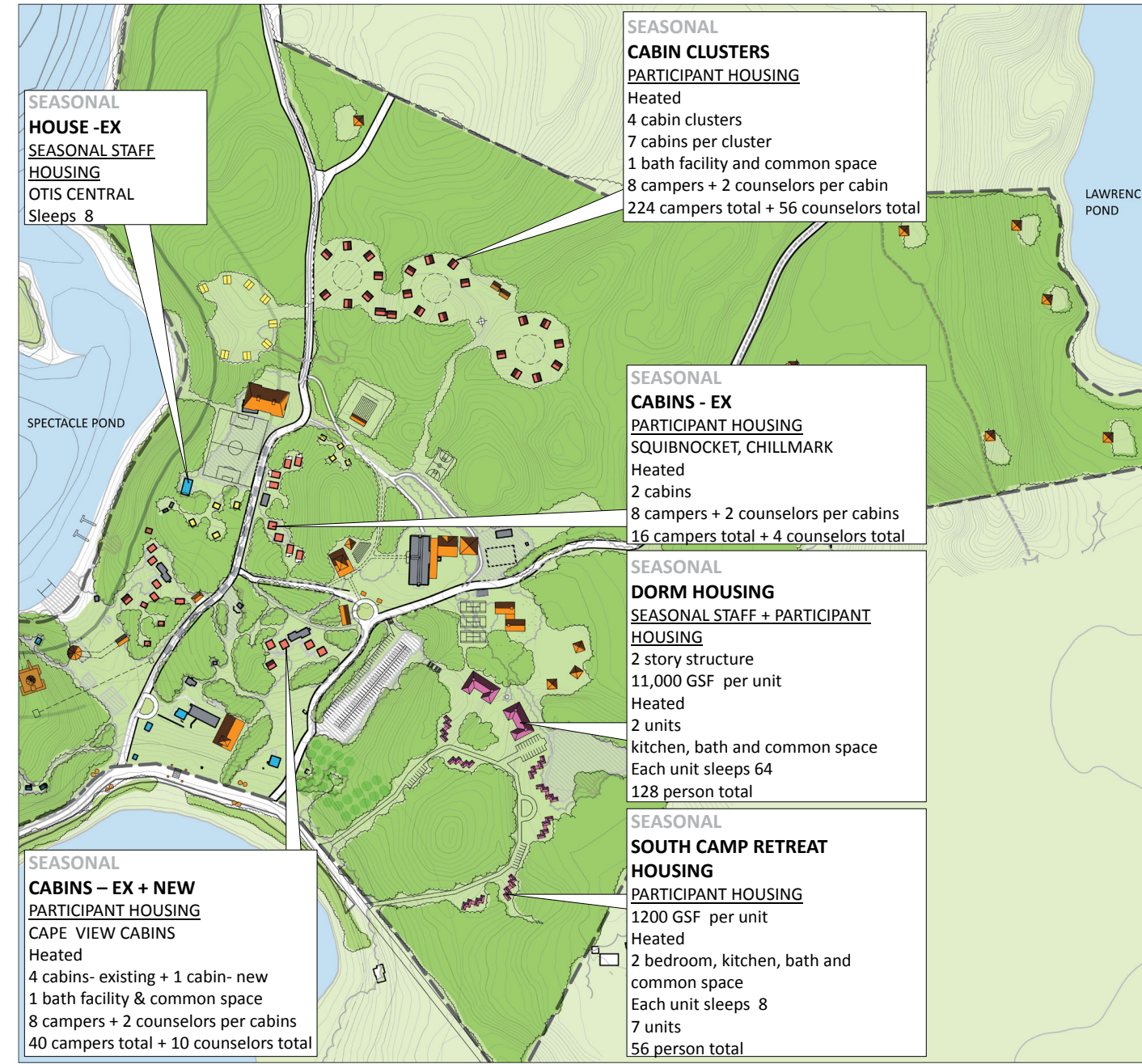
**MOONSTONE BEACH  
NATURE OBSERVATORY**

HOADLEY MARTINEZ ARCHITECTS

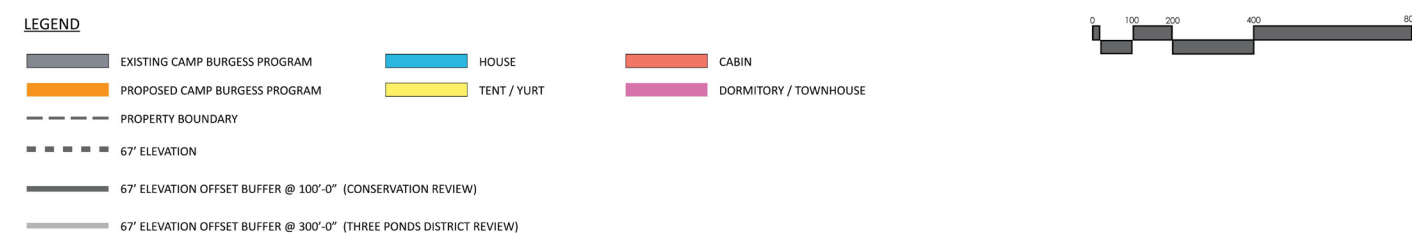
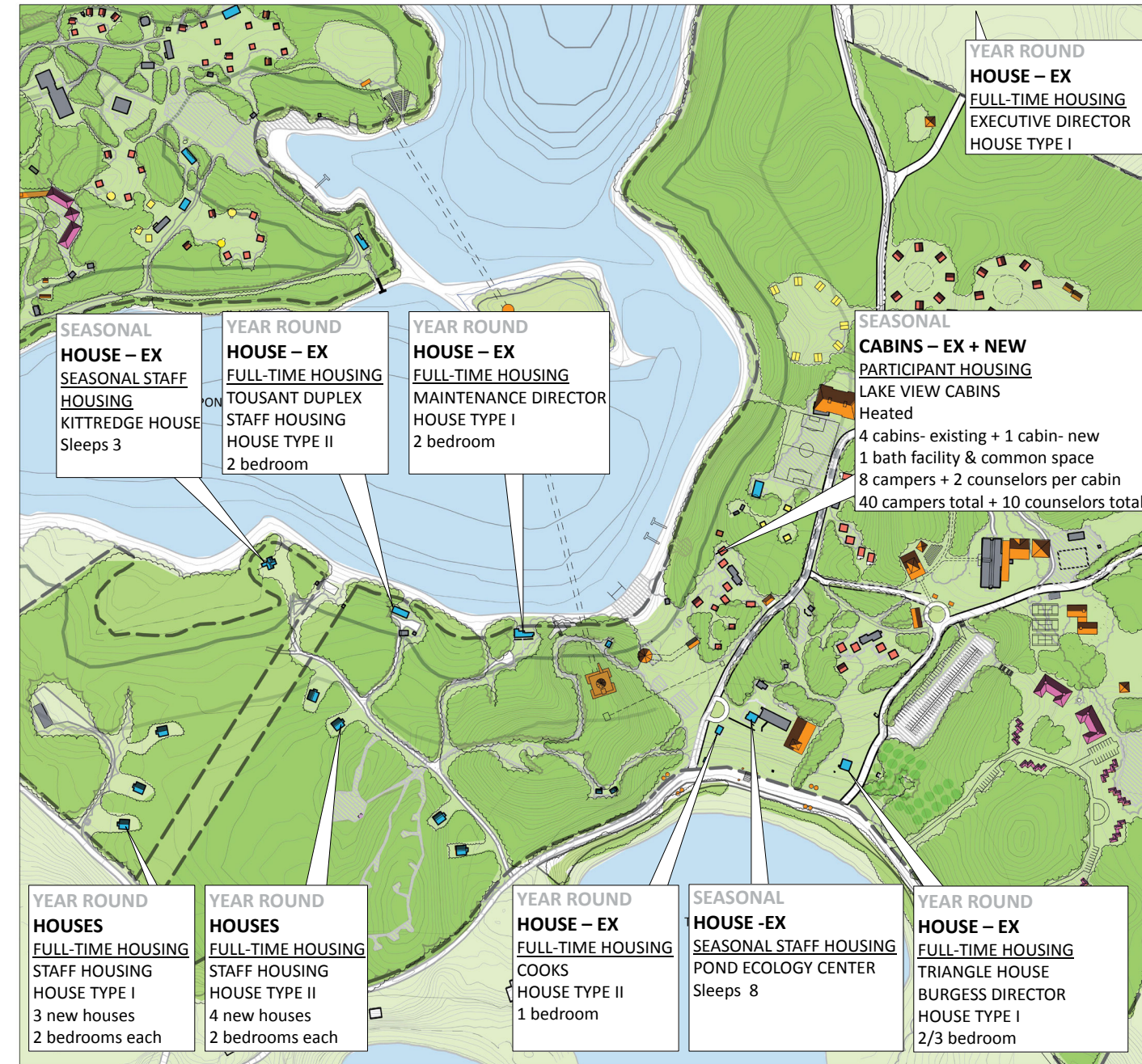




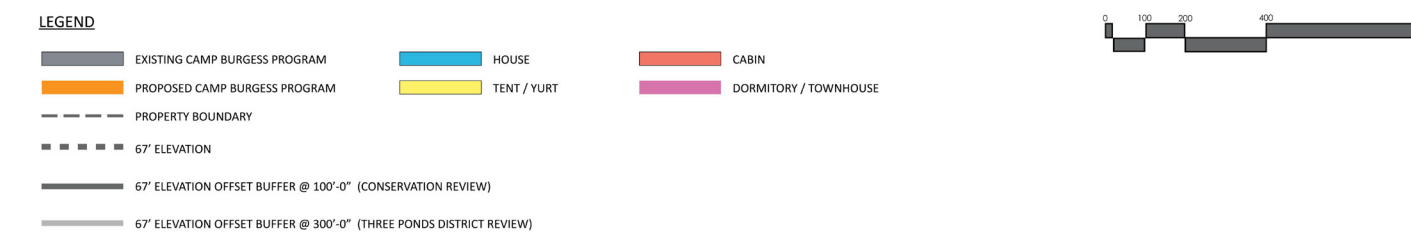
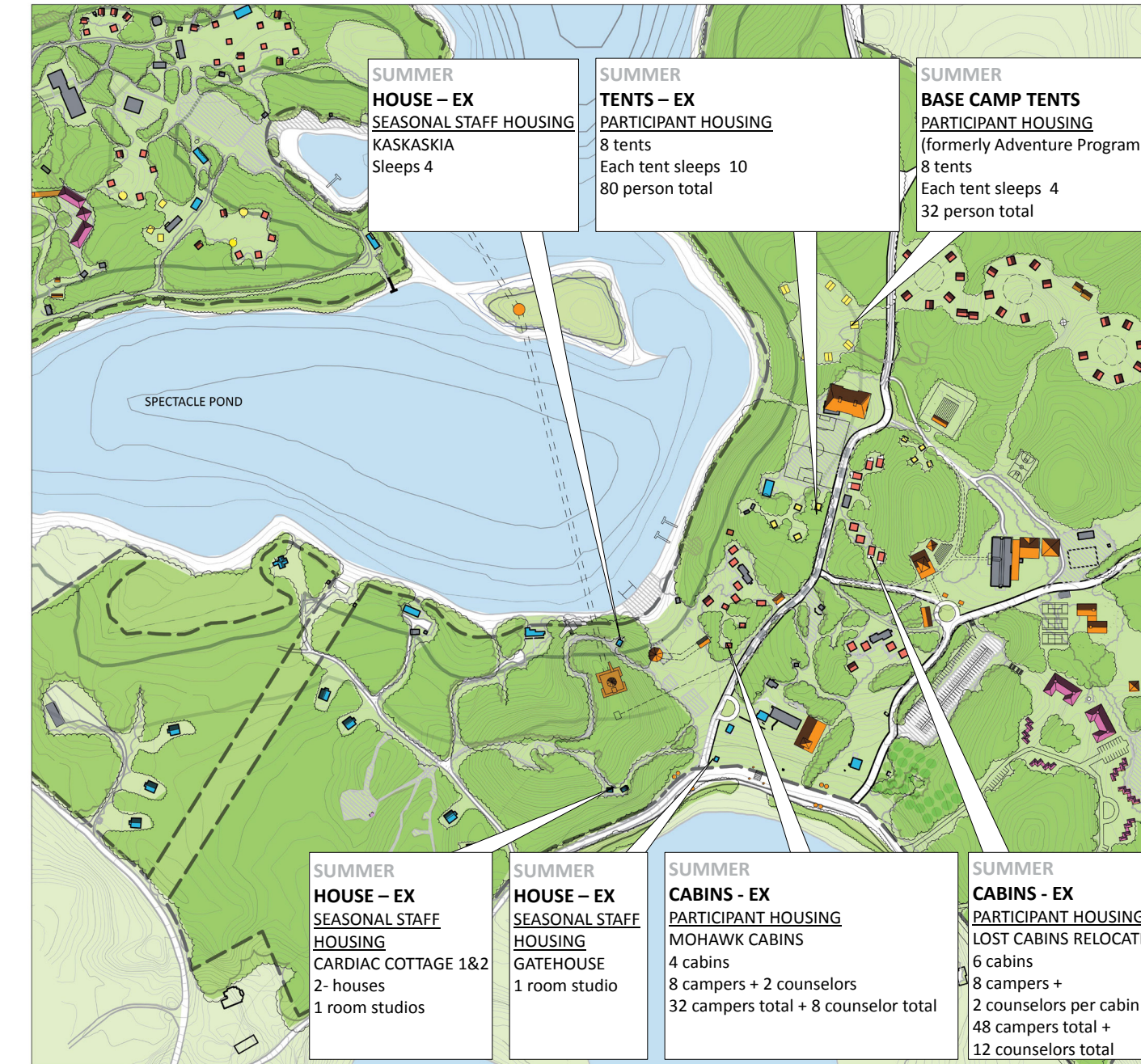
# HOUSING



# HOUSING



# HOUSING





# Camp Hayward Housing



## HAYWARD HOUSING

### CAMPER HOUSING

An incremental, “immediate needs” strategy for housing calls for the infill of cabins within existing Camp clusters. New infill cabins should be built of conventional construction to match the traditional clusters that they occupy.

New cabin cluster sites have been identified to the west of the new dining hall with proximity to the wetland boardwalk, in an area of new expansion that will continue the density of the present camp. The cabins will be built in circular, interconnected groups that share common areas. It is expected that these new clusters can be built using modular construction. Cabins should be modeled upon the arrangement in Cape Cottage for Junior campers, and upon Lost River cabins, which have been identified by campers as having optimal layout for a vital and equitable residential cabin experience.

### STAFF HOUSING

Single and double room occupancy lodging for Summer staff will be located in the new Burgess dormitory, and in other facilities as noted on the Burgess Housing plan. Full time year-round staff will be located in additional modular houses to be developed on the Adventure Mountain parcel adjoining Kitteridge Road.

### RETREAT and CONFERENCE HOUSING

Retreat housing for Hayward will be located in the new Hayward dormitory, with the additional use of Hayward Infirmary for special event purposes in the off-season.

## CAMP HAYWARD HOUSING MASTER PLAN STUDY

### EXISTING HOUSING

YEAR ROUND HOUSING	
FULLTIME STAFF _____	1 BEDROOM
SEASONAL STAFF _____	6

SUMMER HOUSING	
SEASONAL STAFF _____	4
PARTICIPANTS _____	214 CAMPERS
	54 COUNSELORS

### NEW PROPOSED HOUSING

SEASONAL HOUSING	
PARTICIPANTS _____	112 CAMPERS,
	28 COUNSELORS
PARTICIPANT /SEASONAL STAFF _____	120

SUMMER HOUSING	
PARTICIPANTS _____	88 CAMPERS,
	22 COUNSELORS

### MASTER PLAN EXISTING AND NEW PROPOSED HOUSING

YEAR ROUND HOUSING	
FULLTIME STAFF _____	1 BEDROOM
SEASONAL STAFF _____	6

SEASONAL HOUSING	
PARTICIPANTS _____	112 CAMPERS,
	28 COUNSELORS
PARTICIPANT /SEASONAL STAFF _____	120

SUMMER HOUSING	
SEASONAL STAFF _____	4
PARTICIPANTS _____	302 CAMPERS
	76 COUNSELORS



# HOUSING

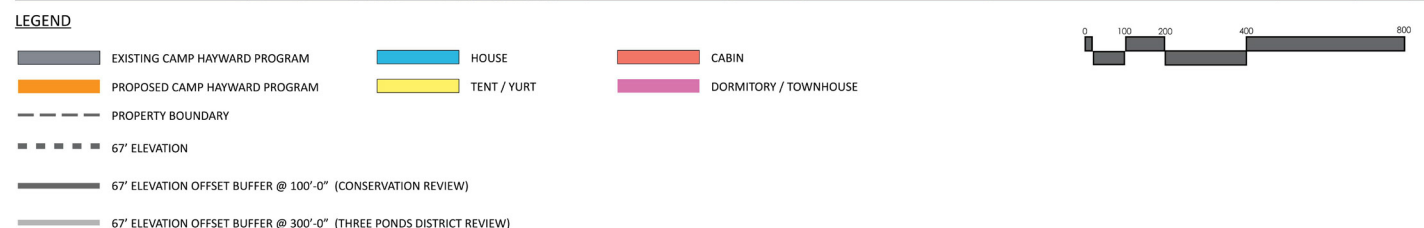
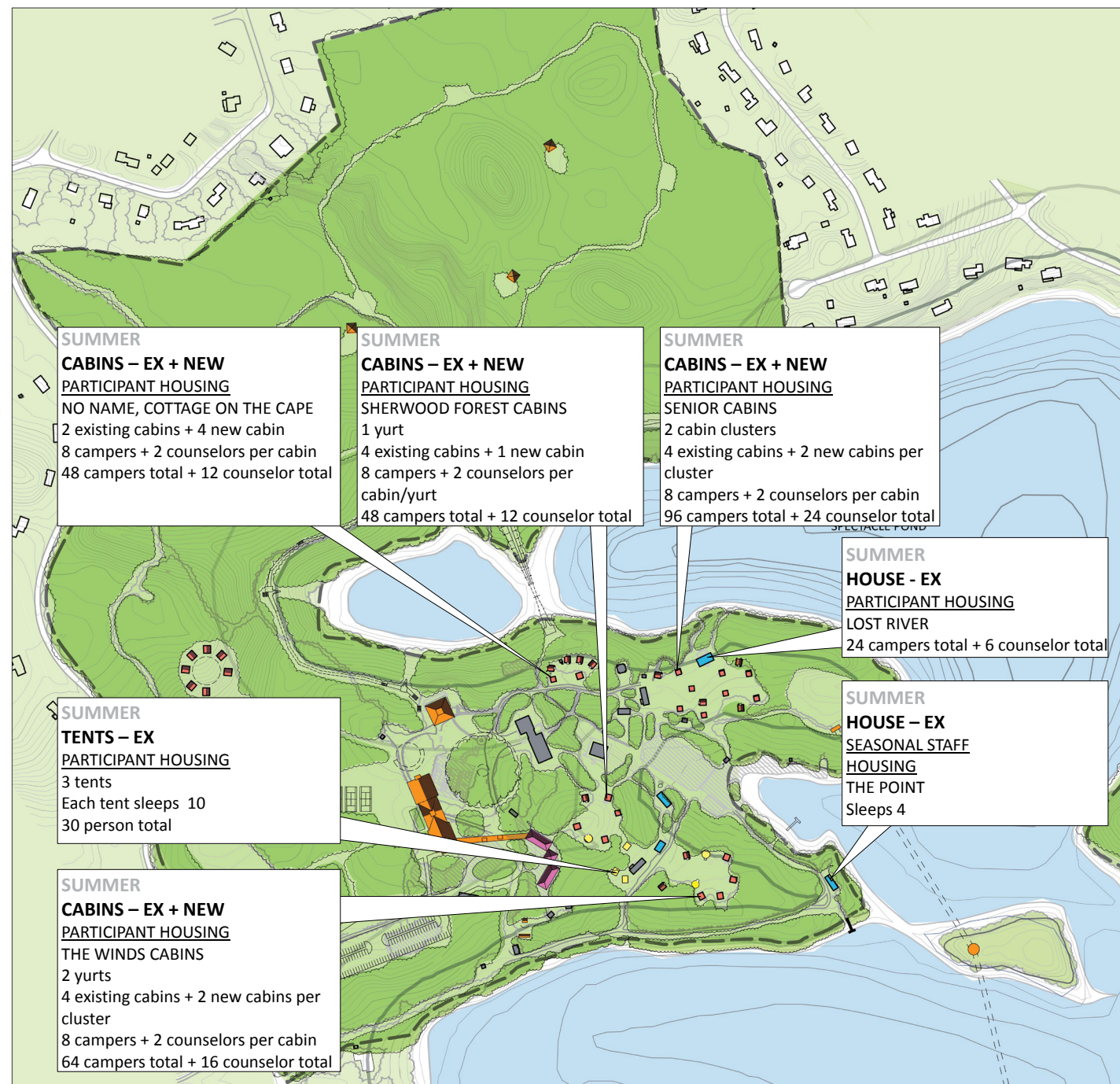


CAMP HAYWARD SITE

OCTOBER 2013



# HOUSING



CAMP HAYWARD SITE

OCTOBER 2013





# Master Plan: Additional Land Use and Development Opportunities



## LAND USE OPPORTUNITIES

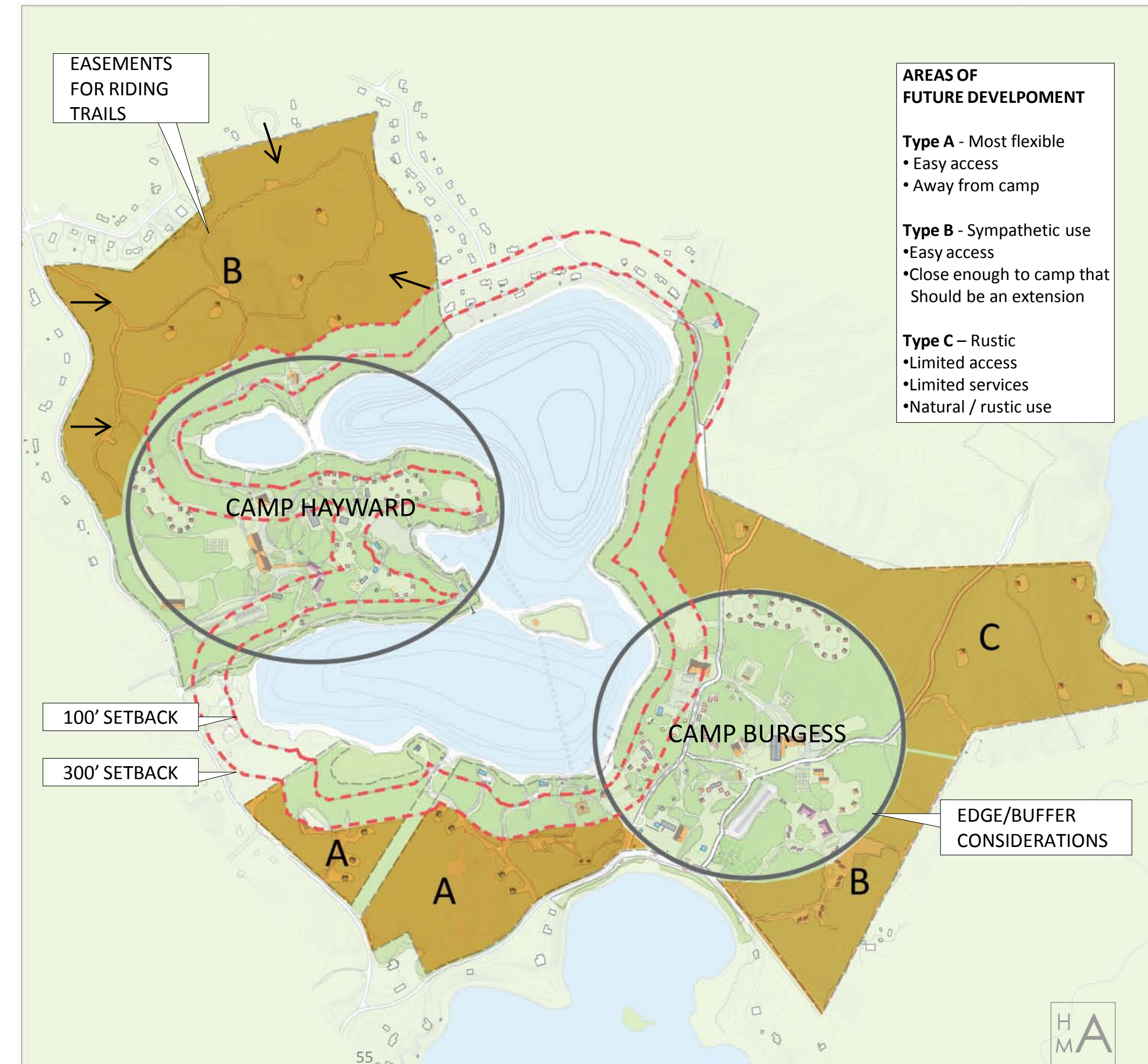
The Master Plan outlines work that makes efficient use of the Camp parcel(s) for the purposes of a broad variety of year-round uses. Areas that are available as additional development opportunities are outlined below.

All future development should retain an undisturbed 100' buffer and seek to avoid a 300' buffer unless it is very low impact. Within the 100' – 300' buffer, development is possible only when there is greater benefit from development, which will be subject to a more detailed permit process. Outside the 300' buffer is much more flexible and those areas are described in the accompanying diagram.

**TYPE "A" AREAS** are those that are most clearly separable from the camps via distances and uses, and the most accessible. These two TYPE "A" parcels have the most potential for the most quantity of public future development. Not only are these areas separated by distance from camp, but any users of potential development in these areas would not need to travel past the entrances or portals of Camp Burgess and/or Hayward.

**TYPE "B" AREAS** are those that have potential for development, but would need to be developed in sympathy to Camp mainly due to the proximity to the daily use of nearby areas of camps and the long boundaries these areas share.

**TYPE "C" AREAS** are those areas for very low impact development, such as research or primitive, rustic uses. These areas require uses that are less public, and whose entrances are and more controlled.



# Master Plan : 12-Month Facilities



## 12 MONTH PROGRAM:

### SHOULDER SEASON CAMP, CONFERENCE AND RETREAT, EVENT, VENDOR FACILITIES

The SSYMCA has identified the possibilities for revenue and shared economies that are available to the Association by making year-round use of the Camp Burgess and Hayward site. The provision of services that are supported by year-round facilities at Camp directly supports the 2018 Strategic Master Plan goals of doubling the youth and community that are served by SSYMCA facilities.

### PUBLIC AND INDEPENDENT SECONDARY SCHOOL FACILITIES

The Master Plan responds to the expectation that the School Year will expand in the United States and require more services for offsite experiential learning. The provision of a facilities that provide educational and retreat setting for off-site camps for independent secondary schools will begin in the first phase, with the provision of Hayward Dining Hall, the construction of the Makers and Farm barns and accompanying farm expansion, and the increased housing in heated clusters that is outlined in the “infill” housing at Burgess. The Welcome Lodge will provide a critical arrival and orientation sequence to camp for this type of camper, many of whom are away from home for the first time. Other facilities that will support offsite camp retreat by schools include the Leadership Lodge, adventure program, and most significantly, the Nature Education Center. The Burgess and Hayward Dormitories will accommodate groups of students led by student and other adult leaders in a safe, closely supervised environment.

### CONFERENCE CENTER and RETREAT FACILITIES

Building upon the programs that have been made possible by the Burgess Dining Hall, Camp is a unique retreat destination for Colleges and Universities, and there is ample opportunity to expand revenue by making the facilities and programs available to corporate clients. Programs such as farming and farm to table cooking, fitness, wellness, seminar and leadership events will benefit from the Makers Barn, expanded farm and barn, and the Leadership Lodge. The provision of a variety of lodging types and two dining halls can enable the simultaneous booking of different types of client types on the Camp at once. The final phase of the Master Plan recommends that addition of townhouse-type clusters of lodgings at Camp Burgess, proximate to parking, dining, and tennis courts.

### EVENTS

Camp Burgess and Hayward are popular wedding destinations and the program for such events is accommodated in the Master Plan. Weddings that take place in the current Sunset Lodge area will accommodate up to 600 guests in the leadership lodge, and can be seated at tables with an overflow of the tent area on the adjoining U12 soccer field. Further, Pickett can be used for 3-season events, and both areas can be used at once for two large events. Hayward dining Hall will also serve the wedding and special event market, with adjoining spaces for tents and ceremonial areas on the Town Common, in the Ellis Pavilion.

### COLLABORATIVE VENDOR FACILITIES

First phase facilities offer amenities that can attract contemporary program to Camp. Vendors that have been identified in the Master Plan as those that can complement Camp Burgess and Hayward Program as well as attract an innovative educational clientele will be particularly served by the precinct of the Dining Hall, outdoor kitchen, Farm, and Farm/Barn facilities.

The Master Plan is designed with the intent that the Makers Barn and its associated spaces and programs will attract innovative and collaborative, travelling programs such as the MIT Youth FabLab, F.I.R.S.T., Boston Citizens Schools design and makers initiatives, and courses that are offered offsite by the Wooden Boat School.

The Nature Education Center, as well as the Moonstone Beach wetland boardwalk and Nature Observatory, will create a destination for collaborations with Cape Cod Natural History Museum (which presently has no freshwater monitoring outpost,) and possible collaborations with Woods Hole Oceanographic Institute, Massachusetts Audubon Society, and other institutions that would benefit by the collaborative use of facilities with which to study Spectacle Pond.

The Leadership Lodge will be a destination for large groups and conferences by collaboratives and vendors, as there are practically no facilities with a commensurate site and capacity on the Upper Cape.





**COLE COMPANY, INC,**

**SOUTH SHORE YMCA CAMPS BURGESS AND HAYWARD**

**CONCEPTUAL ESTIMATE SUMMARY**

November 14, 2013

Camp Location	Phase 1	Phase 2	Phase 3	TOTAL COSTS
Camp Hayward	\$6,620,320	\$3,010,700	\$1,777,440	<b>\$11,408,460</b>
Camp Burgess	\$5,488,168	\$5,853,960	\$6,427,120	<b>\$17,769,248</b>
Sitework, Infrastructure and Specialty Items	\$5,164,880	\$998,200	\$0	<b>\$6,163,080</b>
<b>Grand Totals</b>	<b>\$17,273,368</b>	<b>\$9,862,860</b>	<b>\$8,204,560</b>	<b>\$35,340,788</b>

Qualifications and Clarifications:

1. The table is based on Cole Company Inc. conceptual estimate revised date 11/14/13.
2. Estimate is based on current market conditions. Escalation costs are not included in this estimate.
3. We have included all of the clearing and building of roads and utility expansion and upgrades in Phase 1 of the Sitework, Infrastructure and Specialty Items row in the table.

Cole Company  
 South Shore YMCA  
 Sandwich MA  
 Est. Date : 11/4/13  
 File : 1  
 Code : EST-1  
 Estimator : CC  
 Documents : 10/13  
 Rev. Date : 11/14/13

Description	Quantity	Unit	Unit Cost	Amount \$
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**SUMMARY**

**General Construction -**

<b>Camp Burgess Site</b>				
New Cabins - Heated	300	AC	4,600.00	1,380,000
Bath House	300	AC	1,500.00	450,000
Pond Ecology Center	300	AC	175.00	52,500
Workers Pavilion / Shelters	300	AC	600.00	180,000
Barn A - Makers / Innovation Space	300	AC	4,583.33	1,375,000
Barn B - Farm Barn	300	AC	2,916.67	875,000
Pavilion Shelter	300	AC	166.67	50,000
Welcome Lodge	300	AC	5,041.67	1,512,500
Relocate Lost Cabins	300	AC	NIC	NIC
Relocate Tents	300	AC	NIC	NIC
Archery Range	300	AC	83.33	25,000
Tent Platforms @ Adventure / Base Camp	300	AC	186.67	56,000
New Amphitheatre	300	AC	250.00	75,000
Pavilion Shelters and Boardwalk	300	AC	500.00	150,000
Burgess Dormitory	300	AC	6,000.00	1,800,000
Dining Hall Expansion	300	AC	1,166.67	350,000
Overnight Camps	300	AC	NIC	NIC
All Camp Lodge	300	AC	6,708.33	2,012,500
Staff Houses	300	AC	1,750.00	525,000
Kitridge House	300	AC	625.00	187,500
Retreat Townhouses	300	AC	3,500.00	1,050,000
Nature Education Center	300	AC	5,833.33	1,750,000
<b>Camp Hayward Site</b>				
Administration / Health / Dining	300	AC	11,000.00	3,300,000
Tennis / Basketball Courts	300	AC	250.00	75,000
Equestrian Center	300	AC	4,000.00	1,200,000
New Cabins - Heated	300	AC	2,800.00	840,000
New Cabins - Unheated	300	AC	1,650.00	495,000
Bath House	300	AC	750.00	225,000
Bath House Expansion	300	AC	833.33	250,000
Ellison Pavilion	300	AC	2,041.67	612,500
Covered Walkway	300	AC	83.33	25,000
Hayward Dormitory	300	AC	5,833.33	1,750,000
Overnight Camps	300	AC	NIC	NIC
Expanded Amphitheatre	300	AC	200.00	60,000
New Boardwalks	300	AC	83.33	25,000
<b>Site Work, Infrastructure &amp; Specialty Items -Allowances</b>				
Rehabilitate and expand parking @Burgess	300	AC	750.00	225,000
Two way access drive @ Hayward	300	AC	583.33	175,000
New Parking @ Hayward	300	AC	833.33	250,000
Boating Waterfront @ Hayward	300	AC	166.67	50,000
General clearing building / roads	300	AC	1,000.00	300,000
Utility Expansion & Upgrades	300	AC	10,000.00	3,000,000
Spectical Tower	300	AC	333.33	100,000
Zip Line	300	AC	1,000.00	300,000
Ropes Course	300	AC	250.00	75,000
Climbing Wall	300	AC	83.33	25,000
Moonstone Observatory	300	AC	500.00	150,000
Suspension Bridge	300	AC	250.00	75,000

Sub Total Direct Work	300	AC	91,461.67	27,438,500
Contingency - 15%	300	AC	13,719.25	4,115,775
Total Direct Work	300	AC	105,180.92	31,554,275
<b>C.M. FEES @ 12%</b>	300	AC	12,621.71	3,786,513
<b>PROJECT TOTAL</b>	300	AC	117,802.63	35,340,788





HOADLEY MARTINEZ ARCHITECTS  
COHASSET MASSACHUSETTS