

Tekoa Ministries

Tekoa Hendersonville and Tekoa Foothills
Hendersonville and Casar, North Carolina

Master Plan
August 2023



KALEIDOSCOPE^{inc.}

FIRM PROFILE

The Master Plans for the Tekoa Ministries sites, Camps Tekoa Hendersonville and Tekoa Foothills were completed to provide a narrative and graphic vision for property and facility initiatives to provide a path for the future operation that can be sustainable. The master plans were completed by KALEIDOSCOPE, inc., in collaboration with Brandstetter Carroll, Inc. of Cleveland, Ohio based on research, analysis and workshops with a Planning Team of Board members and lead staff.

This plan was completed by this Heimsath collaborative professional team:

Jody Oates, Principal Consultant

Rick Parker, AIA

Kaleidoscope, Inc.
Brandstetter Carroll, Inc.



KALEIDOSCOPE inc.

All rights reserved.

Except as it is used in direct relation to the project, no part of this publication may be reproduced or used in any way without express written permission by Kaleidoscope, inc and Tekoa Ministries.

Copyright © 2023,

TABLE OF CONTENTS

INTRODUCTION.....1

TEKOA HENDERSONVILLE4

TEKOA FOOTHILLS.....27

PRIORITIES FOR IMPLEMENTATION.....46



INTRODUCTION

DEVELOPMENT OF THE MASTER SITE PLAN

The Kaleidoscope team was pleased to partner with Tekoa Ministries to create master plans for the two ministry locations. Developing comprehensive Master Plans for the near-term and long-term needs of Tekoa Hendersonville and Tekoa Foothills. The Master Plans considered overall land use and functions. The Master Plans explored upgrades, expansion, renovation, and new construction potentials for the current buildings and properties at both locations. The steps of Master Planning included:

- Defining and quantifying facility needs for each property in relation to program vision;
- Assessing and reviewing properties;
- Developing a property layout for the initial phase of re-development;
- Creating conceptual plans for key facilities;
- Calculating opinion of probable costs for initial master planning projects.

The site planning process includes an initial CONCEPTUAL review as it pertains to local codes and regulations. Additional flood studies, soil studies, hydrologic analyses, environmental impact studies, etc., will be necessary to determine feasibility moving into construction.

The conceptual master plans provide information for decision-making about desired development. Further site planning will be necessary to provide more detailed designs and construction plans for site and facilities to be used to obtain approval from the regulating agencies and for construction.



Tekoa Ministries

*"Touching hearts, changing lives,
sharing the light of Christ."*

INTRODUCTION



THE MASTER PLAN AS A TOOL FOR LEADERS

The detailed information will become a reference tool for Tekoa leaders and staff as they begin to implement the multiple initial projects that make up the total vision. An opinion of probable cost follows the recommendations.

The consultants are aware that one of the vulnerable aspects of developing any Master Plan which will require a number of years to fully realize is that leadership changes in an organization, and often the vision and direction of one group is not shared by those who follow. This can have devastating consequences to the growth of a camp and retreat center. The purpose of the thorough documentation of background information that led to these particular plans, as well as the specific steps it will take to implement the plans, is to assure continuity through to completion, even though the persons involved in the decision-making and actions may change along the way.

The consultants recommend that the written and graphic materials become a working document for the persons directly involved in leadership to accomplish the dream; that the staff establish a regular time each year to review and update the plan in concept; and that they formally rewrite the updated vision every eight to ten years.

INTRODUCTION

CREATION AND USE OF THE STRATEGIC MASTER PLAN DOCUMENTS

Both master plans follow a similar format and are separated into a Tekoa Hendersonville section and Tekoa Foothills section. This document reflects both the process and the results of developing the Master Plans. It is essential that the documentation accompany the graphic illustrations to gain a full understanding of the rationale for the specific design recommendations.

Each site will include the following sections:

Assessment

Introduces the process and the circumstances that create a context for the planning at this time.

Ministry Plan / Operations Development

The ministry plan identifies the present operation and projects future operational considerations, including projected program scope and focus based on the property development.

Master Plan Recommendations

Narrates and illustrates the phase one master plan recommendations. The section describes the recommended projects in terms of capacity and desired characteristics. The conceptual plans reflect the basic areas required to accommodate the program needs. Further schematic and construction drawings must be completed prior to construction.

Opinion of Probable Costs

Lists the opinion of probable cost for the various phases, based only on conceptual design. The client should complete at least the schematic design of specific structures before committing to a specific budget for fund raising.



TEKOA HENDERSONVILLE



CAMP
TEKOA

TEKOA HENDERSONVILLE

USER DAY MODEL

Kaleidoscope provides an analysis of recent use for each project in which the firm is involved. Kaleidoscope conducted a use analysis of the guests for the past complete year, 2022.

The analysis includes all users of the property, including summer camps and retreat guests of all ages. The total usage data is broken down to create single units, or user days (1 overnight and 3 meals), to provide comparable information within the analysis and within the industry.

Types of Usage

The total usage data provided by Tekoa Hendersonville was divided into various types:

- Full Service: guests that stayed overnight and received meal service.
- Overnight without Meals: guests that stayed overnight but did not receive meal service from Tekoa staff, either cooking for themselves using the main kitchen or Laurel Lodge kitchen.
- Day Use: guests that did not stay overnight and may or may not have received meal service.

Tekoa Hendersonville is a medium sized operation, with 11,734 full service user days in 2022. Most faith-based denominational camps will range from 5,000-15,000 user days with some reaching 25,000 or more. Independent and non-denominational faith based camps are often larger. Kaleidoscope's experience is that a minimum of 5,000-6,000 user days are necessary to be financially viable with a typical funding model found at most camps.

Of the 11,734 full service user days for 2022, the use broke down:

- Summer user days: 10,565 (90% of use)
- Retreat user days: 1,169 (10% of use) in 7 groups generating \$56k income
 - Age: 70% youth, 0% adult, 30% family
 - Sponsored: 40% UM Churches, 53% other churches, 6% non church groups



TEKOA HENDERSONVILLE



Future Growth – Retreats and Food Service

Tekoa has relatively few retreat groups, 16 total (not including 'Inside Out') in 2022. The potential for growth is significant in the retreat season. For this to be a viable model, a shift is necessary in policy and provision of food service. The consultant recommends adopting a model of Tekoa providing meal service for all overnight guests as required with lodging. Meals for all retreat guests will be provided in the dining hall during shared meal times. Meal service should generate net income at a fully staffed, operational site like Tekoa.

Overnight Retreat Groups, No Meal Service Provided

Additionally there were 15 groups who utilized the site during the 2022 retreat season. Of the 15 groups, 6 were 'Inside Out' groups, an independent outdoor education program. All groups in this category generated \$42k of gross income, averaging a fee of \$21.56 per person per overnight.

Day Use Groups

Day use on the site was very limited beyond the day camp program. The Day Camp program had 18 sessions in 2022 over 9 weeks, with typically 50 campers per week. The After School program also operated during the school year. Those numbers are not included. Four other groups used the property during the year for one day events.

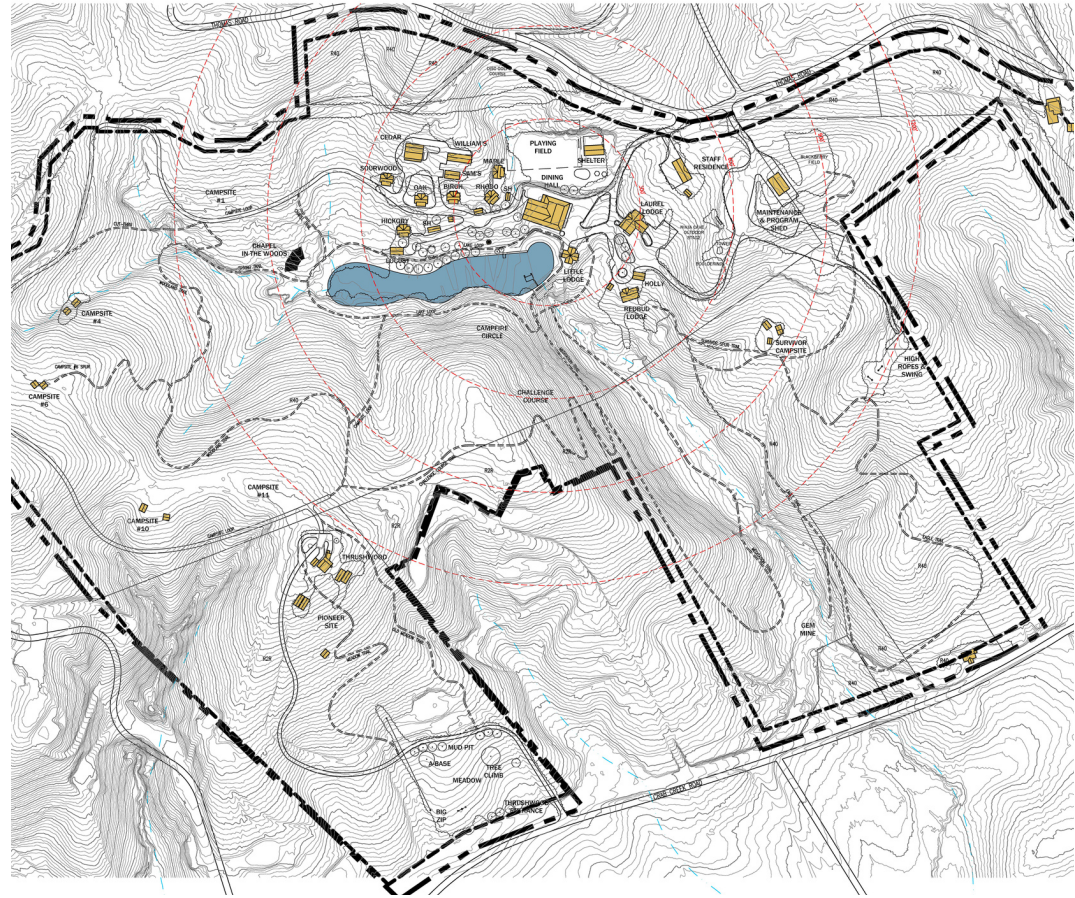
With expanded facilities in the future, growth in summer day camp and after school programs is possible. Day use groups for picnics or gatherings are not encouraged as a model of growth as typically the expenses to host these group far exceeds the potential income.

In general, the Day Use (not including Day Camp and After School) and Overnight without Meal groups are less efficient uses of the site. A similar amount of overhead (staff planning and admin time, housekeeping, grounds and facilities preparation) is required to welcome these group types, but the revenue is less.

TEKOA HENDERSONVILLE - CURRENT PROPERTY

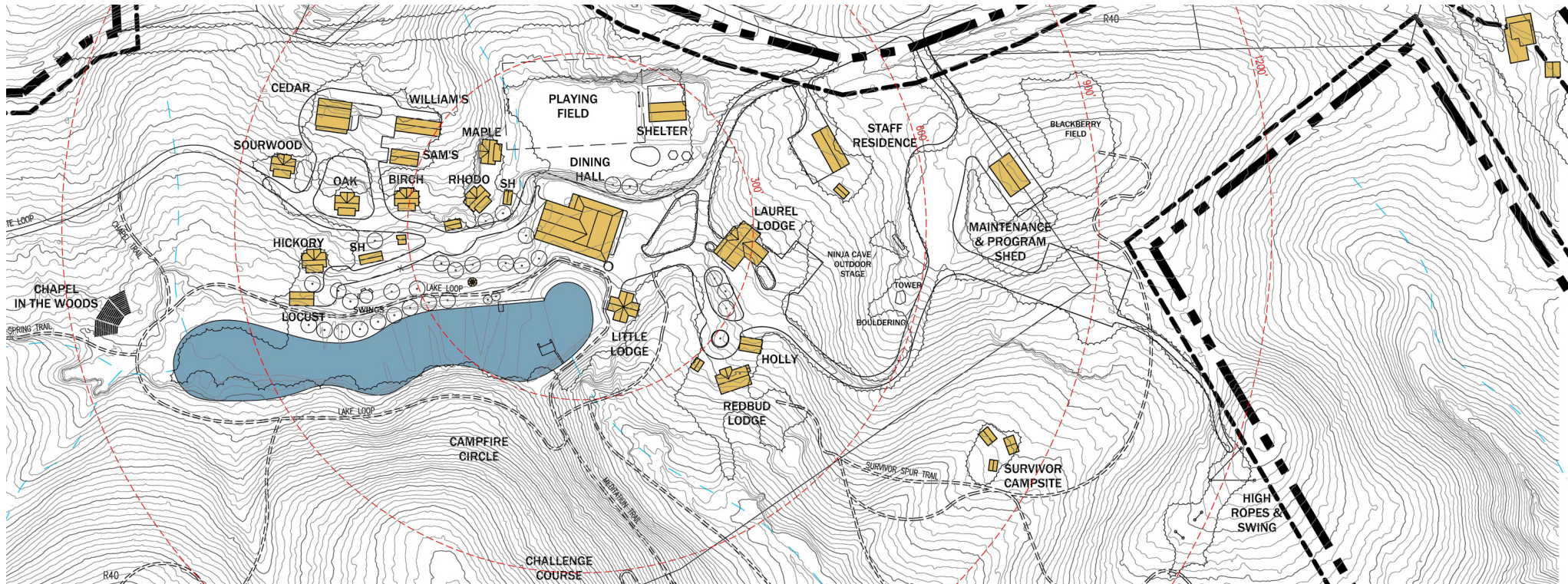
Notes:

- The Tekoa Hendersonville property is 135 acres with a spring fed lake as the central focus of the property. The property is surrounded by housing development.
- The bed capacity of the site is 395 beds available seasonally with 212 of those beds available year round. The dining room capacity is 280.
- The concentric circles that emanate from the dining hall encompass most of the site's developed areas. The circles are 300, 600, 900 and 1,200 feet from the dining hall, the core of the property as the place campers and guests travel three times per day. Typically the core of a camp developed area is within 1,200 feet of the dining hall. For Tekoa, the majority of facilities are within 600 feet. This concentration causes the core of the property to feel congested in some areas, namely the entry and dining hall. The topography and features of this property necessitate the tight layout.
- The Dining Hall is the central facility of camp and has multiple functions in one facility, including dining, commercial kitchen, offices, camp store, as well as covered pavilion attached. The porch of the dining hall is a well loved community gathering area with rocking chairs overlooking the lake. This facility and area is oversubscribed in function and use.
- The driveway entry into camp bring guests into the heart of the property to the dining hall, the busiest pedestrian area. Beyond the congestion of cars and people and the harsh mixture of cars and noise adjacent to the porch community space, the safety of this area is a concern.
- Within the core of the property, a staff house and the maintenance facility and yard are located. A significant area of land, near the entry to camp, is utilized by back of the house, operations functions.
- The forested areas of the property are well maintained and well utilized. The campsite loop on the western side allows for a feeling of being far away from development, while the meadow provides open space and great views for adventure activities. The Thrushwood area is under development as a trip, adventure base unit for a growing program model.
- The dam and spillway at the lake needs repair. Camp leaders are working with an engineer on design and seeking funding for this project. This major project will provide great opportunity for update and will also shift the view and aesthetic of the lake dam, spillway and surrounding area.



SITE PLAN - EXISTING FULL PROPERTY
SEE ENLARGED PLAN NEXT PAGE

TEKOA HENDERSONVILLE - CURRENT PROPERTY



SITE PLAN EXISTING - ENLARGED

TEKOA HENDERSONVILLE - MASTER PLAN



MASTER PLAN INITIATIVES AND SCOPE

Growth Initiatives

Tekoa Hendersonville is a ministry and property that is stretched to the edge of overutilization, particularly in the overnight summer camp program. The growth initiatives for the master site plan are focused in four main areas beyond expanding capacity for summer camp.

- Quality improvements for all programs
- After School and Day Camp expansion to serve more campers
- Adventure program to improve quality and serve more campers
- Retreat season growth (beyond summer months)

The primary drivers for the site plan center on these three areas:

- Make the **Dining Hall** more functional with a goal of seating all of camp in one setting
- Create a permanent home for **after school and day camp**
- Clean up **circulation** including re-greening the heart of camp

TEKOA HENDERSONVILLE - MASTER PLAN

Scope of Development

The full scope of development for the master plan was defined through the process of assessment and visioning. These short and long term initiatives will be defined with new or updated facilities and areas of the property.

- Dining Hall - right size functions
 - Increase capacity of dining room to full bed capacity
 - Kitchen and storage
 - Restrooms - additional
- Office / Welcome Center
 - Define in Laurel Lodge
 - 6 private offices, 2 shared workspaces
 - Work room, Conference room
 - Restroom
- Day Camp and After School Center
 - Common area / program area (winterized)
 - Restrooms, storage, serving kitchen for snacks / lunch
 - Admin area
- Circulation - vehicular traffic
- Pavilion – Rec Center
 - Walk out level to include craft area AND staff lounge
- Meeting space - covered and indoor (summer and retreats)
- Lodging
 - Guest
 - Update lodging currently in Locust (16), Holly (16), Laurel (32) – total 64
 - THREE new Williams style cabins (24 capacity each)
 - Staff – seasonal (replacing beds in Little and Laurel – 16 total)
 - NEW – four bunk rooms of 4-6 people each (2-3 bunk beds)
 - Staff – 1 additional year round space
- Health Center - 8 beds minimum (400 site capacity)
- A-Base - Thrushwood development (48 campers / 12 staff)
 - Common community area – decks
 - Meal service (prep and service)
 - Restrooms / showers
 - Leadership lodging (in main house)
- Meadow – support space – shelter / restrooms
- Maintenance
 - Building – include restroom, small office
 - Yard



TEKOA HENDERSONVILLE - MASTER PLAN



SITE PLAN PROPOSED

TEKOA HENDERSONVILLE - MASTER PLAN

MASTER SITE PLAN

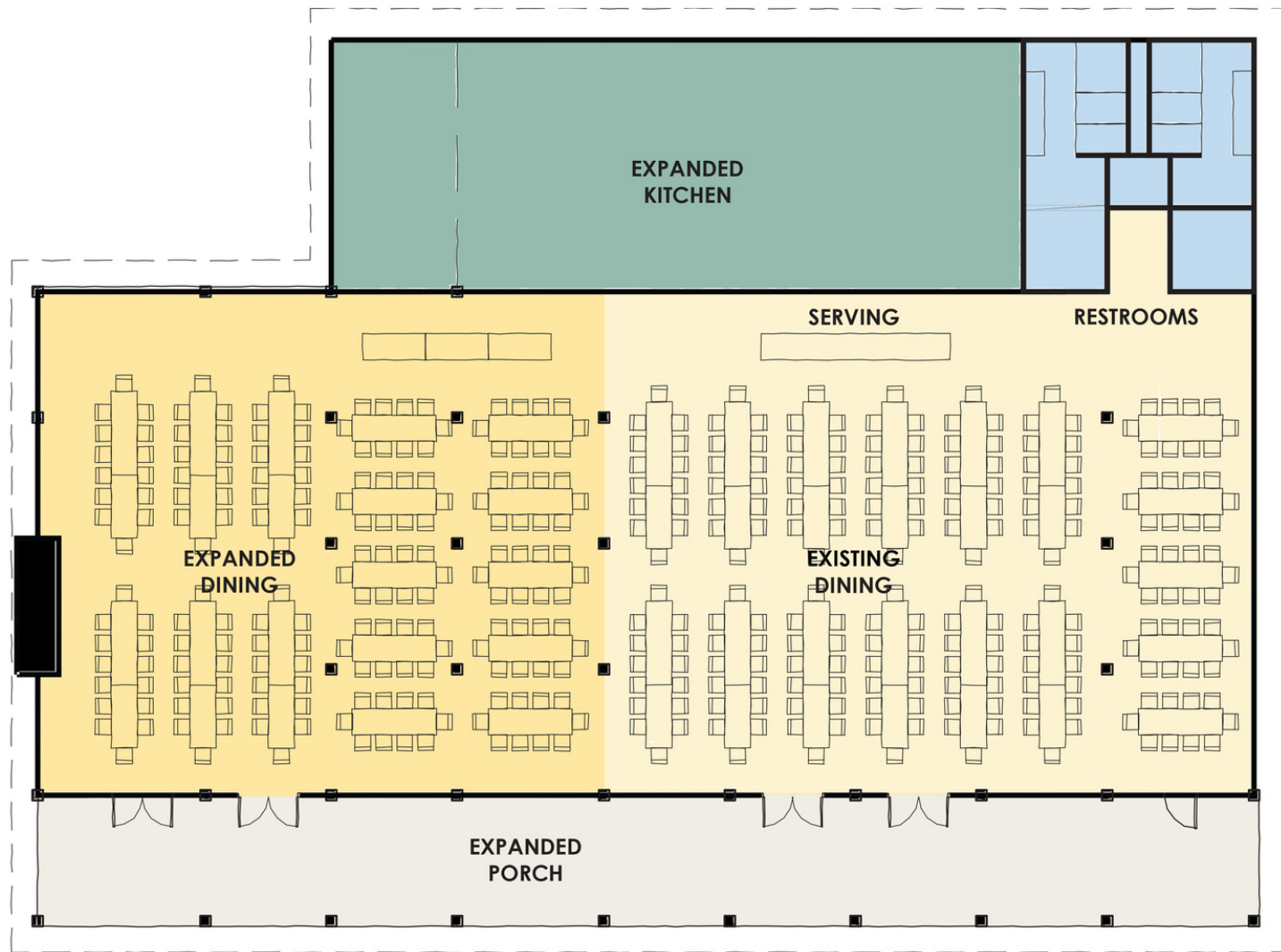
The primary initiatives that define the plan include:

- Dining Hall Expansion & Renovation
- Recreation Pavilion
- Day Camp / After School Center
- Laurel Welcome Center
- A-Base Community Building



SPECIFIC INITIATIVES - DINING HALL EXPANSION & RENOVATION

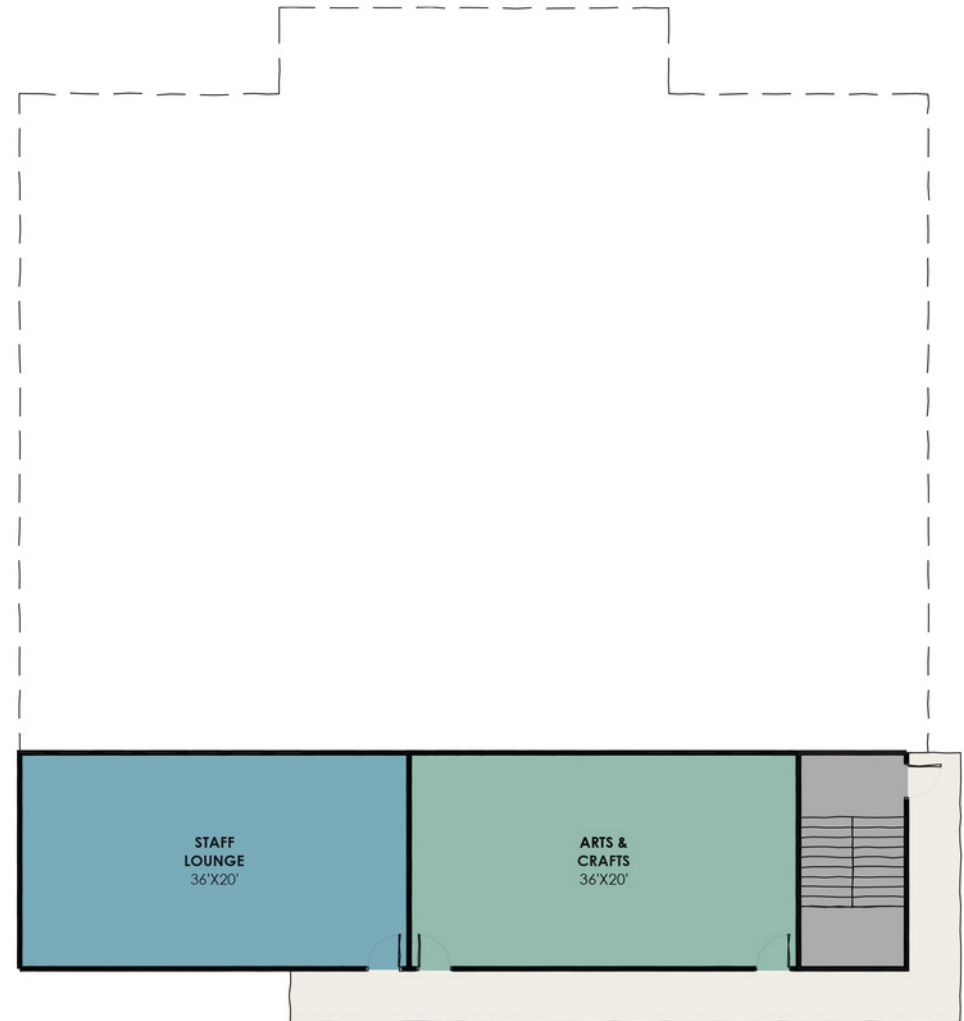
The current dining hall and pavilion will be transformed to create one larger dining room with seating in both areas to provide capacity for 400 people. This will allow for the full capacity of the site to share in mealtime. The current office area will be removed as well as the camp store. Restrooms will be expanded, the kitchen area will be expanded to more effectively serve and the porch will be extended to provide more space for gathering. The fireplace will continue to anchor this building and now be a key feature of the dining room.



SPECIFIC INITIATIVES - RECREATION PAVILION

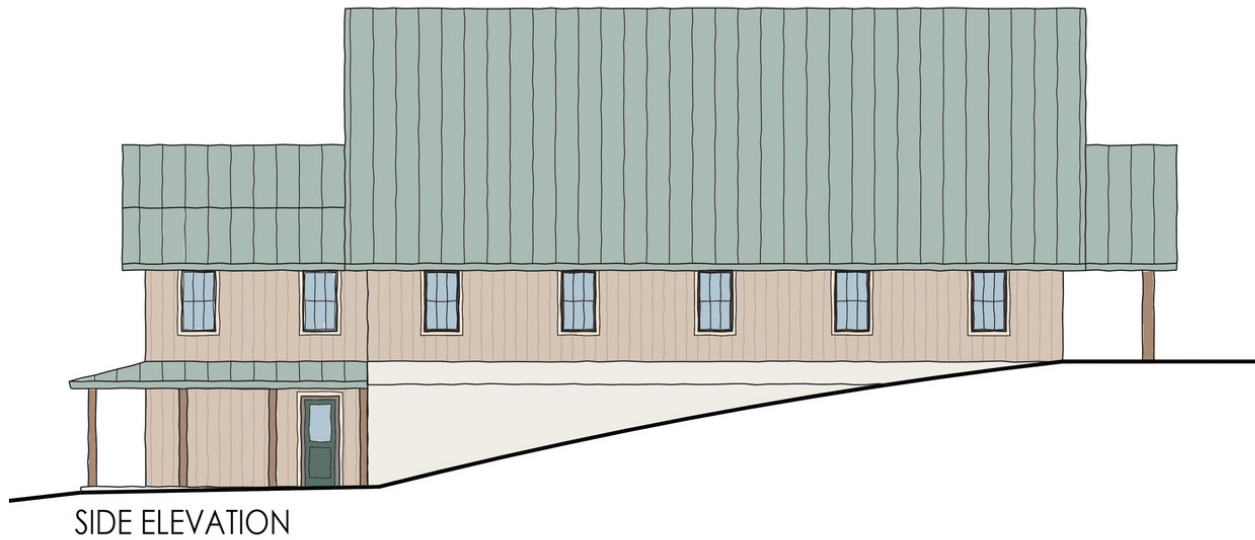
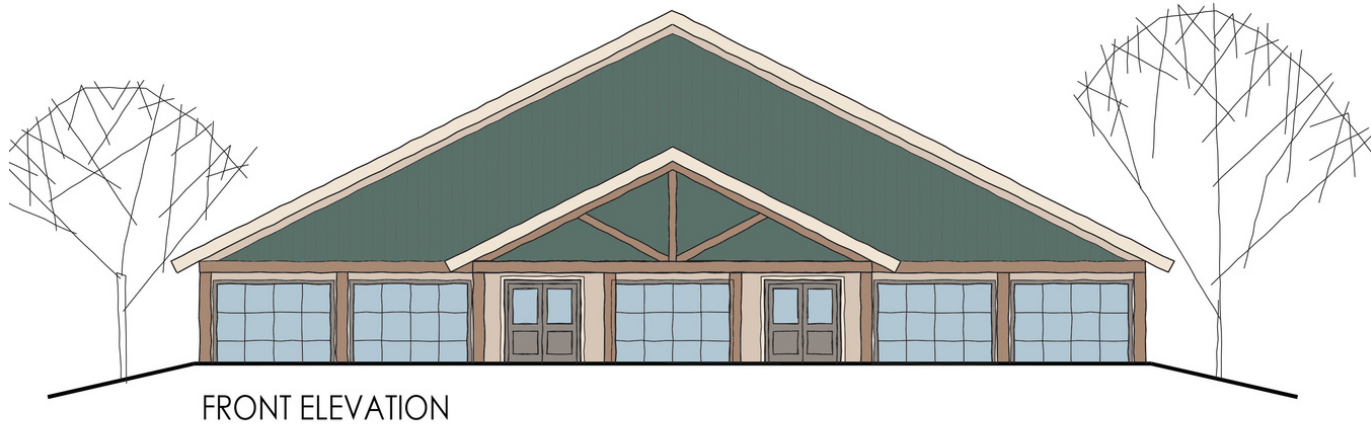
A new Recreation Pavilion will replace the function of the pavilion at the current dining hall. The large room will provide space for recreation activities and large camp gatherings year round. Opposite the front door and porch will be restrooms, storage and an area for hospitality.

A partial lower level will open to the nature area and provide a space for a new staff lounge and arts program room. Arts can utilize space inside the building and also spill out onto the porch and natural areas.

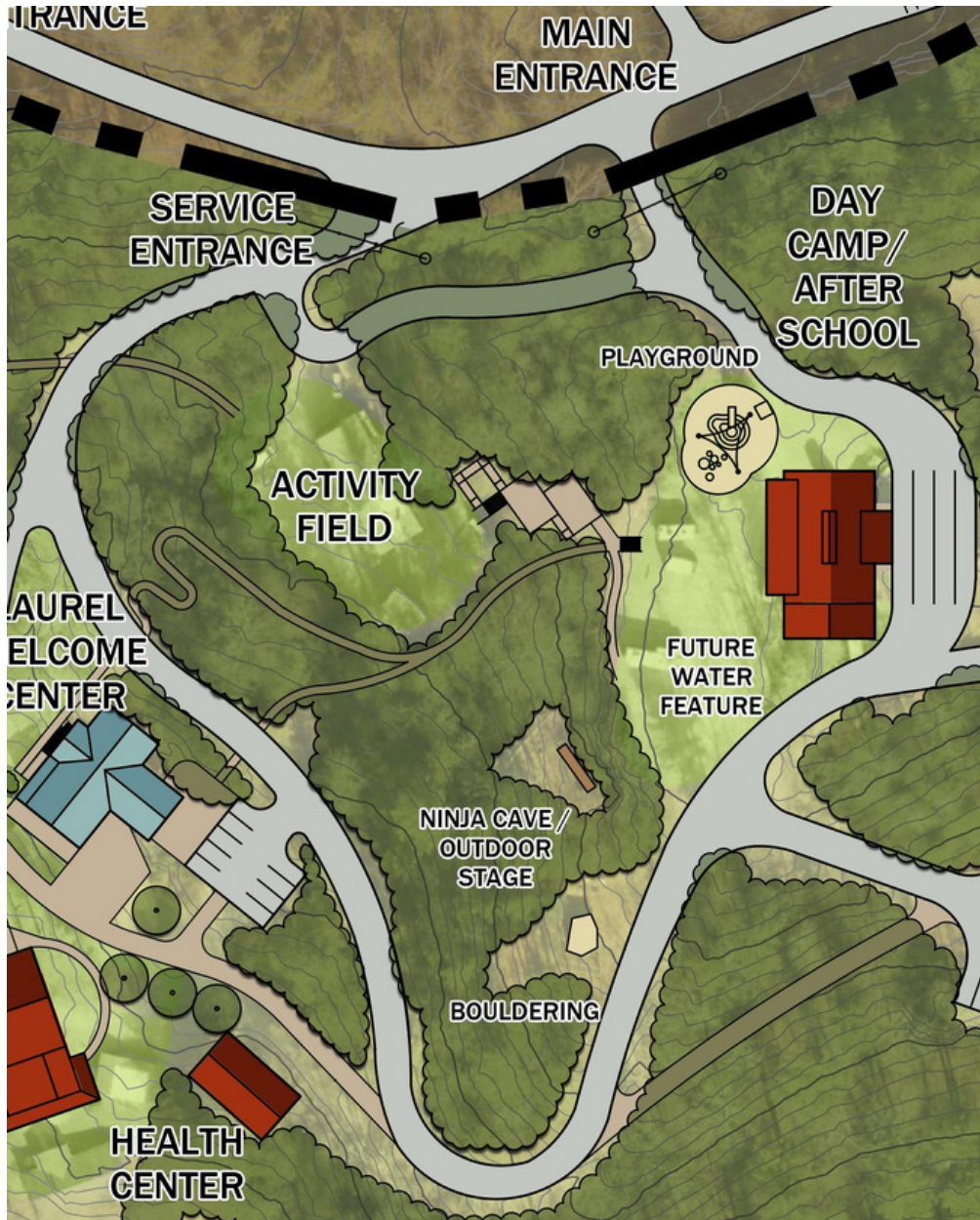


PAVILION FOOTPRINTS

SPECIFIC INITIATIVES - RECREATION PAVILION



SPECIFIC INITIATIVES - DAY CAMP / AFTER SCHOOL CENTER

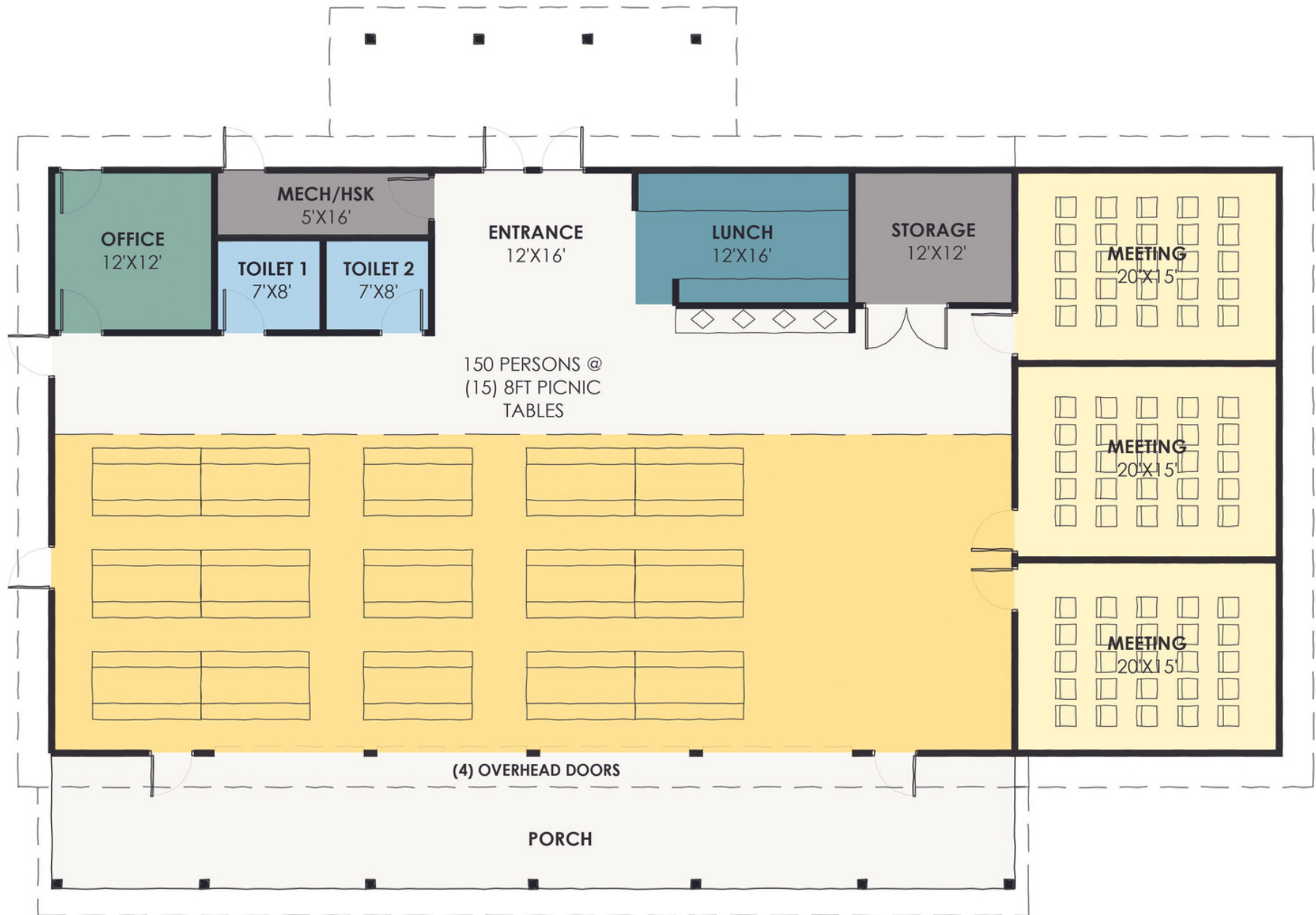


A proposed new facility for the Day Camp program and After School program will create a dedicated center for these ministries. The Center will provide a large room for activity, gathering and program to seat up to 150 people at picnic tables, as desired (for reference of size). Three smaller program spaces will provide space for breakout and specialty programming. These rooms (20'x15') are shown with seating for up to 25 people in chairs. The building also includes a large storage room, lunch room with sinks and refrigeration, hand washing sinks, single use toilet rooms, mechanical room and a staff office.

Large garage style doors will open to a large porch that provides access to a grassy area with playground and potentially a water feature in the future. This area also is connected by decks and stairs to an adjacent activity field.

Note, the drop off queue for overnight summer camp check in will be moved to the eastern side of this new center.

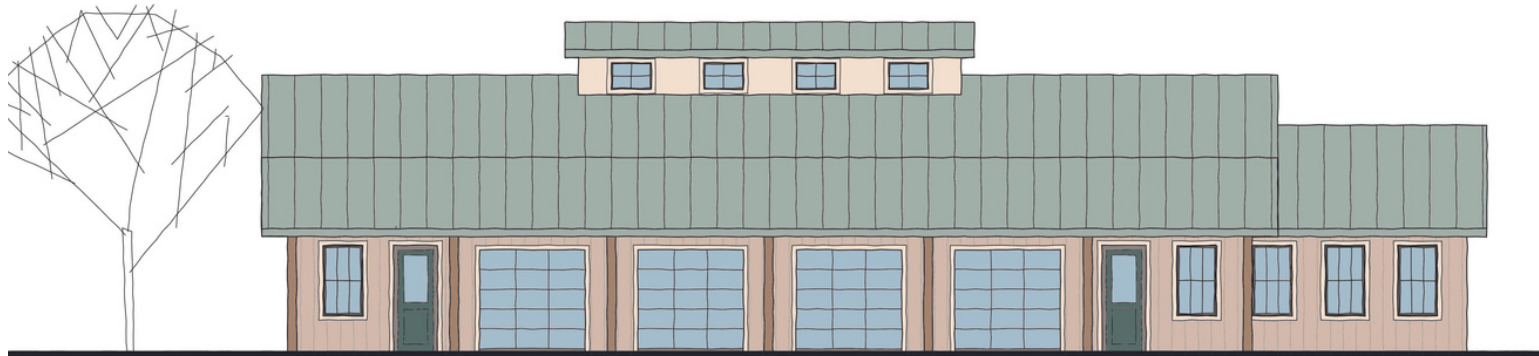
SPECIFIC INITIATIVES - DAY CAMP / AFTER SCHOOL CENTER



SPECIFIC INITIATIVES - DAY CAMP / AFTER SCHOOL CENTER



FRONT ELEVATION



REAR ELEVATION



SIDE ELEVATION

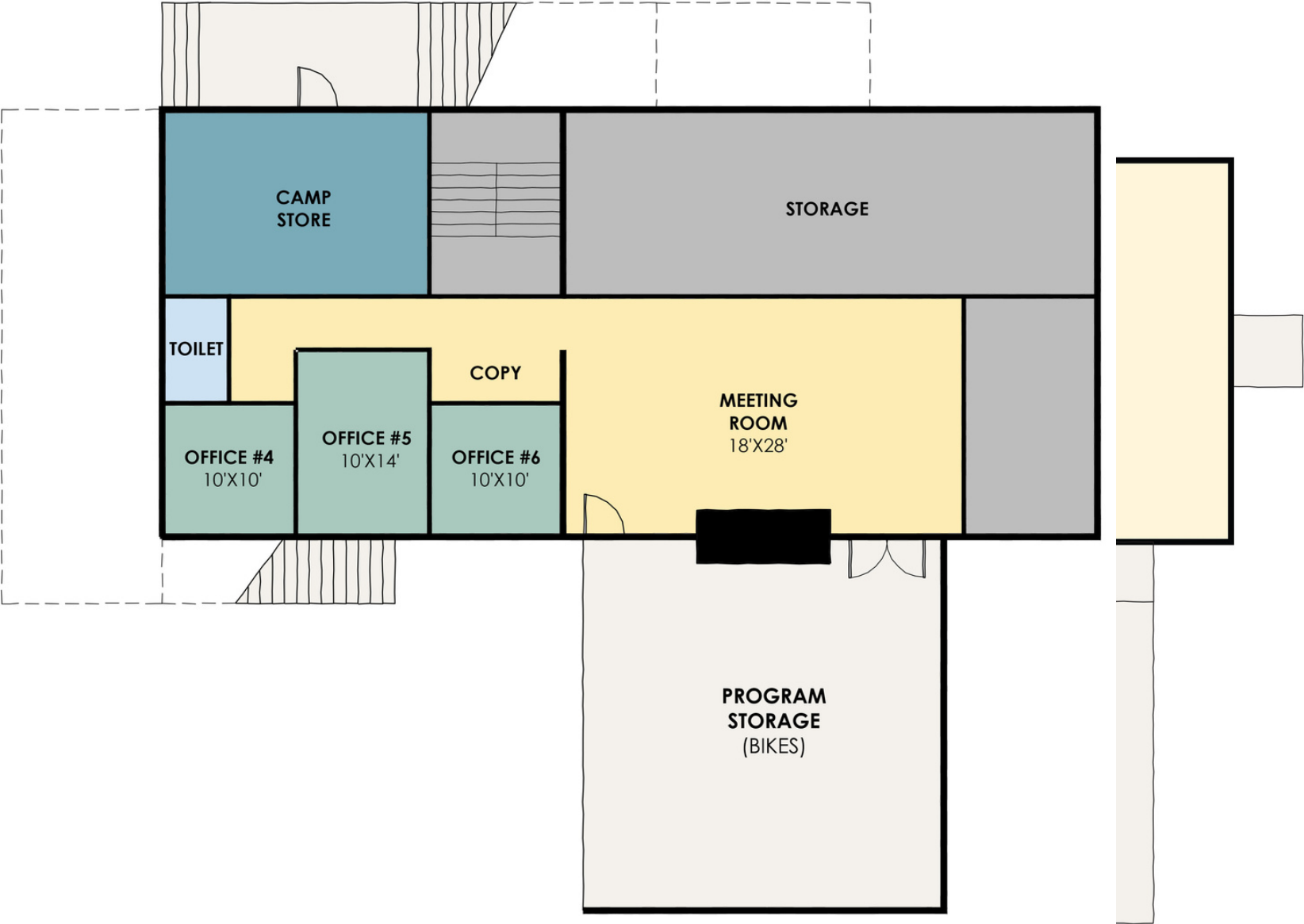
SPECIFIC INITIATIVES - LAUREL WELCOME CENTER



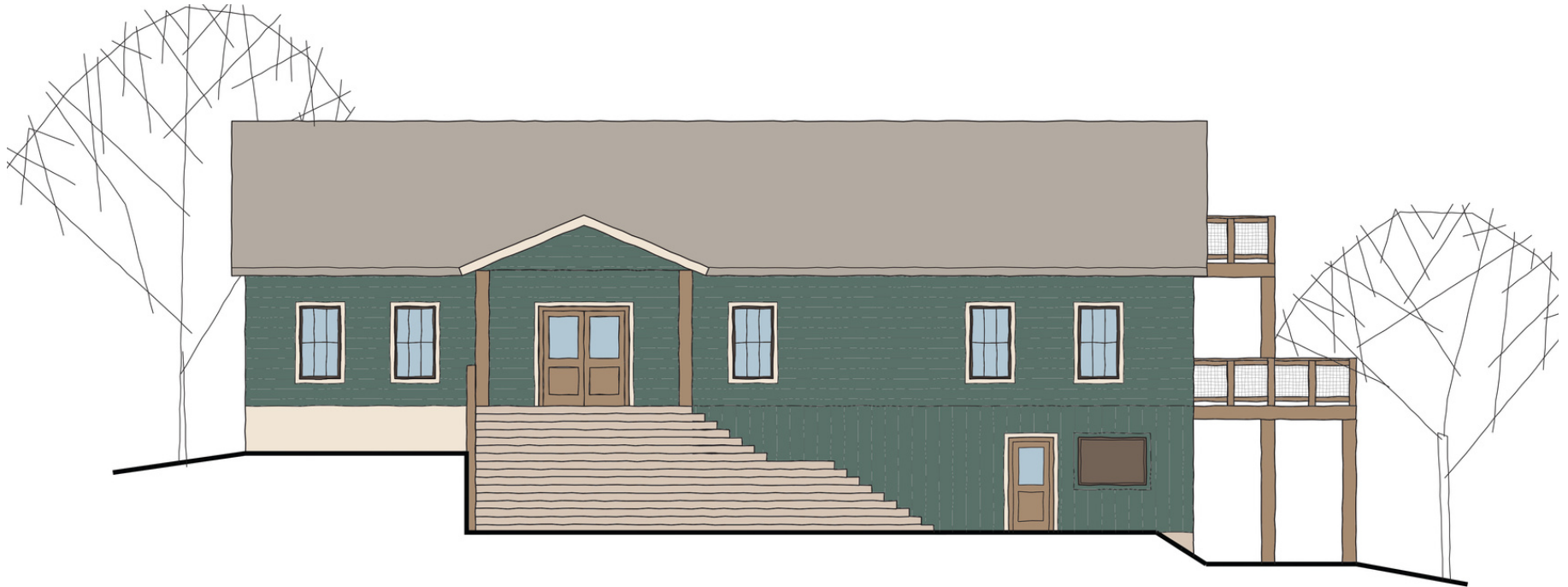
Laurel Lodge will be transformed to become Laurel Welcome Center. This central, beloved facility will be the gathering and receiving space for guests arriving at Tekoa Hendersonville. The main entrance will be off the porch at the east side of the building closest to the parking lot. Guests will enter into the fireplace room and be greeted by staff who will have offices located on the upper and lower levels. Additionally, the lower level will also be the location of the camp store with a serving window facing the main central lawn.

The main porch will be extended around the building to provide gathering space with views toward the lake.

SPECIFIC INITIATIVES - LAUREL WELCOME CENTER



SPECIFIC INITIATIVES - LAUREL WELCOME CENTER



SPECIFIC INITIATIVES - A-BASE COMMUNITY BUILDING



A-BASE AREA ENLARGED

In the open area across from the meadow an A-Base Community Building is proposed. This facility will serve campers and groups using the meadow program area as well as the campers living at the Thrushwood area. This building will also serve as the trip launch site for off site trips.

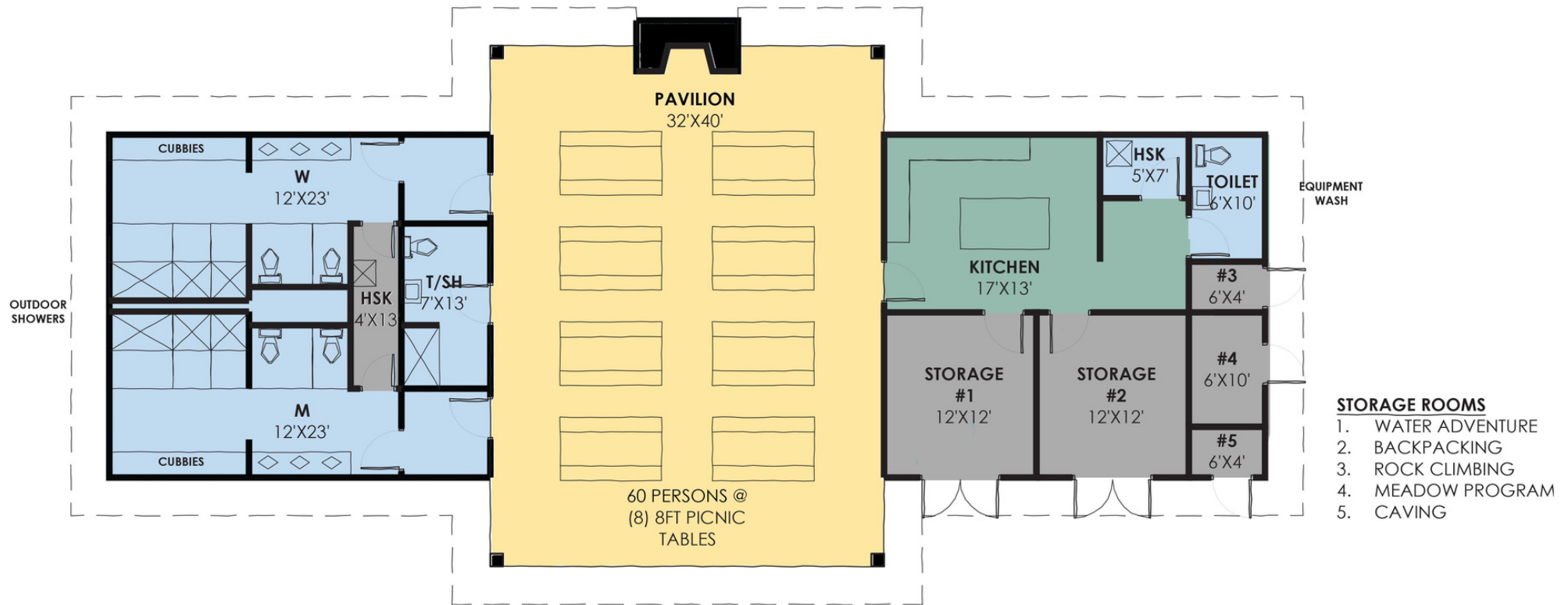
Storage rooms will be created for multiple trip models as well as a kitchen space for pack out and adventure camper programming. Adventure campers living at A-Base may have breakfast in this location and pack out lunch for the day.

A large pavilion in the center of this building will provide a common space with a fireplace and space for sixty at picnic tables. Restrooms with showers will anchor the left side of this structure.

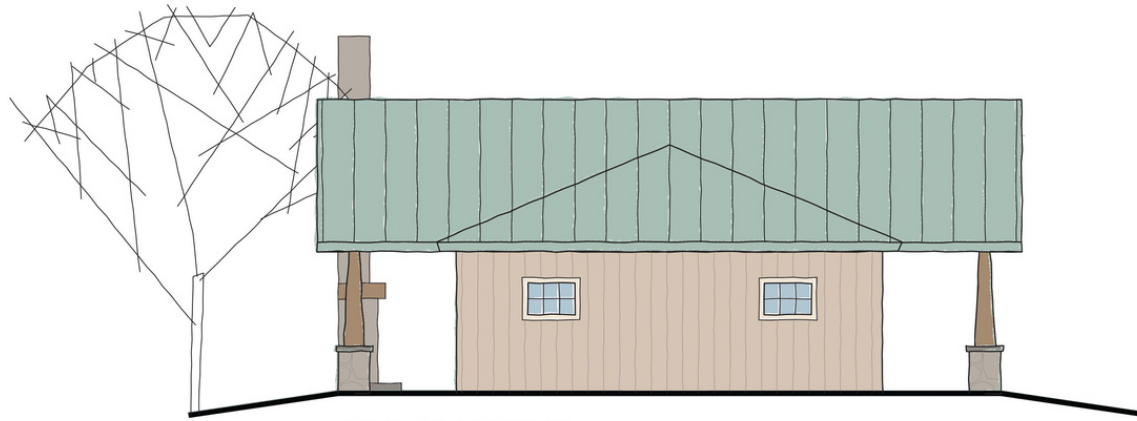
Other A-Base notes:

- A prayer chapel in the woods is proposed to be located in the area of the community building to provide a space for morning watch for A-Base campers.
- A small bathhouse will be created at the Thrushwood site for these campers.
- The main house will be renovated to serve as leadership housing for A-Base leaders.
- Vehicular circulation be also be re-created to add a loop road at the west edge of the meadow to allow buses and other trip vehicles to pick up campers and supplies at the new community building and then loop back out of the property to the main road.

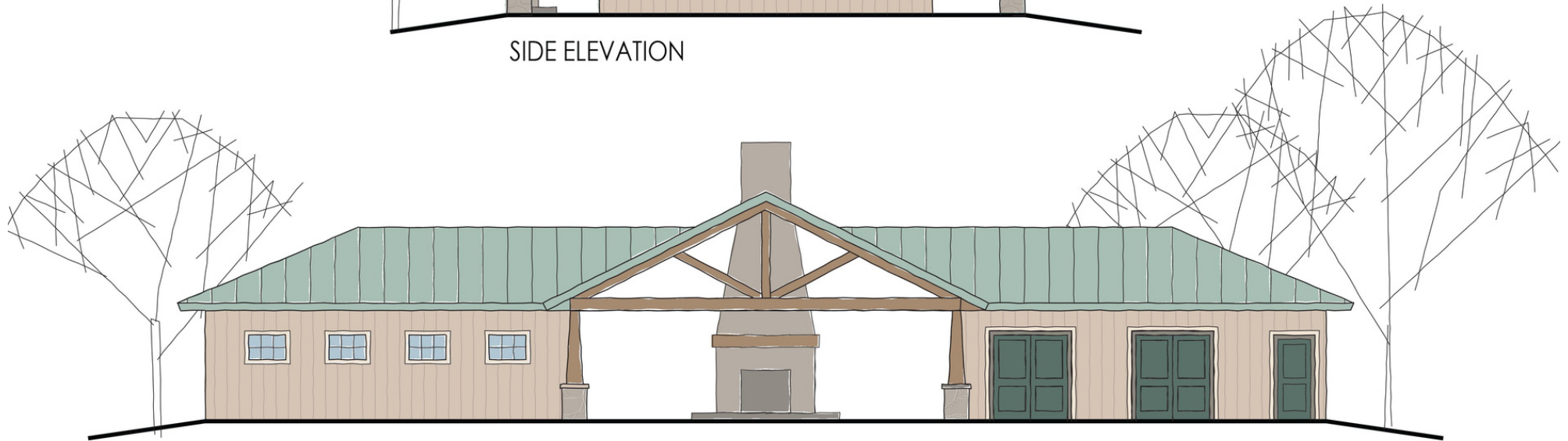
SPECIFIC INITIATIVES - A-BASE COMMUNITY BUILDING



SPECIFIC INITIATIVES - A-BASE COMMUNITY BUILDING



SIDE ELEVATION



FRONT ELEVATION

OTHER INITIATIVES

UPDATED CIRCULATION AND PARKING

- The main entrance to camp will shift to the drive to the east that is currently used for summer overnight camp drop-off. This one-way loop will direct guests (with updated signage) to day camp or after school drop off/pick up, overnight camp check in or pick up or as a retreat guest or visitor outside of summer to the Laurel Welcome Center. Vehicles can continue the loop to exit the property at the current camp entrance. Service vehicles and deliveries will need to enter the property at the current entrance, labeled 'Service Entrance' on the new site plan, and provide delivery at the dining hall of Laurel Welcome Center. With a reduced loop in front of Laurel, large vehicles can circle and exit the property. Both main traffic entries should be equipped with an electronic gate for security at night.
- Two additional property entry points are proposed, one at the new maintenance area on the eastern front of the property and a second west of the Service Entrance to provide access to the cabin area from the top of the hill. These entrances should both be equipped with an electronic gate for security.

MAINTENANCE AND STAFF HOUSING

- The maintenance facility and work area will be relocated to an area to the east of the property, outside of the core of camp. This location will provide easy access to camp and exiting the property. Additionally, two staff residences are proposed for this area, one which will replace the staff house currently at the proposed activity field.
- New Cabins, Meeting/Program Buildings, Shelter, Staff Lodging
In the cabin area there are proposed facilities to enhance and update quality lodging and program space.
 - Three new camper cabins are proposed to be built in the style of the Williams cabin. These new cabins will replace beds in Holly (to be removed) Locust (to be used as program space), and Laurel (repurposed).
 - A new shower house with six single-user shower rooms is proposed to replace the two current shower houses.
 - Two program/meeting buildings are proposed to provide covered program space for summer and meeting space for retreats. One unit is adjacent to Williams and Cedar cabins, the other is below Oak and Birch. Each will have a capacity of 60, divisible into two rooms of 30, 2 single use restrooms and a hospitality area.
 - Additionally, a Lakefront Shelter is proposed to provide a covered space for gathering as well as restrooms for lake activity.
 - A staff cabin will provide housing for up to 24 seasonal staff with 4 bunkrooms and three single user restrooms. This will replace beds currently used in Little and Laurel.

HEALTH CENTER

- A new Health Center will provide space for camper care including treatment area, isolation rooms, restrooms and nurse's housing for overnight accommodations. This facility may be used year round as leader housing for staff or retreat groups.

