



At The Water's Edge

Feasibility Study Case Statement



Inviting all to experience the life-changing love of Jesus through vibrant settings in community and creation

AT THE WATER'S EDGE...

WHERE WE EXPERIENCE THE LIFE-CHANGING LOVE OF JESUS

Jesus often welcomed and connected with people *at the water's edge*. Jesus invited his disciples to follow him *at the water's edge* (Matthew 4:18-22). He gathered the community to hear the Good News *at the water's edge* (Luke 5:1-11). He miraculously met the need of 5000 hungry people with only 5 loaves and 2 fish *at the water's edge* (Matthew 14:13-21). He calmed the rough waters when his followers were at the edge of drowning (Mark 4:25-41). **People experienced the life-changing love of Jesus *at the water's edge*.**



For over 80 years, Green Lake Lutheran Ministries (GLLM) has been sharing this life-changing love of Jesus with campers and retreat guests. GLLM has, for decades, been recognized as an organization on the cutting edge of outdoor ministry. From establishing its identity as a multi-site corporation, to its commitment to growing the next generation of church leaders, to building a retreat center that would serve “all ages in all seasons,” GLLM has a reputation for being not only a leader, but a pioneer in the world of Christian camping. This organization has a long history of stepping out in faith, even when the next step is scary and uncertain.

As the year 2020 approached, the GLLM Staff and Board of Directors developed a renewed vision for how this organization might serve the next generation of campers and retreat guests. We continue to claim the traditional summer camp program as central to our ministry, while also recognizing the need to change in order to accommodate new audiences with varying expectations around the guest experience. The radical hospitality of Jesus drives our vision and stirs

our imagination for how we might welcome everyone as Christ, listening carefully to the needs of others, and going above and beyond to serve generously, graciously, and humbly.

Green Lake Lutheran Ministries’ “At the Water’s Edge” vision launches the organization into a five-year strategic plan that will, once again, place GLLM on the cutting edge of camping and retreating ministry. This vision recognizes the rich blessing of resources that already exists within GLLM’s three physical sites and community of friends, and seeks to enhance the ministry through significant facilities projects, radical hospitality efforts, growth of our support base, communication advancements, and innovative programming.

This five-year strategic vision, “At the Water’s Edge,” will position Green Lake Lutheran Ministries as a premiere Christian camp and retreat center in the nation, inviting all to experience the life-changing love of Jesus through vibrant settings in community and creation.



PRIORITIES

To ensure that Green Lake Lutheran Ministries can serve this generation and future generations, the GLLM Board of Directors conducted a strategic planning process that identified three priorities for ministry:

SERVE THE NEIGHBOR

GLLM strives to welcome all as Christ, offering radical hospitality rooted in the way of Jesus, and providing exceptional customer service. We aspire to enhance our capacity to grow retreating, conferencing, and camping at all three GLLM sites.



GROW THE COMMUNITY

From campers and retreat guests, to staff and alumni, to donors, GLLM seeks to engage every member of its community more deeply, with the aim of growing Christ's church more widely.



TELL THE STORY

A renewed commitment to sharing the life-changing love of Jesus is at the heart of GLLM's mission. We will do this through innovative programming, new communication strategies, and reliance on the love, grace, and Spirit of God.

PROPOSED GREEN LAKE BIBLE CAMP RETREAT CENTER





POTENTIAL RETREAT CENTER NAMING OPPORTUNITIES

Building Name	\$	3,000,000
Welcome Center Lobby & Reception Area	\$	300,000
Dining Hall	\$	300,000
Meeting Hall	\$	300,000
Administrative Center	\$	300,000
Beachfront	\$	200,000
Kitchen	\$	200,000
Upper Lounge	\$	150,000
Main Level Meeting Rooms/Lounges (2)	\$	50,000
Board Room	\$	50,000
Guest Rooms (20)	\$	30,000



MAIN LEVEL



UPPER LEVEL



PROPOSED PLANS

Green Lake Lutheran Ministries Board of Directors is considering a capital campaign that would provide the premier facilities needed to support its strategic priorities. It is testing the feasibility of pursuing \$10 million in charitable gifts over a period of years for the following initiatives:

GREEN LAKE BIBLE CAMP

ESTIMATES

Retreat Center Renovations Renovate entrance, 20 guest rooms, meeting rooms, and dining hall to high comfort	\$ 6,850,000
Chapel Hill Lodge and Cabin Renovations Remodel and expand the lodge, cabins, and bathrooms	\$ 285,000
Build Staff Housing Demolish current lakeside building and build staff house near Chapel Hill	\$ 615,000
Activity Spaces and Site Branding Develop high ropes course with zipline	\$ 150,000

SHORES OF SAINT ANDREW BIBLE CAMP

Village Retreat Center Renovations Update 20 rooms to high comfort and improve the lodge for increased comfort, accessibility, and sustainability	\$ 720,000
Bath House and Storm Shelter New bath house built behind the Shores Lodge, designed to also serve as a storm shelter for all campers on site	\$ 555,000
Dining Hall and Lodge Renovations Renovate spaces to accommodate higher capacities comfortably	\$ 225,000
Activity Spaces and Site Branding Develop low ropes course and welcome shelter	\$ 100,000

CAMP HOUSE

Bath House and Storm Shelter Build a new bathhouse that also serves as a storm shelter for all campers on site	\$ 290,000
Activity Spaces, Site Entrance, and Site Branding Build pickleball court and climbing wall, update ball field, and reconfigure site entrance	\$ 210,000

POTENTIAL FUNDING

Green Lake Lutheran Ministries continues to be blessed by the faithful generosity of its friends, partners, and neighbors. The following table illustrate the gifts GLLM would most likely need to receive over 3 years in order to secure \$10 million to fund these priorities.

3-Yr Gift/Pledge	# Gifts	Total
\$2,500,000	1	\$ 2,500,000
1,000,000	2	2,000,000
500,000	3	1,500,000
250,000	5	1,250,000
100,000	6	600,000
50,000	12	600,000
25,000	22	550,000
15,000	15	225,000
10,000	25	250,000
5,000	50	250,000
2,500	50	250,000
1,000	100	100,000
less than 1,000	200+	50,000
	500	\$10,000,000

YOUR FEEDBACK

The Board of Directors at Green Lake Lutheran Ministries wants and needs your feedback on our proposed plans. We are asking if the friends of GLLM are ready to move forward and if these plans inspire their partnership. Your input will help the Board of Directors make informed decisions about how and when we might move these projects ahead. You will not be asked to make a gift commitment in this planning phase.

Would you prayerfully consider,

1. Studying this document and additional information provided online at www.gllm.org/at-the-waters-edge.
2. Arranging for a 30-45 minute confidential face-to-face or phone interview with our consultant, Brenda Moore. Please set up your meeting at <https://calendly.com/brendamoore> or by calling Kirsten 320-796-2181.

If you have questions, please contact Kirsten at 320-796-2181.

Thank you! Because of your engagement in this process, Green Lake Lutheran Ministries will be better prepared to make wise and faithful decisions.