



Pathways Lutheran Outdoor Ministries 2021 Annual Report



**The mission of Pathways is to offer unique environments where
God encounters people and renews them to live lives of love.**



Northwestern Minnesota Synod
Evangelical Lutheran Church in America
God's work. Our hands.



PATHWAYS 2021 ANNUAL MEETING

Sunday, March 20, 2022

ANNUAL MEETING AGENDA

- **Registration and Fellowship from 2:45 to 3:00 PM**
- **3:00 PM Call to Order:** Rev. Chris Leach, Board Chair
- **Devotions**
- **Song**
- **Approval of Agenda and Overview of Annual Report Booklet**
- **Introductions of Pathways Staff and Board of Directors**
- **Reports**
 - Secretary's Report of 2020 Annual Meeting Rev. Eric Clapp
 - Treasurer's Report Bonnie Upham
 - Northwestern MN Synod ELCA NW MN Synod Rep
 - Board Chair's Report Rev. Chris Leach
 - Executive Director's Report Chris Andreasen
 - Facilities Report Brad Fossen
 - Ministry Team Reports Ministry Team Chairs

- **Old Business:** Approval of 2020 Annual Meeting Minutes

- **New Business:**
 - Camp Emmaus Ownership Report from Trinity
 - Conversation on Pathways ministry at Camp Emmaus
 - 2022 Operating Budget
 - Thank You to outgoing Board Members
 - Election of Board Members
 - Pathways Representatives: Thank You and Instructions
 - Other:
- **Announcements, Sending Prayer and Blessing**
- **Benediction**
- **Adjourn**



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The Blessings of Membership

The main blessing of membership in the Pathways Outdoor Ministry Corporation is knowing that we are partners in offering unique environments and experiences of Christian Community where God encounters people and renews them to live lives of love. Together, we celebrate knowing that lives are changed, children, youth and adults catch a spark, while also creating a renewed vision for God's mission in their lives, congregation and community.

The greatest blessings of membership come when member congregations participate fully in using, supporting and participating in the guidance of and helping to provide leadership for the growth of their Pathways Ministry! Your congregation can be a fully participating member partner in this important ministry by coming to camp and/or making use of Pathways programs and resources (retreats, summer camp experiences for all ages, day camps and more...), joining a Pathways leadership group (board of directors or program, financial development, properties, finance ministry teams, etc.), providing camperships for kids to come to camp; and providing the money through contributions to move this ministry forward.

The overall strength and financial stability of this dynamic ministry depends especially on member congregations taking ownership in their shared outdoor ministry. This is largely impacted through means in which this ministry is promoted within local congregations, encouraging participation in many different programs, along with financial support from local congregations, groups and individuals.

Pathways no longer has a set per member price; however, if you would like to continue to determine your support on a per member basis we encourage you to consider using \$4 as a guideline. You may also consider a percentage increase over what you are now giving to support this ministry financially or consider hosting a special fundraiser with all funds directed to Pathways.

No matter how you support Pathways, it is important to recognize that in order to do this ministry well, helping all to experience God's presence, **we must work together.** **Your financial and prayerful support is necessary and appreciated. THANK YOU!**



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MEMBER CONGREGATIONS OF THE PATHWAYS CORPORATION

The following are members due to their Conference and Cluster location within the NWMN Synod. Additional congregations outside of the conferences also provide support and faith in this important partnership.

<p>ROSEAU CONFERENCE: Clusters 1, 2</p> <p><u>Cluster 1</u> Sion, Lancaster Grace, Hallock Red River, Hallock Maria, Kennedy Zion, Lake Bronson Eidsvold, Halma First, Karlstad First, Stephen Roselund, Badger Faith, Badger Bethel, Greenbush</p> <p><u>Cluster 2</u> Concordia, Roseau Messiah, Roseau Bethel, Roseau Moe, Roseau Pinecreek, Roseau Pine Grove, Roseau First, Salol Zion, Warroad First, Baudette Clementson, Baudette Wabanica, Baudette Bethany, Williams Mt. Carmel, Roosevelt</p>	<p>THIEF RIVER FALLS CONFERENCE: Clusters 3, 4 and 5</p> <p><u>Cluster 3</u> Grace, Grygla Our Savior's, Grygla Our Savior's, Thief Lake United, Gatzke First, Middle River Bethesda, Strandquist Gustav Adolph, Strathcona</p> <p><u>Cluster 4</u> Bethlehem, Newfolden Nazareth, Holt Redeemer, Thief River Falls Black River, St. Hilaire Trinity, Thief River Falls Zion, Thief River Falls Silver Creek, Thief River Falls Bethany, Thief River Falls Ekelund, Goodridge Faith, Goodridge St. Pauli, Thief River Falls Calvary, St. Hilaire Zion, Viking Oak Ridge, Thief River Falls Our Savior's, Warren Melo, Warren First, Warren Immanuel, Warren Good Shepherd, Clearbrook Our Savior's, Leonard</p>	<p><u>Cluster 5</u> Ebenezer, Plummer Immanuel, Plummer Bethany, Red Lake Falls Salem, Oklee Zion, Oklee Bethany, Gully Lund, Gully Sand Valley, Trail</p> <p>CROOKSTON CONFERENCE: Clusters 6, 7 and 8</p> <p><u>Cluster 6</u> Bigwoods, Oslo Zion, Oslo New Hope, Alvarado Bethany, East Grand Forks Holy Trinity, East Grand Forks Our Savior's, East Grand Forks Family of God, East Grand Forks</p> <p><u>Cluster 7</u> Bygland, Fisher Fisher, Fisher St. Paul's, Crookston Trinity, Crookston Climax, Climax Sand Hill, Climax Bethany, Shelly Shelly Marsh River, Shelly St. Petri, Nielsville</p>
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<p>Salem, Cummings, ND Concordia, Fertile Little Norway, Fertile Maple Lake, Fertile Trinity, Beltrami Faaberg, Fertile Gary, Gary Ness, Fertile Sundal, Fertile</p> <p><u>Cluster 8</u> First, Mahnomen Nee Gon Nee, Mahnomen Lake Grove, Waubun Salem, McIntosh Kingo, Fosston Fridhem, Lengby Our Savior's, McIntosh Calvary, Winger Immanuel, Bejou</p> <p>BEMIDJI CONFERENCE: Clusters 9, 10, 11 and 12</p> <p><u>Cluster 9</u> Bethlehem, Waskish Our Savior's, Kelliher Zion, Blackduck Our Redeemer's, Puposky Trinity, Debs New Salem, Turtle River</p> <p><u>Cluster 10</u> Faith, Bagley Bethel, Bagley Zion, Bagley Clearwater, Shevlin Solway, Solway</p>	<p><u>Cluster 11</u> Aardahl, Bemidji Calvary, Bemidji First, Bemidji Peoples Church, Bemidji Peoples Church/Cass Lake</p> <p><u>Cluster 12</u> Calvary, Park Rapids Trinity, Laporte Malvik, Laporte Bethany, Nevis First, Akeley</p> <p>MOORHEAD CONFERENCE: Clusters 13, 14, 15 and 16</p> <p><u>Cluster 13</u> Grace, Ada Winchester, Borup Gloria Dei, Felton Augustana, Halstad Halstad, Halstad Immanuel, Hendrum Kirkebo, Perley Nora, Gardner, ND Bethania, Perley</p> <p><u>Cluster 14</u> Aspelund, Flom Trinity, Waubun Wild Rice, Twin Valley Bethlehem, Ulen Salem, Hitterdal Zion, Twin Valley Living Grace, Hawley Lysne, Hawley</p>	<p><u>Cluster 15</u> Rollag, Rollag Gran, Hawley Park, Hawley Glyndon, Glyndon Concordia, Glyndon Scandia, Averill Our Savior's, Barnesville Faith, Wolverton Comstock, Comstock Hoff, Rustad</p> <p><u>Cluster 16</u> Dilworth, Dilworth Bethesda, Moorhead Christ the King, Moorhead Good Shepherd, Moorhead North Buffalo, Moorhead Our Savior's, Moorhead Trinity, Moorhead</p> <p>DETROIT LAKES CONFERENCE:</p> <p><u>Cluster 18</u> First, Detroit Lakes Trinity, Detroit Lakes Bakke, Detroit Lakes Richwood, Detroit Lakes Waters of Grace, Frazee St. Peter's, Audubon First, Audubon Lake Park, Lake Park Augustana, Detroit Lakes Eksjo, Lake Park Strandvik, Lake Park Grace, Detroit Lakes Immanuel, Osage Cormorant, Lake Park Our Savior's, Sebeka</p>
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Congregational Support

Thank you to the following congregations for your financial support in 2021!

Aspelund Lutheran, Flom
Bethany Lutheran, Goodridge
Bethany Lutheran, Nevis
Bethany Lutheran, Red Lake Falls
Bethesda Lutheran, Moorhead
Black River Lutheran, Red Lake Falls
Bygland Lutheran, Fisher
Calvary Lutheran, Perham
Calvary Lutheran, Park Rapids
Calvary Lutheran, Winger
Clearwater Lutheran, Shevlin
Comstock Lutheran, Comstock
Concordia Lutheran, Fertile
Ekelund Lutheran, Goodridge
Faaberg Lutheran, Fertile
Faith Lutheran, Bagley
Faith Lutheran, Goodridge
Faith Lutheran, Wolverton
First Lutheran, Audubon
First Lutheran, Bemidji
First Lutheran, Detroit Lakes
First Lutheran, Mahnomen
First Lutheran, Stephen
Fisher Lutheran, Fisher
Gary-Rindal Lutheran, Gary
Glyndon Lutheran, Glyndon
Grace Lutheran, Ada
Grace Lutheran, Detroit Lakes
Grace Lutheran, Grygla
Hoff Lutheran, Comstock
Kingo Lutheran, Fosston
Lake Park Lutheran, Lake Park
Little Norway Lutheran, Fertile
Lutheran Church of Christ the King, Moorhead
Lutheran Church of the Good Shepherd,
Moorhead
Maple Lake Lutheran Church, Fertile
North Buffalo Lutheran Church, Moorhead
New Salem Lutheran, Turtle River
Our Savior's Lutheran, Barnesville
Our Savior's Lutheran, Moorhead
Our Savior's Lutheran Church, Sebeka
Redeemer Lutheran, Thief River Falls
Rollag/Gran/Park Lutheran Parish, Hawley
Salem Lutheran, Oklee
Sand Hill Lutheran, Climax
Silver Creek Lutheran, Thief River Falls
Solem Lutheran Church, Hawley
St. Paul's Lutheran Church, Crookston
St. Pauli Lutheran, Thief River Falls
St. Peter's Lutheran, Audubon
Sundal Lutheran, Fertile
Trinity Lutheran, Beltrami
Trinity Lutheran, Crookston
Trinity Lutheran, Detroit Lakes
Trinity Lutheran, Laporte
Trinity Lutheran, Moorhead
Trinity Lutheran, Thief River Falls
Trinity Lutheran, Waubun
Trinity Lutheran, Pinewood
United Lutheran, Gatzke
Wild Rice Lutheran, Twin Valley
Zion Lutheran, Bagley
Zion Lutheran, Thief River Falls
Zion Lutheran, Twin Valley
Zion Lutheran, Warroad



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WELCA Support

Thank you to the following Women's groups for your financial support in 2021!

Bethany Lutheran Church WELCA, Red Lake Falls
Calvary Lutheran Church WELCA, Winger
Clearwater Lutheran Church WELCA, Shevlin
Faaberg Lutheran Church WELCA, Fertile
Faith Lutheran Church WELCA, Wolverton
First Lutheran Church WELCA, Bemidji
Grace Lutheran Church WELCA, Ada
Hoff Lutheran Church WELCA, Comstock
Immanuel Lutheran Church WELCA, Hendrum
Kingo Lutheran Church WELCA, Fosston
Our Savior's Lutheran Church WELCA, Barnesville
Solem Lutheran Church WELCA, Hawley
Trinity Lutheran Church WELCA, Crookston
Trinity Lutheran Church WELCA, Pinewood
Trinity Lutheran Church WELCA, Waubun
Wild Rice Lutheran Church WELCA, Twin Valley

Business, Organizational & Other Support

Pathways would like to thank the following businesses, organizations and groups for supporting our mission and ministry in 2021 through generous gifts:

Anderson Family Chiropractic of Fargo
Thorsteinson & Sons Construction Company of Fargo
Cat Creek Auto of Menahga
Cwikla Ace Hardware of Park Rapids
First National Bank of Bemidji
Kjos Investments of Fargo
Thrivent Financial
Our Savior's Lutheran Brotherhood of Barnesville
Sign Badgers of Fargo



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Our thanks to the individuals and families that supported Pathways' in 2021!
Your generosity truly makes our camps YOUR camps.

WHITE PINE \$5,000-\$10,000

Andreasen, John & Carol Sue
Peterson, Jean

ASPEN \$2,500-\$4,999

Glas, John & Nadine
Jacobson, Curt & Kathy
Knorr, John & Lou Ann

TRAILBLAZER \$1,000-\$2,499

Andreasen, Christopher & Nikki
Berg, Elmer & Kaya
Bock, Miriam
Egeland, Eric & Becky
Ellingson, Clay & Sue
Gambell, Janet
Haugo, Allan & Vicki
Leiseth, Jon & Kristi
Meyer, Meryln & Gwen
Nestigen-Lundeen, Beverly
Nibbe Family Foundation
Pipho, Armin & Terry
Wold, Stephen & Terrie

BIRCH \$500-\$999

Andreasen, Kjerstin
Bailey, Ira & Kim
Behr, Matt & Angie
Blackwood, Roy & Buehler, Laurie
Dovre, Paul & Mardeth
Flaskerud, Deb
Fossen, Brad & Beth
Harstad, Bill & Dorothy
Hendricks, B.J.

Hermann, Elaine

Johnson, Marty & Lisa

Judson, Alan & Jo

Krause, Helen

Leach, Christopher & Sarah

Nestingen-Lundeen, Beverly

Olson, Mark & Sara

Turnquist, Tom & Tamarah

TAMARAC \$250-\$499

Aakhus, Jason & Roberta

Albertson, Laurie

Billing, Jolene

Clapp, Eric & Megan

Dahlum, Ina

Dalager, David

Danielson, Sarah

Deilke, Karl & Violet

Dodson, Jonathan & Kelly

Dragseth, Jim & Maureen

Esser, Ryan & Rebecca

Fensom, Simon & Nancy

Grimm, Beverly

Hagen, David & Alice

Hanson, Allen & Loree

Hensrud, Mark

Hewitt, Mark & Peggy

Klemetson, Robert & Stacy

Korsmo, George & Ruth

Loe, Stephen & Susan

Lysaker, Mavis/Fisher, Wilbur

Marr, Sandra

Natwick, Laurie



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Nielson, Stacy
Nord, Jeff & Diane
Ostercamp, Kristen & Daniel
Pederson, Yvonne
Peterson, Tom & Cynthia
Suomala, Dorothy

Svendson, Carol
Tallakson, C. A.
Upham, Bonnie
Varland, Dana
Wyse, Dwight & Abby
Yliniemi, Donna

Path Keepers

\$120 – \$249

Asche, Steve & Janet	Kolden, Thomas
Backes, Connie	Leas, Jason & Kisty
Bentley, Geoffrey	Lind, Helene
Bergland, Helen	Magelssen, Margreta (Muff)
Brown, Brother Jeff	Maki, Bill & Karen
Cavalier, Curt & Sue	Marjamaa, Harold & Janice
Clapp, Kevin & Sheryll	Nerland, Mark & Emily
Connick, Helen	Pederson, David & Heather
Dauner, Harley & Norma	Peterson, Steve & Enid
DeLap, Roger & Carol	Randklev, Beth
Ekre-Boe, Ivy	Rehn, Grace
Evans, Robley & Tonia	Rodland, Mark & Opskar, Emmy
Forsberg, Winton & Claudette	Rude, Daryl & Linda
Gerber, Brent	Schroeder, Steve
Grafstrom, Sue & Paul	Schultz, Brian & Angie
Grandstrand, Marilyn	Skaurud, Kelly & Vicki
Griffin, Doug & Mary	Sperling, Steve & Deanne
Haarstad, James/Johnson, Ardis	Swanson, Josh & Nicole
Hanson, John & Mary	Teig, DeWayne & Kathy
Harrison, Joe & Laurel	Thompson, Wayne & Martha
Haugland, Eric	Trudeau, Kari
Hennager, Janelle	Vollrath, Ona May
Hermodson, Rev. Arlen	Wammer, Mike & Bette
Hulden, John & Becky	Wangberg, Vicki
Jewell, Nancy	Wohlrabe, Lawrence & Joy
Kanten, Eric	



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Pathways, Inc. Board of Directors

Rev. Chris Leach	Conference 5	Chairperson
Al Judson	Conference 4	Vice-Chairperson
Rev. Eric Clapp	Conference 6	Secretary
Bonnie Upham	Conference 3	Treasurer
Ira Bailey	Conference 5	Trinity Lutheran Moorhead
Dave Dalager	Conference 1	
Rev. Janelle Hennager	Conference 1	
Rev. Jonathan Dodson	Conference 2	
Rev. Christy Klemz	Conference 3	
Rev. Brother Jeff Brown	Conference 3	
Rev. Mark Olson	Conference 4	
Terry Pipho	Conference 5	
Jenny Hagelstrom	Conference 5	
Rebecca Esser	Conference 6	
John Knorr	At-Large Member	
Larry Kent	At-Large Member	
Angie Behr	At-Large Member	
Mark Hensrud	At-Large Member	

Pathways Year Round Staff

Chris Andreasen	Executive Director
Misty Fry	Office Manager
Brad Fossen	Facilities Director
Kale Johnson	Program Director



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2021 RETREAT NUMBERS

Camp	Dates	# of Guests
Emmaus	02/25-28	11
Emmaus	03/25-28	11
Emmaus	04/08-11	13
Emmaus	04/21/-25	14
Emmaus	05/06-9	12
Emmaus	09/17-19	175+
Emmaus	09/23-26	7
Emmaus	09/30-10/01	7
Emmaus	10/07-10	15
Emmaus	10/14-17	25
Emmaus	10/21-24	12
Emmaus	12/04	30



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2020 Annual Meeting Minutes

Pathways Annual Meeting Minutes
March 21, 2021 3:00pm

Call to Order

Board Chair Rev. Chris Leach calls the meeting to order at 3:01pm

Chris L. led us in devotions around the Road to Emmaus story.

Chris A. shared a video of 2020 Summer Staff singing “Lord, I Lift Your Name on High.”

Routine Business & Reports

Table Introductions

Approval of Agenda and Overview of Annual Report Booklet

Motion: Dave Dalager

Second: Curt Cavalier

Discussion: None

Motion carries

Introductions of Pathways Staff and Board of Directors

Chris A. led a round of introductions for full-time staff and board of directors.

Reports

Secretary’s Report

Report stands as presented in the 2020 Annual Report

Treasurer’s Report

Treasurer Bonnie Upham shared some highlights including a budget remaining in the positive despite the challenges COVID threw our way. We also received \$46,000 in the first round of the PPP grants. Fluctuations in revenue and expenses were by-and-large what we expected given the cancellation of onsite programming.

Northwestern MN Synod Report

Kristina Dernier was with us to share some reflections of what is happening at the Synod level. She shared words of gratitude for the faithfulness of ministry to and with congregations in the midst of COVID.

Board Chair’s Report

Rev. Chris Leach shared words of gratitude to staff, congregations, ministry teams for the faithfulness of their commitment to camp in the midst of a wild year.

He cast a vision forward for the building of a strategic plan to guide us as we look ahead into the future. We want to make sure we’re building a solid foundation moving forward in ways that empower us for the ministry of Pathways into the future.

One goal is to come back to the roots of our ministry and God’s call for our life together in the summer and year ahead.



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Executive Director's Report

Chris. A. shared words of gratitude for the work of the 2020 summer ministry team to connect with campers and congregations in COVID time. He mentioned some building maintenance and improvement projects throughout last summer.

He also lifted up Misty's work in coordinating things in the office. We're so grateful for all of her gifts and skills. He thanked congregations and ministry teams who supported us financially in a turbulent summer. Things were looking bleak financially in the summer, but we ended the year strongly and finished in the black.

He mentioned how excited he is to have Lydia Holden in place as the Program Director and is excited to move forward in ministry together.

We're all very excited to see how God continues to bless this ministry in having kids coming back out to camp, as well as all of the ways God can create unique environments to encounter and renew us for lives of love.

Facilities Report

Brad walked us through his report with all of the improvements done at Camp Emmaus this past year. There have been so many great things to happen with facilities at camp and we are looking forward to seeing how these new facilities can serve the ministry of Pathways.

Brad did mention some work on the dining hall basement at Minne-Wa-Kan, as well as some work on the chapel up there as well.

Program Director Report

Lydia mentioned she has had a great first few weeks on staff. As of this past Friday, we have been moved past 2019 camper registration numbers which is very exciting.

She's excited to be back to work at Camp Emmaus, and is looking for young people to fill out a staff for this summer.

Ministry Team Reports

Personnel - No report.

Finance - No report.

Financial Development

Al Judson shared some 2020 highlights including the Paycheck Protection Program that allowed us to keep camp staffed through the summer. He also brought up the Pathways Endowment Fund -- which has existed for a while, but hasn't been taken advantage of. He's excited to start focusing on building that up as a way of benefiting our future ministry.

Programs

Program has spent most of the last few meetings planning program logistics, staff training, and looking ahead to Summer 2021.

Properties

Ira Bailey thanked everyone on the full-time staff for their awareness and attention to issues with property. He did mention the dining hall basement water damage at Minne-Wa-Kan, as well as the septic system there which will need to be replaced in the next few years.

Ira also mentioned a new "human foose-ball" court installed at Camp Emmaus, as well as looking at the chapel improvements at Emmaus.

He also mentioned that Al Judson is working on some accessibility updates to the Chapel at Camp Emmaus as well.



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Lake of the Woods Bible Camp Report

Sue Grafstrom shared updates from LOWBC. LOWBC has been sold in December 2020. Today it has been remodeled and can be rented out for VRBO. Since it has been sold, the money has been distributed back to the member congregations.

Motion: To accept the reports as presented.

Made: Sue Grafstrom

Second: Jenny Hagelstrom

Motion carries

Old Business

Pathways Endowment Fund

Chris A. shared that there was an endowment fund established with Pathways back in 1998. We were blessed with some larger gifts this past year, so we would like to re-invigorate giving to build up the Endowment Fund.

New Business

Elect Endowment Fund Committee

Nominees: Sue Grafstrom -- 3 year term
Eric Egeland -- 3 year term
Bonnie Upham -- 2 year term
Clay Ellingson -- 2 year term
Kent Bruun -- 1 year term

Motion: to elect these members for these terms to the Endowment Fund Committee

Made: Ira Bailey

Second: Al Judson

Discussion: None

Motion carries

Approve 2021 Budget

Chris A. shared some of the ways that we have re-evaluated our budget in light of COVID circumstances. We have scaled back our Day Camp programming. As of right now, we are committed to 1 Day Camp per week. We're hoping to see strong development revenue.

Bonnie shared our budget reflects a more "normal" expectation -- a return to 2019-type numbers rather than 2020. Chris A. pointed out the Mission Investment Loan for Minne-Wa-Kan. We may roughly \$850/month on that loan.

Motion: Approve the 2021 budget as written

Made: Sue Grafstrom

Second: John Knorr

Discussion: Sue G. asks a question about summer staffing pay. Chris A. mentioned a goal of being able to raise summer staff pay in future years.

Motion carries



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Thank you to Outgoing Board Members

On behalf of the Pathways constituency, Chris L. thanked Rev. Clay Ellingson and Sue Grafstrom for their service of two consecutive terms on the Pathways Board. Thank you!

Election of Board Members

Chris A. is excited to introduce our new slate of elections.

Re-elections: Rev. Christy Klemz, Rev. Mark Olson, Rev. Eric Clapp

New Members: Rev. Janelle Henniger, Brother Jeff Brown, Terry Piphon, Jenny Hagelstrom, Devlyn Brooks, Becky Esser, and Mark Hensrud.

Motion: to accept this slate of candidates as elected board members

Made: Sue Grafstrom

Second: Al Judson

Discussion: John Knorr nominated himself as an at-large board member, Andrea Kent nominated Larry Kent as an at-large board member. Nominations cease.

Motion carries

Pathways Representatives

Chris A. thanked those who were present today and encouraged people to continue to promote camp.

Announcements, Sending Prayer, and Blessing

Lydia closed us with a time of prayer.

Motion to adjourn

Motion: Jenny H.

Second: Angie Behr

Motion carries

Meeting adjourned at 4:28.



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Board Treasurer's Annual Report

2021 Key Financial Figures:

	<u>2021</u>	<u>Change from 2020</u>
Congregational Giving\$	\$117,142	30% decrease
Individual/Business Giving	\$ 87,507	25% decrease
Program Revenue	\$ 267,911	98% increase
Total Income	\$ 474,833	12% decrease
Expenses	\$ 441,378	8% increase
Net Operating Income	\$ 33,455	80% decrease
Net Other Income	\$ 103,370	107% increase

2021 Financial Highlights:

- 2021 was a more normalized year for giving from congregations, foundations & endowments, individuals, businesses, and in-kind giving. The decrease from 2020 reflected the increased giving levels in 2020 related to the COVID-19 hardship.
- Our participation in Giving Hearts Day and Give to the Max Day in 2021 continued to be very successful opportunities to connect with new donors as well as loyal past donors.
- Program revenue increased substantially over 2020 because of the ability to conduct on-site camp in 2021 whereas 2020 on-site camp programming had to be cancelled due to COVID-19. Approximately \$95,000 of the total program revenue in 2021 is attributable to the rental of Camp Minne-wa-kan to Concordia Language Village.
- Our expenses increased in 2021 because of an increase in variable expenses associated with having campers on-site.
- Net operating income is a nice positive number that reflects the ongoing income and expenses associated with the operations of Pathways.
- Net other income includes income and expense items that are not considered ongoing income and expenses. For 2021, the net other income includes income related to the forgiveness of PPP loans in a total amount of \$87,483 along with a net positive figure of \$15,886 resulting from the insurance proceeds and expenses to repair the water damage to the dining hall at Camp Minne-wa-kan.



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Board of Director Chair Annual Report

Greetings Fellow Brothers and Sisters in Christ,

I hope this report finds you well as we continue to make our way through this wild time of a pandemic. I have been serving as the Board Chair since April of 2020 and it has been quite a ride to say the least. While the year has been very challenging (as it has been for all of us), it has also been filled with a lot of blessings. If I can sum up my feelings with one word it would be excitement. I am so excited for the future of this Ministry and for how God continues to drive us forward in beautiful ways.

The Future of Camp Emmaus: It has been a busy year, and besides leading board meetings, navigating Covid realities, and supporting our teams, much of my work as the board chair has been related to the question of Camp Emmaus' future within the Pathways organization. The question of ownership and challenges therein are nothing new to the board's agenda. It has been part of every strategic process over the last 25 years and a challenging question I too have inherited. I am thankful that it is finally coming to a resolution. The challenge is that it may mean a substantial debt load for us as an organization, but this too I am confident we can overcome. I am thankful for the team of board members who have faced this challenge head on and for Trinity's negotiating team. We have approached finding a resolution through our shared relationship, and done so faithfully, prayerfully, and with lots of excitement for the future. I look forward to our conversation at this meeting, and over the next few months, a coming resolution.

The Discernment of a Strategic Process: Another significant part of my work on the board has been to lead the strategic discernment team, seeking to discern and develop our next process for building a strategic plan for pathways beyond 2025. I have really enjoyed the conversation and shared passion of this team and we are very excited for the next step in this process moving forward.

The Year-Around Staff and Summer Staff of Pathways: I am thankful for the hard and faithful work of our Pathway's year around staff. As like all of us, they have had to continue to navigate an ever changing reality of guidelines, restrictions, recommendations, and systems. Be that as it was, they have worked very hard to not only maintain our ministry, but rebuild a foundation that has driven growth during these challenging Covid years. While Lydia Holden was only on the team for one year, she did a fantastic job of recruiting a summer ministry team that helped re-establish healthy leadership practices, and faith-filled God loving ministry for our kiddos and families. We wish her well in her new call and are excited for Kale stepping in now and seeking to build on the momentum that was started last summer. Kale brings a wealth of camping ministry experience and they will be a blessing for our ministry moving forward. Our whole staff has been doing great, but I want to especially lift up Misty and her gifts that she has shared these last four years. While Misty too has taken a new job at NDSU, her leadership with Pathways (often behind the scenes) has solidified our grounding during a few years of difficult transitions and challenges. I am so thankful for who she is and will miss dearly that bright and smiling face when I would stop by the office. NDSU is certainly gaining a true gift. We are blessed to share ministry with this whole staff and if you see them, say thanks.



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Pathways as Community of Us All: We have strong and faithful leaders committed to serving on the board and leading us as employed staff, but Pathways is bigger than just them. It is all of us sharing a road of faith together. I am especially thankful for you and your commitment to this shared ministry. We have seen so much continued support financially from individual families, to churches, to business, to communities and beyond. This pandemic reality has really reminded us of just how much we need each other, and how we are stronger together than we are apart. Thank you for your generous support. Thank you for your prayers. Thank you for sharing this road of faith together. I could go on and on about our work in the last year. I know our Board Members could as well. I am so thankful for their commitment to us all and for how they have served diligently and passionately as a ministry team. They have a pretty thankless job, but we have all been blessed by them in seen and unseen ways. I have enjoyed serving alongside them in this ministry and while this meeting marks of my 6 years of service on the Pathways Board of Directors, I have learned a lot and fallen even deeper in love with this ministry. The future is full of hope and thank you all for the opportunity to serve in such a way. Thank you especially for the grace when things haven't always worked out well, and the faith to run the race God has marked out for us. God is indeed with us and meets us every day in unique and beautiful ways. Take care and God Bless you all!

Pr. Chris Leach – Chair of the Pathways Board of Directors

Executive Director Annual Report

God was definitely at work through the ministry of Pathways this past year. It was such a blessing to be able to welcome campers and summer staff back to camp. Our summer theme titled "Through It All" focused on Psalm 100:5 – *For the Lord is good, his steadfast love endures forever and through all generations.* This theme played into our mission of offering unique environments where God encounters people and renews them to live lives of love. The Pathways staff were instrumental in guiding our campers and each other in faith forming activities and adventures. Campers were surrounded by God's love as their faith was impacted through games and challenges, daily bible study, campfire worship, cabin devotions and living together in Christian community at Camp Emmaus. In 2021 we welcomed over 350 campers through the doors of Camp Emmaus. In addition Pathways staff led 8 Day Camps/VBS programs at area churches throughout northwest Minnesota. Overall we created unique environments sharing the love of Jesus Christ with over 700 youth. We are grateful for the leadership of our departed Program Director, Lydia Holden and even more excited about Kale Johnson joining our year round staff as Program Director. Kale brings a plethora of gifts and loads of experience to the program director position. We are busy planning ahead for another summer and looking at ways we can make camp more inclusive, accessible and welcoming to everyone as we share God's love.

As we focus on building our programs and registration growth in 2022, a major opportunity has presented itself to Pathways centering on the ownership of Camp Emmaus. Owned by Trinity Lutheran Church in Moorhead, Camp Emmaus has long been the heartbeat of Pathways as our main site for ministry. Guided by the Holy Spirit we have had faith-filled conversations about purchasing the camp and what implications that has on the future of Pathways. It is our hope that Camp Emmaus will continue to provide faith forming experiences for youth and families as we share the love of Jesus Christ with everyone.



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We were able to make headway on facility improvements throughout 2021. After significant water damage to the lodge basement at Camp Minne-wa-kan at the end of 2020, Pathways Facility Director, Brad Fossen, took on the challenge of repairing the damage. The end result is fantastic and the space is already in use. We also took steps forward in finishing the new multi-purpose maintenance building at Camp Emmaus. We were able to complete the exterior work of installing siding, soffit and fascia and now we are moving forward with completing the electrical system to be able to fully utilize the building this summer. Additional plans are in place to install new siding on the Camp Minne-wa-kan chapel and re-surface the basketball court.

Pathways retreats rebounded following a slowdown from the Covid-19 pandemic. We are welcoming new and returning groups to utilize our spaces at camp and enjoy time to relax and unwind in God's beautiful creation. We have also been blessed with volunteer helpers working on projects and spending time together in Christian fellowship. Whether it is a scrapbooking group or just a few people together for chainsaw work and facility maintenance, we are blessed to be together in these Holy spaces. We are grateful to everyone who maintains a connection to camp.

Our fundraising efforts have been positive and we are grateful for your support. This ministry would not be possible without you! Please consider other ways that you can get involved. We have connected many new donors to Pathways and continue to spread the good news about how God is active throughout the ministry of Pathways. Our big push this year is to build up a campership pool to offer financial aid to those campers and families that need assistance in offsetting the cost of camp. It is our goal that everyone is able to enjoy a bible camp experience regardless of financial ability. Another positive building block has been the creation of the Pathways Endowment Fund. After a 23 year wait between planning and implementation, we are building on an initial investment of \$25,000 to further support Pathways programs for years to come.

In conclusion, we want to thank each and every one of you for your support, thoughts and prayers. We also want to extend an open invitation to come out to camp and see God's work in action. Whether for a retreat, volunteer project or to see the sights and sounds of bible camp in the summer, please know that you are always welcome at your Pathways Bible Camps. Thank you and God bless.

In his service,

Chris Andreasen, Executive Director



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Program Director Annual Report

After many years on summer staff at Emmaus, I am beyond grateful to be joining the Pathway's year-round team and beginning my journey as Program Director. Over the past 20 years, I have witnessed – time and time again – how much of a positive, and often life-changing, impact Pathways ministry makes in the lives of our youth, families, and our communities. I am so excited to be in this role and to be continuing the mission and ministry of Pathways with you all.

Our theme for this summer is ***Beyond Measure***. We will spend time each day exploring how boundless God's goodness, love, welcome, forgiveness, and generosity truly is. While we can measure the number of campers, staff, and community members that have been at Emmaus since 1934, the impact of camp is *beyond measure*. God continues to work through us all in ways that we could have never imagined. We experience God's boundless love through the wondrous creation that surrounds us and through the Pathways community connecting us all.

For me, one of the most powerful memories of last summer was from the first day with campers. I was sitting alone at the bell, after all the campers had scattered during the all-camp game. As I sat there, hearing the laughter and shouts of excitement in the distance, it hit me that this was the first day with campers at Emmaus in over 21 months. The past two years have felt like a lifetime of uncertainty but in that moment, it was as if all of that disappeared. This moment filled me with so much joy. Even through this ongoing pandemic, the joy and excitement of camp has remained. Beyond that, we know that God's love also remains. Nothing can separate us from God's boundless and everlasting love.

I have seen and heard the joy and excitement first hand from congregations and church leaders that I have had the privilege to connect with in recent weeks. In the coming months, I hope to continue finding new ways to amplify this excitement and connect with the wider Pathways community through social media, retreats, and other events.

As we prepare for another summer, full of on-site programs and day camps, we are actively searching for individuals to join our summer ministry team. The summer staff is so important and vital to our ministry – we can't do camp without them! This team consists of counselors, program staff, called and sent counselors (CITs), technology director, camp cook, and assistant cook. There is a variety of roles available to fit a variety of unique gifts. If you know anyone who might be interested and would be a great fit for camp, please send them our way! I would love to connect with them!

Lastly, I am continually grateful to be a part of this community. Thank you to everyone who contributes to the Pathways ministry in any way. You are the hands and feet of Jesus throughout our communities. The ways you share God's love and goodness are *beyond measure*!

The theme verse for this summer is my concluding prayer:



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"I pray that you and all of God's people will understand what is called wide or long or high or deep. I want you to know all about Christ's love, although it is too wonderful to be measured. Then your lives will be filled with all that God is."

—Ephesians 3:18-19 CEV

May you feel God's wondrous love surround you,

Kale Johnson

Facilities Director Annual Report

As I start to write this article, I realize the calendar reads 2/22/22. I think this also stands for the fact that we have "two" much snow. With that being said, I have spent the majority of this winter in the plow truck, traveling between Emmaus and Minnewakan, creating mountains of snow that are higher than those in recent memory.

Early May of 2021, when the weather was much more pleasant than it is currently, brought the usual camp cleanup day at Emmaus. This event had good attendance, and helped ready the camp for the summer season. With the pandemic still looming, it was apparent that families remained hesitant to send their kids off to camp. The reduced camper numbers allowed Pathways the space and resources to follow COVID guidelines. Regardless of numbers, it was nice to see the camp full of life once again.

The current major improvement project of a new workshop and storage shed at Emmaus is coming to a close. The upper portion of the metal siding was completed in early January 2021. The workshop was temporarily setup for summer maintenance needs. Late fall brought completion of the soffit, fascia, trim, and roof vents. By the time this letter goes to print (or email), wiring of lights, switches, and outlets should be finished. The final stage in this project will be to insulate and wall-up the workshop.

We have also taken advantage of the unusually high value of used vehicles this year, and sold a 28 year old pickup. If values continue to be high, we will look at paring down the fleet of camp vehicles even more. Our goal with this is to tidy up camp and focus on quality over quantity.

The next major undertaking at Emmaus will be the chapel. This building has prime lakefront location overlooking Lake Morgan. Al Judson and Calvary Lutheran Church of Park Rapids have started fundraising efforts for this project. There will be multiple phases to the restoration of this building. At completion of the project, the chapel will be the centerpiece of camp once again.

Summer at Minnewakan was lighter than usual. Continuation of the pandemic caused the renter to reduce capacity to about 60% of typical attendance. This afforded Pathways the opportunity to focus on planning some camp improvements. In October, Roy Blackwood and a couple of his coworkers converged on Minnewakan to repair the foundation of the chapel. Two doors were also donated and installed by Roy. Once the new, solid foundation and doors were in place, attention was turned to the deteriorating siding. Through a generous



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donation, we were able to order new 30 year prefinished siding for the building. The siding is currently sitting at the lumber yard waiting to be picked up when the weather improves. We will need several volunteers to help with the siding installation. Anyone that is interested can call the Pathways office, and we will round everyone up when the time is right this spring.

As always, if anyone feels called upon to help with other projects around the camps, or would like to be involved in the Emmaus chapel update, please contact the Pathways office for more details.

Warm Regards,
Bradley Fossen



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Pathways 2022 Budget (Income)

Development Revenue	<u>Budget 2022</u>	<u>Actual 2021</u>
Congregations/Foundations	124,500	117,342
Corporate Giving	3,000	4,100
Individual Giving	77,000	82,208
Subtotal Development Revenue	204,500	204,650
Program Revenue		
Emmaus Summer Programs	207,000	118,027
Day Camp	18,000	8,139
Offsite Youth Adventure	15,000	10,080
Retreats	26,500	27,618
Concordia Language Village	75,000	94,640
Camp Store and Canteen	17,000	10,410
Subtotal Program Revenue	358,500	268,914
Other Revenue		
Sale of Equipment	1,000	0
Interest Income	600	593
Dividend Income	700	676
Subtotal Other Revenue	2,300	1,269
Total Revenue	565,300	474,833



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Pathways 2021 Budget (Expenses)

Expenses	<u>Budget 2022</u>	<u>Actual 2021</u>
Payroll, taxes, & benefits	350,598	257,778
Continuing Education	1,800	30
Conference and Training	1,000	140
Bank Charges	300	369
Interest Payments (MIF)	4,073	4,881
Equipment Repair & Purchase	3,500	6,384
Food	33,000	19,663
Camp Store and Canteen	8,500	3,046
Insurance	38,700	36,564
Licenses & Fees	1,500	2,989
Facility Improvements, Maintenance, Janitorial, & Linen	21,500	19,643
Office, Housing, & Communication	11,000	11,053
Promotion	6,000	5,617
Professional Services & Strategic Planning	13,500	12,310
Program Expenses	7,250	7,864
High Adventure	5,000	4,130
Travel	9,000	6,472
Vehicle Expense	2,500	2,040
Staff, Board, Committees	250	120
Utilities	30,000	28,521
Fundraising Events	1,000	0
Financial Development	9,000	11,763
Miscellaneous	0	0
Total Expenses	558,971	441,377
NET OPERATING INCOME	6,329	33,456
Loan Principal Reduction (MIF)	6,139	5,905
NET INCOME	190	27,551



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Nominations/Elections for Pathways Board of Directors

By-Laws of Pathways Incorporated, Article II

Section 1 - Membership of the Board of Directors

- a) The Board of Directors shall consist of not less than 12, nor more than 18 members, elected from member congregations.
- b) Election shall be conducted in such a manner that no more than 6 members are elected to three-year terms each year, subject to one consecutive reelection.
- c) Advisory members of the Board of Directors shall be the following who will have voice, but no vote:
 1. The Executive Director of Pathways
 2. Any person or persons so appointed by the Board of Directors

Section 2 – Special Areas of Representation of the Board of Directors

- a) At least 4, but nor more than 9, of the elected members shall be pastors of the ELCA.
- b) The Board of Directors shall elect a Treasurer for the Pathways Corporation either from within or from outside its membership. If elected from outside its membership, the Treasurer shall be considered an advisory member of the Board, and no limitation of term shall apply ... The term of office shall be one year.
- c) Each of the conferences shall have at least 2 representative members.
- d) Due consideration shall be given to an equitable distribution of Board members from the areas served.

Current Board Membership

<u>Name</u>	<u>City</u>	<u>Church</u>	<u>Conference</u>	<u>Term</u>	<u>Expiration</u>
Mr. Dave Dalager	Warroad	Zion	1	1	2023
Rev. Christy Klemz	Alvarado	New Beginnings	2	2	2024
*Ms. Bonnie Upham	E. Grand Forks	Our Savior's	3	1	2022
Rev. Mark Olson	Bagley	Faith	4	2	2024
Mr. Chris Andreasen	Moorhead	Trinity	5		Advisory Member
Rev. Chris Leach	Barnesville	Our Savior's	5	2	2022
Rev. Jon Dodson	Plummer	Ebenezer/Immanuel	2	1	2023
Rev. Eric Clapp	Sebeka	Our Savior's	6	2	2024
Angie Behr	Bemidji	N/A	At-Large	1	2023
Al Judson	Park Rapids	Calvary	4	1	2023
Ira Baily	Moorhead	Trinity Representative	5	1	2023
Mark Hensrud	Harwood	N/A	At-Large	1	2024
Jenny Hagelstrom	Moorhead	Good Shepherd	5	1	2024
Rev. Janelle Hennager	Greenbush	Bethel	1	1	2024
Terry Pipho	Moorhead	Good Shepherd	5	1	2024
Larry Kent	Bemidji	Calvary	At-Large	1	2024
John Knorr	Puposky	Pinewood	At-Large	1	2024
Brother Jeff Brown	Crookston	St. Paul's	3	1	2024
Rebecca Esser	Detroit Lakes	Grace	6	1	2024

**Names marked with asterisks are eligible for re-election*



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Board of Directors 2022 Ballot

Re-Elections: (2nd Term would expire 2025)

Mrs. Bonnie Upham _____ (Conference 3)



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Pathways Endowment Fund Committee

A. Committee Membership

- a. The committee shall consist of five members, all of whom shall be voting members of Pathways current or associate member congregations. Except as herein limited, the term of each member shall be three (3) years. Upon adoption of this resolution by the Annual Meeting, it shall elect five (5) members to the committee: two (2) for a term of three (3) years; two (2) for a term of two (2) years; and one (1) for a term of one (1) year. Thereafter at each Annual Meeting, the delegates shall elect the necessary number for a term of three (3) years. No member shall serve more than two (2) consecutive (3) year terms. After the lapse of one (1) year, former committee members may be re-elected. The board Chairman and Executive Director shall be advisory members of the committee. The Pathways Board shall nominate members of the committee and report at the Annual Meeting in the same manner as for other offices and committees. In the event of a vacancy on the committee, the Pathways Board shall appoint a member to fill the vacancy until the next Annual Meeting, at which time the Annual Meeting delegates shall elect a member to fulfill the term of the vacancy. No more than two (2) committee members shall hold office on the Pathways Board during their term of office on the committee.
- b. The committee shall meet at least quarterly, or more frequently as deemed by it in the best interest of the fund.

Name	City	Church	Term	Expiration
Sue Grafstrom	Roseau	Messiah	3 Years	2024
Eric Egeland	Fisher	Bygland	3 Year	2024
Bonnie Upham	East Grand Forks	Our Savior's	2 Years	2023
Rev. Clay Ellingson	Moorhead	Trinity	2 Years	2024
Kent Bruun	Bemidji	Trinity Crookston	1 Year	2022



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Pathways Endowment Fund Committee 2022 Ballot

Elections: (1st Term would expire 2023)
