

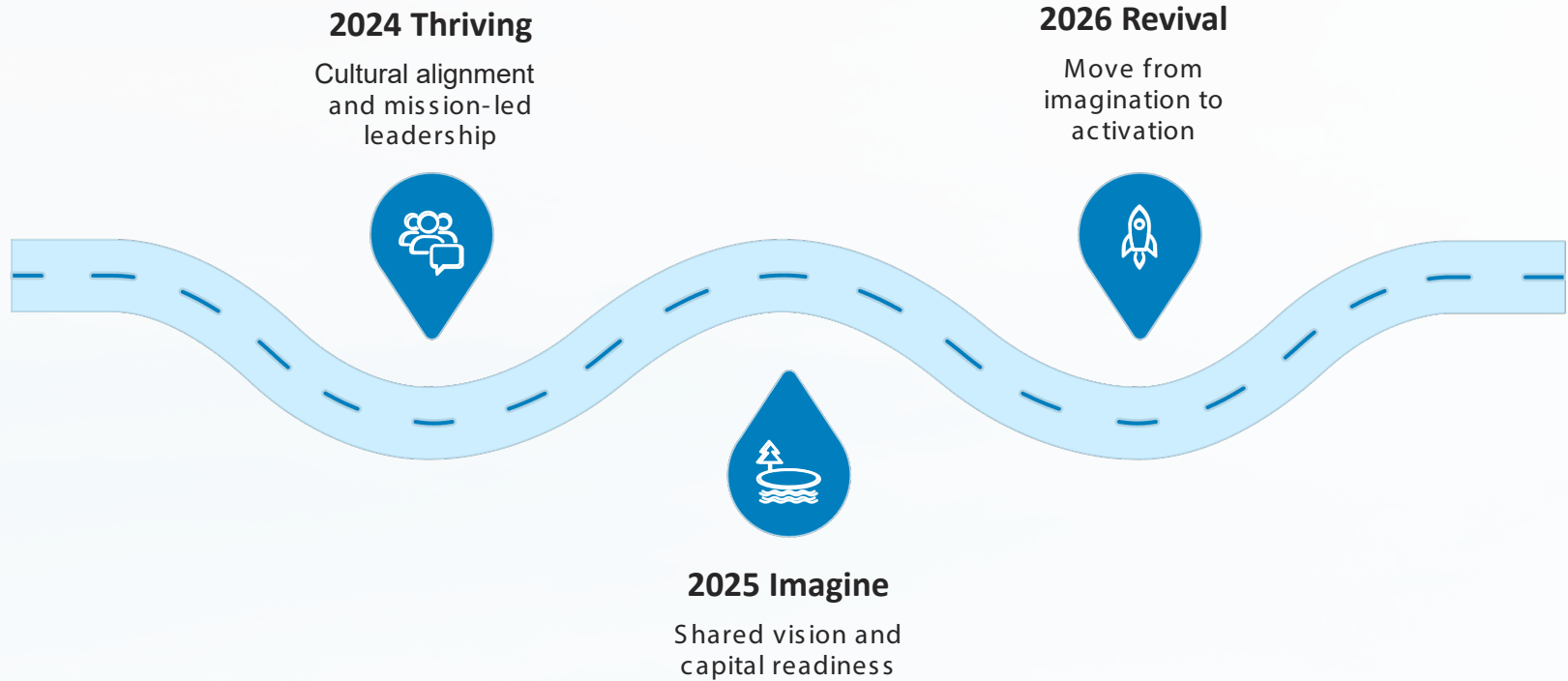


Revival Framework 2026 - 2027

From Imagination to Activation

LAKESIDE 2026-2027

The Journey Here



Each year has built on the last. 2026 is the year we move from planning to doing — from imagination to activation.

A photograph showing the back of a man and two children on a boat. They are looking out at a vast, blue body of water under a clear sky. In the distance, a bridge and some land are visible. The text is overlaid on the left side of the image.

Revival is not a
theme for
inspiration.
It is a **strategic
posture** .



Why "Revival" Now

Revival is not a theme for inspiration alone. It is a **strategic posture** for Lakeside's next phase: operational excellence, capital execution, revenue diversification, community trust, and year -round relevance.

The Triple Return Framework

ROI

Return on Investment

Every financial and capital decision produces measurable value.

ROM

Return on Mission

Every action aligns with Lakeside's spiritual, cultural, intellectual, and physical purpose.

ROR

Return on Relationship

Strengthening trust and relational equity across community, donors, guests, and partners.

ROI + ROM + ROR form the strategic lens for all 2026 –2027 priorities — a measurable, accountable, mission -driven operating system.

Five Focused Areas of Revival



Revive Experience

Guest services, operational excellence, marketing expansion



Revive the Campus

Capital campaign and long-term infrastructure



Revive the Calendar

Retreat season and year-round business model



Revive Operations

Systems, accountability, organizational rhythm



Revive Community Trust

Rebuilding confidence, unity, and shared purpose

FOCUS 1

Revive Experience

Guest Services, Operational Excellence & Marketing Expansion





FOCUS 1

Revive Experience: Priorities & Outcomes

Strategic Priorities

- Unified guest experience system across gates, hotels, programming, and hospitality
- Strengthen June and August attendance through targeted marketing
- Improve operational consistency via SOPs, training, and accountability
- Expand digital engagement and brand storytelling

Expected Outcomes

- Increased guest satisfaction and repeat visitation
- Stabilized early- and late-season revenue
- Improved service consistency
- Stronger brand visibility and market reach



FOCUS 2

Revive the Campus

Comprehensive Capital Campaign & Long-Term Infrastructure Strategy



FOCUS 2

Revive the Campus: Priorities & Outcomes

Strategic Priorities

- Advance capital readiness and feasibility study
- Prioritize Phase I projects using ROM and ROI frameworks
- Launch campaign covering facilities (Hotel Lakeside, Hoover, lakefront, group housing), endowment, and deferred maintenance
- Strengthen donor pipeline and campaign case for support

Expected Outcomes

- Clear capital sequencing and funding strategy
- Increased philanthropic capacity
- Improved facility quality and efficiency
- Long-term financial resilience

FOCUS 3

Revive the Calendar

Retreat Season Launch & Year-Round Business Model





FOCUS 3

Revive the Calendar: Priorities & Outcomes

Strategic Priorities

- Launch Retreat Season (October–April) as a new line of business
- Develop business plan for conferences, camps, and group events
- Strengthen partnerships with universities, churches, arts organizations, and corporate groups
- Pilot 2026 retreat events to test pricing, staffing, and capacity

Expected Outcomes

- Diversified revenue streams
- Reduced dependence on seasonal gate revenue
- Increased campus utilization
- Stronger year-round mission impact



FOCUS 4

Revive Operations

Systems, Accountability & Organizational Rhythm



FOCUS 4

Revive Operations: Priorities & Outcomes

Strategic Priorities

- Strengthen cross-departmental coordination and communication
- Implement performance dashboards and accountability rhythms
- Improve forecasting, budgeting, and operational planning
- Build staff capacity through training and leadership development

Expected Outcomes

- Increased operational reliability
- Improved financial accuracy and forecasting
- Stronger staff alignment and performance
- A more resilient organizational structure



FOCUS 5

Revive Community Trust

Rebuilding Confidence, Strengthening Unity & Deepening Shared Purpose

Elevating ROR: Return on Relationship

When relationships are healthy, transparent, and nurtured, they produce measurable returns: higher attendance, stronger philanthropy, reduced conflict, and deeper alignment.



Unified Communication

Transparent reporting rhythms, Coffee Chats, Listening Sessions, Lunch & Learns



Governance Transparency

Strengthen board–CEO communication and evidence-based progress reporting



Community Advisory Circle

Structured feedback loop for early issue identification and community input

Community Trust: Expected Outcomes

Reduced Conflict

Increased community trust and fewer conflict cycles

Stronger Alignment

Board, CEO, staff, and the community working towards a shared purpose

Donor Confidence

Higher philanthropic engagement and improved Public perception

Stable Participation


More consistent attendance and volunteer engagement

Revival as a Strategic Operating System



Alignment Ensures Results

Revival is not a slogan. It is a strategic operating system that aligns each focus area to mission, Experience, operations, finance, facilities, and community, ensuring Lakeside's revival is **measurable, sustainable, and mission-driven**.

 Every pillar is evaluated through the lens of ROI, ROM, and ROR.



Lakeside's revival is measurable,
sustainable, and mission-driven.

What Revival Looks Like in Practice

→ Elevate the Guest Experience

Consistent service, stronger marketing, and
June/August attendance growth

→ Build a Retreat Season

Year-round relevance and diversified revenue
beyond summer

→ Launch the Capital Campaign

Restore mission-critical facilities and build long-term
financial resilience

→ Strengthen Systems & Trust

Operational discipline and relational equity that the
community can feel



Together, We **Choose** Revival



Together, We Choose Revival

Revival is not something that happens to us — it is something we **choose**. Together, we choose to build, strengthen, and lead Lakeside into its next chapter.

ROI

Financial foundation

ROM

Mission impact

ROR

Shared future