

# STRATEGIC PLAN

TWENTY EIGHTEEN TO TWENTY TWENTY THREE



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# INTRODUCTION

Welcome to Crossroads' first Strategic Plan. It is a guide for our church family for the next five years and provides a fuller explanation of our Vision document. During the development of this plan, I have been very mindful that Crossroads is a group of people who ultimately are Christ's precious project. Thus, our plans and desires must be subject to his plans for us. As the Psalmist says, "unless the Lord builds the house, those who build it labour in vain" (Psalm 127:1). As God's people we labour to see his kingdom come, his will be done, his mission flourish and his people grow and mature.

Some of us were here when Crossroads began, over 20 years ago, and are astounded by all God has done during this time in answer to our prayers. Our ongoing prayer is that he will keep us equally committed (or even more so!) to the task for the next 20 years of Crossroads.

In developing this plan I have worked in close collaboration with the Staff and Council. I have spoken to, and heard from, many of you and am grateful for your wisdom, prayers, support and encouragement. I have also spoken with our Board of Reference and have gratefully received advice from a range of other mature and godly men and women. It's been a delight to benefit from so many who are keen to see God's plans for us realized into the future.

This Strategic Plan is just a beginning. The real work is yet to come. It will only come about through us working together for his glory. Are you willing to be part of this? I pray you will be, and that as a church family we can enthusiastically serve together in following our true and perfect lead-pastor: Jesus. This is our time as God's people, our opportunity in this city, our chance to give ourselves enthusiastically to God's glorious plans in Christ.

What a joy to partner in this gospel work together.

Many Blessings,

Marcus Reeves  
Senior Pastor

# WHO WE ARE?

On one level, we are a loving multi-site church with three congregations meeting across three different sites with approximately 700 weekly attenders, consisting over 500 Adults and 200 children and youth who also engage in a variety of mid-week ministries.

At a deeper level, we are a diverse family of needy, but thankful people brought together in Canberra by the saving and transforming power of the Gospel. Workers, students, unemployed, single, married, divorced, unified by the call that God has placed on our lives.

God's love for us drove him all the way to us, all the way to death, so that we might belong to him, forgiven and free forever. As a result, we long to trust his Word and be used for his will.

We are all called into ministry, that is, to serve the gospel and one another in faithfulness and love where ever God has placed us, with the gifts he has given us, in the power of his Spirit.

We want to be a people characterized and shaped by Christ's love. As such, we long to live authentic Christian lives where each of us seeks to be:

- hungry for the truth of God's Word;
- growing in gratitude and joy;
- speaking the truth in love;
- prayerfully dependent on God;
- gracious and compassionate;
- repentant and forgiving before others;
- generous stewards of our time, talents and treasures; and
- courageous and bold for Christ's honour.

## OUR MISSION

Our mission is to grow followers of Jesus, through presenting Christ to everyone and present everyone mature in Christ.

## OUR VISION

***We want to see the news of Jesus producing more and more life-long disciples, who together see the gospel reach further and deeper into Canberra and beyond.***

# OUR OBJECTIVES

Given who we are, our mission and our vision, we have four key objectives for 2018-2023. These objectives are, under God, to:

1. Continue to grow and develop a loving and effective multi-site church in Canberra that loves the Lord and delights in sharing the gospel.
  2. Grow gospel-minded churches through planting congregations and/or supporting new churches in Canberra.
  3. Continue supporting and investing into university ministry in our region.
  4. Support the global mission of the church through partnering with other like minded organisation and raising up godly leaders who will serve in Christ's mission.
- These objectives are outlined further below along with a summary of the strategies that we plan to pursue under God.

# OUR FUTURE ENVIRONMENT

As Crossroads looks to translate our vision and objectives into action, it is important to understand the environment that we are working within. Three meta-trends in particular are likely to impact our Church environment over the coming five years:

- Canberra will remain at the forefront of secularization in Australia.
  - The role of the internet will continue to grow.
  - Legislative and governance requirements will continue to expand.
- Each of these trends will produce their own threats and opportunities.

## THREATS

- Secularization may create an increasingly intolerant public environment for Christianity.
- Access to public facilities may become more difficult.
- Pornography will remain a significant moral threat.
- We may not be able to keep pace, or respond quickly enough, to government legislative requirements.

## OPPORTUNITIES

- For some people, we will not have to battle false perceptions of Christianity.
- There may be increased availability of Church properties due to falling attendance in various denominations.
- The possibility to explore novel approaches, such as virtual church, to support the sick and geographically isolated.
- God-willing we will be able to demonstrate simply that we are above reproach.
- We can more easily collaborate with other Fellowship of Independent Evangelical Churches (FIEC) to address changing legislative requirements and regarding other issues that may arise.<sup>1</sup>
- Legislative requirements should create clarity around the requirements for information management and retention.

<sup>1</sup>. FIEC is an affiliation of Australian independent evangelical churches of which Crossroads is a member ([www.fiec.org.au](http://www.fiec.org.au)).

# OBJECTIVE 1:

## GROW A LOVING MULTI-SITE CHURCH

**Under God, we will continue to grow and develop a loving and effective multi-site church in Canberra that loves the Lord and delights in sharing the gospel.**

Our goal is to see our church grow numerically by 25% by 2023. God-willing this growth will come not only through the influx of Christians from outside of Canberra but also through evangelism and conversions.

We want a multi-site church that can develop and provide programs suited to the evolving character of Canberra and support other ministries.

This numerical growth and ministry development must be matched by other indicators of gospel growth. That is, we want all our congregations to be underpinned by the gospel, faithfully exhibiting our theological convictions, and known by their love and thankfulness. We want congregations that are able to, and delight in, sharing the gospel with our community.

The growth and encouragement of Lay leadership is a foundational strategy to take our church forward, and see God's vision realised. We want to see growth in the number of leaders and for those in such ministries to continue to mature and encourage others.

In order to meet Objective 1, Crossroads will pursue a range of Ministries that, while each may have a different focus, will be unified through a set of strategies (as outlined in the strategic themes) that are designed to flow through them all. This approach creates a matrix of ministries and strategic themes. Some of these ministries will have a focus on one theme, while others will impact multiple strategic themes.

### Key Ministry Areas

#### Church gathering

The Church gathering is a key environment for people to hear the word of God, encourage each other in their Christian walk, and see people come to know and grow in Christ.

#### Children and Youth Ministries

Children and youth ministries are a key outreach and ministry of the church. Many people initially come to church, and stay at church, because of this area of ministry. Thus, they are key areas of evangelism, integration, service and growth.

#### Outreach Ministries

Our outreach ministries provide us unique opportunities to reach out to our Canberran Community with the gospel. Such ministries pray for the lost, make contact with the lost, speak the gospel to the lost and God-willing see the lost converted.

#### Connection Ministries

In order to help newcomers connect with God's plans and people a range of connect ministries are run. These ministries seek to welcome, integrate and establish believers in the Lord Jesus and the life of our church family.

<b>Growth Groups</b>	Growth groups are a key environment for people to connect, grow, and care for one another. It is part of our key approach to allowing a big church to have a small church feel.
<b>Crosscare</b>	Crosscare supports our Crossroads family to reach out in care for one another and our Canberra community. We aim to provide training, support and care in the areas of marriage, singleness, parenting, divorce, grief and mental health.
<b>Ministry to Internationals in Canberra</b>	This includes ministries focused on reaching and supporting the large transient foreign student and worker population.
<b>Women's and Men's Ministries</b>	These ministries seek to reach out to the Canberra community and support women and men at Crossroads through gender-specific programs.
<b>Personal Ministries</b>	As a body of believers we want to support each other undertake ministries, whether within or outside Crossroads. We want to encourage each member to service in their own way and in their own environment.

We have developed four key strategic themes, each underpinned by a range of strategies that we believe will support our achievement of Objective 1 under God. The themes are:

## **REACH CONNECT GROW SERVE**

As highlighted above, and where appropriate, each the strategies will be contextualized and applied to our Ministry areas to support a sharper focus and also to support collaboration across the church. Each of these strategic themes and underlying strategies are presented below.

### **Reach**

**Our Reach strategic theme seeks to equip and provide opportunities for Crossroads to present the gospel to unbelievers.**

Without God, people are without true hope. Jesus will return at the end of all things and judge the world in righteousness and truth. Those who have rejected him will stand condemned to hell, while those who have placed their trust in him will be welcomed into eternal life. In light of this, we have the heavy responsibility, and great privilege, to be fellow-workers with Christ in proclaiming salvation to the lost and living lives as a witness to the one we serve.

Therefore, as a people committed to growing followers of Jesus we seek to extend our gospel reach in evangelism and open our hearts in welcoming new disciples into our fellowship. We simply cannot, and will not, grow followers of Jesus if we do not give ourselves wholeheartedly to this area of gospel ministry. God reached out to us in Christ and drew us into his family of followers. In seeking to partner with him in doing this for others, we see Christ build his church and God greatly glorified.

Our strategies are to:

- Pray faithfully and compassionately for the lost.
- Faithfully present the word in ways that the hearer can understand.
- Encourage and support individuals as they witness in their context including by providing training in personal evangelism and in follow up.
- Run specific evangelistic events and missions.
- Running programs to support and nourish new Christians or those exploring Christianity.
- Run the Church gathering in a manner that is friendly to non-Christians or new Christians.

## **Connect**

**Through Connect we seek to encourage our community of believers to connect with one another and with God. Key opportunities for this are our Sunday church gatherings and the ways we integrate newcomers into our fellowship.**

God calls us together as a family, to serve and worship him in community. He calls us to be characterized by love in how we support and encourage our brothers and sisters in Christ. We want Crossroads to be a welcoming family where new people can integrate quickly and effectively and where those on 'the fringe' have pathways to reconnect.

We also want to ensure our gatherings are centred around the word so our congregations experience genuine engagement with Christ and with one another. Therefore, we seek for the church gathering to be God-honouring, culturally-accessible and transformative. We would expect our Sunday church gatherings to be a key place where corporate and individual growth occurs as we learn, repent, proclaim and rejoice in the gospel.

Our strategies are to:

- Pray that people come regularly to our gatherings to connect with God's people.
- Encourage participation of all members in Growth groups.
- Ensure our gatherings are rich in God's word and prayer so that God's people are consistently persuaded to turn to Jesus.
- Equip those involved up-the-front to ensure our meetings are clear, faithful, engaging & persuasive.
- Run congregational leadership teams that uniquely apply our mission and vision to their congregation's particular context.
- Provide simple mechanisms for newcomers or those outside the Church to find out about events.
- Undertake appropriate follow up activities.
- Run connection teams to assist newcomers find fellowship.
- Encourage and support the growth of genuine deep relationships within the Crossroads community.

## Grow

**Our Grow strategic theme reflects God's desire is to see our church family grow in maturity.**

It is our passion and goal to see all presented before Christ, growing up in the truth and wonder of the Gospel (Colossians 1:28). Maturing believers who are fed and encouraged with the knowledge and love of God and His Word are transformed as the Holy Spirit applies the riches of Christ to our lives. Under God we wish to see more and more disciples following his will in their lives. By his grace and power, we will do all we can to ensure effective growth happens in our church family.

Our strategies are to:

- Pray faithfully for all our ministries that encourage growth.
- Faithfully continue to proclaim the word.
- Promote participation in Growth Groups.
- Support, encourage and care for existing leaders.
- Undertake follow up activities.
- Train and mentor future leaders.
- Equip people for the mature expression of their faith.
- Encourage individuals to meditate on the word and grow as disciples of our Lord.

## Serve

**Serve is all about ensuring we are a church family who follow Jesus in serving one another and our community in love.**

At the heart of the gospel is God serving us in his Son for our good. Salvation and service are inseparable: service is the necessary and wonderful implication of our salvation. We have been saved by grace to lovingly serve one another in good works. As such we seek to do all we can to ensure believers have the encouragement and opportunity to be involved in serving God and his purposes in our church.

Our strategies are to:

- Pray faithfully for our church family to humbly use their gifts to serve our Lord Jesus.
- Create opportunities for people to serve within the church.
- Encourage and equip people to lead and serve in Crossroads Ministries.
- Encourage people who are involved in ministries outside Crossroads.
- Make ministry opportunities visible, and provide support to sustain and grow these ministries.

# Sustain

**The above four strategic themes cannot be implemented in a vacuum. To sustain the growth we are praying for we also need to consider other aspects, in particular our facilities and management systems.**

## Facilities

As outlined in our future environment, churches are likely to find it more difficult to access public buildings. This is likely to have a greater impact on our Sunday gatherings, given that smaller facilities, like the current church office, can be accessed through the private sector. Consequently in the next five years our strategies are to:

- Pray for wisdom and for the ongoing provision of suitable facilities.
- Identify and establish suitable financial and governance arrangements for the acquisition and management of a church building.
- Set aside funds, and seek donations, for the acquisition of a suitable building.
- Acquire, or be well advanced in the acquisition of, a suitable building.

## Management Systems

It is critical that we have the systems in place to support the ministry and respond to the evolving environment outlined earlier. In particular we need to continue developing our online presence and systems recognizing the impact of the digital age. We also need to keep examining how we work the business side of our church to ensure its efficient and effective operation. Further, it is important that we have the necessary policies in place, supported by proper procedures and underpinned by appropriate information systems, to meet all legislative requirements.

Our strategies are to:

- Maintain up-to-date policies and practices and make any such policies available to all.
- Ensure that our systems are able to support policy implementation and reporting.
- Examine our governance structure to ensure we can continue to manage and grow our church in a Christ-focused manner.
- Ensure we can meet our compliance requirements.
- Ensure staff have suitable training in a range of key policy areas, such as Work, Health & Safety, Domestic Violence, Child Protection, and Privacy.
- Ensure our IT infrastructure and systems (e.g. Elvanto, our websites) are appropriate and are being suitably managed.

# OBJECTIVE 2: PLANT CONGREGATIONS & SUPPORT NEW CHURCHES IN OUR REGION

**Under God, we will grow gospel-minded churches through the planting of congregations and/or supporting new churches in our region.**

We want to see more people in faithful, biblical churches in Canberra, maturing in Christ together. We would love to see nearby regional areas around Canberra supported and encouraged. This means being ready and willing to plant new congregations and/or support new churches in our region.

## Key Ministry Area

### Church Plant Fund

Crossroads sets aside funds each year to support the establishment of Churches around Australia as part of its support to FIEC.

When we plant a congregation we will be clear on whether the new congregation is to be part of our multi-site church or whether it is intended to progress to being an independent church. When we plan to plant we will clearly assess whether:

- We believe God is leading us to pursue such a plant at that time.
- The new site is to be part of our church or to become a new church.
- A suitably gifted leadership team exists to lead it faithfully.
- We are confident about where such a site will be established and the reasons for the new congregation/church.

Our strategies are to:

- Pray for more leaders to be equipped to raise up churches in Canberra and close country regions.
- Train and mentor future leaders.
- Continue to be open to opportunities for planting congregations at new sites in our region.
- Maintain dialogue with other like-minded churches and church leaders to continue to explore opportunities to plant churches in our region.

# OBJECTIVE 3: INVEST IN LOCAL UNIVERSITY MINISTRY

**Under God, we will continue to support and invest in university ministry in Canberra**

Historically, Crossroads has grown out of ministry to universities in Canberra, particularly at the Australian National University (ANU) and the University of Canberra (UC). Our connection with university ministry remains a key element of seeing the gospel grow in Canberra and around the globe as many foreign and interstate students come to Canberra for their university degrees. Crossroads has had a significant role in supporting FOCUS university ministries, and as this ministry continues to evolve we seek to evolve our support to continue to grow the gospel amongst university students.

Our strategy is to:

- Pray for our students and partner with/support FOCUS Staff workers on campus.
- Continue our ongoing support for FOCUS work.
- Maintain and develop our Evening Church presence at ANU.
- Maintain growth groups on campuses, including those serving the residential colleges.
- Train and mentor future leaders.
- Support FOCUS and FOCUS Military Ministries in their campus ministries.

## Ministry Area

### Evening Church

Our Church gathering, located at ANU campus, with a primary focus on supporting university students.

### Campus Growth Groups

Growth Groups focused on university students, including international students.

### International Ministries

Ministries to support the large number of international students

# OBJECTIVE 4: PURSUE GOD'S GLOBAL MISSION

**Under God, Support the global mission of the church through partnering with other like minded organisation and raising up godly leaders who will serve in Christ's mission.**

In Matthew 28:18-20 Jesus makes it plain to his disciples:

*"All authority in heaven and on earth has been given to me. Go therefore and make disciples of all nations, baptising them in the name of the Father and of the Son and of the Holy Spirit, teaching them to observe all that I have commanded you. And behold, I am with you always, to the end of the age."*

Jesus' disciples, (that is, his growing, learning followers), are to make more disciples who will grow and learn and follow as well. This means Christian growth and maturity is a key goal for which the church exists. Jesus wants you and me to mature as believers for God's glory and for our everlasting joy. A key need is to grow future leaders who are trained to handle and use the gospel for his glory.

We want to raise up the next generation of leaders, some of whom would be equipped to serve within Crossroads into the future, but many whom would long to lead and grow other gospel-minded churches to the ends of the earth! We want to be generous to the mission beyond us so as to best model God's heart for all people, not just ourselves.

We also want to pursue ongoing strategic partnerships with other organizations who seek to support God's mission further afield. In part, our membership in FIEC is designed to support the nurturing and growth of gospel-minded churches around Australia. For example, we contribute to the FIEC Church Plant Fund for this purpose.

The following are some of the key ministry partnerships we will continue to engage in as we pursue God's mission:

## Key Ministry Partners

### Global Partners

Previous Crossroads members who have gone out from us to serve God with various mission agencies further afield.

### Ministry Training Strategy

MTS provides an important means to support the development of the next generation of Christian leaders. It provides opportunities to apprentice in Christian ministry (including at Crossroads) prior to moving on to theological training or further ministry work.

### Partnership with key mission agencies (e.g. CMS)

While there are a range of missionary societies that we support, we have a long history of partnership with CMS. We continue to support their missionary activity.

### Compassion

We have a strong partnership with Compassion's work to support Children in impoverished societies by supporting both their physical and spiritual needs.

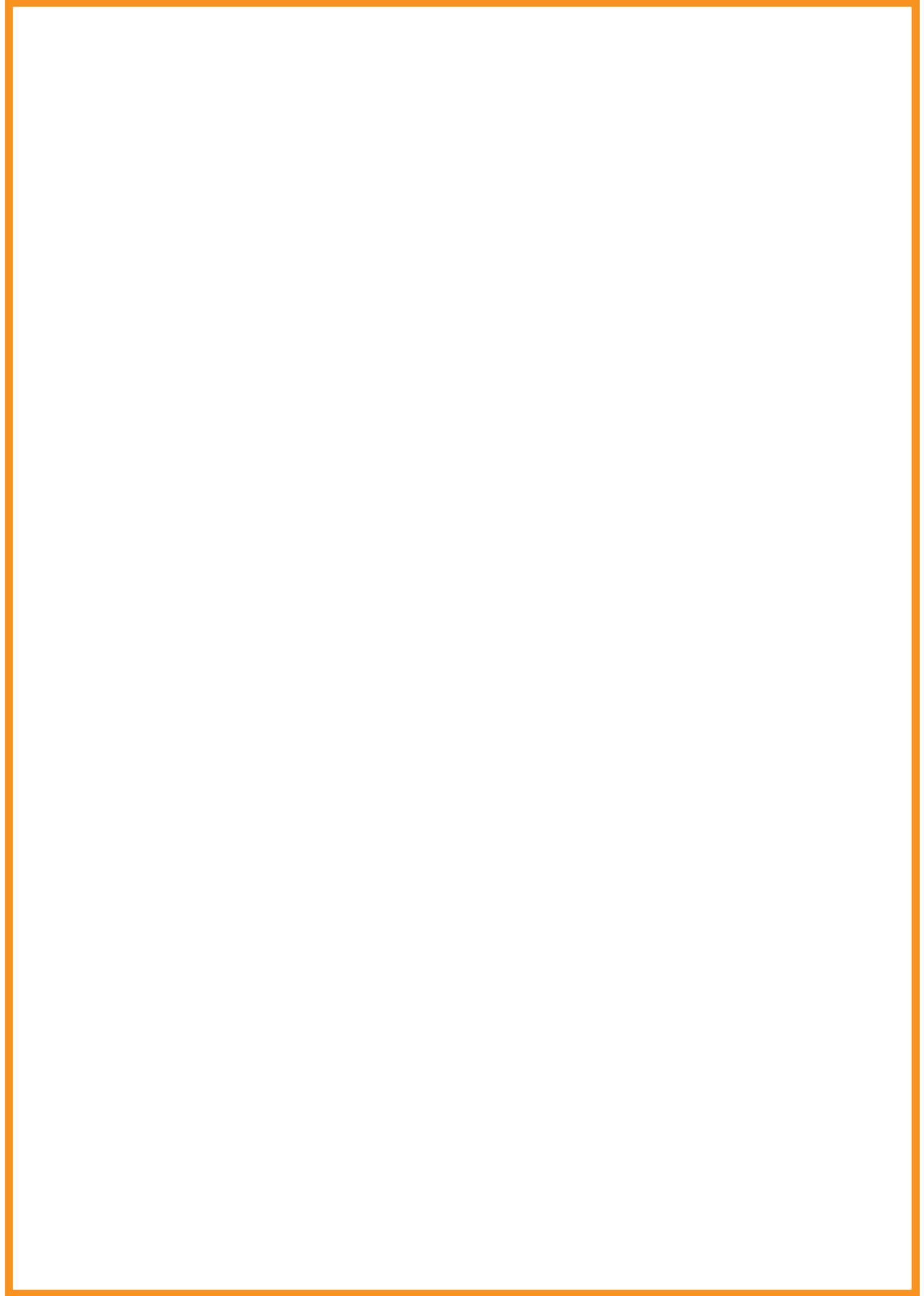
## **FIEC and the Church Plant Fund**

Crossroads sets aside funds each year to support the establishment of churches around Australia as part of its affiliation with the Fellowship of Independent Evangelical Churches.

Our strategy is to:

- Pray for our global partners regularly in church meetings and Growth Groups and encourage individual members to support them, pray for them and consider becoming them.
- Maintain strong partnerships with missionary organisations.
- Support and promote Compassion, particularly encouraging individuals to adopt children as they're able.
- Train and mentor future leaders, including through MTS apprenticeships.
- Maintain links to faithful theological training centres (e.g. Moore Theological College (MTC) and Sydney Missionary Bible College (SMBC)), so as to encourage training for those who wish to prepare for vocational ministry in the future.
- Continue our partnership and support of the FIEC.

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