



# Advancing Hope

## Citygate Network Strategic Plan 2025-2027

We are a united movement of rescue missions, addiction recovery centers, prison outreach ministries, day centers, trafficking programs, and other life transformation initiatives working together to address homelessness and its root causes.

We believe that by equipping leaders and organizations with support, best practices, and a strong network, we can move people from crisis to stability and toward lives of flourishing.

Together, we leverage our collective influence to reduce homelessness, break cycles of addiction and trauma, strengthen communities, and help more individuals experience true life transformation.





## Our Mission

Citygate Network exists to equip ministries to transform lives from suffering to flourishing through the gospel.



## Our Vision

Advancing the influence and impact of gospel-centered ministries and organizations in order to alleviate poverty, eradicate homelessness, overcome addiction, reduce mental health challenges, and empower life transformation.



## Our Values

- ▶ **Compassion** — we will love like Jesus
- ▶ **Respect** — we will value the worth and dignity of all people created in the image of God and loved by Him
- ▶ **Partnership** — we will work collaboratively knowing we are stronger together
- ▶ **Hope** — we will engage with expectation and confidence of God's working in our world and in the lives of people for their good and His glory





# A Movement that Matters

We are a movement of gospel-powered life transformation missions and ministries who:

- ▶ are champions for the poor and marginalized, for those who are hungry, homeless, abused, and addicted
- ▶ boldly bring God's message of hope and transformation to people in the most challenging and difficult places
- ▶ love and serve in Jesus' name, desiring to see people rescued out of crisis, experiencing healing and restoration



## Strategic Focus

Citygate Network empowers life transformation ministries through engagement, relationships, resources, and advocacy to help people move from suffering to flourishing.



# Guiding Principles

## 1) **Everything begins with prayer**

We commit to prayer because we are committed to our relationship with God. Prayer aligns us with God's will, provides us hope, and produces results. Prayer is not passive; it is an active part of our plan to glorify God through the ministry of Citygate Network.

## 2) **Transformation is a reality: Lives are changed through Jesus Christ**

We believe that change is possible through the work of the Holy Spirit and the power of the gospel. We know that the addicted can gain freedom, the hopeless can discover hope, the broken can find peace, and hurts can be healed. When we open our heart and life to Jesus Christ, we can experience real and lasting life transformation.

## 3) **We serve life transformation missions and ministries**

Our primary target is life transformation missions and ministries who desire to help people move from suffering to flourishing. We commit to direct our resources generously to the frontlines of ministry in order to advance the work of our partners who are part of a movement of increasing influence for kingdom impact.

## 4) **We seek to be thought leaders and influential practitioners in life transformation ministry**

We serve as a trusted and authoritative source in providing experience and expertise to address the issues and challenges of homelessness, poverty, addiction, and mental health in North America.

## 5) **We will be a catalyst for unity and collaboration by partnering together to accomplish our collective mission**

We will pursue unity with our missions and ministries and within the Body of Christ, helping them to accomplish their God-given calling. Our bias will be toward partnership instead of self-reliance. We will seek to understand our partners' objectives and work diligently to serve their needs first.

## 6) **We are committed to be faithful stewards of God's resources which have been entrusted to us**

We will maintain integrity in our financial practices seeking to engage with transparency, responsibility, and accountability. We will exercise biblical stewardship recognizing that the resources we receive are God's gift to be used for His glory and others' benefit and given in trust as we honor our donors and partners.



## Gaining Clarity

Diving Deeper to Discern How We Serve our Ministries in These Key Areas:

- ▶ Accreditation
- ▶ Webinars
- ▶ Ripple Effect
- ▶ Church Engagement
- ▶ Member Benefits
- ▶ Harvard Flourishing Index — Salvation Army, Adult and Teen Challenge, Duke University

# Strategic Priorities



Cultivate Growth



Multiply Impact



Build Movement Capacity



## Cultivate Growth

We are committed to see our missions, ministries, and leaders grow in fulfilling the calling that God has placed on their lives and leadership. By providing opportunities and environments for growth, we envision leaders who are growing in their faith, their leadership gifting, and in navigating the ministries and people they lead, serve, and steward. Additionally, we see new missions and ministries becoming part of our movement in helping people journey from suffering to flourishing.

### Impact Initiatives

**Grow Events and Experiences** — Provide events and experiences that engage, equip, and empower Citygate Network leaders and staff to live out their life and ministry calling, providing innovative resources that inspire learning and growth for greater life transformation.

**Leadership Collaboratives and Coaching** — Gather leaders in small groups for learning, encouragement, and accountability. As they journey in leadership together, these affinity-based cohorts will provide safe-place environments for personal growth and change, helping them advance in their leadership and ministry calling. A coaching system will provide monthly connection in addition to monthly online connects and annual gatherings. Coaching will also expand to key mission and ministry leaders through Citygate Network providing counsel and support in facing the many challenges of ministry to the lost and the least. Coaches will be trained to come alongside leaders to inspire, encourage, and challenge them to their next leadership level. Additionally, online affinity groups based on ministry roles and responsibilities will be developed for mutual support and accountability.

**Membership Growth Strategy** — Development of a robust plan of acquisition and retention of missions and ministries, with a revised membership system and levels of membership, expanding the tent to include ministries beyond rescue missions that are helping people move from suffering to flourishing, with growth targets and staff focus clearly articulated and defined.





## Multiply Impact

We seek to multiply the impact of the missions and ministries in Citygate Network through actively developing environments of innovation, providing creative pathways of relevant and cutting-edge communication, and generating strategic partnerships that can increase the kingdom impact of our missions and ministries. By investing in innovation, communication, and partnerships, we believe that the visions of our ministries and leaders will be expanded, their faith and influence will go deeper and wider, and the impact of their ministry will increase transformation and flourishing in the lives of the people we serve.



### Impact Initiatives

**Communication Strategy** — Development of a playbook that can provide momentum and growth for Citygate Network, keeping us connected internally and building awareness and engagement externally. This playbook will include the redevelopment of our website providing a world-class platform for information and best practices regarding those who are experiencing homelessness and how to best help and serve them. It will be a resource center for our missions and ministries providing ideas, experiences, and community connection for advancing our movement. We will also develop our social media channels becoming a greater presence among our Citygate Network constituency. Our commitment is to positively influence all those who work and serve in providing care for those fighting addictions, those struggling with mental health challenges, and those experiencing homelessness. Lastly, we will continue the excellence of our award-winning periodical *Instigate*.

**Innovation and Impact Labs** — Provide environments of learning and innovation to Citygate Network ministry teams to affirm current effectiveness, align necessary missional systems, and envision new best practices for greater overall impact. These labs will not be models to copy but settings where new ideas can be developed, old ways of thinking can be challenged, and new visions can be birthed. The labs will consist of mission and ministry leadership teams and will be hosted by recruited and trained missions and organizations that can help to equip, encourage, and empower new ministry direction, while confirming existing best practices. Focus will be on clarifying direction, evaluating and affirming core ministry components, and cultivating flourishing team culture. Pilot labs will be launched with new labs brought on as evaluation and effectiveness is determined and confirmed.

**Donor Development** — Initiate an intentional plan and process for growing fundraising revenue. Develop a case for support, annual fund, new donor acquisition, mid and major donor relationships, grant funding, end-of-the year appeal. Determine staff capacity and potential strategic partnerships.



## Build Movement Capacity

We will catalyze relationships and partnerships for maximum kingdom impact. There is a collaborative synergy that brings greater results and effectiveness when we strategically engage in ministry together. In galvanizing our efforts, we can increase our influence, centering life transformation around the gospel and the person of Jesus Christ. We will work to clarify and communicate a shared vision, establish a system of connected measurement, foster collaborative action, and provide coordinated support to all our missions and ministries. By expanding movement capacity, we will be able to ultimately reach and serve more people with the love of Jesus.

### Impact Initiatives

**Collective Impact** — Focusing on a shared vision, a common agenda, aligned understanding of the problems we are trying to solve together, and a mutual commitment to how we are working to solve them, we will discover greater outcomes and increased impact. We will begin to track aggregate data from all our missions and ministries in order to identify, define, and communicate our combined efforts and results. We will lean into greater collaborative action to achieve even more significant individual and community transformation.

**Infrastructure Upgrade** — Implement a redesign and reconstruction of effective tools for tracking of members, communication with members, registration of events, ensuring integration with new website and communication platforms. Bring online new partnership with Virtuous and fully develop donor software.

**Flourishing Workplace Culture** — Build an engaged and flourishing workplace culture that values the people on the team, the contribution each person makes, and the kingdom impact that is made from the collective efforts of all of us. Focusing on shared staff core values, we will create the environment that helps each of us excel in our life calling and become the ministry movement that we all desire to be a part of. Our commitment is to one another as we are committed to the mission and vision of Citygate Network, and as we experience biblical community centered on our commitment to Jesus Christ.



# Advancing Hope



## Fueling Life Transformation

**Imagine . . .** Hurts being healed, the lost being found, the hungry being fed, peace overcoming brokenness, hope replacing despair, freedom conquering addiction, relationships restored, lives transformed by the love of Christ

**Imagine . . .** Citygate Network — impacting our world



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