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Additional Information Included

- Executive Summary of Strategic Initiatives
- Copy of Strategic Initiatives for 2026-2030
- Global Ministry Workers Supported by CCCM



A Vision to Guide Us – Executive Summary

In 2025, the Session of Christ Community Church-Montreat initiated a visioning process to guide our church through the next three to five years, anticipating the eventual retirement of our long-term lead pastor of 37 years. A Vision Team was selected to gather information, discern the Lord's leading for our church ministry into the near future.

After a year of prayer, research, listening sessions, and congregational input, the Vision Team presented a roadmap to the Session to help us faithfully live into who God is calling us to be as a church family and to identify the people God is specifically calling us to reach. This plan builds on the many healthy ministries already present in our church and focuses our energy on four key areas for 2026–2030. The Session has accepted and approved the Identity and Calling Statements as well as Core Values. It was decided to use *identity* and *calling* in lieu of *vision* and *mission* in an effort to bring clarity and focus within the context of a broader culture confused and consumed by identity.

Our Identity

A Community on Mission with Jesus

The identity of CCCM is rooted in the priority of the Gospel, what Jesus Christ has done for us in the cross and resurrection and who we now are in Him. We do not merely ask Jesus to bless what we are doing, but we earnestly seek Him and align our efforts with what He is doing in and through us.

Community: Our own name points to an important aspect of the Christian life – we are to live out our identity as a church in *relationship* with Christ and others.

On Mission with Jesus: Because we have full access to everything that belongs to the Father (Luke 15:31), we join Him as He continues His work in the world – namely to seek and save the lost (Luke 19:10); make disciples (Matthew 28:19-20); love and serve one another (1 Peter 4:8-10).

Our Calling

To cultivate a worshipping community of Jesus's disciples who sacrificially love and serve God, one another, our neighbors, and the world.

A Worshipping Community: We are called to be a worshipping community that fixes our affection on God.

Jesus's Disciples: We are called to be Jesus's disciples who are being transformed by the Spirit to grow in faith and love.

Sacrificially Love: We are called to love and serve God and others sacrificially as Christ has loved and served us.

Others-Centered: We are called to focus on others rather than ourselves, investing in the lives of messy people to love them as Christ has loved us.

Who is our neighbor? The neighbors we are being called to love and serve include Montreat College students, Morning School families, Swannanoa Valley (including retirement community, schools, and families in crisis). Additionally, we are committed to advancing the Gospel through global missions.

The Session has appointed a Task Force to review the four strategic focus areas identified by the Vision Team, highlighted in the outline below, including an exploration of committee structure and staffing needs. Supported by our core values—*Grounded in Truth, Growing in Grace, Called to Go, Created for Community, and Made for Worship*—this plan strengthens both our internal health and our outward Gospel impact.

Four Strategic Focus Areas (pending approval)

1. Strengthen Church Community

Cultivating a Culture of Welcome and Transparent Communication

We aim to become an increasingly welcoming, connected, and transparent church body by:

- Establishing a formal Welcome Committee and Parking Team
- Improving accessibility and transportation options for those with limited mobility
- Increasing communication from Session and Diaconate including re-establishing round-table discussions
- Encouraging broader participation in church leadership and committees

Goal: A church family where people feel known, informed, and deeply connected.

2. Expand Missions & Community Outreach

Developing a Culture of Evangelism

We believe every member is called to participate in God’s mission. Key initiatives include:

- Active partnership in WNC EPC church planting cohort
- Creating an evangelism-focused prayer and training effort
- Expanding local outreach, including a potential physical ministry presence in Black Mountain
- Providing more short-term mission opportunities for adults and families

Goal: A visible and growing Gospel presence in our community and beyond.

3. Align Facilities with Our Mission

While remaining in Montreat, we will evaluate how our spaces support worship, accessibility, and outreach by:

- Updating signage
- Improving chapel lighting and accessibility systems
- Revisiting long-term options for the Black Mountain property to establish a ministry outpost

Goal: Facilities that reflect who we are and support where God is leading us.

4. Prioritize Strategic Staffing & Discipleship

To strengthen evangelism, spiritual growth, and theological formation, we will:

- Make Children’s Discipleship a full-time position (the Session has already approved this)
- Deepen partnership with the college and evaluate potential new roles in College Ministry and Missions
- Expand intergenerational ministry and identify leaders for men’s, young adult, and marriage ministries

Goal: A church equipped to disciple all generations and reach the next.

Moving Forward Together

This plan does not reinvent Christ Community Church-Montreat—it clarifies and strengthens our direction. It reflects months of prayer and listening, and it provides a structured path forward through 2030. We celebrate what God is already doing among us and step forward in faith, trusting Him to continue shaping us into a worshipping community of disciples on mission together.

CHRIST COMMUNITY CHURCH MONTREAT

Strategic Initiatives

2026-2030

As prepared by the Vision Team and presented to the Session.



Summary and Contents

The Vision Team recognizes the many already existing and thriving ministries of CCCM, including but not limited to Women in Ministry, Montreat Morning School, and Connect Tree. We applaud these ongoing efforts. In addition to the ministries already in place, this document serves as a proposed roadmap for areas that this committee (guided by prayerful discussion, surveys, and listening sessions) feels that our church is being called to focus on over the next 3-5 years.

The Strategic Initiatives have been grouped into four Focus areas. While they are listed intentionally, the order does not imply importance or priority. Each Focus is then divided into areas of Strategy with accompanying Action Items. Also listed are the *primary* value(s) from our Core Values associated with each Action Item, understanding that in reality, all values apply. Additional information included: person(s) responsible, a proposed general timeline, and space for the Session and Finance Committee to consider budgetary implications.

In the recommended timeline, Red = Not Started; Yellow = Started/In-Process; Green = Anticipated Completion



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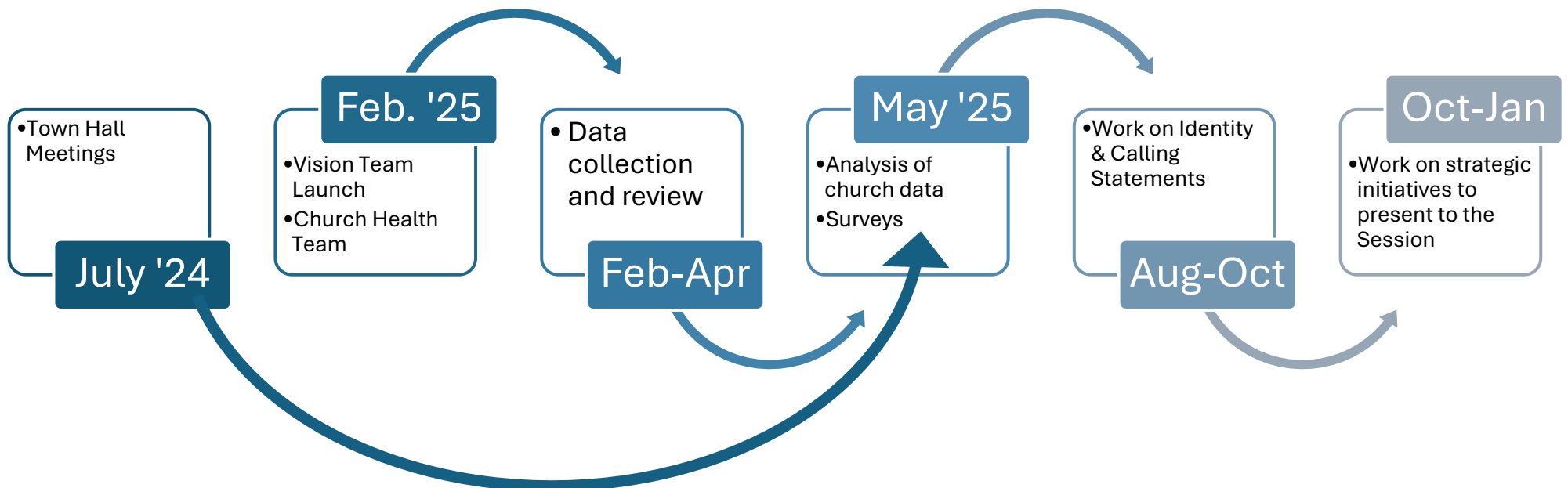
Process and Timeline

Members of the Vision Committee:

Russell Boardman, Mary Ellen Gillespie (staff resource), Larry Harris, Rachel Parker, David Schermerhorn, Bill Scheu (chair), David Taylor (ex officio), Edna Tokay, Richard White (ex officio), Tom Widmer

The vision team launched (alongside the vision prayer team) in February 2025 after a delay due to Helene. The process began with a meeting hosted by our presbytery's Church Health Team. From there, the vision team met about every two weeks, with a total of 19 meetings. The first several months were spent collecting information about our community, reviewing statistical and demographic reports of Montreat, Black Mountain, and the Swannanoa Valley, interviewing civic leaders, and considering the spiritual history and legacy of Montreat. In May, the vision team turned its attention toward our church family, reviewing attendance and membership data, reports from the July 2024 town hall

meetings, and analyzing self-assessments from staff and ministry leaders. This self-review culminated in a battery of surveys soliciting input from current church members and regular attenders, new members, and former members, respectively (including one-on-one interviews). In August, the vision team coalesced everything collected to begin answering fundamental questions like, "Who is God calling us to be?" and "Who are the people God is specifically calling us to reach?" The results of several months of deliberation (August to January 2026) and much prayer, are new Identity and Calling statements supported by our existing Core Values and four main focus points described in this Strategic Initiatives document for Christ Community Church to consider as a way of living into who we are and who God is calling us to reach for the sake of the Gospel. The vision team celebrates the things they see God doing at CCCM while also taking seriously the questions and concerns of the congregation.



Identity, Calling, and Core Values

Our Identity *(Who We Are)*

A Community on Mission with Jesus

Our Calling *(What God is Calling Us to Do)*

To Cultivate a worshipping community of Jesus's disciples who sacrificially love and serve God, each other, our neighbors, and our world.

Who is Our Neighbor?

Who are the people we are called to serve?

1. **Christians in our church community, through:**

(The Great Commandment: Matthew 22:36-40)

- a. Worship
- b. Discipleship
- c. Prayer
- d. Fellowship

2. **Meeting the deep needs in our community:**

(The Great Compassion: Matthew 25:31-46)

- a. Families in Crisis
- b. Retirement Community
- c. Black Mountain Schools

3. **Reaching our community & the world with the Gospel:**

(The Great Commission: Matthew 28:18-20)

- a. Montreat College Students
- b. Morning School Families
- c. Swannanoa Valley
- d. Global Missions

Our Values

Why We Do What We Do

We are a Worshipping Community of Jesus's Disciples who are:

- **Grounded in Truth:** The Word of God is the final authority for faith and life. We want to know the written Word of God so that we can love and obey the Living Word of God. (John 14:21, 2 Timothy 2:15)
- **Growing in Grace:** Grace, expressed through Jesus Christ, is the free gift of God for our salvation. Gospel-rest is the mark of the Church. (John 1:14-17, Matthew 11:28-29, Hebrews 4:3, 9-11)
- **Called to Go:** Every member is a missionary. We are called to go, without reservation, taking Christ to our families, communities, workplace, and world. (Matthew 28:18-20; 2 Corinthians 5:14-20, 1 Peter 3:15)
- **Created for Community:** We are made to live life together. Healthy fellowship embraces broken people who are experiencing healing and gospel rest. (John 13:35, Romans 12:10, 13, Hebrews 13:1-5)
- **Made for Worship:** All of life is worship, corporately and individually. As we are made alive by the Spirit, we respond in prayer, song and praise in multiple styles for a single Savior. It is all for God's glory. (Psalm 100, Romans 12:1, 2, Hebrews 12:28-29)

Focus 1: Strengthen Church Community by Cultivating a Culture of Welcome and Transparent Communication

Strategy	Action Item	Primary Values	Responsible	Proposed Timeline				
Welcome	Establish an active Welcome Committee alongside existing Greeters and Connect Tree	Community	Associate Pastor, Dir. of Cong. Care	2026				
Parking	Establish a Parking Team for Sunday mornings and other events along with a better method of communicating parking options.	Community	Welcome Committee		2027	2028		
	Explore the purchase of a handicap/wheelchair accessible van for transport to/from HF and within Montreat (or convert an existing van).	Community, Grace	Dir. of Cong. Care		2027	2028		
Sessional/Diaconate Transparency	Regular reports to the congregation via Enews and other	Community	Clerk of Session & Moderator of Deacons	2026				
	Evaluate committee structures and encourage congregational membership on those committees.	Community	Session	2026	2027			
	Re-establish regular round-table meals and discussions (at least quarterly).	Community	Session & Staff	2026				
	Strengthen community within the Session and Diaconate.	Community	Moderator of the Session	2026				

Focus 2: Expand Missions & Community Outreach in order to Further Develop a Culture of Evangelism

Strategy	Action Item	Primary Values	Responsible	Proposed Timeline				
Church Planting	Become active partners in the WNC EPC Church Planting Cohort (prayer, financing, etc.). Session member to join cohort.	Go	Session	2026				
Evangelism	Create a committee focused on evangelism through prayer, training, and testimony.	Truth, Go	Session	2026	2027	2028		
Local Outreach	Establish a physical ministry outpost in Black Mountain. <i>(See Focus #3)</i>	Go, Community	Session	2026	2027	2028	2029	
Missions	Provide opportunities for adults and families to participate in short-term mission trips to visit and support CCCM missionaries.	Go	Missions Committee and/or Coordinator*	2026	2027	2028		

**Please refer to the Action Point in Focus #4 recommending the creation and hiring of a Missions Coordinator staff position. It is implied that much listed above would be dependent on, or impacted by, the hiring of a Missions Coordinator.*

Focus 3: While remaining in Montreat, evaluate facilities for alignment with our identity, calling, and values.

Strategy	Action Item	Primary Values	Responsible	Proposed Timeline				
Signage	Update signage in Monreat, leading up to, and inside Gaither Hall and the Henry Building.	Grace, Community	Dir. of Comm, Welcome Committee	2026				
Update Graham Chapel with approval from college	Explore improving lighting in Graham Chapel.	Worship, Community, Grace	Dir. of Worship, Lease Negotiation Team	2026	2027			
	Explore installing assisted listening system for those with hearing aids.	Worship, Community, Grace	Dir. of Worship, Lease Neg. Team		2027	2028		
	Explore adding air conditioning to Graham Chapel	Worship, Community, Grace	Dir. of Worship, Lease Neg. Team			2028	2029	
Parking	See Focus #1							
Regarding the Richardson Property*, and in order to establish a physical ministry outpost in Black Mountain (see Priority 2), the Vision Team recommends that the Session take one of the following options before the congregation to vote on its use:								
Option 1: Build Out the Richardson Property	Build a multipurpose facility with 10-12 on-site parking spots to be used for ministry outreach, church group meeting space, and other worship opportunities.	Go, Community	Session	2026				
Option 2: Sell the Richardson Property and Find Another Location	Find a bigger/more versatile property to either lease or buy.	Go, Community	Session	2026				

**The Vision Team acknowledges that the Congregation has already voted to sell the Richardson Property, but with no viable offers. This Committee stills sees immense value in having a physical ministry presence in the town of Black Mountain, therefore necessitating that the Session and Congregation revisit realistic options.*

Focus 4: Prioritize Staffing Needs that will help us develop a culture of Evangelism and Spiritual Growth & Discipleship Opportunities that reflect our commitment to reformed and evangelical theology.

Strategy	Action Item	Primary Values	Responsible	Proposed Timeline				
				2026	2027	2028	2029	2030
Intergenerational Ministry	Develop intergenerational ministry as an intentional priority across all ministries.	Grace, Community	Lead pastor; Staff and volunteer leads.	2026	2027	2028	2029	2030
Adult Ministry	While continuing to support women’s ministry, identify and equip volunteers for men’s, young adult, and marriage ministries.	Truth, Community	Staff	2026	2027			
Children’s Discipleship	Recommend making the Director of Children’s Discipleship a full-time position	Truth, Community	Personnel Committee	2026				
College Outreach	Evaluate needs and explore the creation of a College Ministry Director position.	Truth, Community, Go	Personnel Committee		2027	2028		
	Deepen partnership between the church and college (partner with the chaplain, an EPC teaching pastor).	Truth, Community	Associate Pastor, College Committee	2026				
Missions Outreach	Evaluate needs and explore the creation of Missions Coordinator position.	Go	Personnel Committee		2027	2028		
Helene Recovery	Phase out CCCM-organized Helene Recovery efforts and help direct needs to larger existing relief organizations.		Session	2026	2027			

Global Workers
Christ Community Church – Montreat

African Theological Seminary, Kenya

Bacon, Julian & Rachel (Brouwer), Harvest Alliance, Belgium

Barker, Sam & Kathy, Campus Outreach, High Point Univ

Blois, Pedro & Gabrielle (Wetzel), World Horizons Mission, Spain

Boone, Jeremy & Tamara, Equip International, Uganda

Brouthers, Chase & Eli, YWAM, Slovakia

Brunson, Andrew & Norine, WaveStarters, Muslim world

Brunson, Ron, Campamento Maranatha, Mexico

Cierra, Hunter, EPC, Lebanon

Din, Asaph & Lynn, EPC - ASIA

Erickson, Marcie, Grace Center, Ethiopia

Foose, Samuel & Zereni, Equip International, SE ASIA

Fortson, Hannah, Cru, Croatia

Germann, Ed & Vicki, International Students Inc., USA

Hoffman, Brooke, Prayer Ministry, Russia

Hunter, Ciera, Middle East

Lizarazu, Eric & Emily, Camp Kewina, Bolivia

McClain, Jareb & Amy, Beyond the Reef Foundation, Indonesia

McKay, Adger & Sandra, EPC, Germany

McKinney, Mickey & Marielos, Helps Ministry, Costa Rica

McOmwanda, George & Rhoda, Pentecostal Evangelical Fellowship of Africa, Kenya

Miller, Alex & Lynn, Equip International, Marion, NC

Ministry of Hope, Selengo Center, Malawi

Nhial, Abraham & Daruka, Equip International, South Sudan & Sudan

Nielsen, Jared & Kayla, Alliance 436, Dallas, Texas

Northrup, John & Elizabeth (McKay), Gospel Relief Missions, Cuba

Parlier, Ricky & Jessica, EPC, North Macedonia

Philbeck, Brandon & Tammy, East-West, ASIA

Rowell, Tim & Annalies (Van Brocklin), InterVarsity, James Madison Univ.

Sharpe, Danny & Ann, Young Life, Central & So. America, Caribbean

Stewart, Shawn & Lisa, EPC World Outreach's Field Coordinator

Vinzani, Tim & Debbie, Missionary, Pioneers, Georgia (Asia)

Weru, Onesmus & Joyce, 3 Strands Ministry, Kenya

Yohannes, Elias & Caris, Equip International and EPC, Ethiopia

3/5/26