

# THE SALVATION ARMY OCEAN CREST COMMUNITY MINISTRIES



## Strategic Plan 2017 and Beyond!

(Reviewed & Updated: March 2018)

To God Be The Glory!

# 2017-2018 STRATEGIC STAKEHOLDERS

## Customer Survey

Thrift Store:  
Evergreen Shelter:  
CR Lighthouse:  
PH Lighthouse:

## Employees

### ***Strategic Plan Employee Survey***

Evergreen: 4 Responses  
CR Lighthouse: 3 Responses  
Thrift Store: 6 Responses  
PH Lighthouse: 10 Responses

### ***Risk assessment Questionnaire***

37 Responses from employees

## Management Team

Ian Lamont  
Lona Croissant  
Michael Winter  
Betty Tiede  
Patricia Roed  
Violet Hopkins  
Keith Hopkins

## Mission Board

Sharon Esau  
Betty Tiede  
Doug Vater  
Joanne Hart  
Hazen Taylor  
Violet Hopkins  
Keith Hopkins

## Community Advisory Council

Matt Del Blanc  
Ian Lamont  
Adrian Moskal  
Hilford Burton  
Keith Hopkins

## Church

Congregational survey  
(5 responses)



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# INTRODUCTION

Planned change is a conscious, intentional, collaborative effort, empowered by the Holy Spirit to improve the life and ministry of the Ocean Crest Community Church and the people we serve through prayer and valid knowledge.



## 1.2. BRIEF OVERVIEW OF MINISTRIES

- **Executive Summary:** Ocean Crest Community Ministries is a ministry unit of The Salvation Army, and oversees ministry in Campbell River and Port Hardy. Ocean Crest Community Ministries uses a “Mission Board Model,” which is a team of volunteer leaders. The primary function of the Corps Mission Board is to align leadership and decision making around three main areas:
  - **Pastoral Care:** The Director of Pastoral Care works along side the Corps Officer/Pastor in areas of shepherding, mercy seat counselling and community care ministry. He/she ensures that training events are conducted for Mercy Seat counseling, Pastoral Care, Community Care Ministries, and meets with CO(s) regularly to review all pastoral care issues.
  - **Business Administration:** The Director of Business Finance, works along side the Corps Officer/Pastor in areas of property maintenance, financial stewardship, fundraising, Christmas kettles, special projects, contract management and purchasing.
  - **Program:** The Director of Programming works along side the Corps Officer/Pastor in areas, including Young People programs, women, men, seniors, fellowship, ushers/greeters, Bible study/prayer, community services and outreach/evangelism.

The Mission Board also serves as the “**Pastoral Care Council.**” The Mission Board meets monthly with possible additional meetings at the call of the chair. There are two congregational meetings per year, as well as participation in “Congregational Health Assessments”, and the Annual Corps Membership Review & Strategic Plan.

## 1.2. BRIEF OVERVIEW OF MINISTRIES

- **Ocean Crest Community Church:** Located at 291 McLean Street, Campbell River, OCCC is the hub of The Salvation Army ministries in Campbell River and Port Hardy. OCCC is the main administrative office with three (3) fulltime employees and three (2) part time employees, which includes two Corps Officers, Administrative Assistant, Human Resources and Finance Assistant.
- The church is home to over 100 congregational members, and is home base to several ministries:
  - **Children's Ministry:** The children's ministry is led by a team of dedicated volunteers. Currently there are two major areas of focus:
    - **Sunday School:** This occurs three times per month coordinated by the youth coordinator and facilitated by church volunteers.
    - **Youth Group:** The youth group meets every Thursday and draws in youth, from grades 7-12 from the surrounding neighbourhood. The youth group operates mainly between September and June of each year.
  - **Seniors Ministry:** There are various activities throughout the year that engage our seniors, including; 50+ luncheon which occurs monthly from September – June.

## 1.2. BRIEF OVERVIEW OF MINISTRIES

- **Women's Ministry:** There are a number of ongoing initiatives that fall under women's ministry. There are currently two main focuses: Bible study group and women's fellowship night. There are various activities throughout the year that the Women's Ministry undertake, including: hampers, sunshine bags and visitation.
- **Men's Ministry:** There are a number of ongoing initiatives that fall under men's ministry, but there is currently a weekly gathering – Tuesday night men's group, which transitions into a walking group during the summer months. There are various activities throughout the year that the men's ministry undertake, including: Bible studies, adopt a family, movie night, and other men related fellowship events.
- **Fellowship Committee:** Fellowship is very important to OCCC congregational life, and as such a fellowship committee meets annually to plan events that enrich the lives of the people.
- **Emergency Disasters Services:** Under the umbrella of Ocean Crest Community Ministries, and directly connected to the Divisional Headquarters EDS department, OCCM EDS consist of one towable EDS trailer, which arrived in 2016. The program is lead by an experienced EDS coordinator and a dedicated team of volunteers.
- **Tax Services:** Throughout the year, two dedicated volunteers, offers tax advice and services to clients. During tax season, (end of Feb – end of Mar) more that 700 tax returns are completed for clients.



## 1.2. BRIEF OVERVIEW OF MINISTRIES

- **Dinner Bell:** Ocean Crest Community Church is the home to the “Dinner Bell”. The program is lead by a dedicated Chef and student body. This is a partnership with VIHA, which provides participants basic cooking skills in a six-month training program. In conjunction with this program, OCCC is the distribution center for meals to clients.
- **Family Thrift Store:** Located at 100-1100 Homewood Road, provides a source of low-cost goods and clothing to the community. Provides employment and volunteer opportunities; and is a source of programing funding for the wider community of Campbell River and Port Hardy.
- **New Beginnings Thrift Store:** Located at 201-2266 S. Island Hwy, provides a source of low-cost goods and clothing to the community. Provides employment and volunteer opportunities; and is a source of programing funding for the wider community of Campbell River.
- **Evergreen Shelter:** The Emergency Shelter Program (“ESP”) supports emergency shelters, drop-in centres and local housing registries to provide Services to meet their Clients’ immediate needs for overnight accommodation, basic nutrition and hygiene and to provide gateway Services to help their Clients break the cycle of homelessness. The Evergreen shelter provides 22 beds (6 female and 16 male) through out the year. The demographic of the clients, includes the chronic homeless, people in transition from one community to another, individuals with mental illness, and addiction associated issues.
- **Second Stage Housing:** OCCM oversees six rental units that are a available at low cost for clients transitioning from a recovery program,.



## 1.2. BRIEF OVERVIEW OF MINISTRIES

- **The Lighthouse:** Located at 1381 Cedar Street, provides a wide range of services to clients including the chronic homeless, people in transition from one community to another, individuals with mental illness, addiction associated issues, as well as low income families. Services include; hot lunch Monday to Friday, shower facilities, prayer support, clothing and food assistance. There are four (4) employees attached to this location and during operations there are a minimum of three employees on site. In addition, there are two volunteers on location to support the operation.
- **Mount Waddington Lighthouse:** Located at Port Hardy, provides a wide range of services to clients including the chronic homeless, people in transition from one community to another, individuals with mental illness, addiction associated issues, as well as low income families. There are four (4) employees attached to this location and during operations there are a minimum of three (3) employees on site. Services include; hot lunch Monday to Friday, shower facilities, prayer support, clothing and food assistance; Clothing Donations on free table; Internet (2 computers available in the resource room).
- **LSS (Legal Services Society)** worker is in the building Tuesdays and Wednesdays and assists clients in completing legal aid applications, as well as helping clients navigating through the judicial system which also includes court appearances.

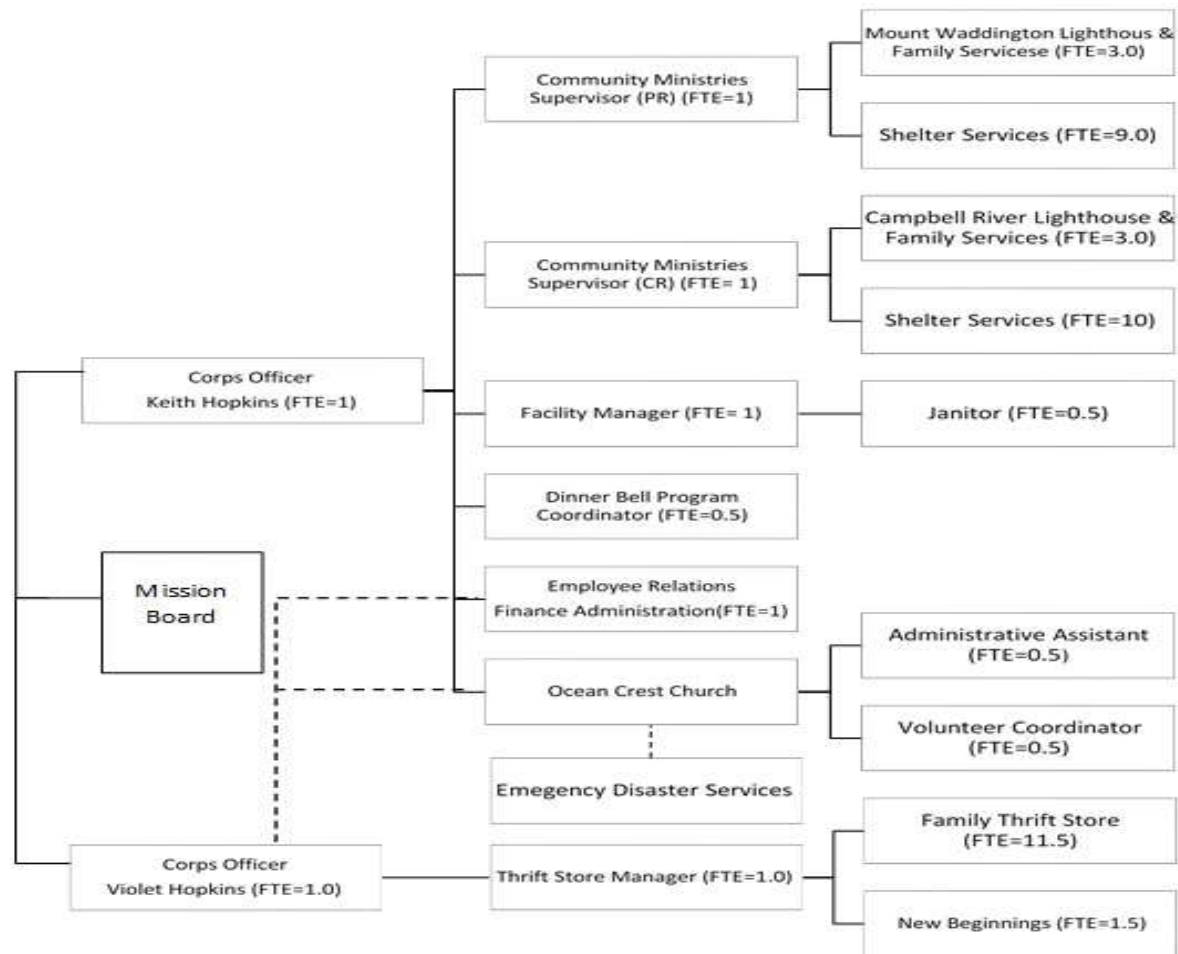
## 1.2. BRIEF OVERVIEW OF MINISTRIES

- **Mount Waddington Lighthouse: Continued...**
  - **Healing Circle** – Every Tuesday at 2:00 pm, is co-facilitated by Elders in the community and is First Nations infused – welcome to all comers. There is a light meal provided after group.
  - **Bible Study** - Tuesdays at 10am (Volunteer Pastor is the facilitator)
  - **(VIHA) Breakfast Club** – Monday to Friday from 9:30 to 10 am – Island Health specified group members who are actively working on recovery attend this breakfast group. They do a check-in, brief discussion, have a light breakfast, and help out with set up and clean up.
  - **AA** – 3 AA meetings held at the Centre a week (Tuesdays and Fridays between 12-1) and a home group on Sundays beginning at 7:00 pm
  - **(VIHA) MHAS** – Mental Health care worker is in the Centre every Monday morning from 10-12
  - **(VIHA) Nurse Practitioner** (Tuesday afternoons (1-4pm) and Thursday mornings (9:30-12) – client access through front desk appointments.

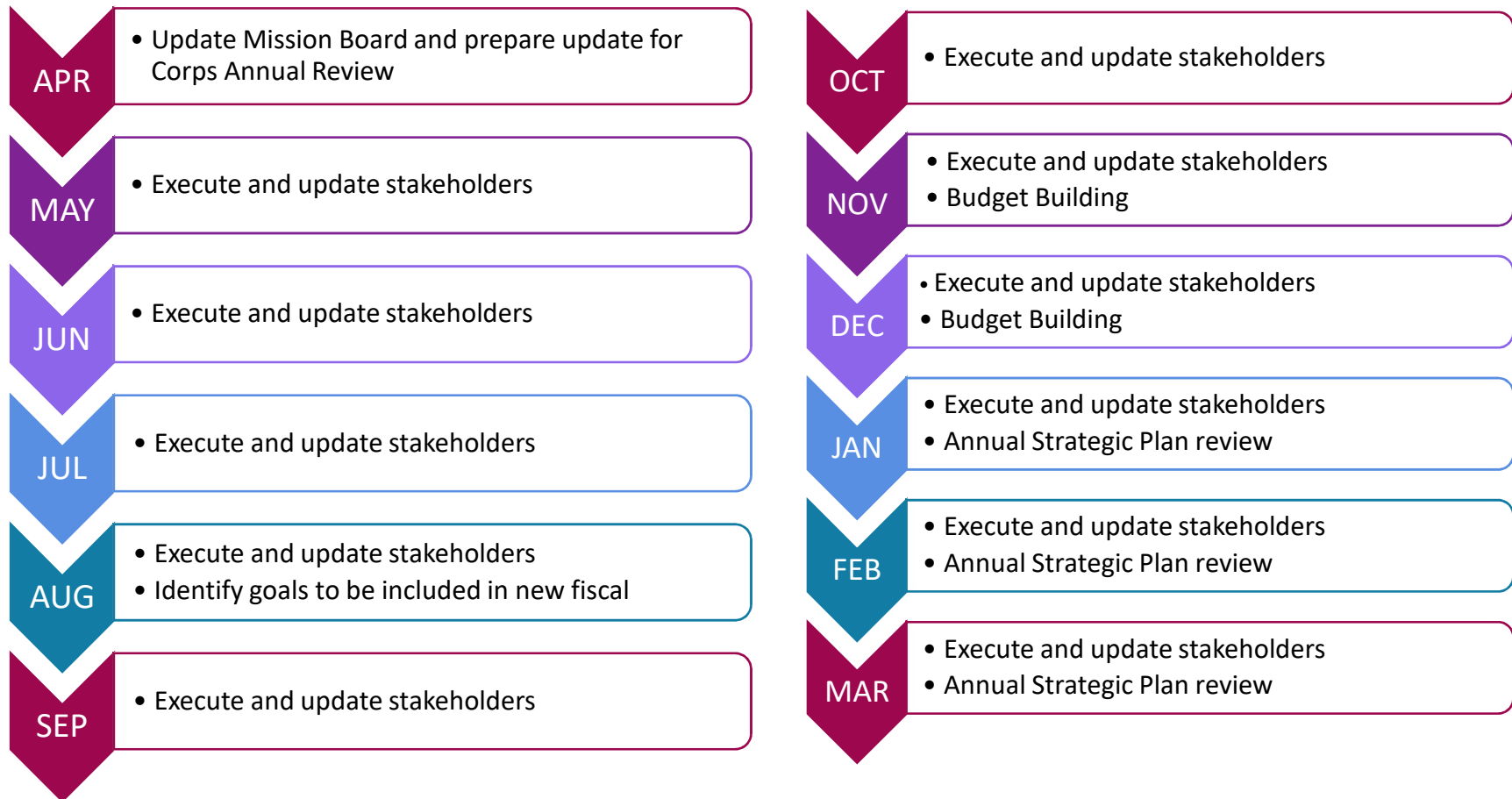
## 1.2. BRIEF OVERVIEW OF MINISTRIES

- **Mount Waddington Lighthouse: Continued...**
- **BC Housing (Extreme Weather Response)** From 01 November – 31 March each year, which provides shelter up to 10 persons. The Extreme Weather Response (EWR) program funds community based services to provide extra emergency shelter spaces during periods of winter weather which threaten the health and safety of individuals who are absolute homeless or at risk of homelessness. EWR is designed to fund time-limited, temporary shelter spaces in communities where there is not sufficient emergency shelter capacity during the winter season.
- **VIHA – Sobering and assessment Program** 01 April – 31 Oct each year this location provides shelter for up to six persons has it relates to the “Sobering and Assessment” program. Through this agreement, Ocean Crest Community Ministries will provide a six (6) – bed sobering and assessment program in Port Hardy. This dovetails with the existing Extreme Weather Response (EWR) contract with BC Housing that covers November through March. The Facility improves safety for individuals who may need a safe place for sobering for short-stays (up to twenty-four hours) and who may access related assessment services and supports, including access to food, laundry and linkages to other community services when appropriate. Currently, these community members are frequently directed to police cells, shelters, the emergency department, the street, or to other environments not conducive to sobering. Staff supporting this Program will link community members to other resources, if requested by the individual.

# 1.3 ORGANIZATION CHART



## 1.4 STRATEGIC PLANNING WORKFLOW

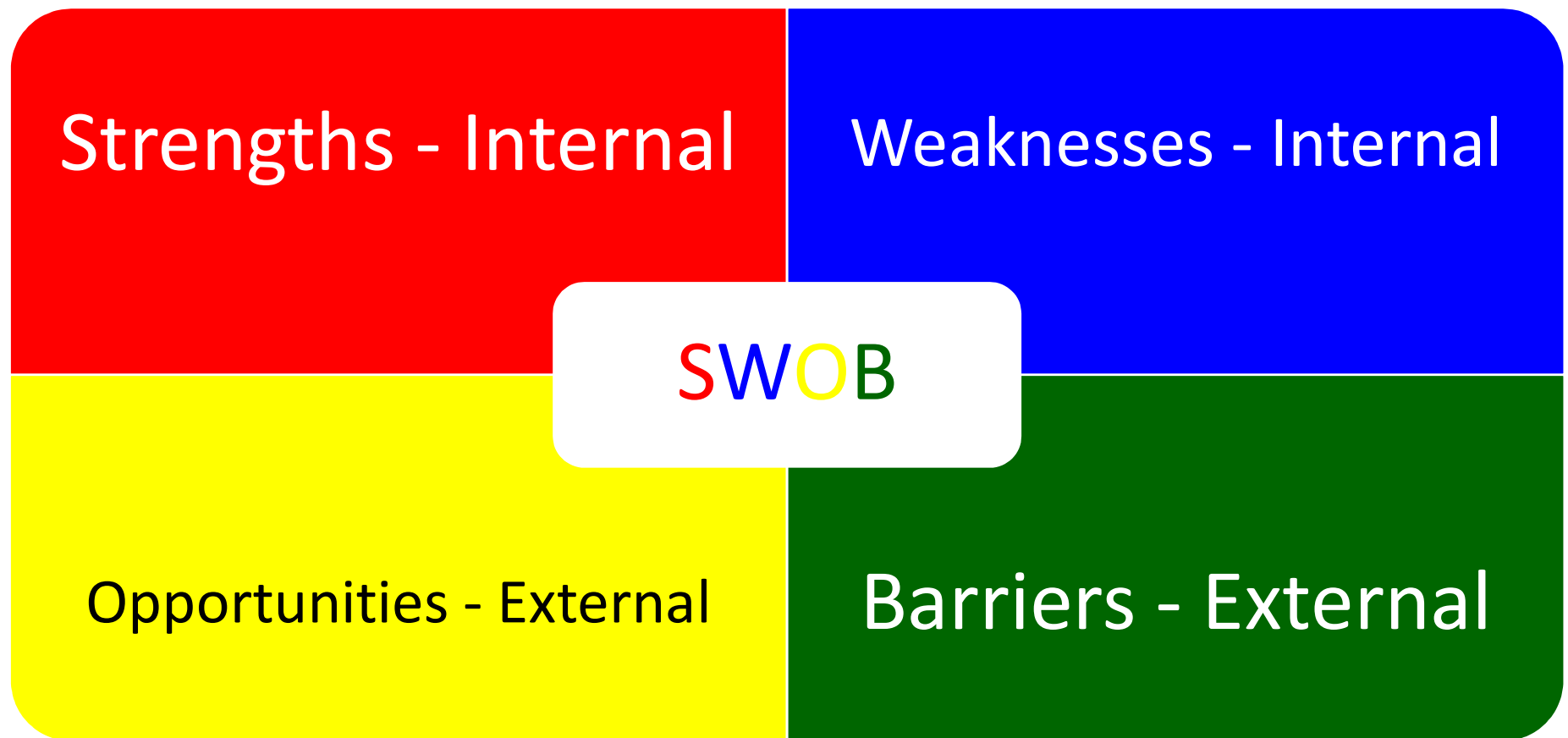


# STRATEGIC ANALYSIS

Strategic Planning is necessary if OCCM expects to be viable and continue to meet needs of the community. Strategic Planning will not protect the status quo but it will result in a plan that will allow the OCCM to move forward in fulfilling its mission and vision.



## 2.1 ASSESSMENT MODEL – SWOB ANALYSIS





## 2.2 STRENGTHS AND WEAKNESSES - INTERNAL

### Category: Employee Relations 1 of 4

#### Strengths

- ✓ OCCM as an experienced Employee Relations assistant who is well versed in HR matters.
- ✓ There is a good working relationship with DHQ HR
- ✓ There is a healthy relationship between BCGEU and OCCM.
- ✓ There is healthy volunteer base, averaging between 500 and 600 hours per month.
- ✓ There is a dedicated, albeit part time Volunteer coordinator.
- ✓ There is a Volunteer Steering Committee in place as of Oct 2016, which meets monthly.
- ✓ OCCM's workforce is experienced and dedicated.
- ✓ Occupational Health safety is built into the day-to-day operations, there still remains several areas that require further development and engagement, including JOHSC, Risk assessments.

#### weaknesses

- ✓ According to TSA "Social Services Standards" Chapter 2, Section 1, Item: 1.6.1 OCCM shall have a Human Resources Policy and Procedure Manual which covers personnel policies and procedure unique to the ministry unit. Manual is inconsistent across all locations and requires updating  
Although employee training records exist, a central database for tracking purposes would be more effective
- ✓ OCCM's is able to lead more community ministries, but must have a sustainable approach to growing a strong team.
- ✓ The process for reviewing and updating policies is currently loose and informal.

## 2.2 STRENGTHS AND WEAKNESSES - INTERNAL

### Category: Employee Relations 2 of 4

#### Strengths

- ✓ Retention of staff is stronger
- ✓ In 2016 we said:
- ✓ Geography was a challenge when supporting the Port Hardy Ministry.
  - ✓ In 2017:
  - ✓ To bridge the GAP caused by geography for Port Hardy Team the following has been built into the MU:
    - ✓ CO visits Port Hardy every 4-6 weeks
    - ✓ During visit CO encourages Campbell River Team Members to attend – in 2017 6 people from CR visited PH
    - ✓ Onsite Supervisor travel to Campbell River once per month
    - ✓ Once per week a Video conference is chaired by CO with supervisors from Port Hardy and Campbell River
    - ✓ Once per year Port Hardy team attends Leadership Conference in CR
    - ✓ Through OCCM Main FB page a “Group” was created for Port Hardy to share and keep connected with the greater body

#### weaknesses

- ✓ According to TSA “Social Services Standards” Chapter 3, Section 1, Item: 3.1.1 Lighthouse must have Health and safety manual. The current manual needs review, updating and alignment with other locations.
- ✓ According to TSA “Social Services Standards” Chapter 3, Section 2, Item: 3.2.1 Lighthouse should have fully functioning fire plan. The plan requires updating and staff refreshing, including record keeping.
- ✓ According to TSA “Social Services Standards” Chapter 3, Section 2, Item: 3.2.1 Lighthouse should have procedures for regular fire drills shall be in place, including wardens for each area. Fire drills shall occur at least quarterly and at times to allow all staff to participate over the course of a year. Drills shall be documented.
- ✓ According to TSA “Social Services Standards” Chapter 3, Section 2, Item: 3.2.5 Lighthouse must have procedures in place to ensure all clients and staff are familiar with those parts of the fire and disaster contingency plan that appropriate to them.

## 2.2 STRENGTHS AND WEAKNESSES - INTERNAL

### Category: Employee Relations 3 of 4

#### Strengths

- ✓ In 2016 we identified an opportunity:
  - ✓ New payroll system (Ultipro) being implemented in 2017, which will help improve efficiency on the front lines.
  - ✓ New employee performance evaluation program (PEAC) being rolled out to employees, which is focused on building on positive rather than negative
    - ✓ As of 2017, both have been implemented

#### weaknesses

- ✓ According to TSA "Social Services Standards" Chapter 3, Section 2 , Item: 3.2.5 Lighthouse must have documentation regarding all electrical, mechanical, fire, and other safety equipment shall be on file.
- ✓ According to TSA "Social Services Standards" Chapter 3, Section 4 , Item: 3.4.3 Lighthouse must have written policies and procedure for housekeeping and maintenance task. There shall be written policies and procedures regarding: Performance & frequency of housekeeping and maintenance tasks, care and storage of tools and & equipment, customer service, safety & hygiene, monthly supervision/inspection by management, preventative, maintenance, pest control
- ✓ According to TSA "Social Services Standards" Chapter 3, Section 5 , Item: 3.5.3 Lighthouse must have written policies & procedures regarding: schedules for performance and frequency of kitchen tasks, care of utensils, machinery, and other equipment, security of knives, hygiene of staff and volunteers, customer service, monthly supervision/ inspection by management, food safety.

## 2.2 STRENGTHS AND WEAKNESSES - INTERNAL

### Category: Employee Relations 4 of 4

#### Strengths

#### weaknesses

- ✓ According to TSA "Social Services Standards" Chapter 3, Section , Item: 3.5.5 Lighthouse There shall be a policy and procedure available to dietary staff and volunteers concerning universal precautions.
- ✓ According to TSA "Social Services Standards" Chapter 3, Section , Item: 3.5.15 Lighthouse A policy and procedure should guide expected payment of meals by employees, guests, etc.

## 2.2 STRENGTHS AND WEAKNESSES - INTERNAL

### Category: Organizational Value and Culture 1 of 2

#### Strengths

- ✓ OCCC is loving, accepting, caring, community focused, inclusive.
- ✓ OCCC is Bible driven, focused on outreach, family focused, and missional.
- ✓ TSA is well respected in the Campbell River and Port Hardy.
- ✓ In Partnership with BC Housing, OCCM is helping reduce hunger through meals programs.
- ✓ In partnership with BC Housing is reducing homelessness through the Evergreen Shelter in Campbell River.
- ✓ In Partnership BC Housing with is reducing homelessness through the Extreme Weather Shelter in Port Hardy.
- ✓ As of Nov 2016, in Partnership with VIHA is reducing homelessness and providing clients with other resources through a sobering and assessment program (Apr – Oct) at our Port Hardy location,
- ✓ OCCC team as a strong missional work ethic

#### weaknesses

- ✓ The OCCM team's are leading many initiatives in the community of Port Hardy and Campbell River – The team must be intentional and strategic not to over extend employees and volunteers.

Although Ocean Crest follow local by-laws, more could be done to "Green" our operations as per Ethic Centre recommendations

## 2.2 STRENGTHS AND WEAKNESSES - INTERNAL

### Category: Organizational Value and Culture 2 of 2

#### Strengths

- ✓ In 2016 we said: That OCCC could be more focused on discipleship.
  - ✓ In 2017:
    - ✓ One new solider enrolled
    - ✓ Two music teams in place
    - ✓ A choir that sings on special occasions or seasons throughout the year.
    - ✓ One new solider enrolled
    - ✓ Seven new people have joined the church
    - ✓ Enrolled new Local Officer – Color Sargent
    - ✓ Mobilized for Mission classes commenced in March
- ✓ In 2016 we said: Although The Salvation Army in Campbell River and Port Hardy adds tremendous value to the community, this value is not widely known (as a whole) in the community – OCCM could communicate its mission more effectively.
  - ✓ In 2017 – Please communication section

#### weaknesses

## 2.2 STRENGTHS AND WEAKNESSES - INTERNAL

### Category: Property, Building Structure, and Facilities (All property)

#### Strengths

- ✓ Ocean Crest Community Ministries is taking place in a total of seven location, which are strategic in nature. This gives the Mission of The Salvation Army to be present in a number of locations in the community.
- ✓ There are a number of certified contractors in our congregation that offer their services to the church.
- ✓ In 2016 we said: There is no formal condition assessment existing for The Salvation Army owned buildings – The Quarters, Church and Campbell River Lighthouse.
  - ✓ In 2017 condition assessment was completed for 291 Mclean Street and Cedar Street – this information will be used to develop a long-term plan.

#### weaknesses

- There is no formal maintenance program in place for any of the six location, including:
  - Routine inspections/documentation of the seven property's associated with OCCC.
  - Weekly, Monthly, Six Monthly, and Annual maintenance requirements are not systematically organized and recorded.
  - There is no replacement strategy in place for property, buildings or equipment.



## 2.2 STRENGTHS AND WEAKNESSES - INTERNAL

### Category: Property, Building Structure, and Facilities (Church) 1 of 2

#### Strengths

- ✓ The church is located in well established neighborhood
- ✓ Parking area is meeting the capacity needs of the church and there is capacity for growth.
- ✓ Parking lot was repaved in 2006, and drainage system upgraded in 2010, and new commercial kitchen installed in 2013.
- ✓ The second level of the church is assessable to all people with disabilities – A chair lift is available to move people to fellowship hall.
- ✓ The lower level as an excellent youth room that also meets the needs for other group such as men's group.
- ✓ The Congregation know this building as their church home and have many memories attached to this location.
- ✓ Currently we are able to manage the mortgage payment, and should be paid off in the near future.
- ✓ The church has partnered with team to lease space on lower level.
- ✓ Condition assessment completed Oct 2017 – plan being developed for renovation

#### weaknesses

There is no formal maintenance plan (short term or long term)

The church exterior is in need of the following apparent maintenance:

The external areas of the building requires new paint .

There are internal spaces that need new pain scheme

Majority of windows and doors need to be replaced

Roof requires a proper assessment

The church interior is need of the following apparent maintenance:

Floor covering in sanctuary needs to be replaced.

The fellowship hall is requires floor maintenance and new paint scheme.

The church requires new paint scheme.

Heating system needs an assessment and possible upgrade.

## 2.2 STRENGTHS AND WEAKNESSES - INTERNAL

### Category: Property, Building Structure, and Facilities (Church) 2 of 2

#### Strengths

- ✓ In 2016 we identified the following as an opportunity. The church is in a good location to evangelize to a different audience than the Lighthouse clientele, including:
  - House to house ministry
- ✓ Family Day Care center
  - The Church is in a prime location in relation to facilities such as parks and swimming pool.
  - The Church is away from busy streets
- ✓ In 2017:
  - ✓ Ocean partnered with external team to open a daycare where, TSA is the landlord
  - ✓ Annual block party arranged with excellent turnout - event

#### weaknesses

## 2.2 STRENGTHS AND WEAKNESSES - INTERNAL

Category: Category: Property, Building Structure, and Facilities (Lighthouse - CR)

### Strengths

- ✓ The lighthouse is in a key location that is assessable to clients.
- ✓ The Lighthouse property for many in need is seen a safe refuge.
- ✓ The Lighthouse provides for a Church Service in the downtown core.
- ✓ The lighthouse is an ideal location and space to provide Extreme Weather Shelter services.
- ✓ The Lighthouse is an ideal location to facilitate other services during the day to clients.
- ✓ TSA is the owner of the Lighthouse building (mortgage outstanding).
- ✓ The Lighthouse as a relatively new interior on the lower floor, which is clean and well maintained.
- ✓ The Lighthouse is located in a prime location, which increases its property value, but opens the possibility for new construction.
- ✓ Condition assessment completed Oct 2017 – plan being developed for renovation
- ✓ In 2016 we said: Parking for employees and visitors is limited and exposed to potential vandalism
- ✓ In 2017:
  - ✓ We installed security fencing

### weaknesses

✓ The second level of the lighthouse is unused and under utilized.

The second level is not fire rated to allow for a commercial kitchen below and a shelter above.

The Lighthouse is located in an area that is at times exposed to the threat of flooding.

The lighthouse is not fully utilized seven days

✓

## 2.2 STRENGTHS AND WEAKNESSES - INTERNAL

### Category: Property, Building Structure, and Facilities (Lighthouse – Port Hardy)

#### Strengths

- ✓ The Lighthouse Resource Center in Port Hardy is well established and located and is seen a beacon the community.
- ✓ The building is street level and easily assessable by all clients.
- ✓ The interior of the building is in good condition.
- ✓ In 2016 we said:
  - ✓ The building is operating under an annual lease of \$38,000/year, which could be invested into a purchased property.
  - ✓ Given the variety of ministry that takes place, the footprint is becoming increasingly restrictive. There is nor room remaining for program expansion. (This is also connected to the “program Initiative”
  - ✓ The kitchen facilities are becoming a challenge due to added programming capacity – In Particular the “Extreme Weather Shelter” and “Sobering and Assessment program” (This is also connected to the “program Initiative”
- ✓ In 2017:
  - ✓ Strategic Goal #19 is addressing the adjacent weaknesses. New building purchased Dec 2017 – expected move in date – April-Jun 2019

#### weaknesses

## 2.2 STRENGTHS AND WEAKNESSES - INTERNAL

### Category: Property, Building Structure, and Facilities (Evergreen Shelter)

#### Strengths

- ✓ Property is owned by BC Housing.
- ✓ The shelter offers 22 beds 24/7 365, and is well established
- ✓ In 2016, BC Housing invested nearly \$500,000 in the building, including external and internal upgrades.
- ✓ Annual budget/contract allows for maintenance
- ✓ The Shelter is located in an area of town that is away from the downtown core.
- ✓ In 2016 we said: washer and dryers were breaking down, given the frequent use –
  - ✓ In 2017:
    - ✓ New commercial units now in place.

#### weaknesses

- There is no formal maintenance plan for the facility.
- ✓ Given that the shelter is located in a residential neighbourhood there are negative interactions between neighbours and clients.

## 2.2 STRENGTHS AND WEAKNESSES - INTERNAL

### Category: Property, Building Structure, and Facilities (Second Stage House)

#### Strengths

- ✓ Property is owned by BC Housing.
- ✓ The Transition is located in an area of town that is away from the downtown core.
- ✓ In 2016 we said: **Second stage housing needed maintenance**
  - ✓ In 2017:
    - ✓ Major repair to fence
  - ✓ In 2018:
    - ✓ Plan in place for BC Housing to renovate roof and hallways

#### weaknesses

- There is no formal maintenance plan**
- The external structure is need of significant investment.**
- There is no recent condition assessment.**
- The apartments are in need of upgrades.**

## 2.2 STRENGTHS AND WEAKNESSES - INTERNAL

### Category: Property, Building Structure, and Facilities (Family Thrift Store)

#### Strengths

- ✓ The Thrift Store lease is a long standing partnership with the landlords.
- ✓ The Thrift Store is a long standing tenant.
- ✓ The location is well known to the community
- ✓ The building owner is responsible for maintain the structure of the building.
- ✓ The current lease is valid for five years (as of Aug 2016)
- ✓ Lease rate is competitive to any other property in the community.

The store exteriors electronic signage needs replacement

2017 Store manager had signs overhauled!

#### weaknesses

The building is up for sale and new owners may increase rent.

The interior is need of investment

Carpet

Shelving



## 2.2 STRENGTHS AND WEAKNESSES - INTERNAL

**Category: Property, Building Structure, and Facilities (Officers Quarters)**

### Strengths

- ✓ Located well established neighborhood.
- ✓ The building is own by TSA – no mortgage.
- ✓ The exterior of the building is in good condition
- ✓ New shingles in 2016
- ✓ 50 ft section of fence replaced in 2017

### weaknesses

There is formal maintenance program

Windows and doors need replacement within the next 2-3 years.

## 2.2 STRENGTHS AND WEAKNESSES - INTERNAL

### Category: Resources – Financial

#### Strengths

- ✓ Corps giving is healthy and congregation is very supportive of the mission.
- ✓ Christmas Kettle Campaign
  - ✓ Giving is increasing each year – the community is very supportive of the church mission.
  - ✓ There is a dedicated Coordinator and Assistant that work well together and are committed to the mission.
  - ✓ The online kettle is an excellent fundraising platform
  - ✓ The partnership with the bank to assist in counting coins frees up resources to focus on collecting.
- ✓ Christmas Mail Out:
  - ✓ A significant source of annual funding – the community is very supportive.
- ✓ OCCM as strong partnerships local and provincial governments agencies – VIHA & BC Housing.
- ✓ OCCM is in a good capital position
- ✓ 2017 - Communicating our mission to the community is now stronger through a formal communication plan, which includes a new website, public presentations, bi-annual corps meetings and an annual reports – all which speak of mission.

#### weaknesses

Properties owned by The Salvation Army in Campbell River require investment in the coming months/years and there is no condition assessment that provides the necessary information to make informed capital expenditure related decisions.

## 2.2 STRENGTHS AND WEAKNESSES - INTERNAL

**Category: Property, Building Structure, and Facilities (New Beginnings Thrift Store)**

### Strengths

- ✓ The store space is leased and landlord is responsible exterior maintenance.
- ✓ There is adequate parking for customers
- ✓ Located in a area of the community frequented by tourist.

### weaknesses

The orientation of the store to the main highway is obscure and makes attracting customers more difficult.

## 2.2 STRENGTHS AND WEAKNESSES - INTERNAL

### Category: Organizational Effectiveness 1 of 2

#### Strengths

- ✓ OCCM as the experience and ministry expertise to lead a number of different community programs (subject to the challenge highlighted in "Human Resources."
- ✓ OCCM as a wealth of resources at its disposal, from both THQ and DHQ to be even more effective in ministry.
- ✓ OCCM as a strong volunteer base.
- ✓ In 2016 we said:  
OCCM could be more effective at ministry if there was a well defined communication plan/strategy.  
2017 - According to TSA "Social Services Standards" Chapter 1, Section 3, Item: 1.3.1 OCCM must have a process to develop and implement a strategic plan which will guide the delivery and development of current and future services and programs – this should be more inclusive of all stakeholders
- ✓ In 2017:
- ✓ Communicating our mission to the community is now stronger through a formal communication plan, which includes a new website, public presentations, bi-annual corps meetings and an annual reports
- ✓ Strategic Planning Process in place

#### weaknesses

- ✓ Integrated Mission perspective:  
Identity statements across all ministry locations are not the same  
There may be a identity issue in with The Salvation Army in Campbell River and Port Hardy – being recognized as separate entities (Church, Thrift Store, Shelter, Lighthouse).  
There is room for growth in the areas of interaction, sharing of resources and mutual support among the programs and ministries  
The Salvation Army Campbell River and Port Hardy should be known as a whole and be known as followers of Jesus who are known for Christ's love.  
OCCM needs a better understanding of and a strategy for ministering to the culture we live in by continuing to work with community and community agencies in determining what our role is within the greater continuum of care for those needing help (homeless, at risk of homelessness, mentally ill, people in addiction/recovery, those on social assistance, working poor, etc.) and taking steps to fulfill that role.

## 2.2 STRENGTHS AND WEAKNESSES - INTERNAL

### Category: Organizational Effectiveness 2 of 2

#### Strengths

- In 2016 we said:

According to TSA "Social Services Standards" Chapter 1, Section 6, Item: 1.6.1 OCCM shall have a community council, which serves the ministry unit lead by providing administrative advice related to program, business, and policy matters, as per the Manual of Guidance for Social Services Community Councils(2003). Currently this area is very much underdeveloped.

- 2017 Council meeting three times year

#### weaknesses

- ✓ OCCM could be more intentional in communicating with the local First Nations communities to see what service we may offer to them in relation to current needs that are not being met (In accordance with Divisional Strategic Objective 4 Congregants / Clients / Customers)

- ✓ OCCM could do more encourage, equip and train staff to be appropriate representatives of The Salvation Army (In accordance with Divisional Strategic Objective 2 – Engaged Personnel)

- ✓ OCCM could do more to help unsaved staff members and volunteers discover a relationship with Jesus (In accordance with Divisional Strategic Objective 1 – Spiritual Health)

According to TSA "Social Services Standards" Chapter 1, Section 1, Item: 1.1.2 OCCM must have a process in place to continually assess the social and health status and needs of the community. The community resources/capacities and needs are documented. (See 2015 Review for details).

- ✓ OCCM effectiveness would increase if there was a platform to share, edit, update and approve policies online.

## 2.2 STRENGTHS AND WEAKNESSES - INTERNAL

### Category: Programs & Services – Volunteers

#### Strengths

- ✓ OCCM as a strong volunteer base
- ✓ There is a part time volunteer coordinator
- ✓ There is a newly formed (as of Sep 2016) Volunteer Steering Committee” that meets monthly to coordinate volunteer activities.
- ✓ Volunteers are a combination of both church and community volunteers.
- ✓ In 2016 we said:
  - ✓ Attracting volunteers could be more effective if the OCCM website was up to date with information about the volunteer opportunities. There is no online application process for volunteers
  - ✓ 2017 - Communicating our mission to the community is now stronger through a formal communication plan, which includes a new website, public presentations, bi-annual corps meetings and an annual reports – all which speak of mission.
  - ✓ Volunteers can apply online via new website
  - ✓ Volunteers can apply via Facebook Job Ads

#### weaknesses

## 2.2 STRENGTHS AND WEAKNESSES - INTERNAL

### Category: Programs & Services – Church - Worship

#### Strengths

- ✓ There is a good balance between traditional and contemporary music.
- ✓ There is an experienced sound and audio team.
- ✓ The church as musical instruments: Piano, keyboard, drums.
- ✓ The church as musical infrastructure: Sound board, speakers, computers, mic's, stands.
- ✓ There are other musicians in the church who have gifts of music.
- ✓ In 2016 we said "Growing a musicians such as guitarist and percussionist should be a priority." In 2017, the Lord provided:
  - ✓ Two music teams in place
  - ✓ A choir that sings on special occasions or seasons throughout the year.

#### weaknesses

- ✓ OCCC could look at using "live social media" to reach people at home.  
We should engage our youth to take part in worship



## 2.2 STRENGTHS AND WEAKNESSES - INTERNAL

### Category: Programs & Services – Church – Senior's Ministry

#### Strengths

- ✓ Our seniors have wisdom that could be passed along to younger church members
- ✓ There is an active fellowship ministry that engages our seniors in meetings through the month.
- ✓ In 2017:
  - ✓ Training provided to six people in the area of community care ministry (CCM).
  - ✓ Regular cards of encouragement are sent to our seniors

#### weaknesses

- ✓ There could be more active visitation from pastoral team.
- ✓ There could more events that encourage our seniors and young adults to interact.
- ✓ Ministry teams (men and women) could be active in visitation and home services.

## 2.2 STRENGTHS AND WEAKNESSES - INTERNAL

### Category: Programs & Services – Church – Children & Youth Ministry

#### Strengths

- ✓ There is a healthy number of dedicated youth volunteer leaders
- ✓ The youth team are blessed with a youth space to carry out ministry.
- ✓ The church provides a safe and healthy environment.
- ✓ There is a healthy budget allotted for children and Youth Ministry.
- ✓ The congregation is very supportive of the youth programs
- ✓ OCCM arranges for 8 children to attend summer camp at Camp Sunrise
- ✓ OCCM will support one youth to attend music camp in in 2018

#### weaknesses

There is no long term vision for the youth/children ministry

Children and Youth could be more involved in Sunday Services

There room for more outreach evangelism in the community to reach more youth.

There room for the youth to engage in community service.

There is room for the youth program to include a stronger worship component.

There is an opportunity to increase the variety of weekly activity.

More opportunities for preteens and younger children each month.

## 2.2 STRENGTHS AND WEAKNESSES - INTERNAL

### Category: Programs & Services – Church - Men's Ministry

#### Strengths

- ✓ There is a healthy number of men worshipping at OCCC.
- ✓ The men at OCCC represent all age demographics
- ✓ Men at OCCC are very engaging and seeking to be God led and Bible fed.

#### weaknesses

- There is formal leader for men's ministry
- Be more intentional about finding activities and study's that speak to different demographics groups.
- ✓ Not all men are using social media, therefore to be more intentional to use other ways to engage and communicate – the need for a church app
- Different men have different schedules, therefore be more intentional about using different dates for different events.
- Men ministry could be more active in pastoral visitations.
- Young adult men are not participating in Men's Ministry

## 2.2 STRENGTHS AND WEAKNESSES - INTERNAL

### Category: Programs & Services – Church - Women’s Ministry

#### Strengths

- ✓ There is a healthy number of women worshipping at OCCC.
- ✓ The women at OCCC represent all age demographics.
- ✓ Women at OCCC are very engaging and seeking to be God led and Bible fed.
- ✓ OCCC as a women’s Facebook group to help communicate events and encourage each other.
- ✓ In 2017:
  - ✓ There are increasingly more activities for our ladies ministry
  - ✓ There is a strong weekly Women’s Bible study

#### weaknesses

## 2.2 STRENGTHS AND WEAKNESSES - INTERNAL

### Category: Programs & Services – Church – Pastoral Care

#### Strengths

- ✓ There are number of people who are gifted in the area of pastoral care.
- ✓ There is a desire to improve in this area.
- ✓ In 2017:
  - ✓ Training provided to six people in the area of community care ministry (CCM).
  - ✓ Regular cards of encouragement are sent to our seniors
  - ✓ Visitation increased by 25% in 2017 over 2016

#### weaknesses

OCCM could provide more effective pastoral care/shepherding to congregation members, shelter, lighthouse and thrift stores

Pastoral Care (Mission Board) council could be more effective and develop a more strategic approach to providing pastoral care.

## 2.2 STRENGTHS AND WEAKNESSES - INTERNAL

### Category: Programs & Services – Church – Evangelism and Discipleship

#### Strengths

- ✓ There are a number of active Home Bible studies
- ✓ The youth department is an excellent working example of reaching out to people outside of regular church family.
- ✓ The Sunday night service at the Lighthouse is allowing people to way to evangelize and provide a less formal service for our clients to attend worship.
- ✓ 2017:
  - ✓ One new solidier enrolled
  - ✓ Seven new people have joined the church
- ✓ 2018:
  - ✓ Enrolled new Local Officer – Color Sargent
  - ✓ Mobilized for Mission classes commenced in March

#### weaknesses

- ✓ OCCM does could be more intentional at engaging people its approach to discipleship

## 2.2 STRENGTHS AND WEAKNESSES - INTERNAL

### Category: Programs & Services – Church – Community Care Ministry

#### Strengths

- ✓ In partnership with other churches, The Salvation Army in Campbell River leads three services each month at three different care home
- ✓ The services are led by a dedicated worship team of volunteers.
- ✓ In 2017:
  - ✓ Training provided to six people in the area of community care ministry (CCM).
  - ✓ Regular cards of encouragement are sent to our seniors
  - ✓ Visitation increased by 25% in 2017 over 2016

#### weaknesses

- ✓ None identified in the 2016-2017 Strategic Plan review.



## 2.2 STRENGTHS AND WEAKNESSES - INTERNAL

**Category: Programs & Services – Campbell River – Emergency Disaster Services**

### Strengths

- ✓ OCCM as a EDS trailer
- ✓ There is a dedicated team of volunteers
- ✓ EDS team are in the process of developing partnerships in the community
- ✓ EDS coordinator is qualified trainer
- ✓ 2017:
  - ✓ Strong presence in the BC Forest fire support initiative
  - ✓ Supported several events locally, including Corps Anniversary, and annual Kettle Kick off
  - ✓ With the support of DHQ there were several upgrades to the EDS Trailer
  - ✓ Partnering with Evergreen Shelter the trailer is plugged in at central location ready for deployment
  - ✓ Policies and procedures prepared

### weaknesses

- ✓ Need more young adults to participate

## 2.2 STRENGTHS AND WEAKNESSES - INTERNAL

### Category: Programs & Services – Campbell River – Lighthouse - Community & Family Services 1 of 2

#### Strengths

- ✓ The Community and Family services team, working out of the Lighthouse is experienced and understand our clientele.
- ✓ The worksite of the Community and Family Services is in a suitable location in the community.
- ✓ Community support for programing such as “Coats for Kids” is strong.
- ✓ Networking with clients
- ✓ The team is supportive and very accepting of input from staff
- ✓ Client centered approach
- ✓ Friendly, respectful attitude and sense of community
- ✓ In 2016 we said: Kitchen equipment need attention and in some case replacement.
  - ✓ In 2017 in electric range purchased and installed
  - ✓ Several small appliances purchased
  - ✓ Budget includes new central cooler for 2018

#### weaknesses

- ✓ Community and Family Services is working in a small space and leaves little room for program expansion.
- ✓ Current daytime program is limited, but there is room for growth.
- ✓ More volunteers would be beneficial
- ✓ Continue to work on improving communication between front line and supervisor and management.
- ✓ Sometimes funding is tight impacting food

## 2.2 STRENGTHS AND WEAKNESSES - INTERNAL

**Category: Programs & Services – Campbell River – Lighthouse - Community & Family Services 2 of 2**

### Strengths

- ✓ In 2016 we said: Kitchen equipment need attention and in some case replacement.
  - ✓ In 2017:
    - ✓ New electric range purchased and installed
    - ✓ Several small appliances purchased
    - ✓ Budget includes new central cooler for 2018
- ✓ In 2016 we said: Property security could be improved.
  - ✓ In 2017:
    - ✓ We installed new signage to deter Lottering
    - ✓ We installed new fencing to deter damage to employee and volunteer vehicles
    - ✓ We changed the Monday – Friday meal from 1 sitting to 2 sitting to reduce congestion and conflict

### weaknesses

## 2.2 STRENGTHS AND WEAKNESSES - INTERNAL

### Category: Programs & Services – Port Hardy – Lighthouse - Family and Community Services 1 of 2

#### Strengths

- ✓ The Lighthouse center is well established and respected in the community, including local and provincial government agencies.
- ✓ There is a wide variety of programs being undertaken in Port Hardy.
- ✓ There is an opportunity to share program ideas with Campbell River Lighthouse.
- ✓ Staff are very supportive
- ✓ Community centered and focused
- ✓ Outreach / Cultural Balance
- ✓ Well established meal program
- ✓ Port Hardy as many community partnerships that makes for a healthy ministry.
- ✓ Good communication between team members
- ✓ Hospitality

#### weaknesses

- ✓ Guidelines could be clearer and more consistently applied
- ✓ More access to mental health Training
- More volunteers needed

## 2.2 STRENGTHS AND WEAKNESSES - INTERNAL

**Category: Programs & Services – Port Hardy – Lighthouse - Family and Community Services 2 of 2**

### Strengths

- ✓ In 2016 we said: The building is nearly at capacity and expanding programs will be limited. There could be an improvement around security guidelines
- ✓ In 2017:
  - ✓ In line with Strategic Goal No 19 we have purchased a new building and will be transitioning to new location 2019.

### weaknesses

## 2.2 STRENGTHS AND WEAKNESSES - INTERNAL

### Category: Programs & Services – Campbell River - Family Thrift Store & New Beginning's

#### Strengths

- ✓ Both stores are well known in the community and reach different demographics.
- ✓ Store manager has strong vision
- ✓ Store has strong support of the community
- ✓ In 2017 store was recognized by the Chamber of Commerce for "Social Innovation".

#### weaknesses

- ✓ More inclusion of employees is important from all aspects of Ministry

## 2.2 STRENGTHS AND WEAKNESSES - INTERNAL

### Category: Programs & Services – Campbell River – Evergreen Shelter

#### Strengths

- ✓ Good communication between co-workers
- ✓ Good teamwork, suggestions put forward by staff are considered.
- ✓ The shelter has good security features: Cameras, fencing, etc. – Recent upgrades will be sufficient for 10 years.
- ✓ In 2016 we said: More training in the area of mental illness and addictions (Leadership)
  - ✓ In 2017:
    - ✓ In December 2017 we received training standards from BC Housing – Plan needs to be developed for implementation

#### weaknesses

- Staying with the client guidelines is not consistent between all staff.
- ✓ OCCM could be more intentional about staff Health & Wellness with a particular focus on mental well-being.
- More training in the area of mental illness and addictions (Leadership)
- Client guidelines should be firmer



## 2.2 STRENGTHS AND WEAKNESSES - INTERNAL

### Category: Communications and Information System 1 of 2

#### Strengths

- ✓ Strong presence on Facebook – main page and four groups
- ✓ There is medium - strong ownership of the social websites.
- ✓ In 2016 we said:
  - ✓ According to TSA “Social Services Standards” Chapter 1, Section 8, Item: 1.8.1 OCCM shall have a mechanism for informing the community of its programs and services, including website, pamphlets, newsletter and special events.
  - ✓ There is no overarching communication strategy for the ministry unit.
- ✓ In 2017:
  - ✓ Communication board installed at all locations
  - ✓ New website developed and launched where all information is available to clients, volunteers, employees, donors, community, funders and congregation
  - ✓ New newsletter developed and issued monthly (where possible).
  - ✓ Reviewed and revamped the weekly church bulletin.
  - ✓ The following meetings take place: Community Council; Mission Board; Management Team; JOHAS; Labor Management: staff meetings; Bi Annual Congregational meeting: Annual Leadership Day
  - ✓ All meeting minutes now in standard format and posted on communications board

#### weaknesses

- ✓ Not all supervisor are on LOTUS notes, which make day-today communication more challenging.
- ✓ Although all locations have policies and procedures, there is lack of control of version and there are multiple copies (some out of date).
- ✓ There is no annual report being completed for the MU that summarizes the year.
- ✓ Currently OCCM does not participate in groups outside other than other social services agencies.

## 2.3 OPPORTUNITIES AND THREATS - EXTERNAL

### Category: Human Resources

#### opportunities

#### Barriers

Changes in provincial policies (BC Housing) is placing more demands on shelter team to work with mental illness related clients – More training would be beneficial.

## 2.3 OPPORTUNITIES AND THREATS - EXTERNAL

### Category: Property, Building Structure, and Facilities (Church)

#### opportunities

#### Barriers

The neighborhood is not open to utilizing the church for feeding programs, and or shelters

- ✓ The connection between the church and the neighborhood is not as strong as it could be. This is connected to a lack of a strong communication and public relation plan.

## 2.3 OPPORTUNITIES AND THREATS - EXTERNAL

### Category: Property, Building Structure, and Facilities (Lighthouse Campbell River)

#### opportunities

There is an opportunity to sell the Lighthouse and reinvest the capital in a different location.

There are several properties for sale in Campbell River that might better meet our needs.

There is an opportunity to use the Lighthouse for shelter programs such as ~~Sobering and Assessment~~ and Extreme Weather shelter.

Sunday services in chapel

Weekend lunch program

Continue to build community partnerships

Develop a Youth Shelter Program

#### Barriers

The downtown core is being developed and the ministry is feeling a growing pressure to move location.

The increase in the use of Fentanyl

✓ Communicating the work of The Salvation Army in Port Hardy is a challenge

## 2.3 OPPORTUNITIES AND THREATS - EXTERNAL

**Category: Property, Building Structure, and Facilities (Lighthouse Port Hardy)**

### opportunities

### Barriers

The current property lease is restrictive and limits ministry opportunity.

## 2.3 OPPORTUNITIES AND THREATS - EXTERNAL

### Category: Property, Building Structure, and Facilities (Evergreen Shelter)

#### opportunities

- ✓ None identified in the 2017-2018 Strategic Plan review.

#### Barriers

- ✓ The Shelter is located in a residential neighborhood, which frequently leads to conflicts, due to the nature of the ministry.

## 2.3 OPPORTUNITIES AND THREATS - EXTERNAL

**Category: Property, Building Structure, and Facilities (Second Stage Housing)**

### opportunities

There is an opportunity to work with BC Housing to arrange a condition assessment and begin the process of looking for funds to invest in renovating the building.

### Barriers

- ✓ None identified in the 2016-2017 Strategic Plan review.



## 2.3 OPPORTUNITIES AND THREATS - EXTERNAL

**Category: Property, Building Structure, and Facilities (New Beginnings Thrift store)**

### opportunities

There is an opportunity to look for a location that is more visible and accessible to the community.

### Barriers

- ✓ None identified in the 2017-2018 Strategic Plan review.

## 2.3 OPPORTUNITIES AND THREATS - EXTERNAL

### Category: Resources – Financial – Fund Raising

#### opportunities

#### Barriers

- ✓ Currently The Salvation Army is not seen as one unit in the community, but more multiple units.

## 2.3 OPPORTUNITIES AND THREATS - EXTERNAL

### Category: Resources – Financial – External Funding

#### opportunities

There are two important needs that have been identified in the community of Campbell River:

Extreme Weather Shelter

Sobering and Assessment Center

OCCM as the facility (Lighthouse) to be used for these two programs, and the BC Housing and VIHA are looking to partner with an agency.

#### Barriers

✓ None identified in the 2017-2018 Strategic Plan review.

## 2.3 OPPORTUNITIES AND THREATS - EXTERNAL

### Category: Programs & Services - Volunteers

#### opportunities

There are opportunities to partner with other volunteer agencies to bring awareness to TSA mission in Campbell River and Port Hardy

#### Barriers

- ✓ None identified in the 2017-2018 Strategic Plan review.

## 2.3 OPPORTUNITIES AND THREATS - EXTERNAL

### Category: Programs & Services – Church - Worship

#### opportunities

- ✓ Partnering with Churches in the community for Mission Related opportunities and services.

#### Barriers

- ✓ None identified in the 2017-2018 Strategic Plan review.

## 2.3 OPPORTUNITIES AND THREATS - EXTERNAL

### Category: Programs & Services – Church – Children and Youth Ministry

#### opportunities

There is an opportunity to partner with others to create a day care center at the church location.

There are opportunities to partner with other churches outside out community to engage youth.

#### Barriers

- ✓ None identified in the 2017-2018 Strategic Plan review.

## 2.3 OPPORTUNITIES AND THREATS - EXTERNAL

**Category: Programs & Services – Campbell River- Lighthouse - Family and Community Services**

### opportunities

There are opportunities to work with other community partners such as “Homes First” to develop programs that can be operated out of the Lighthouse. This could be a more developed daytime program to have people stop by instead of wondering the street.

- ✓ Arrange for open house at lighthouse and arrange for staff to participate.
- ✓ Better communications between other social service agencies, in order to have all stakeholders full aware of what services are provided.

### Barriers

- ✓ There is a perception that the kitchen is a high barrier, and therefore clients stay away.
- ✓ There is a perception that you must participate in “religious activities” - this is a communication issue.



## 2.3 OPPORTUNITIES AND THREATS - EXTERNAL

### Category: Programs & Services – Evergreen Shelter

#### opportunities

- ✓ Meeting regularly with mental Health/ACT team would improve services.

#### Barriers

- ✓ Although there is a good neighbourhood policy in place there continues to be room for improvement with neighbours – Communication
- ✓ Access to mental health services is growing concern
- ✓ Wait time for clients to attend rehab is a growing concern

## 2.3 OPPORTUNITIES AND THREATS - EXTERNAL

### Category: Communication and Information Systems

#### opportunities

- ✓ There is an opportunity to partner with local newspaper and radio station to promote the ministries of OCCC.

#### Barriers

- ✓ None identified in the 2017-2018 Strategic Plan review.

# STRATEGY FORMATION

Some problems are so difficult that they can't be solved in a million years unless someone thinks about them for five minutes. H.L. Mencken



# THE INTERNATIONAL VISION



**ONE ARMY:** *We see a God-raised, Spirit-filled Army for the 21st century – convinced of our calling, moving forward together*

*We will...*

- *deepen our spiritual life*
- *unite in prayer*
- *identify and develop leaders*
- *increase self-support and self-denial*

**ONE MISSION:** *Into the world of the hurting, broken, lonely, dispossessed and lost, reaching them in love by all means*

*We will...*

- *emphasise our integrated ministry*
- *reach and involve youth and children*
- *stand for and serve the marginalised*
- *encourage innovation in mission*

**ONE MESSAGE:** *With the transforming message of Jesus, bringing freedom, hope and life*

*We will...*

- *communicate Christ unashamedly*
- *reaffirm our belief in transformation*
- *evangelize and disciple effectively*
- *provide quality teaching resources*

# TERRITORIAL STRATEGIC PRIORITIES



UPWARD | OUTWARD | ONWARD

## One Army

### STRATEGIC PRIORITY #1: **SPIRITUAL HEALTH**

*To cultivate the spiritual well-being of Salvationists, employees, volunteers and the people we serve.*

### STRATEGIC PRIORITY #2: **LEADERSHIP DEVELOPMENT**

*To give Salvationists and employees opportunities to grow their leadership potential to advance the mission.*

## One Mission

### STRATEGIC PRIORITY #3: **SOCIAL JUSTICE**

*To promote the dignity of all people, with a focus on the marginalized and vulnerable.*

### STRATEGIC PRIORITY #4: **INTEGRATED MISSION**

*To strengthen communities by responding holistically to the needs of the people we serve.*

## One Message

### STRATEGIC PRIORITY #5: **CHILDREN AND YOUTH**

*To lead children and youth to faith in Christ and foster their spiritual development.*

### STRATEGIC PRIORITY #6: **THE GOSPEL AND TRANSFORMATION**

*To share the gospel, lead people to Christ and nurture them in their faith.*

### STRATEGIC PRIORITY #7: **DISCIPLESHIP**

*To encourage Salvationists to develop their relationships with God and express their faith through acts of service.*

# BRITISH COLUMBIA DIVISION STRATEGIC OBJECTIVES



## 1. Spiritual Health

- Evangelize
- Deepen our spiritual health

## 2. Engage Personnel

- Leadership Development
- Officers and Lay
- Broaden reach to candidates
- Broaden our reach to volunteers

## 3. Mission Effectiveness

- Meet accreditation standards
- Create culture organizational, leaders and staff accountability
- Encourage planning

## 4. Congregants/Clients/Customers

- Provide high quality services to children and youth
- Provide and evaluate high quality services to the marginalized
- Celebrate transformed lives

## 5. Financial Sustainability

- Improve Business and Finance processes to maximize use of resources in support of greater mission effectiveness
- Ensure Divisional long-term sustainability [Communication and development initiatives]

## 6. Growth & Innovation

- Church planting
- Encourage innovation in Mission

# TERRITORIAL MISSION AND VALUES



*The Salvation Army is an international Christian church. Its message is based on the Bible; its ministry is motivated by love for God and the needs of humanity.*

## **Mission Statement**

*The Salvation Army exists to share the love of Jesus Christ, meet human needs and be a transforming influence in the communities of our world.*

## **Core Values**

*There are three core values of our faith – **Salvation, Holiness and Intimacy with God.***

*Rooted in these three values are the seven core operational values which guide all aspects of The Salvation Army in Canada & Bermuda.*

**Compassion:** *We reach out to others and care for them.*

**Respect:** *We promote the dignity of all persons.*

**Excellence:** *We strive to be the best at what we do and a model for others to emulate.*

**Integrity:** *We are honest, trustworthy, and accountable.*

**Relevance:** *We are committed to the pursuit of innovation and effectiveness.*

**Co-operation:** *We encourage and foster teamwork and partnerships.*

**Celebration:** *We give thanks by marking milestones and successes.*

## OCEAN CREST MISSION AND VISION

### ***Mission Statement***

*Ocean Crest Community Church exist to share the love Jesus Christ, meet human needs and be a transforming influence in Campbell River, Port Hardy and surrounding communities.*

### ***Vision Statement***

*Our Vision is to be a community of believers equipped by the Holy Spirit, known for Christ love, reaching out with God's Word.*





## 3.3 CRITICAL ISSUES

### Summary of critical issues with a short description

No	Category(s)	Territorial Strategic Priority (s)	Short Description
1	<ul style="list-style-type: none"> <li>✓ Organizational Effectiveness</li> <li>✓ Communication</li> </ul>	4. Integrated Mission	OCCM's does not embody a fully "integrated mission"
2	<ul style="list-style-type: none"> <li>✓ Human Resources</li> <li>✓ Organizational Value and Culture</li> </ul>	1. Spiritual Health	OCCM does not have long term employee health & wellness strategy
3	<ul style="list-style-type: none"> <li>✓ Human Resources</li> <li>✓ Organizational Value and Culture</li> <li>✓ Property, Building Structure, and Facilities</li> <li>✓ Resources – Financial</li> <li>✓ Organizational Effectiveness</li> <li>✓ Programs &amp; Services</li> <li>✓ Communications and Information</li> </ul>	1 – 7 Over Arching	OCCM does not have an effective communication strategy
4	<ul style="list-style-type: none"> <li>✓ Property, Building Structure, and Facilities</li> <li>✓ Resources – Financial</li> <li>✓ Programs &amp; Services</li> </ul>	4. Integrated Mission	OCCM does not have a long-term property strategy
5	<ul style="list-style-type: none"> <li>✓ Property, Building Structure, and Facilities</li> <li>✓ Organizational Effectiveness</li> <li>✓ Programs &amp; Services</li> <li>✓ Human Resources</li> </ul>	3. Social Justice 4. Integrated Mission 5. Children and Youth 6. The Gospel and Transformation	OCCM does not have a long term program strategy
6	<ul style="list-style-type: none"> <li>✓ Human Resources</li> <li>✓ Organizational Effectiveness</li> <li>✓ Communications and Information</li> </ul>	4. Integrated Mission	OCCM does not have an effective document management strategy

## 3.3 CRITICAL ISSUES

Complete list of critical issues with a short description

No	Category(s)	Territorial Strategic Priority (s)	Short Description
7	✓ Organizational Value and Culture	6. The Gospel and Transformation	OCCM does not have a fully implemented "Green Strategy"
8	✓ Human Resources	1. Spiritual Health 2. Leadership Development	OCCM does not have a well defined training program
9	✓ Programs & Services	1. Spiritual Health	OCCM does not have a well developed pastoral care plan
10	✓ Organizational Value and Culture ✓ Organizational Effectiveness	7. Discipleship	There is a lack of teaching and small group work on Salvation Army Doctrine

## 3.4 STRATEGIC GOALS

Prepare a summary for each identified critical issue

Category	Organizational Effectiveness, Communications
Issue: No 1	OCCM's does not embody a fully "integrated mission"
Supporting Information	<ol style="list-style-type: none"> <li>1. Congregational Survey</li> <li>2. TSA 2015 OCCM Social Services Accreditation Review</li> <li>3. 2017 Risk Assessment</li> <li>4. Employee Survey</li> </ol>
Remarks	<p>Integrated Mission is not a program; it's a way of life! It's about building relationships with people in community and doing it in the context of The Salvation Army's Mission Statement; sharing the love of Christ, meeting human needs and being a transforming influence in the communities of our world. We read in Scripture of the Incarnational way in which Jesus practiced Integrated Mission. "The work became flesh and blood, and moved into the neighbourhood" John 1:14 (The Message). We are to be the hands and feet in our community. Integrated Ministry is how we facilitate mission through creating meaningful programs and services in recognizing the needs, challenges, gifts and abilities of those who live in our community. The following goals will focus on building relationships and gathering input from the people we serve, and who can partner in a shared mission.</p>
Strategic Goals	<ol style="list-style-type: none"> <li>1. Develop an annual survey that provides clients from the Shelter,(s) Lighthouse(s), as well as customers from both thrift stores a voice that speaks into OCCM's programs and services - <b>Complete</b></li> <li>2. Establish an annual town hall meeting that will give the community a voice to speak into OCCM's mission.</li> <li>3. Present the Mission of The Salvation Army in Campbell River and Port Hardy in a community forum, i.e., Rotary meeting, City Council etc - <b>Complete</b></li> <li>4. In conjunction with the "Communication Strategy" include a "community feedback" component to the ministry website - <b>Complete</b></li> </ol>

## 3.4 STRATEGIC GOALS

Prepare a summary for each identified critical issue

Category	Human Resources, Organizational Value and Culture
Issue: No 2	OCCM does not have a long term employee health & wellness strategy
Supporting Information	<ol style="list-style-type: none"><li>1. 2017 Risk Assessment</li><li>2. Employee Survey</li></ol>
Remarks	Health and Wellness of employees and volunteers should be a priority for OCCM, and should include components that address the spiritual, mental and physical wellbeing. Given the nature of the various ministry at Ocean Crest, the team should be very intentional about engaging all team members in activities that promote a healthy life style.
Strategic Goals	5. Working with DHQ, OCCM leadership, employees and volunteers, develop a long term "Health and Wellness" plan that promotes healthy spiritual, mental, and physical well being – In progress

## 3.4 STRATEGIC GOALS

Prepare a summary for each identified critical issue

Category	Organizational Value and Culture, Property, Building Structure, and Facilities , Resources – Financial, Organizational Effectiveness, Programs & Services, Communications and Information
Issue: No 3	OCCM does not have an effective communication strategy.
Supporting Information	<ol style="list-style-type: none"> <li>1. Congregational Survey</li> <li>2. 2016 Canada &amp; Bermuda Values Survey – Ocean Crest</li> <li>3. 2017 Risk Assessment</li> <li>4. Employee Survey</li> </ol>
Remarks	Communications is a critical issue that rang through from multiple groups – people are wanting to be more informed and connected to what is happening at Ocean Crest. There are various stakeholders that require different approaches has it relates to communications, including government funding partners, clients, customers, congregants, donors, etc.
Strategic Goals	<ol style="list-style-type: none"> <li>6. Develop a new website that better represents Ocean Crest to all stakeholders, including, government funders, donors, volunteers, clients, customers and all those seeking to belong to a church community - <b>Complete</b></li> <li><del>7. In conjunction with 'Goal 6' develop a new "Church App" that give all would be users, easy access.</del> <b>Cancelled</b></li> <li>8. Develop a 'bulletin board' type communication platform for each location - <b>Complete</b></li> <li>9. Review and rebrand all pamphlets that speak to OCCM's work in the community.</li> <li>10. Develop a bi-annual 'Community Newsletter' that supplements <b>town hall meetings</b> - <b>Complete</b></li> <li>11. Review and renew the way in which we communicate congregational pertinent information - <b>Complete</b></li> <li>12. Identify and grow a leader that would oversee aspects of communications.</li> <li>13. Develop an annual report for congregation and employee.</li> <li>52. Transition Administrative Assistant position to full time</li> </ol>

## 3.4 STRATEGIC GOALS

Prepare a summary for each identified critical issue

Category	Property, Building Structure, and Facilities , Resources – Financial, Programs & Services
Issue: No 4	OCCM does not have a long-term property strategy
Supporting Information	<ol style="list-style-type: none"> <li>1. Congregational Survey</li> <li>2. Employee Survey</li> <li>3. Property Inspections</li> </ol>
Remarks	<p>Ocean Crest ministries take place at seven different locations, two of which belong to the Ministry Unit.</p> <p><b>Campbell River:</b> In regards to 291 McLean Street (Church) and 1381 Cedar Street (Lighthouse) there are three components. First, both buildings are in need of investment, but the church more so. Second, there isn't a well established maintenance plan for each building. Thirdly, there is no well defined plan for the potential utilization of the buildings, other than the existing programs. These three issues, when combined suggest that we either take steps with the existing building, or consider relocating – in other words <b>“love it, or list it”</b>. The following goals will speak to components one and two – the third will be addressed under “Issue 5”.</p> <p><b>Port Hardy:</b> The Port Hardy ministry has out grown its current footprint and needs to be relocated to a new building to facilitate ministry for the chapter of its story.</p>
Strategic Goals	<ol style="list-style-type: none"> <li>14. Complete a condition assessment for 291 McLean Street (Church) and 1381 Cedar Street (Lighthouse) - <b>Complete</b></li> <li>15. In conjunction with goal ‘14’ and ‘Issue: No 5” develop a potential vision for both buildings – <b>In progress</b></li> <li>16. Following the completion of goals 14 and 15, work through a cost analyse and ‘risk assessment.’</li> <li>17. Pending the outcome of 14-16 the next goal can be <b>“Love it or List it”</b>.</li> <li>18. Working with BC Housing develop and execute a plan to renovate the “Second Stage House” – <b>In progress</b></li> <li>19. Relocate the Port Hardy Ministry to a new building 01 April 2018 – <b>In Progress</b></li> <li>20. Develop a formal ‘planned maintenance program’ for all seven buildings.</li> <li>21. Develop planned maintenance computer software to manage all aspects of the maintenance program.</li> <li>49. Hire a Facility Manager to oversee all aspects of property matters – <b>In progress</b></li> </ol>

## 3.4 STRATEGIC GOALS

Prepare a summary for each identified critical issue

Category	Property, Building Structure, and Facilities, Organizational Effectiveness, Programs & Services Human Resources
Issue: No 5	OCCM does not have a long term program strategy
Supporting Information	<ol style="list-style-type: none"> <li>1. Congregational Survey</li> <li>2. TSA 2015 OCCM Social Services Accreditation Review</li> <li>3. 2017 Risk Assessment</li> <li>4. Employee Survey</li> </ol>
Remarks	Ocean Crest Community Ministries has several long standing programs that are mission focused. However, the MU does have space, both at the church and Campbell River Lighthouse that are underutilized and could be developed to serve the needs of the community. This will require a vision, investment and planning.
Strategic Goals	<ol style="list-style-type: none"> <li>22. Pending the outcome of goal 14-16 develop a program that utilizes the second level of the Lighthouse.</li> <li>23. Partnering with BC Housing Develop an "Extreme Weather Shelter" utilizing the first level of the Lighthouse - Complete</li> <li>24. With other social services focused groups (Homes First) further develop the CR Lighthouse day programs.</li> <li>25. Develop a program (example Messy Church) once per month, for grades K-6.</li> <li>26. Develop an annual outdoor event (Block Party) that engages the neighbourhood around the church - Complete</li> <li>27. Located at 291 McLean, depending on the outcome of goals 14 – 16 develop (or partner) to develop a "Day Care Program" for low income families – Complete</li> <li>48. In line with the Territorial Key Work Model, align OCCM Residential services</li> </ol>



## 3.4 STRATEGIC GOALS

Prepare a summary for each identified critical issue

Category	Human Resources, Organizational Effectiveness, Communications and Information
Issue: No 6	OCCM does not have an effective document management strategy
Supporting Information	<ol style="list-style-type: none"><li>1. Congregational Survey</li><li>2. TSA 2015 OCCM Social Services Accreditation Review</li><li>3. 2017 Risk Assessment</li><li>4. Employee Survey</li></ol>
Remarks	Ocean Crest has seven locations from which ministry is facilitated, and this presents a number of challenges. Each location has multiple controlled documents that require regular review and updating. Logistically, maintaining a paper "Policy and Procedure" system has lead to multiple copies being out of date and several different versions in circulation. Given the administrative workload required to facilitate ministry at Ocean Crest, it is necessary to be innovative and utilize different tools to make the operation more efficient, thereby reducing errors and in turn risk.
Strategic Goals	<ol style="list-style-type: none"><li>28. Complete an internal "Policy and Procedure" review, and ensure a "paper version" is current – In Progress</li><li>29. Identify and implement "Document Management" software for organizing, sharing and revising Policies and Procedure (example Share Point) – Complete</li><li>30. Transition Ocean Crest Policy and Procedures from "paper system" to "electronic system" – In Progress</li></ol>



## 3.4 STRATEGIC GOALS

Prepare a summary for each identified critical issue

Category	Organizational Value and Culture
Issue: No 7	OCCM does not have a fully implemented “Green Strategy”
Supporting Information	<ol style="list-style-type: none"><li>1. Employee Survey</li><li>2. Salvation Army Ethics Centre Recommendations <a href="http://www.wegogreen.ca">http://www.wegogreen.ca</a></li></ol>
Remarks	The Salvation Army is committed to fulfilling its mission in a manner that promotes responsible environmental stewardship of the earth we share and its resources. Good environmental sustainability and stewardship will be achieved by taking a number of intentional steps. At Ocean Crest we want to be leaders in all areas in our community, including the environment.
Strategic Goals	<ol style="list-style-type: none"><li>31. Become fully aware, educate employees, and confirm compliance with environmental legislation – In Progress</li><li>32. Make environmental concerns an integral part of planning and decision making process.</li><li>33. To the greatest extent possible, promote good environmental stewardship of all organizationally-owned and, to the greatest extent possible, leased facilities. All facility design and ongoing maintenance projects will give consideration to and, where appropriate, include environmental initiatives (e.g., LEED Canada).</li><li>34. Promote the efficient use of energy resources through cost-effective conservation and energy management programs.</li><li>35. Promote a waste management strategy that will address the proper handling and disposal of all wastes, reduce the production of waste, and pursue opportunities to reuse and recycle waste materials. This strategy will target all aspects of day-to-day operations including construction and renovation projects.</li><li>36. Identify, evaluate, control and minimize the environmental risks associated with our operations.</li><li>37. Evaluate environmental performance through periodic reviews and audits to ensure that our conduct is consistent with the above principles.</li></ol>

## 3.4 STRATEGIC GOALS

Prepare a summary for each identified critical issue

Category	Human Resources
Issue: No 8	OCCM does not have a well defined training program
Supporting Information	<ol style="list-style-type: none"> <li>1. Employee survey</li> <li>2. 2017 Risk Assessment</li> </ol>
Remarks	Through discussions with the team it is very clear - we must have a more robust training program at Ocean Crest. Training programs that address the increasing and varying needs of clients. Also, training that addresses the needs of employees and volunteers.
Strategic Goals	<p>38. In addition to the existing Non-Violence Training” develop additional training components that focus on a combination of in-house and community sponsored elements – In progress</p> <ol style="list-style-type: none"> <li>I. Crisis prevention training</li> <li>II. Indigenous awareness training</li> <li>III. Mental health first aid training, including naloxone training</li> <li>IV. Domestic violence safety planning</li> <li>V. Safety for women in co-ed shelters training</li> <li>VI. Substance use awareness and safety training</li> <li>VII. LGBT@Q+ awareness training</li> <li>VIII. Staff self-care training</li> <li>IX. Vulnerability Assessment Tool</li> <li>X. BC Housing Database training</li> </ol> <p>39. Develop in house scenario based drills to compliment training – In Progress</p> <p>40. Identify in house trainers to facilitate training.</p> <p>41. Identify software to track employee training records – In Progress</p> <p>42. In conjunction with goals 14 – 16, develop a vision for a Training/Human Resource Center at 291 McLean.</p>

## 3.4 STRATEGIC GOALS

Prepare a summary for each identified critical issue

Category	Programs and Services
Issue: No 9	OCCM does not have a well developed pastoral care plan
Supporting Information	<ol style="list-style-type: none"><li>1. Congregational Survey</li><li>2. 2016 Canada &amp; Bermuda Values Survey – Ocean Crest</li></ol>
Remarks	The importance of pastoral care as a part of ‘integrated ministry’ cannot be over stressed. Pastoral care at Ocean Crest is expressed in a number of different ways, but requires a refreshing and community focused approach.
Strategic Goals	<ol style="list-style-type: none"><li>43. Arrange training for Mercy Seat counselling - Complete</li><li>44. Arrange training material for Visitation to homes, hospitals - Complete</li><li>45. Develop “Card ministry” for shut-ins, absentees, those who are ill – this is meant to complement visitation – Complete</li><li>50. Develop new pastoral position for OCCM – Chaplin or community pastor</li><li>51. Develop a new position to lead the children and youth department</li><li>52. Work with DHQ &amp; THQ to transition Port Hardy to Corps Status</li></ol>

## 3.4 STRATEGIC GOALS

Prepare a summary for each identified critical issue

Category	Organizational Value and Culture, Organizational Effectiveness
Issue: No 10	There is a lack of teaching and small group work on Salvation Army Doctrine
Supporting Information	1. Congregational Survey.
Remarks	The following goals are not at the bottom of the list for lack of importance, but to symbolize that it is our doctrine that underpins who we are as believers. There are a number of reasons why we should be intentional about studying doctrine. The first is the simplest of all: Because we love God. And if you love someone, you want to know everything about them. A second reason why a Salvationist should study doctrine: Because what you believe will shape our spiritual life. Thirdly, we need to study doctrine, because without it we won't understand the world in which we live. Fourthly, we need to study Bible doctrine because we want to be able clearly explain our faith to those around us.
Strategic Goals	46. Develop a sermon series around Salvation Doctrine 47. Develop a Bible Study Series (In conjunction with Sermons) based on Salvation Army Doctrine – In Progress

# IMPLEMENTATION PLAN

Success doesn't come from the way you think it does. It comes from the way you think. Robert Schuller





## 4.1 OCEAN CREST STRATEGIC PLANNER



## 4.2 ACTION PLANS