



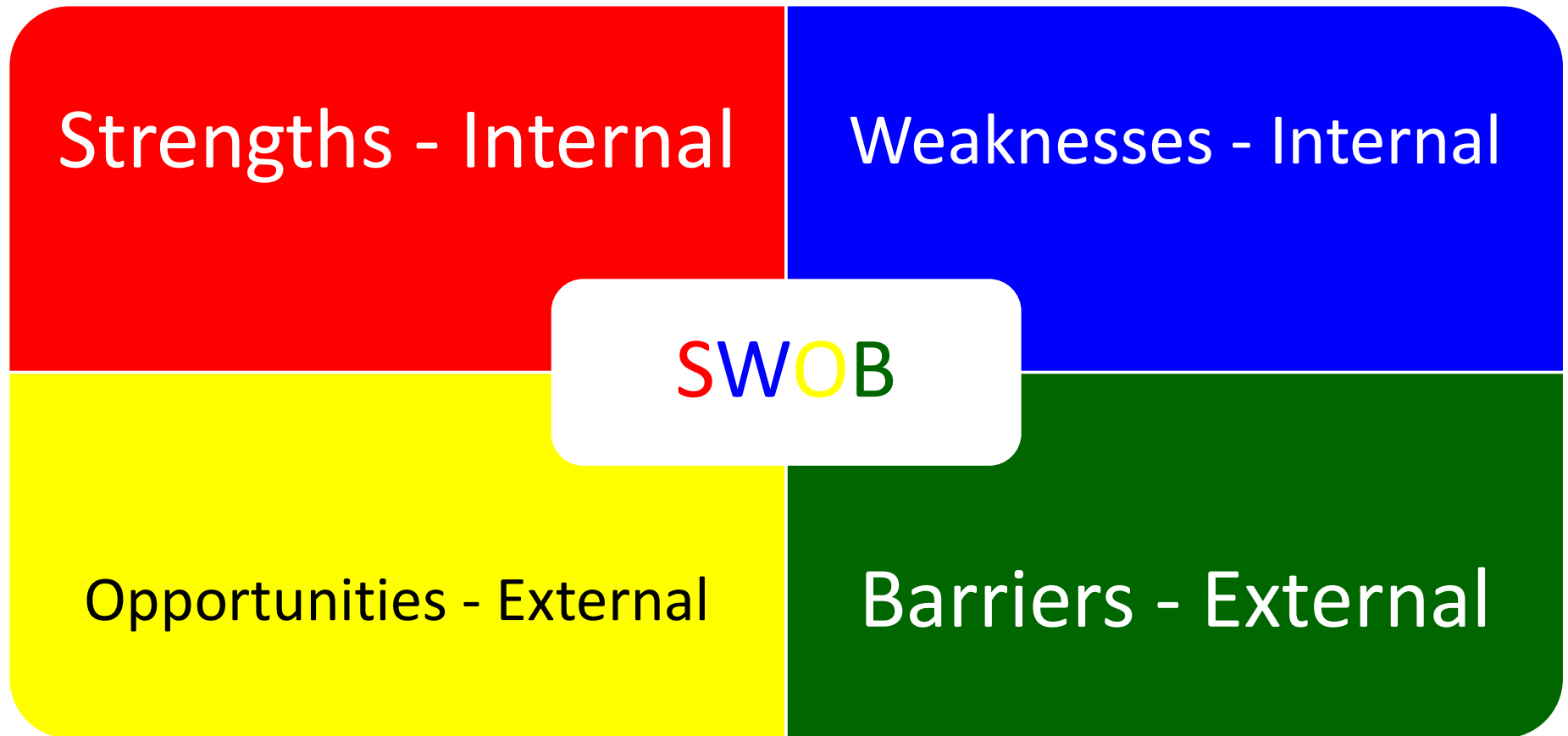
# Strategic Analysis

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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

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## 2.2 Strengths and Weaknesses - Internal

Category: Employee Relations 1 of 4

### STRENGTHS

- ✓ OCCM has an experienced Employee Relations assistant who is well versed in ER 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, Volunteer Coordinator
- ✓ Volunteer coordinating is a standing item in monthly Leadership Meetings
- ✓ OCCM's workforce is experienced and dedicated.
- ✓ Occupational Health Safety is built into the day-to-day operations

### WEAKNESSES

- ✓ Although employee training records exist, a central database for tracking purposes would be more effective

## 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,** Ocean Crest turned these weakness into strengths by:
  1. CO visits Port Hardy every 4-6 weeks
  2. During visit CO encourages Campbell River Team Members to attend – in 2017 6 people from CR visited PH
  3. Onsite Supervisor travel to Campbell River once per month
  4. Once per week a Video conference occurs with Management Team from Port Hardy and Campbell River
  5. Once per year Port Hardy team attends Leadership Conference in CR
  6. Through OCCM Main FB page a “Group” was created for Port Hardy to share and keep connected with the greater body

### WEAKNESSES

2020-01-01

# 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
  1. As of 2017, both have been implemented
- ✓ **In 2016 we said:**
  - ✓ 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
  - ✓ The process for reviewing and updating policies is currently loose and informal.
  - ✓ 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.

## WEAKNESSES

# 2.2 Strengths and Weaknesses - Internal

Category: Employee Relations 4 of 4

## STRENGTHS

- ✓ **In 2016 we said continued:**
  - ✓ 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 , 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.
- ✓ **In 2018, Ocean Crest turned these weakness into strengths by:**
  1. Created a new approach to administration – “Ministry Unit Management System”
  2. Completely rewriting policies and Procedures for all location
  3. Implementing an online Document Management System, using SharePoint

## WEAKNESSES

## 2.2 Strengths and Weaknesses - Internal

Category: Organizational Value and Culture 1 of 3

### 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 guest 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

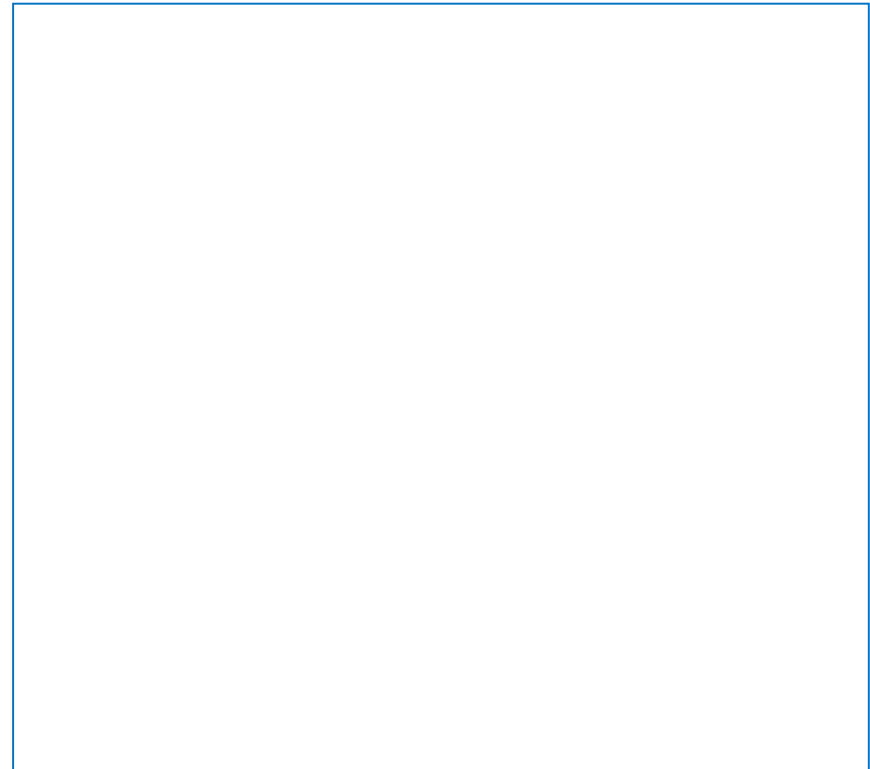
# 2.2 Strengths and Weaknesses - Internal

Category: Organizational Value and Culture 2 of 3

## STRENGTHS

- ✓ **In 2016 we said: That OCCC could be more focused on discipleship.**
  - ✓ In 2017, in response to this weakness:
    1. One new solidier enrolled
    2. Two music teams in place
    3. A choir that sings on special occasions or seasons throughout the year.
    4. Seven new people have joined the church
    5. Enrolled new Local Officer – Color Sargent
    6. 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 See communication section)

## WEAKNESSES





## 2.2 Strengths and Weaknesses - Internal

Category: Organizational Value and Culture 3 of 3

### STRENGTHS

- ✓ **In 2016 we said:**
  - ✓ “Although Ocean Crest follow local by-laws, more could be done to “Green” our operations as per Ethic Centre recommendations”
  - ✓ **In 2018, Ocean Crest turned these weakness into strengths by**
  - ✓ Seven strategic goals were initiated, with the facility manger at the helm. For the purpose of the plan we consider Strategic Goals 31 - 37 complete, with the understanding that continued monitoring, engagement and investment is required to sustain the Green Program.

### WEAKNESSES

## 2.2 Strengths and Weaknesses - Internal

Category: Property, Building Structure, and Facilities (All property) 1 of 2

### STRENGTHS

- ✓ Ocean Crest Community Ministries is taking place in a total of seven locations, which are strategic in nature. This gives the Mission of The Salvation Army a presence in several locations in the community.

#### 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

- ✓ 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 (All property) 2 of 2

## STRENGTHS

### 1. In 2016 we said:

- ✓ 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.
  - ✓ **In 2018, Ocean Crest turned these weakness into strengths by**
    - ✓ Supplier and contractor list established
    - ✓ Regular checks and inspection list implemented
    - ✓ Proactive reoccurring processes have been established to perform maintenance through the year
    - ✓ Centrally located and accessible defect task list established

## WEAKNESSES

1. Ocean does not have a facility manager

# 2.2 Strengths and Weaknesses - Internal

Category: Property, Building Structure, and Facilities (Church) 1 of 3

## STRENGTHS

- ✓ The church is 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 has 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

## 2.2 Strengths and Weaknesses - Internal

Category: Property, Building Structure, and Facilities (Church) **2 of 3**

### 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 Crest 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: Property, Building Structure, and Facilities (Church) **3 of 3**

## STRENGTHS

In 2016 we said :

- ✓ The church interior is need of the following apparent maintenance:
  - ✓ Floor covering in sanctuary needs to be replaced.
  - ✓ The fellowship hall is requiring floor maintenance and new paint scheme.
  - ✓ The church requires new paint scheme.
- ✓ In 2019 Floor covering replaced and new paint scheme throughout

## 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 guest.
- ✓ 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 guest.
- ✓ 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**

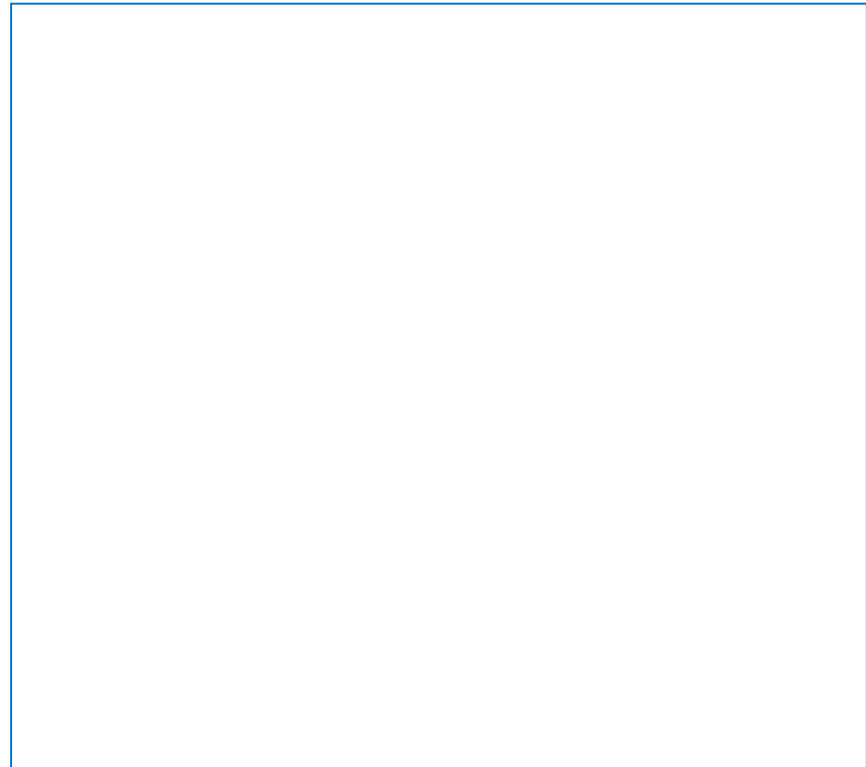
# 2.2 Strengths and Weaknesses - Internal

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 guest.
- ✓ 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. There is no formal maintenance plan for the facility.
  - ✓ In 2017:
    - ✓ New commercial units now in place.
  - ✓ In 2018:
    - ✓ Supplier and contractor list established
    - ✓ Regular checks and inspection list implemented
    - ✓ Proactive reoccurring processes have been established to perform maintenance through the year
    - ✓ Centrally located and accessible defect task list established

## WEAKNESSES

- ✓ Given that the shelter is in a residential neighbourhood there are negative interactions between neighbours and guest.
- ✓ Lack of measurement tools to determine effectiveness...
- ✓ Lack of client-centred sustainable Arts, Recreational & Cultural programming to increase connected
- ✓ We need to be more intentional about an organised departure

# 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. There is no formal maintenance plan**
  - ✓ In 2017:
    - ✓ Major repair to fence
  - ✓ In 2018:
    - ✓ Plan in place for BC Housing to renovate roof and hallways
      - ✓ Supplier and contractor list established
      - ✓ Regular checks and inspection list implemented
      - ✓ Proactive reoccurring processes have been established to perform maintenance through the year
      - ✓ Centrally located and accessible defect task list established
  - ✓ In 2019:
    - ✓ Roof re-shingled

## WEAKNESSES

- The external structure is need of significant investment.**
- 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 under new ownership - increase rent possible.
- 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

- ✓ Windows, doors, and deck 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 for the exterior maintenance.
- ✓ There is adequate parking for customers
- ✓ Located in a area of the community frequented by tourist.
- ✓ New signage installed in 2018

### 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 3

### 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

OCCM needs a better understanding 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 3

#### 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

✓ In 2016 we said 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.

#### 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 / guest / 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)

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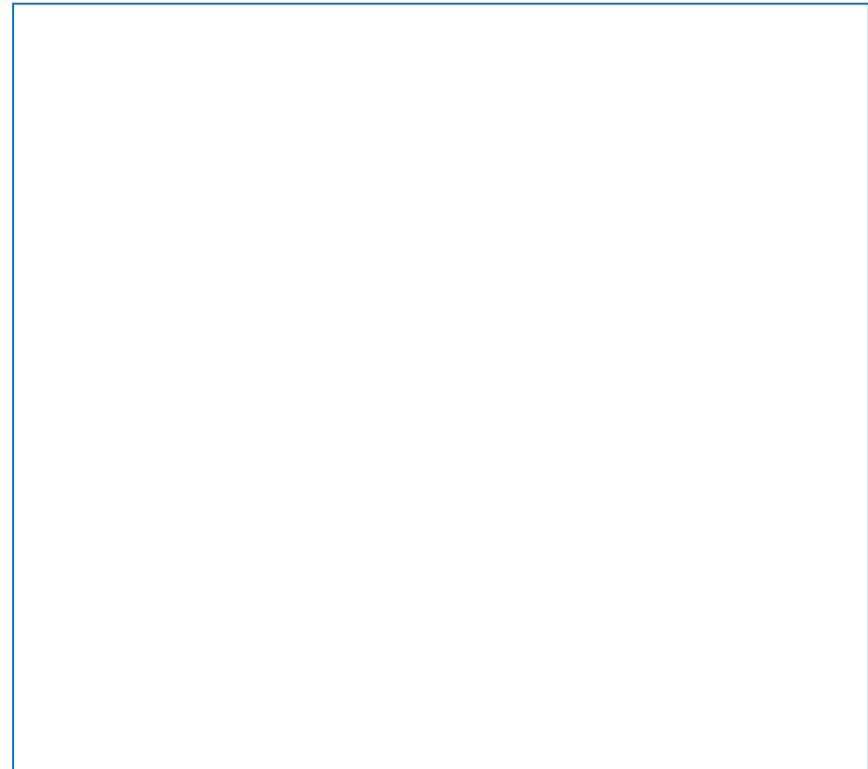
## 2.2 Strengths and Weaknesses - Internal

Category: Organizational Effectiveness 3 of 3

### STRENGTHS

- ✓ **In 2017 we said:**
  - ✓ 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).
  - ✓ In 2018 we:
    - ✓ Introduced site specific surveys
    - ✓ Representative joined Campbell River Coalition to End Homelessness
    - ✓ Key community documents maintained on Ocean Crest Dashboard for review
- ✓ **In 2017 we said:**
  - ✓ OCCM effectiveness would increase if there was a platform to share, edit, update and approve policies online.
  - ✓ In 2018 we introduced Office 365, including a new document management system - SharePoint

### WEAKNESSES



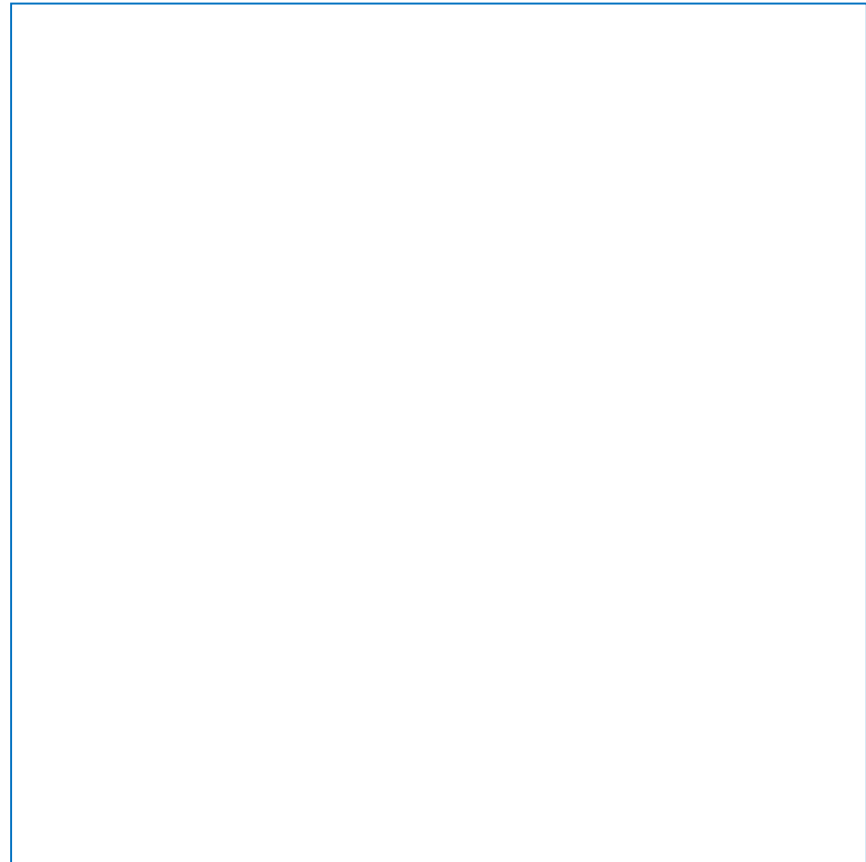
# 2.2 Strengths and Weaknesses - Internal

## Category: Programs & Services – Volunteers

### STRENGTHS

- ✓ Ocean Crest as a dedicated Volunteer Coordinator
- ✓ OCCM as a strong volunteer base
- ✓ Volunteer Coordinating is a fixed part of our Leadership Meetings
- ✓ 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 has a 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, A choir that sings on special occasions or seasons throughout the year.
  - ✓ In 2018, we have seven regular worship team members
  - ✓ In 2018 we enrolled a Music Team Lead

#### WEAKNESSES

- ✓ OCCC could look at using "live social media" to reach people at home.

## 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
- ✓ In 2018:
  - ✓ Regular visitation by congregational members

#### WEAKNESSES

- ✓ There could more events that encourage our seniors and young adults to interact.

## 2.2 Strengths and Weaknesses - Internal

Category: Programs & Services – Church – Children & Youth Ministry 1 of 2

### 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 supports one youth to attend music camp

**In 2017 we said:**

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

### WEAKNESSES

## 2.2 Strengths and Weaknesses - Internal

Category: Programs & Services – Church – Children & Youth Ministry 2 of 2

### STRENGTHS

- ✓ There is no long term vision for the youth/children ministry
- ✓ There is room for more outreach evangelism in the community to reach more youth.
- ✓ There is room for the youth to engage in community service.
- ✓ In 2018:
  - ✓ Established a youth department under family services to better impact the youth of our community

### WEAKNESSES

## 2.2 Strengths and Weaknesses - Internal

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

#### STRENGTHS

- ✓ There is a dedicated leader for Men’s Ministry
- ✓ 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

- ✓ Be more intentional about finding activities and study’s that speak to different demographics groups.
- ✓ 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 guest to attend worship.
- ✓ 2017:
  - ✓ One new soldier enrolled
  - ✓ Seven new people have joined the church
- ✓ 2018:
  - ✓ Enrolled new Local Officer – Color Sargent
  - ✓ Mobilized for Mission classes commenced in March
  - ✓ Enrolled three new local leaders – Men’s, Women’s and Music ministry

### WEAKNESSES

- ✓ OCCM could be more intentional at engaging people in 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 homes.
- ✓ 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

- ✓ 2019 CCM leader retired - Requires a new leader

## 2.2 Strengths and Weaknesses - Internal

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

### STRENGTHS

- ✓ Dedicated EDS Coordinator
- ✓ OCCM has a EDS trailer
- ✓ There is a dedicated team of volunteers
- ✓ EDS team is in the process of developing partnerships in the community
- ✓ EDS coordinator is a 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

### WEAKNESSES

- ✓ Need more young adults to participate
- ✓ Needs more active engagements

# 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 guest
- ✓ 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 needs 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.
- ✓ 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 2018:
    - ✓ New central cooler
    - ✓ New commercial griddle
- ✓ 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

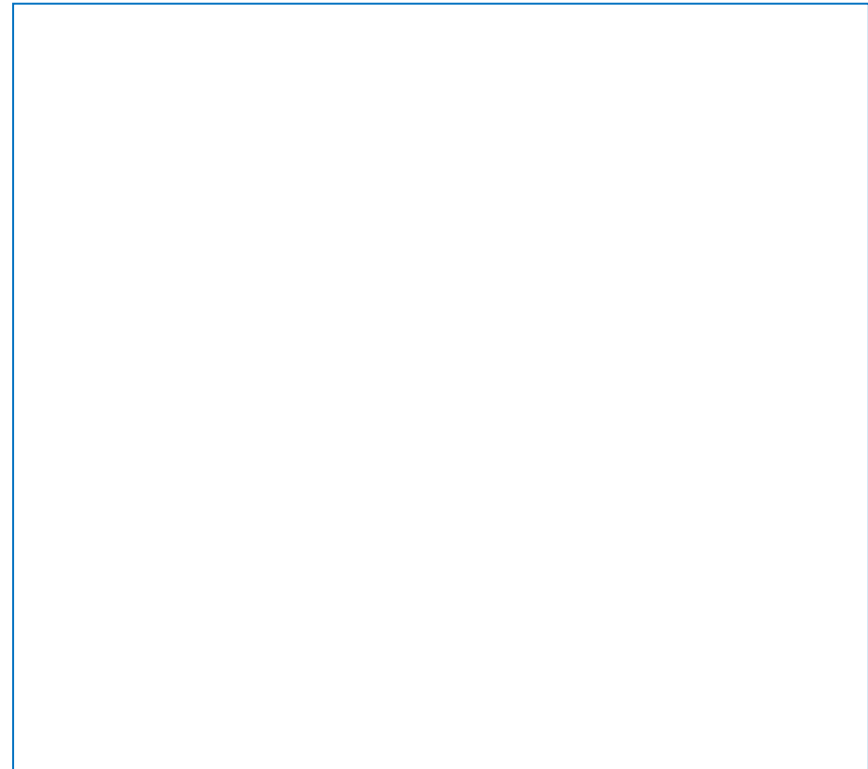
# 2.2 Strengths and Weaknesses - Internal

## 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 guest, 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



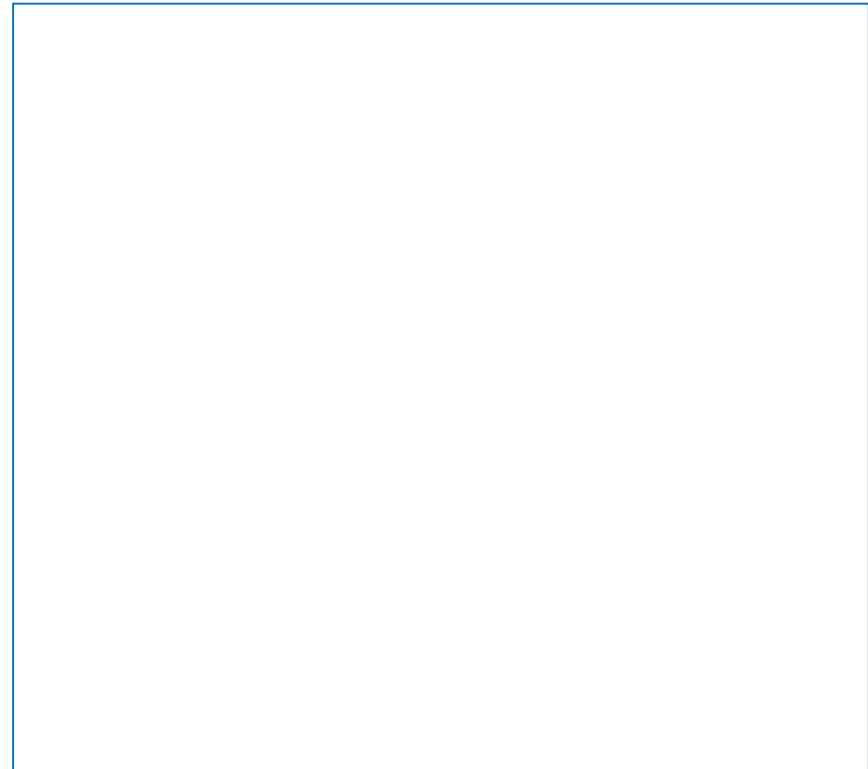
# 2.2 Strengths and Weaknesses - Internal

## Category: Communications and Information System 2 of 2

### STRENGTHS

- ✓ **In 2016 we said:**
  - ✓ Not all supervisor are on LOTUS notes, which makes day-today communication more challenging.
  - ✓ Although all locations have policies and procedures, there is lack of control of versions 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.
- ✓ **In 2018 we:**
  - ✓ Implemented Office 365 to 15 team members
  - ✓ Transitioned 15 key team members to secured email application – Outlook
  - ✓ Rolled out new policies and procedures
  - ✓ Introduced a new online Document management system
  - ✓ Introduced a new Corps Annual Report

### WEAKNESSES



## 2.3 Opportunities and Threats - External

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Category: Human Resources

### OPPORTUNITIES

### BARRIERS

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

## 2.3 Opportunities and Threats - External

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

### OPPORTUNITIES

### BARRIERS

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

## 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

## 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

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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

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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

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Category: Resources – Financial – Fund Raising

### **OPPORTUNITIES**

### **BARRIERS**

## 2.3 Opportunities and Threats - External

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Category: Resources – Financial – External Funding

### OPPORTUNITIES

### BARRIERS

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

## 2.3 Opportunities and Threats - External

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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

- ✓ 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 fully aware of what services are provided.

### BARRIERS

- ✓ There is a perception that the kitchen is a high barrier, and therefore guest 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 guest 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.