



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



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



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1. Spiritual Health

- 1.1 Ensure that spiritual health is the foundation of who we are and what we do.
- 1.2 Encourage Discipleship so that people will experience transformed lives through the power of the Gospel.

2. Engage Personnel

- 2.1 Develop strong leaders and build management capacity
- 2.2 Develop a mission engaged workforce

3. Mission Effectiveness

- 3.1 Enhance the health of Ministry Units, programs, and initiatives.
- 3.2 Encourage / promote growth and innovation
- 3.3 Communicate and celebrate mission effectiveness

4. Financial Sustainability

- 4.1 Assess and improve the financial health of Ministry Units

Territorial Mission and Values



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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** The Salvation Army Canada and Bermuda Territory has four core values:
- **Hope:** We give hope through the power of the gospel of Jesus Christ.
- **Service:** We reach out to support others without discrimination.
- **Dignity:** We respect and value each other, recognizing everyone's worth.
- **Stewardship:** We responsibly manage the resources entrusted to us.

Ocean Crest Mission and Vision



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Mission Statement

Ocean Crest Community Church exists 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 (2017)

No	Category(s)	Territorial Strategic Priority (s)	Short Description
1	<ul style="list-style-type: none"> ✓ Organizational Effectiveness ✓ Communication 	4. Integrated Mission	OCCM's does not embody a fully "integrated mission"
2	<ul style="list-style-type: none"> ✓ Human Resources ✓ Organizational Value and Culture 	1. Spiritual Health	OCCM does not have long term employee health & wellness strategy
3	<ul style="list-style-type: none"> ✓ Human Resources ✓ Organizational Value and Culture ✓ Property, Building Structure, and Facilities ✓ Resources – Financial ✓ Organizational Effectiveness ✓ Programs & Services ✓ Communications and Information 	1 – 7 Over Arching	OCCM does not have an effective communication strategy
4	<ul style="list-style-type: none"> ✓ Property, Building Structure, and Facilities ✓ Resources – Financial ✓ Programs & Services 	4. Integrated Mission	OCCM does not have a long-term property strategy
5	<ul style="list-style-type: none"> ✓ Property, Building Structure, and Facilities ✓ Organizational Effectiveness ✓ Programs & Services ✓ Human Resources 	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"> ✓ Human Resources ✓ Organizational Effectiveness ✓ Communications and Information 	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 (2017)

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"> 1. Congregational Survey 2. TSA 2015 OCCM Social Services Accreditation Review 3. 2017 Risk Assessment 4. Employee Survey
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"> 1. Develop an annual survey that provides guests from the Shelter,(s) Lighthouse(s), as well as customers from both thrift stores a voice that speaks into OCCM's programs and services - Complete 2. Establish an annual town hall meeting that will give the community a voice to speak into OCCM's mission. 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. – Complete, but ongoing 4. In conjunction with the "Communication Strategy" include a "community feedback" component to the ministry website - Complete

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"> 1. 2017 Risk Assessment 2. Employee Survey
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 – This goal is ongoing

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"> 1. Congregational Survey 2. 2016 Canada & Bermuda Values Survey – Ocean Crest 3. 2017 Risk Assessment 4. Employee Survey
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 as it relates to communications, including government funding partners, guest, customers, congregants, donors, etc.
Strategic Goals	<ol style="list-style-type: none"> 6. Develop a new website that better represents Ocean Crest to all stakeholders, including, government funders, donors, volunteers, guest, customers and all those seeking to belong to a church community - Complete 7. In conjunction with 'Goal 6' develop a new "Church App" that give all would be users, easy access. Cancelled 8. Develop a 'bulletin board' type communication platform for each location - Complete 9. Review and rebrand all pamphlets that speak to OCCM's work in the community - Complete 10. Develop a bi-annual 'Community Newsletter' that supplements town hall meetings - Complete 11. Review and renew the way in which we communicate congregational pertinent information - Complete 12. Identify and grow a leader that would oversee aspects of communications. 13. Develop an annual report for congregation and employee - Complete 52. Transition Administrative Assistant position to full time - Complete

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"> 1. Congregational Survey 2. Employee Survey 3. Property Inspections
Remarks	<p>Ocean Crest ministries take place at seven different locations, two of which belong to the Ministry Unit.</p> <p>Campbell River: 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 “love it, or list it”. The following goals will speak to components one and two – the third will be addressed under “Issue 5”.</p> <p>Port Hardy: The Port Hardy ministry has out grown its current footprint and needs to be relocated to a new building to facilitate ministry for the next chapter of its story.</p>
Strategic Goals	<ol style="list-style-type: none"> 14. Complete a condition assessment for 291 McLean Street (Church) and 1381 Cedar Street (Lighthouse) - Complete 15. In conjunction with goal ‘14’ and ‘Issue: No 5’ develop a potential vision for both buildings – Complete 16. Following the completion of goals 14 and 15, work through a cost analysis and ‘risk assessment.’ - Complete 17. Pending the outcome of 14-16 the next goal can be “Love it or List it”. In Progress 18. Working with BC Housing, develop and execute a plan to renovate the “Second Stage House” – In progress 19. Relocate the Port Hardy Ministry to a new building 01 April 2018 – In Progress 20. Develop a formal ‘planned maintenance program’ for all seven buildings - In Progress 21. Develop planned maintenance computer software to manage all aspects of the maintenance program – In Progress 49. Hire a Facility Manager to oversee all aspects of property matters – Complete!

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"> 1. Congregational Survey 2. TSA 2015 OCCM Social Services Accreditation Review 3. 2017 Risk Assessment 4. Employee Survey
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	<p>22. Pending the outcome of goal 14-16 develop a program that utilizes the second level of the Lighthouse.</p> <p>23. Partnering with BC Housing Develop an "Extreme Weather Shelter" utilizing the first level of the Lighthouse - Complete</p> <p>24. With other social services focused groups (Homes First) further develop the CR Lighthouse day programs.</p> <p>25. Develop a program (example Messy Church) once per month, for grades K-6 In Progress</p> <p>26. Develop an annual outdoor event (Block Party) that engages the neighbourhood around the church - Complete</p> <p>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</p> <p>48. In line with the Territorial Key Work Model, align OCCM Residential service – In Progress</p>

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"> 1. Congregational Survey 2. TSA 2015 OCCM Social Services Accreditation Review 3. 2017 Risk Assessment 4. Employee Survey
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	<p>28. Complete an internal "Policy and Procedure" review, and ensure a "paper version" is current – In Progress</p> <p>29. Identify and implement "Document Management" software for organizing, sharing and revising Policies and Procedure (example Share Point) – Complete</p> <p>30. Transition Ocean Crest Policy and Procedures from "paper system" to "electronic system" – In Progress</p>

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"> 1. Employee Survey 2. Salvation Army Ethics Centre Recommendations http://www.wegogreen.ca
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	<p>31. Become fully aware, educate employees, and confirm compliance with environmental legislation – Complete!</p> <p>32. Make environmental concerns an integral part of planning and decision making process – Complete!</p> <p>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) - Complete</p> <p>34. Promote the efficient use of energy resources through cost-effective conservation and energy management programs – In Progress</p> <p>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 – Complete!</p> <p>36. Identify, evaluate, control and minimize the environmental risks associated with our operations – Complete!</p> <p>37. Evaluate environmental performance through periodic reviews and audits to ensure that our conduct is consistent with the above principles - Complete</p>

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"> 1. Employee survey 2. 2017 Risk Assessment
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 guest. 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"> I. Crisis prevention training II. Indigenous awareness training III. Mental health first aid training, including naloxone training IV. Domestic violence safety planning V. Safety for women in co-ed shelters training VI. Substance use awareness and safety training VII. LGBT@Q+ awareness training VIII. Staff self-care training IX. Vulnerability Assessment Tool X. BC Housing Database training <p>39. Develop in house scenario based drills to compliment training – In Progress</p> <p>40. Identify in house trainers to facilitate training – In progress</p> <p>41. Identify software to track employee training records – Complete!</p> <p>42. In conjunction with goals 14 – 16, develop a vision for a Training/Human Resource Center at 291 McLean. – Complete!</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"> 1. Congregational Survey 2. 2016 Canada & Bermuda Values Survey – Ocean Crest
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"> 43. Arrange training for Mercy Seat counselling - Complete 44. Arrange training material for Visitation to homes, hospitals - Complete 45. Develop “Card ministry” for shut-ins, absentees, those who are ill – this is meant to complement visitation – Complete 50. Develop new pastoral position for OCCM – Chaplin or community pastor 51. Develop a new position to lead the children and youth department - Complete 52. Work with DHQ & THQ to transition Port Hardy to Corps Status – In Progress

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 - Complete 47. Develop a Bible Study Series (In conjunction with Sermons) based on Salvation Army Doctrine – Complete