

# THE SALVATION ARMY



Giving Hope Today

ONTARIO GREAT LAKES DIVISION

2013 STRATEGIC PLAN

## BACKGROUND

In the late 1800's, a famous poster was created by William Booth entitled "...the Way Out...is still IN!" It was based on his book "In Darkest England and the Way Out". This poster depicted and spoke to the mission of The Salvation Army. It was, in the communication style of the times, visually busy with a variety of images, words, phrases and references to the vices that plagued Victorian England. It was an early example of what we would call an "infographic"; a way of combining words and images to convey complex information clearly.



Of course, in those days there were fewer information sources and more time to contemplate the information that was presented. Today we live in busier times and we need to simplify the way we communicate our ideas.

To communicate the Ontario Great Lakes Divisional strategic direction, we've developed a new "infographic". It is intended to be playful, memorable and profound.

The 7 segments of this infographic are to be looked at not only as an entire streetscape, but as steps in a journey. This journey is not just down the street of a typical town but along the path of faith and service to which we have been called. It begins with the 7 pillars of our strategic direction and culminates in our vision for a community restored to a full life of health and faith.

All audiences can find meaning in this infographic reflecting upon what they already know of our organization, and seeking answers to those segments not as familiar to them. It's a way to engage those wanting to learn more, wanting to share their time, talents and resources with our organization.

With his original poster, William Booth proved once again that he was ahead of his time. And so it's fitting that today, with the world moving faster than ever, we look to our history to chart a path for our future.

The new infographic, which has been entitled The Salvation Army "In Community" has a series of icons, with each one on the streetscape representing one of the strategic directions in the divisional plan.

## FAITH



FAITH

The Salvation Army Ontario Great Lakes Division is committed to our mission of sharing the love of Jesus Christ, meeting human need and being a transforming influence in the communities we serve. Faith is the foundation of all we do.

### MISSION STATEMENT

The following perspectives identify the themes within the Mission Statement:

- **We will** share the Love of Jesus Christ – states the profound purpose of the Salvation Army, which is to bring to people and the communities served the love of Jesus Christ through sharing good works and being living role models of faith;
- **We will** meet human needs – represents the belief that the Army must work with people to help them overcome their barriers and life challenges as a preferred way to bring them to Jesus Christ, and to build the strength and sustainability of their faith in God and themselves;
- **We will** be a transforming influence in our communities – indicates that the Salvation Army not only works with individuals, but needs to be, through the modeling of its faith, advocacy and community development work, a catalyst for effective and positive change in each community served so as to help those in need, to grow the presence and practice of Christian Values and the word of Jesus, and to be a powerful voice for good in an increasingly challenging world.

## VALUES

Values represent decision lenses. That is, they provide an organization the opportunity to assess each decision it makes to ensure it aligns with and is supportive to what is most fundamentally important to the organization in terms of its relationships with people and communities, the ethics by which it will operate and the goals it wishes to achieve.

The following Values have been identified for the Ontario Great Lakes Division and are built upon the Territorial Core Values and Core Operating Values.

### CORE VALUES

- Salvation
- Holiness
- Intimacy with God

### CORE OPERATING VALUES

- Compassion
  - **We will** reach out to others and care for them
- Respect
  - **We will** promote the dignity of each person
- Excellence
  - **We will** strive to be the best at what we do and be a model for others to emulate
- Integrity
  - **We will** be honest and trustworthy
- Cooperation
  - **We will** encourage and foster team work and partnerships
- Relevance
  - **We will** commit to the pursuit of innovation and effectiveness
- Celebration
  - **We will** give thanks by marking milestones and success

## INTEGRATION



INTEGRATION

The Salvation Army Ontario Great Lakes Division is committed to the integration of its Corps (Churches) and Social Services ministries connected by a common desire of bringing people together from all walks and disciplines in order to build community and quality of life. The focus is always people.

### LIVING INTEGRATED MISSION AND MINISTRY

This Strategic Direction focuses on one of the most dominant themes that emerged from the Area Strategic Plans and that is the vital need to have Corps (Churches) and Social Service units working together, building on the strengths, capabilities and commitments of each. Over the years, there has been a growing apart of Corps (Churches) and Social Services Ministries into separate envelopes. What is needed moving forward is the integration of all ministries connected by a common mission in order to bring the best opportunities and outcomes forward for the people and communities served and for the realization of bringing people to Jesus.

This objective not only requires a commitment to integration, but also the development of the models, processes and actions that enhance, facilitate and ensure that this integration is realized and that all The Army's resources come together to fulfill its Mission. Education and training, evaluation, communication and other tools are vital to the success of this outcome.

#### Action Steps:

- **We will** develop visible and effective Mission and Ministry models, supports and action, both internally in The Salvation Army's Corps (Churches) and Social Service units, as well as within the communities served;
- **We will** undertake to provide comprehensive educational programs for Army Officers, staff, volunteers, community leaders and others on the benefits and approaches to achieving integrated Mission and Ministry;
- **We will** implement processes and evaluation frameworks that ensure the ongoing effective development and achievement of integrated Mission and Ministry approaches and benefits.

# DISCIPLESHIP



RELEVANCE

The Salvation Army Ontario Great Lakes Division is committed to bringing people to faith in Christ and helping them grow in their faith and spiritual development. Our internal focus is to make discipleship the banner theme of our division.

## GROWING DISCIPLESHIP

This Strategic Direction is in keeping with the Great Commission found in Matthew 28:18-20 where Jesus says, “All authority in heaven and on earth has been given to me. Therefore go and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, and teaching them to obey everything I have commanded you. And surely I am with you always, to the very end of the age.” The strategy focuses on evangelism and making disciples. This involves a range of activities which include winning new souls, a renewal of holiness teaching, a focus on membership and the development of leaders. Discipleship is the banner theme of the division and is essential to the spiritual vitality of The Salvation Army.

### Action Steps:

- **We will** promote greater engagement in evangelism among ministry units.
- **We will** develop discipleship strategies to establish believers in faith and holiness.
- **We will** foster a renewed emphasis on membership, (i.e Senior Soldiership, Junior Soldiership and Adherency).
- **We will** develop a culture of identifying potential leaders and creating opportunities for development.

## RELEVANCE



RELEVANCE

The Salvation Army Ontario Great Lakes Division is committed to children and youth ministry. We understand the value of investing in young people and it is our desire to cultivate an ongoing engagement in youth culture.

We are committed to identifying the societal trends affecting young people today and developing appropriate community programs in response.

We long to see children and youth coming to Christ and accepting the challenge of leadership in The Salvation Army.

### ENRICHING OUR RELATIONSHIP WITH CHILDREN AND YOUTH

This Strategic Direction is important to the achievement of the Divisional Vision and Mission. This strategy will focus on evangelism, discipleship, leadership development, mission/justice and program capacity. The Salvation Army Ontario Great Lakes Division is committed to children and youth ministry. We understand the value of investing in young people and it is our desire to cultivate an ongoing engagement in youth culture. We are committed to identifying the societal trends affecting young people today and developing appropriate community programs in response. We long to see children and youth coming to Christ and accepting the challenge of leadership in The Army.

#### Action Steps:

- **We will** identify and develop leaders
- **We will** guard children and youth through personal holiness
- **We will** raise the urgency and accountability of evangelism
- **We will** Market Youth Initiatives
- **We will** study and identify societal trends

## KNOWLEDGE



KNOWLEDGE

The Salvation Army Ontario Great Lakes Division is committed to discovering the needs of the communities in which it serves and responding with relevant programs and services that fill gaps and which embrace multigenerational and multicultural populations.

### CREATING RELEVANT PROGRAMMING

This strategic direction reflects the requirement for The Salvation Army to continually develop and evaluate its programs and services according to the needs of the communities served.

Social Services operate within a high change environment that continually evolves. The changes are broad in scope, ranging from the needs of individuals and their communities; to changing government policies, funding directions and expectation; to significant changes in values and perspectives within society itself.

The Salvation Army needs to develop its programs and services to respond to the changing needs of individuals and communities as well as funders and others.

Responding to gaps, developing program evaluation models and other actions are needed to continually keep The Salvation Army's programs and services relevant, valued, outcome-based and connected to the Army's Mission.

### Action Steps:

- **We will** develop the capacity within the division to continually assess community need/service gaps and the society trends that influence both the needs of individuals and The Salvation Army's relationships and roles within the communities served.
- **We will** develop an approach to providing programs and engagement with multigenerational and multicultural populations within the communities served;
- **We will** develop an integrated program evaluation process that serves both Salvation Army and funder requirements;
- **We will** undertake a comprehensive evaluation of The Salvation Army's facilities to determine their potentially enhanced value to current Salvation Army programs, services and capabilities; possible beneficial reuses; or other alternatives.

## CAPACITY



CAPACITY

The Salvation Army Ontario Great Lakes Division is committed to building the capacity of The Army to succeed.

This involves a range of activities from financial stability, to the utilization of facilities, to effective communications and the increasing need for and use of technology.

### BUILDING OUR CAPACITY TO SUCCEED

This Strategic Direction involves the building of the capacities of The Salvation Army to succeed. This involves a range of activities from, financial stability, to the utilization of facilities, to effective communications and the increasing need for and use of technology. Though these action areas are not frontline in terms of their ecclesiastical and human perspective, they are vital tools that need to be in place in order to maximize the use of resources, to be as effective as one can be, and to ensure that the best outcomes are achieved for all the people and communities served.

### Action Steps:

- **We will** continue to effectively grow the division's fund development capacities, with a particular focus on planned-giving and internal giving;
- **We will** implement an annual integrated and comprehensive communication strategy that is targeted at the multiple but differentiated audiences that engage with the Salvation Army, including a significant emphasis on the use of the alternate technologies/social media to reach across generational audiences;
- **We will** develop a technology strategy that integrates with territorial approaches, focusing on reporting and operational needs, management information requirements and enhanced organizational productivity;
- **We will** undertake advocacy initiatives on behalf of the people and communities served alone or in partnership with the Territory and others to advance the causes of social justice, the presence of faith and Jesus in society and the values of The Salvation Army.



## LEADERSHIP



LEADERSHIP

The Salvation Army Ontario Great Lakes Division is blessed by the engagement of enormously gifted people committed to the continuing development of highly skilled, trained, motivated and dedicated personnel.

It is our desire to satisfy the leadership needs of The Salvation Army at all levels and support the building of a culture of innovation, learning and risk-taking.

### INSPIRING OUR HUMAN RESOURCES CAPACITIES

This Strategic Direction focuses on The Salvation Army's human resources, involving Officers, staff and volunteers. As a Christian faith-based and human services organization, one of the most fundamental strengths and requirements is a skilled, motivated, dedicated and aligned human resources team at all levels. It is vitally important for The Salvation Army to ensure that it has the human resources systems, practices and initiatives in place to be able to fulfill its

**Mandate, Mission and commitments.**

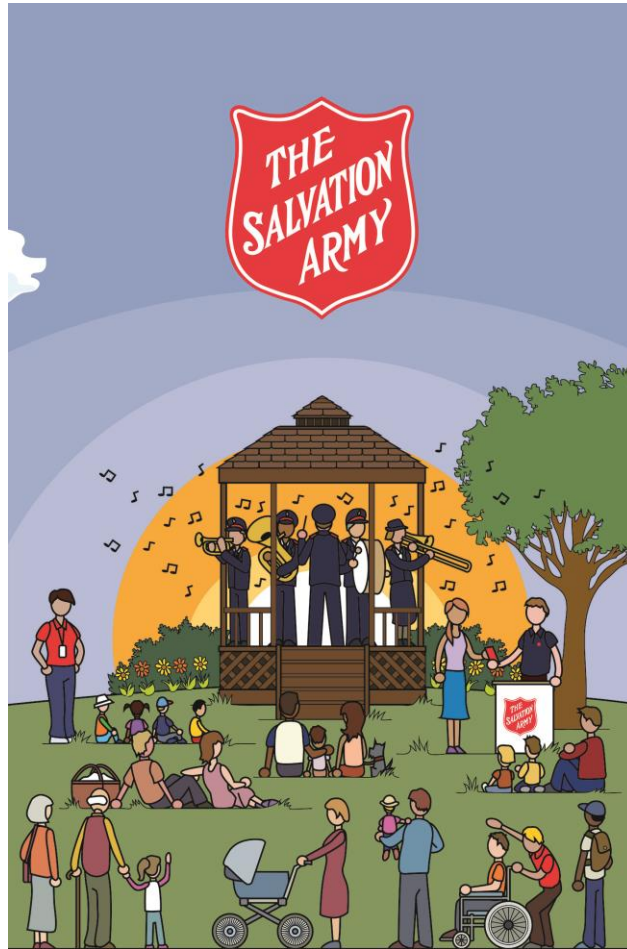
Key actions within this Strategic Direction involve the need to ensure an organizational culture of innovation, research, risk-taking and learning, as well as being community and service sector leaders. Also, in regards to leaders, is the need to have leadership development capacities and programs in place that allow people to aspire to their capabilities and goals, and to be connected with and to deliver on the Mission of The Army.

Other key components involve effective human resource practices for recruitment and training, and to develop an evident capability within the organizational culture to celebrate success, to allow people to recognize that The Army is doing good things and that they are part of the team and that their contributions are valued and have positive results.

### Action Steps:

- **We will** undertake initiatives that continuously support and build a culture of innovation across all ministry units, involving Officers, staff and volunteers;
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- **We will** deliver leadership development programs that support the leadership requirements of The Army at all levels and that are aligned with related Territorial initiatives;
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- **We will** undertake a Human Resources Recruitment and Practices Strategy that focuses on:
  - a. Integrated succession planning;
  - b. Engaging Salvationists into leadership and volunteer roles in Ministry Units;
  - c. Supporting the need to align with new federal and provincial legislations;
  - d. Identifying and developing strategies to recruit based on the skills sets needed by the Ministry Units to remain effective and relevant;
  - e. Other human resource requirements important to The Army as it evolves over time.

## CELEBRATION



CELEBRATION

**The Salvation Army Ontario Great Lakes Division is committed to celebrating healthy transformed communities where improved quality of life for all is achieved.**

**For more information about the new strategic plan, please call the Ontario Great Lakes Public Relations Department at 519-433-6106**