



Giving  
Hope  
Today

## THE SALVATION ARMY – ONTARIO GREAT LAKES DIVISION

### *Hamilton Area Ministries Strategic Plan~2013 to 2015*

---



F.J. GALLOWAY ASSOCIATES INC.  
*Management and Planning Consultants*

January 2013

# Table of Contents

---

<b>1</b>	<b>INTRODUCTION.....</b>	<b>1-1</b>
<b>2</b>	<b>VISION.....</b>	<b>2-1</b>
<b>3</b>	<b>MISSION STATEMENT .....</b>	<b>3-1</b>
<b>4</b>	<b>PRINCIPLES AND VALUES .....</b>	<b>4-1</b>
<b>5</b>	<b>STRATEGIC DIRECTIONS.....</b>	<b>5-1</b>
<b>6</b>	<b>IMPLEMENTATION.....</b>	<b>6-1</b>
6.1	<i>IMPLEMENTATION CHARTS .....</i>	<i>6-1</i>
6.2	<i>STRATEGIC PLAN MONITORING .....</i>	<i>6-2</i>
6.3	<i>STRATEGIC PLAN REVIEW .....</i>	<i>6-2</i>
<b>Appendix I.....Strengths, Weaknesses, Opportunities and Threats Assessment</b>		

# 1 INTRODUCTION

In the spring of 2011, the Ontario Great Lakes Division of the Salvation Army initiated a multi-dimensional strategic planning process. Two key phases were identified. The first phase involved local area Strategic Plans. These were to be undertaken in the fall of 2012 and early winter of 2013. These area Strategic Plans would then become the basis to develop the Divisional Strategic Plan that will be undertaken through a Strategic Planning Workshop to be held in February 2013.

The Hamilton Area Ministries of the Salvation Army delivers an extensive array of Social Services and operates three Corps. In the spring and summer of 2012, the Leadership Group had met several times to develop a plan that focused on the future directions, needs and activities of that group. Subsequently, the group was asked by the Division to engage in the development of a Strategic Plan for the Hamilton Area Ministries that would also support the future development of the Divisional Strategic Plan.

On Tuesday January 8<sup>th</sup>, 2013, seventeen Social Service, Corps Officers and lay people worked with the facilitator to develop the Hamilton Area Ministries Strategic Plan. The Strategic Planning Workshop involved a presentation on key societal trends that are shaping the operating environment; the development of a strengths, weaknesses, opportunities and threats assessment available in Appendix I for the Salvation Army operations in the Hamilton Area; the preparation of a Vision, Mission and Principles; and the development of Strategic Directions that identify the priorities upon which the Hamilton Area Salvation Army will work on over the next three or so years.

This document represent the draft Hamilton Ministries Strategic Plan developed by the Hamilton Area Leadership Team. It will be reviewed by the Team and a second draft prepared. Once the second draft is prepared, it will become a basis for both the development of an Implementation Plan by the Leadership Team and will also be used in support of the development of the Divisional Strategic Plan.

## 2 VISION

A Vision is like a horizon. It is a point in the future that has the potential to galvanize the good will, energy and motivation of an organization's stakeholders to move in the same direction with common cause. As with a horizon, it constantly moves as changes occur in the operating environment but it always sustains its focus on that point which the stakeholders continually reach out towards in realizing the mandate and purpose of the organization.

The following Vision was developed for the Hamilton Area Ministries of the Salvation Army.

**Making a difference in people's lives.**

The following perspectives and themes were incorporated within the intent and words of this Vision:

- **Making a difference** – the Salvation Army in the Hamilton Area is committed to making a difference that is creating opportunities for people to change in the most positive ways possible. These changes include physical, emotional, mental and spiritual dimensions of a person's life, undertaken in a holistic and integrated ways that supports the whole person as they move through their life experiences. These services are intended to enhance their quality of life, their connections to God and their value for their fellow person and community.
- **People's lives** – the Salvation Army is a human services and religious organization covering many service areas. In this way, it works extensively with people in everything that it does. It is the individual person that the Salvation Army is centered on and serves. The Army undertakes programs, services, supports and other initiatives that make a difference in people's lives in improving their opportunities, their well-being and in realizing their potential with God.

### 3 MISSION STATEMENT

A Mission Statement informs a reader as to the fundamentals and essence of an organization. In application terms, every strategic and operational decision an organization undertakes needs to align with its Mission. If an organization is considering a decision that does not align with its Mission Statement, it needs to ask why it would make such a decision or whether it is timely to reconsider the Mission.

The following Mission Statement was developed, based on the Territorial Mission Statement, for the Hamilton Area Ministries of the Salvation Army.

- **Sharing the Love of Jesus**
  - **Meeting human needs**
    - **Being a transforming influence in the Hamilton Community**

The following themes and perspectives are incorporated within the Mission Statement.

- **Sharing the Love of Jesus Christ** – represents the fact that the Salvation Army is a religious organization, dedicated in everything that it does, in helping people find God, to live spiritual lives and value their time on this earth. The work of the Army focuses on each person it engages with finding and sharing the Love of God;
- **Meeting human needs** - a primary focus of the Salvation Army in the Hamilton area is to identify and develop supports and programs that meet the needs of many different groups of people and individuals. It is through meeting human needs that the Army achieves its Vision of making a difference. These needs cover physical, mental, emotional and spiritual dimensions;
- **Being a transforming influence in the Hamilton community** – reflects the geographic service area served, as well as being an advocate, influencer and an organization dedicated to enhancing the well-being, opportunities and lives of all members of the community. In this way, the Salvation Army can be a transforming influence in both the lives of individuals and the community as a whole.

## 4 PRINCIPLES AND VALUES

Principles and Values have three perspectives within a Strategic Plan. First they provide the opportunity to further identify and describe key themes within the Mission Statement. Second, and possibly most importantly, they represent lenses that support and test decision-making by identifying the key Values of the organization. Third, they have the possibility of identifying key organizational accountabilities.

The following Principles and Values have been identified for the Hamilton Area Ministries of the Salvation Army.

### **We Believe in.....**

#### ***Mission-centered***

**Being focused on the delivery and achievement of our Mission as a church, social services provider and a transforming influence in our community.**

#### ***Dignity and Respect***

**Treating each person equally, with dignity and respect as a basis in developing trusting relationships.**

#### ***Compassion***

**Being compassionate towards every person served, treating them as individuals, and building on their strengths.**

#### ***Relevance***

**Being relevant in our community and to the people served by providing services and supports that are needs-based and make a difference to people.**

#### ***Collaboration***

**Acting collaboratively, utilizing all the community resources to achieve positive outcomes for each person served, and as a basis to enhance services sustainability.**

#### ***Integrated Ministry***

**Working continuously to integrate the Salvation Army's Hamilton Ministries, both Social Services and Corps, in the development and delivery of services and supports.**

#### ***Excellence***

**Developing an organizational culture that inspires excellence through innovation, continuous learning, team approaches and flexibility.**

#### ***Accountability***

**Being accountable for all the resources utilized, the decisions made and acting with integrity in all that we do.**

## **5 STRATEGIC DIRECTIONS**

Strategic Directions represent the first level in operationalizing the philosophical foundation of the Strategic Plan's Vision, Mission and Principles and Values. Strategic Directions identify the priorities and actions that the organization will undertake and focus on over the next three years to advance itself towards the achievement of its Vision and Mission.

The following three Strategic Directions have been identified for the Hamilton Area Ministries of the Salvation Army for the 2013 to 2015 period.

### **1. Building An Integrated Ministry**

- 1) Develop the interest in and the support tools and processes that facilitate, on an ongoing and meaningful basis, all Hamilton Area Ministries work together on an integrated and fully engaged basis**
- 2) Initiate the planning and implementation of a Mission Corps in the downtown area of Hamilton**
- 3) Actively develop and undertake, on an ongoing basis, educational and training forums on leadership development, operating environment trends and other inputs that would support lay, volunteer and officer leadership development and decision-making**

### **2. Building Our Capacities To Serve**

- 1) Undertake a review of and develop a plan that identifies the strategies and activities needed to enhance the financial stability of the Hamilton Area Ministries**
- 2) Develop a Technology Plan to support Hamilton Area Ministries that integrates with broader Salvation Army technology initiatives**
- 3) Develop an organizational culture strategy that builds a culture of learning, innovation and advocacy in support of the people served in the Hamilton community**
- 4) Undertake human resource and leadership development initiatives for the Hamilton Area, involving succession planning, leadership and management training and related capacity building activities for staff, officers and volunteers**

### **3. Building Our Programs and Services For Future Needs**

- 1) Develop the capacity within the Hamilton Area Ministries to continually identify, evaluate and respond to the emerging needs of the people of the Hamilton area, including a performance/outcomes measurement program**
- 2) Pursue collaborative initiatives with other service providers and organizations that ensure that the right mix of services are available to meet the ongoing and emerging needs of community members**
- 3) Develop a youth initiative, both within the Corps and Social Service activities, that is meaningful and based on developing long-term relationships**
- 4) Assess new service delivery opportunities in regards to seniors, new Canadians and the potential to enhance service delivery through greater community outreach and connectivity**

- 5) Develop an annual advocacy strategy/plan as a basis to be a transforming influence within the Hamilton community and on behalf of the people served**
- 6) Develop strategies to increase the global presence and visibility of the Salvation Army as a valued and key contributor in the Hamilton community**
- 7) Work collectively to annually implement a strategy of celebration across the spectrum of the Salvation Army's programs and services that give life, meaning and expression to the good things the Army does, how people are served and honours our Mission.**

The first Strategic Direction focuses on developing a more integrated Ministry across the Corps and Social Services dimensions of the Salvation Army in the Hamilton area. This was a recurring theme in the Strategic Planning Workshop, focusing on the need to be more integrated and aware of one another, to share resources and opportunities, and to bring supports and meanings to the lives of Corps members as well as to the Social Services recipients, staff and volunteers.

Several key objectives were identified. The first involved creating the intent and tools whereby through communications, technology and related connections, all the operations within the Hamilton area are aware of one another, what their needs are, how help can be extended to each other, the events that are being undertaken and a host of other information. This information needs to be timely, easily available, well communicated and encouraging of integration and support from all.

The second objective focuses on working collaboratively amongst all the Ministries and Corps on joint proposals, joint service delivery strategies and supporting one another in their work and efforts. Collectively, these strategies are intended to de-siloize the current operations and build an integrated framework that enhances both services capacity and services outcomes.

The second objective focuses on leadership development for staff, volunteers and officers. The intent is to help them understand what the Army stands for, how they can help one another, building their capacities and creating opportunities for them to enhance their contributions and sense of fulfillment.

A significant additional objective within this Strategic Direction is to facilitate the return of the Salvation Army to the downtown area where most of the Social Services are provided. The "planting" of a Mission Corps in the downtown area is seen as vital in support of achieving more integrated Ministries, giving greater presence to the Salvation Army and in facilitating greater working together.

The second Strategic Direction involves building the capacity of the staff and operations of the Salvation Army in the Hamilton Area to meet its future roles, mandate and operational needs. Developing a plan for financial stability across the spectrum of operations in the Hamilton area is seen as vital, covering donations, government funding, grants and a host of other resources.

Another capacity builder is technology, particularly social media and communications technology that will integrate the information between all the Ministry operations, provide more timely communications, enhance productivity and work to extend the reach and presence of the Salvation Army and its capabilities and services.

The third objective within this Strategic Direction involves developing strategies and activities that continually support an organizational culture that's innovative, constantly learning and enhances its contributions through being prepared, knowledgeable, contemporary and relevant.

The fourth objective involves building the management leadership capacity of the Ministries within the Hamilton area through enhanced human resources tools, such as succession planning, management training and a host of other initiatives that builds relevant leadership capacity.

The third Strategic Direction involves specific program and service delivery initiatives and transitions in terms of ensuring the right services are available and delivered in the future. The first objective involves developing the capacity to continually identify the needs of the people to be supported and served, as well as developing the capacity to evaluate programs and service deliveries both in terms of the Salvation Army's priorities and also in terms of the expectations of funders and the community. An aligned objective involves the development of collaborative initiatives through partnerships, joint ventures and other means that maximize the use of all the community's resources and works with others in ensuring the right services are available at the right time, and in the right places and proportions.

Another objective identified throughout the course of the Strategic Planning Workshop is the need to connect with, on a longitudinal/long term basis, with the youth to be served through social services and the youth to be connected to faith through the Corps. A specific, comprehensive and contemporary youth initiative was seen as vital to the long term sustainability, presence and relevancy of the Salvation Army.

Specialized services to seniors and new immigrants, and extending community outreach programs beyond facilities was also seen as another area of investigation and assessment that would provide unique opportunities for the Salvation Army to better meet emerging needs across the community.

Building an advocacy program on an annual basis to influence and transform the Hamilton community, was another objective, as well as creating a greater global presence for the Army through enhanced communications, visibility and connectivity. These were seen as important components in building the future success and role of the Army in the Hamilton area.

Extensive discussions were held at the workshop on the need to not just focus on what's wrong, but to celebrate the successes, outcomes realized and the work of the Army on an ongoing basis, involving staff, volunteers, officers, the community, the people served and supported, partners and others. A sense exists that the Army does not celebrate enough what it does well. This objective needs to be an organized initiative in order to create ongoing value and presence in the community and to recognize the good work and commitment of the staff, officers and volunteers involved.

## **6 IMPLEMENTATION**

### **6.1 IMPLEMENTATION CHARTS**

Once the Strategic Plan is approved, the next step involves the development of an Implementation Plan. The Implementation Plan will evolve overtime, as it needs to be more flexible and responsive to the continuously changing operating environment.

The following implementation charts are provided to support the development of the Implementation Plan. They identify a priority setting for each of the action areas, as well as the parties responsible, timelines, tasking, and approval requirements and measures. It will be the responsibility of the staff leads to build the Implementation Plan and for the ongoing implementation activities supported by Divisional Headquarters, and to report back on the progress being made, barriers being experienced and new directions that need to evolve as events unfold.

In terms of setting priorities, the following three level priority setting framework is provided for consideration:

- A – actions within the various Strategic Directions that are the highest priority and need immediate initiation, though they may take a shorter or longer time to be completed. Also represents actions that may need to be completed before other actions can be initiated, as the follow-up action may be dependent on the outcomes of an “A” priority.
- B – involves actions that are dependent on another action to be completed first or can be initiated in the second or third year of the Strategic Plan’s implementation as they may not have imminent requirements.
- C – actions that are important to the organization, but could be undertaken in later years depending on the resources and capacities of the Salvation Army to implement the multiple actions within its Strategic Plan.

## **6.2 STRATEGIC PLAN MONITORING**

The Ministries should develop milestones and related benchmarks as a means to support their monitoring of the intents and outcomes for the Strategic Plan. The Ministries, either directly or through an assigned Task Force, should identify the performance milestones, their associated measures, and the reporting requirements.

The development of the monitoring program is an important responsibility related to the Ministries' role in setting and monitoring the Strategic Directions of the organization. This work will need to be completed shortly after the final approval of the Strategic Plan.

It is being recommended, that the monitoring function for the Strategic Plan be implemented through quarterly presentations on the progressive achievement of each of the milestones developed.

## **6.3 STRATEGIC PLAN REVIEW**

Strategic Plans are dynamic initiatives and need regular review and updating to ensure that they align with the changes occurring within an organization's operating environment. Also, the ability to achieve all the directions and outcomes of the Strategic Plan are significantly influenced by the availability of human and financial resources which vary overtime based on funding availability, changing priorities, unique opportunities that arise and related perspectives. Therefore, the Army needs to ensure that in reviewing the Strategic Plan, it is also constantly assessing the capacity of the Salvation Army, in terms of staff, volunteers and funding, to pursue the multiple dimensions and activities within the Strategic Plan by aligning its expectations with the resources it makes available.

A two-tiered Strategic Plan Review process will be pursued by the Salvation Army:

- Every year, the staff and officers should allocate one half to a full day to review the current Strategic Plan in terms of the progress that's been made and the ongoing changes that are occurring within the operating environment, undertaking appropriate adjustments as required;
- Every three years, a full Strategic Plan Review process should be held in order to ensure the relevancy, timeliness and scope of the Strategic Plan in moving the Hamilton Area Ministries towards the realization of its Vision and Mission.

**The Salvation Army - Great Lakes Division  
Hamilton Area Ministries ~ Strategic Plan**

OBJECTIVES	Priority Ranking	Tasking	Project Lead/Team	Reporting Dates mm / dd / yr	Due Dates mm / dd / yr	Approval Requirements	Metrics
<b>Strategic Direction No. 1 Building An Integrated Ministry</b>							
1.1 Develop the interest in and the support tools and processes that facilitate, on an ongoing and meaningful basis, all Hamilton Area Ministries work together on an integrated and fully engaged basis							
1.2 Initiate the planning and implementation of a Mission Corps in the downtown area of Hamilton							
1.3 Actively develop and undertake, on an ongoing basis, educational and training forums on leadership development, operating environment trends and other inputs that would support lay, volunteer and officer leadership development and decision-making							

**The Salvation Army - Great Lakes Division  
Hamilton Area Ministries ~ Strategic Plan**

OBJECTIVES	Priority Ranking	Tasking	Project Lead/Team	Reporting Dates mm / dd / yr	Due Dates mm / dd / yr	Approval Requirements	Metrics
<b>Strategic Direction No. 2 Building Our Capacities To Serve</b>							
2.1 Undertake a review of and develop a plan that identifies the strategies and activities needed to enhance the financial stability of the Hamilton Area Ministries							
2.2 Develop a Technology Plan to support Hamilton Area Ministries that integrates with broader Salvation Army technology initiatives							
2.3 Develop an organizational culture strategy that builds a culture of learning, innovation and advocacy in support of the people served in the Hamilton community							

**The Salvation Army - Great Lakes Division  
Hamilton Area Ministries ~ Strategic Plan**

<b>OBJECTIVES</b>	<b>Priority Ranking</b>	<b>Tasking</b>	<b>Project Lead/Team</b>	<b>Reporting Dates</b> mm / dd / yr	<b>Due Dates</b> mm / dd / yr	<b>Approval Requirements</b>	<b>Metrics</b>
2.4 Undertake human resource and leadership development initiatives for the Hamilton Area, involving succession planning, leadership and management training and related capacity building activities for staff, officers and volunteers							

**The Salvation Army - Great Lakes Division  
Hamilton Area Ministries ~ Strategic Plan**

OBJECTIVES	Priority Ranking	Tasking	Project Lead/Team	Reporting Dates mm / dd / yr	Due Dates mm / dd / yr	Approval Requirements	Metrics
<b>Strategic Direction No. 3 Building Our Programs and Services For Future Needs</b>							
3.1 Develop the capacity within the Hamilton Area Ministries to continually identify, evaluate and respond to the emerging needs of the people of the Hamilton area, including a performance/outcomes measurement program							
3.2 Pursue collaborative initiatives with other service providers and organizations that ensure that the right mix of services are available to meet the ongoing and emerging needs of community members							
3.3 Develop a youth initiative, both within the Corps and Social Service activities, that is meaningful and based on developing long-term relationships							

**The Salvation Army - Great Lakes Division  
Hamilton Area Ministries ~ Strategic Plan**

OBJECTIVES	Priority Ranking	Tasking	Project Lead/Team	Reporting Dates mm / dd / yr	Due Dates mm / dd / yr	Approval Requirements	Metrics
3.4 Assess new service delivery opportunities in regards to seniors, new Canadians and the potential to enhance service delivery through greater community outreach and connectivity							
3.5 Develop an annual advocacy strategy/plan as a basis to be a transforming influence within the Hamilton community and on behalf of the people served							
3.6 Develop strategies to increase the global presence and visibility of the Salvation Army as a valued and key contributor in the Hamilton community							

**The Salvation Army - Great Lakes Division  
Hamilton Area Ministries ~ Strategic Plan**

<b>OBJECTIVES</b>	<b>Priority Ranking</b>	<b>Tasking</b>	<b>Project Lead/Team</b>	<b>Reporting Dates</b> mm / dd / yr	<b>Due Dates</b> mm / dd / yr	<b>Approval Requirements</b>	<b>Metrics</b>
3.7 Work collectively to annually implement a strategy of celebration across the spectrum of the Salvation Army's programs and services that give life, meaning and expression to the good things the Army does, how people are served and honours our Mission							

## **APPENDIX I**

Strengths, Weakness, Opportunities and Threats Assessment

---

## 1. Strengths

- Put people first, compassion, don't give up on anybody;
- The strong identity, credibility, visibility and presence of the Salvation Army in the Hamilton area;
- The Salvation Army's sense of community and working with others;
- The ability to mobilize quickly when needed for the community or individuals;
- The Salvation Army's variety of services, in terms of both Social Services and Corps, as well as the community connections;
- The good facilities and venues;
- A clarity of Mission that is well-stated, focuses on supporting people and identifies connections to God;
- Good relations and positioning with government funders;
- Good capacities to do what needs to be done/get the job done.

## 2. Weaknesses

- Sometimes a theme/emphasis on failure exists which impacts morale;
- Concerns about becoming complacent in what we are doing now, and not thinking out of the box;
- Constant fear/concern about taking risks;
- All the individual services are in their own corners/silos;
- Relationships between the Corps and Social Services, and vice versa, could be better and need improved communications;
- Don't celebrate enough what's been achieved;
- A need exists for greater financial stability in regards to the cost to maintain buildings and technology, and to invest in training, etc.;
- The division between Social Services and Corps in terms of one being in the lower town and one being on the Mountain that is physically separated;
- May be too much focus on the Boomer segment of the population rather than young people, especially youth and young adults in terms of meeting their needs and supporting their life journey. The Salvation Army structure does not facilitate strong youth engagement;
- Technology is not at the level that is needed for both communications and operations, including social media to connect with youth;
- Don't have a program to really measure success, that we're making a difference or prioritizing what we do within the resources available. Don't really have a definition of success. We just do what we do.

### **3. Opportunities**

- Engaging youth and young adults based on longitudinal experiences and relationships;
- Enhanced and intensified community outreach initiatives that support evangelization, partnerships and involve both Social Services and the Corps, and how do we reach new areas and population groupings in the community?
- Connecting the Corps more to the populations within their local areas;
- Developing a culture that is based on innovation, creativity, new blood, is needs-based and not simply builds on the existing templates;
- Need new mindsets;
- Provide better supports to and awareness of one another/working more as a team on an integrated basis;
- Building on the spirituality of our people, Church and cause which is a unique and a defining strength;
- Getting beyond the stereo-types, and focusing on needs and being more holistic in our services strategies and approaches;
- Strengthening our engagement with people, communities, opinion and community leaders and others through greater advocacy;
- Increasing our focus on transforming people and improving their lives, as well as being more socially minded;
- Building inter-dependencies between ourselves/each other on a formal and constructive basis, i.e.: beyond good intentions, is a priority;
- Enhanced leadership development so that all our people, lay, officers and volunteers, are in a better position to lead and to make a difference.

### **4. Threats**

- Not changing our mindsets in understanding and incorporating broader change initiatives related to changing population profiles, languages, cultural diversity, etc.;
- Losing relevancy in the community and in Social Services by not reflecting evolving community needs and transitions;
- Loss of funding;
- An inability to adapt to new laws and requirements;
- Will implode if we resist integration amongst ourselves and through partnerships;
- Not overcoming the leadership gap;
- Overburdening our leadership with administrative details, not changing the structure to be more flexible and responsive, and not investing appropriately in training;
- Not using people based on their skill sets, and being effective at succession planning. It is not good enough any longer to put a person into a leadership role that does not align with their professional and / or technical capacities;

- Not investing in the technology necessary to be able to effectively reach new audiences, to communicate and to be more productive, in being effective and efficient.