



Giving Hope Today

Living the Vision

This vision, and the values that underlie it, have been embraced by the leadership of the Canada and Bermuda Territory. By God's grace we will work together to live this vision.

INTERACT WITH THIS VISION

Own it // Shape it // Live it

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Living the Vision



THE SALVATION ARMY
Canada and Bermuda Territory



Giving Hope Today



The Salvation Army is still growing. We are now active in 115 countries around the world. But our goal is not just expansion for its own sake. Rather, our global mission is a divinely inspired conviction that, because God so loved the world, we, too, must reach out to people from all cultures, races and backgrounds. Sadly, the wider global picture is marred by inequity, injustice and poverty. More than ever before, there is a role for a *salvation army*. Instead of washing our hands of our responsibility, we need to roll up our sleeves and get involved in global mission. It's not just for missionaries anymore. Every Salvationist can play a role in bringing the love of Christ to the world.

We Envision: An Army that...

- » Goes beyond borders to every corner of the globe
- » Celebrates our rich heritage of internationalism
- » Assists our global neighbours in practical ways
- » Supports *Partners in Mission* and international development projects

Action Starters:

- » Pray for our Partners in Mission: Liberia; Tanzania; Mexico; Germany-East; Spain; Hong Kong and Macau; Singapore, Malaysia and Myanmar
- » Give generously and sacrificially to the Army's World Missions/Self-Denial Appeal
- » Encourage overseas mission teams with prayers and financial support
- » Consider what "bells and whistles" our territory can live without in order to support global mission

- » Educate yourself and speak out against the atrocities of human trafficking
- » Commit to the eradication of extreme poverty and hunger through the Micah Challenge (www.micahchallenge.org)

Visioning

We repeat the Great Commission to "go into all the world and preach the gospel" so often that it almost becomes trite. But for missionaries who sacrifice family, security and even their health for the sake of the gospel, Jesus' command is extremely costly. It's a wake-up call to those of us in the Western world who need our complacency disturbed. The problems of the world are on our doorstep and they can no longer be ignored. As Salvationists, we must make global mission a priority.

Together, the Territorial Leadership is exploring where we are in God's plan. We have been building on the framework of the vision put forth by

those preceding us and together we forge into the future. We value your participation in God's unfinished story for our territory.



We Envision: A Territory in Ongoing Conversation

Tune in:

- » Salvationist Magazine
- » Salvationist.ca
- » Symposium outcomes

Conversation Starters:

- » Sharing our faith stories
- » Asking hard questions
- » Talking with God
- » Learning to listen

Visioning

The Story of our Territory is rolled out in many chapters.



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CHAPTER TWO

DISCIPLESHIP

The Territorial Leadership has created a forum for Salvationists in the Canada and Bermuda Territory to explore God's priorities through event dialogues. This featured strategy is known as SYMPOSIUM and its purpose and goal is to define, explore and begin responses to key issues affecting the future of The Salvation Army, especially its congregational (corps) life. Reports

and updates can be found online at Salvationist.ca/symposium. Led by the Holy Spirit, this community's number one desire is to see every Salvationist become a vibrant disciple of Jesus. The first four core values of the territory — Salvation, Holiness, Intimacy with God, Compassion — reflect this ongoing discipleship movement.



We Envision: A Disciplined People

- » Becoming like Jesus
- » Seeking God together
- » Immersed in God's Word
- » Obedient in prayer
- » Authenticating faith in community interaction

Action Starters:

- » 24/7 prayer rooms
- » Soldiership renewal
- » Every disciple in Bible study

- » Faith community connections
- » A "Salvation" Army
- » Territorial core values 1-4

Visioning

Where will your conversation about discipleship lead you?

Celebrate the possibilities.

Grow within, together and get out there with the Gospel story.

CHAPTER ELEVEN

PARTICIPATIVE AUTHORITY

Often authority is viewed as "privileged power" exercised indiscriminately by a select few with little regard for its impact on others. In contrast, "participative authority" is not about imposing our ideas, but about discovering our God-given mission together. We are called with Jesus to wash feet. Participative authority acknowledges the Holy Spirit's role in guiding and shaping our plans and urging us to obey God's will. Jesus' incarnation reminds us that God came to share the human experience, and that through Christ's death and resurrection he invites us to participate in the ongoing drama of salvation.



We Envision: An Army that...

- » Acknowledges Christ as the head of the Church
- » Prayerfully seeks obedience to an authority beyond itself
- » Leads by emphasizing collaboration and co-operation
- » Gives room for new voices of faith that can help shape our journey together

Action Starters:

- » Explore characteristics of your own life that speak of authoritarian demands
- » Deepen your understanding of the authority of Jesus through Philippians 2:1-11. "He always had the nature of God, but he did not think that by force he should try to remain equal with God" (Philippians 2:6 GNB)
- » Discover what governance model is in place in your local setting and how it can help your congregation/team further the Army's mission

- » Seek out opportunities to participate in your local community, congregation and social ministry using your authority as a believer

Visioning

We are a "salvation people" and have been given authority to go and preach the gospel to all nations. However, we must remember that salvation is a free gift, not something that can be forced. As you share the gospel message, proclaim it clearly, but do so with a servant heart. "Let your conversation be always full of grace..." (Colossians 4:6). As for your interactions with those in the Church, remember that as we work together we see God's work flourish. Jesus told his disciples not to lord it over one another. "Instead, whoever wants to become great among you must be your servant," he said. "For even the Son of Man did not come to be served, but to serve." (see Mark 10:42-45). Let us humble ourselves before the Lord.

CHAPTER TEN

CONNECTING WITH CULTURE



Keeping pace with our ever-changing culture is tricky. Technology, family, political and economic factors are having a huge impact on Army ministry. To be relevant, we need to observe the “movers and shakers” in society and learn from them. Jesus interacted with people from all walks of life: teachers, prostitutes, tax collectors and the poor. In his parables, listeners recognized their own customs and way of life. Jesus never forced relationships or had a hidden agenda. Rather, his ministry was a natural outworking of his love for humanity and of being immersed in society. By his example, Jesus challenges us to harness the language, tools and methods of culture to usher in the Kingdom of God.

We Envision: Cultural Engagement

- » Study the trials and triumphs of the early Church as it shared the gospel with all people
- » Reflect on the song “*They shall come from the east... and sit down in the Kingdom of God*” (SASB 170)
- » Affirm the Army’s commitment to a “global Jesus” by moving beyond cultural boundaries
- » Use the internet or other media to educate yourself about what people today are thinking

Action Starters:

- » Listen to the story of an immigrant or refugee. Invite them to your home for dinner
- » Coach a local sports team or volunteer at a school or community centre
- » Include cultural diversity in your worship and corps programming

- » Give away Faith & Friends magazine as a spiritual conversation starter

Visioning

There is always the danger of getting trapped in our comfortable Army culture. When we fear to venture beyond the familiar, it’s easy to turn a blind eye to people in our neighbourhoods who need to experience the love of Jesus. Seeing our world from God’s viewpoint can help us build relationships with people who are culturally different. We can’t remain huddled in our small world. God calls us to widen our knowledge of the surrounding culture and invite people into our communities of faith. His embrace is wide enough to enfold all humanity. As Salvationists, we must continually revisit Jesus’ question: Who is my neighbour?

CHAPTER THREE

MULTICULTURALISM

As a territory, we live in a culturally diverse realm. We are comprised of two countries Canada and Bermuda and have two official languages. Over the last decade, Canada has

received more than two million immigrants from over 200 countries. In reclaiming its culture, our Aboriginal population is gathering strength in telling its story.



We Envision:

A Multicultural Salvation Army

- » Breaking down walls and bridging gaps
- » Nurturing understanding and respecting differences
- » Moving beyond mere acceptance of cultural differences to appreciating and valuing
- » Becoming intentionally inclusive
- » Encouraging full participation of all people groups

Action Starters:

- » Examine our cultural self-awareness, prejudice and cultural filters
- » Explore and experience other cultures

- » Listen to stories of societal rejection and oppression
- » Determine the demographics of our local communities with an intentional response
- » Identify barriers. Build bridges
- » Strategize to develop a culturally inclusive leadership team
- » Access THQ Corps Ministries Department for further resources
- » Picture The Salvation Army reflecting its local community

Visioning

Vision is not looking at a picture. It is walking into the picture and becoming a part of the scene. An enriching experience is before us.

CHAPTER FOUR INTEGRATED MISSION

The Salvation Army's mission is challenging, complex and holistic. Our Christ-centred harmony comes

from the redemptive thread that ties together all of our ministries.



We Envision: **A Territory of INTEGRATED Mission**

- » Ministering to the deepest needs of society
- » A mission without borders — flexibility
- » The all-embracing redemptive Gospel
- » The sacrament of the Good Samaritan

Action Starters:

- » Jump the hurdles of mission structures
- » Explore community capacity development strategies (contact THQ Social Services)
- » Establish health and wholeness groups (contact THQ Corps Ministries)

- » Develop soul care and social care communities
- » Utilize IHQ's Mission in Community document (available on Salvationist.ca)

Visioning

It has been said that
The Salvation Army:

Saves Souls
Grows Saints and
Serves Suffering Humanity

If you want to be a growing saint, become like Jesus our Saviour who knows the heart of salvation and suffering and moves into the neighbourhood.

CHAPTER NINE HOLINESS REVIVAL

What does holiness look like? The person of Jesus Christ is our model and the Holy Spirit is our enabler. Holiness is crucial to the long-term health of the Army. Revival is not something that can be orchestrated by organizational standards or strategic plans. Rather, it's what happens when God transforms our character and motivates us for mission. It's God's personality living within us. Our territorial core value of holiness states: "We are shaped by the Bible and the example of Jesus through the presence and power of the Holy Spirit."



We Envision: An Army that...

- » Pursues justice and right living as a holy people
- » Desires to become all that Christ would have us to be
- » Explores our Wesleyan heritage more deeply
- » Expresses godly behaviour as integral to vital mission

Action Starters:

- » Hold small-group reflections on Doctrines 9 and 10
- » Immerse yourself in holiness preaching and teaching
- » Equip your mind by reading books such as
 - *I'll Fight! Holiness at War* by Phil Wall
 - *New Love: Thinking Aloud About Practical Holiness* by General Shaw Clifton
- » Share in conversation on the struggles and joys of living a holy life

- » Commit to purpose-driven holiness as a radical lifestyle

Visioning

The Salvation Army's historical identity was established in the belief that we are called to be a people of holy living. Our worship services were known as holiness and salvation meetings. But while purity has been a hallmark of Army life, it must never become legalistic.

Our times and places of worship need not be restricted to Sunday time slots. Holiness is lived out 24/7. It is a relationship with Christ that spills out of our inner being to touch people in ways and places we never imagined. Holiness is a pilgrimage that draws us closer to God and revives our spirit. When we call upon the Holy Spirit, he will rekindle our maturity and our desire to be like Jesus. We must be an Army marching forward on our knees.

CHAPTER EIGHT HEALING AND WHOLENESS

Looking to Christ for salvation includes a profound understanding of our fourth doctrine: “We believe that in the person of Jesus Christ the divine and human natures are united, so that he is truly and properly God and truly and properly man.” Jesus knows the trials that we face. He voluntarily entered the human condition to show us how much he loved us and to model a life filled with hope and faith. There is comfort in knowing that Jesus empathizes with our human journey and walks beside us.



We Envision: A Thirst for Healing

- » Understanding Jesus as Saviour, not only of our souls but of our bodies, minds, spirits and emotions
- » Promoting a scriptural mandate to love our neighbours and build healthy relationships
- » Identifying sin's impact on the human spirit and conquering addiction, helplessness and pain
- » Finding peace in God's presence: “In my distress I cried out to the Lord... He heard me from his sanctuary; my cry reached his ears” (Psalm 18:6)

Action Starters:

- » Discover the territory's wholeness and healing program resource. Contact the Adult Ministries Secretary, THQ, or your divisional facilitator
- » Explore your own need for healing and wholeness. Be open to spiritual support and accountability
- » Identify brokenness in your

congregation and community. Respond with sensitivity and compassion

- » Develop a wholeness and healing recovery group with an emphasis on confidentiality and trust

Visioning

The journey of faith doesn't exempt Christians from earthly struggles, but it does point us to God who is the source of healing. The “Salvation” in our name is not only a proclamation but a desire for wholeness. The development of health and whole-ness ministries in our territory will help Salvationists engage with the brokenness in their own lives and in people to whom they minister. Trained facilitators in every division are ready to initiate and support this program in a range of ministry settings. When Christ meets us at our point of need, we find freedom. Light a candle of hope!

CHAPTER FIVE DEVELOPING LEADERSHIP

Leaders are the life-blood of any movement. The early Salvation Army was blessed with dynamic Christ-centred people who set a clear vision and direction. Christ calls every Salvationist to take the lead in expressing their faith. The vastness of the Canada and Bermuda Territory presents complex and rich opportunities for leadership.



We Envision: A Territory of Developing Leaders Who...

- » Explore leadership competencies in attitudes, skills and practice
- » Model their lives after Christ's example
- » Deepen their knowledge of Scripture
- » Respond obediently to the leading of the Holy Spirit
- » Embrace team ministry

Action Starters:

- » Get involved in mentoring and accountability relationships
- » Release people to explore their passions and gifts
- » Be open to new models of leadership
- » Participate in a learning, supportive network

- » Publicly support and pray for those in positions of leadership

Visioning

Christian leaders model Jesus Christ, who came to earth not to be served, but to serve. How are you developing leadership in your congregation or ministry unit?

How are you supporting the emerging spiritual leaders that the world needs for today and the years to come? The challenge to each of us is to personally develop a style of leadership that respects tradition and provides opportunity for renewal.

CHAPTER SIX A VISIBLE IDENTITY



In hundreds of communities across Canada and Bermuda, The Salvation Army provides a visible symbol of God's love for the world. Each of the Army's churches and social service centres exist to share the love of Jesus Christ, meet human needs and be a transforming influence. The Army's presence is not relegated to buildings or structures, but is expressed wherever Salvationists participate in the life of their community.

We Envision: A Discipled People

- » Shaped by our relationship with Jesus Christ
- » Motivated by God's heart for the world
- » Engaging communities outside our church buildings
- » Reflecting diversity of culture, language and ethnicity
- » Recognized for our compassion, spirituality and integrity

Action Starters:

- » Take positive steps to identify yourself more fully with Jesus Christ and the Army Movement
- » Discover how you can educate people about the mission and ministry of the Army
- » Reflect on how Jesus' teaching inspires and connects our ministry to a hurting world
- » Explore the spiritual meaning behind Army symbols and remain open to new expressions of faith

- » Be prepared to roll up your "uniform" sleeves to serve your neighbours

Visioning

There are many expressions of The Salvation Army across Canada and Bermuda. The challenge for our territory is to manage well the tensions that come out of this in a healthy, spiritual way. This tension can be a creative source of growth and development as long as we foster a spirit of unity rather than competition. We also need to evaluate how we deal with aspects of our identity that may be exclusive and unwelcoming. Embrace symbols that foster spiritual formation and propel us toward mission, and be willing to surrender static symbols that bog us down. Our time, energy and resources should be utilized in each one of us, living out our mission, not in preserving an identity. Let us be a visible SALVATION ARMY!

CHAPTER SEVEN FLEXIBLE STRUCTURES



Though historically patterned on a hierarchical military model, The Army's organizational structure has changed with the times. In an age when participation and collaboration is increasingly valued, Army leaders have become more open to listening, coaching and walking alongside fellow officers and soldiers in the field. A more consultative style of leadership engenders creativity in ministry and innovative strategies for mission. When everyone has a voice there is greater ownership of and commitment to our goal of reaching the world for Christ.

We Envision: Flexible Army Structures

- » Putting leaders where they are most needed without reference to hierarchy or status
- » Empowering leaders to innovate and take risks for the growth of God's Kingdom without fear of reprisal
- » Sensing the excitement that is building in the territory as God's people are being spiritually renewed
- » Making decisions guided by our faith-based values and mission effectiveness
- » Acknowledging that relationships and people are more important than buildings and programs

Action Starters:

- » Study 1 Corinthians 12, looking at spiritual gifts through the lens of corps and social services centres
- » Study the Early Church in Acts and apply biblical lessons to practical ministry in the community
- » Identify conflicts and power imbalances in the body of Christ and

- seek reconciliation among believers
- » Hold a "freedom day" where Salvationists can celebrate creative approaches to ministry

Visioning

The Salvation Army is committed to continually evaluating our structures to maximize our mission potential. In May 2005, Salvation Army leaders from various levels of administration met to establish three strategic priorities for the territory: 1) leadership recruitment and development; 2) integrated mission; and 3) a regionalized approach to administration. In order to achieve these objectives, change is necessary. If our Army is not moving forward, then we are standing still — or worse, in retreat. If we want to be an Army "mobilized by God," we must continually seek his will for our Movement and respond with willing hearts.