



# IMAGINE: Corps Planting Guide

... to him who by the power at work within us is able to accomplish abundantly far more than all we can ask or imagine ... –Ephesians 3:20b (*NRSV*)

## **Divisional Headquarters Corps Planting Guide**

The Salvation Army Canada and Bermuda  
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Corps Ministries Department  
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## Acknowledgements

*“But thanks be to God, who gives us the victory through our Lord Jesus Christ.”*  
–1 Corinthians 15:57 (NRSV)

The courage of leaders who have taken risks to try new things has been incredible. It would require the writing of a history to account for the variety of new initiatives which were either started or sustained. The cast of characters for each new venture includes officers, soldiers, adherents and friends in a diversity of communities across the Territory. While it is not possible here to acknowledge each person by name, those remarkable stories should be noted.

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## Introduction

This manual seeks to respond to two basic questions about planting new corps: “*Why?*” and “*How?*” The “why” of mission is important but can easily be missed in the excitement and urgent activity of planting. Taking time to reflect on the reasons for engaging in this area of ministry generally requires exploring the pragmatic necessity and theological priority. Clarity on these issues provides assistance in the process of forming new congregations. “How?” is generally the first question asked when someone presents the dream of a new corps. Having a reasonable pathway for development of new initiatives can help reduce the stress (and hopefully the risk) always present in the launching of new things. Providing some options for engaging in a process, while allowing for customization for the specific community and leadership can enable good communication and shared investment in our very interconnected Territory. The goal of this manual is to blend both the reflective and pragmatic to encourage further participation in God’s mission to “Whosoever.”

### Why Plant?

#### *A Natural Response to God’s Mission*

Since the resurrection of Jesus, congregations have developed to allow people to worship together, to provide mutual discipleship and work together to further the *missio Dei*. While the book of Acts depicts the early beginnings of many new congregations throughout the Middle East, Asia, Africa and Europe; it is the pattern of Jesus gathering disciples together and sending them out (e.g., Luke 10) which established what we now commonly call “church planting” in evangelical circles. From the beginning, The Salvation Army as a movement quickly adapted to many different mission environments as corps were established on the frontlines of spiritual battle in an increasing number of countries and regions. To develop new initiatives which can form into congregations is to simply follow in the footsteps of those who have gone before us.

### *Strategically Establishes Congregational Presence*

As communities and their social issues are reviewed within a division, it may become clear that there is a community which should have a congregational expression of The Salvation Army. Community change is significant in modern times and strategic engagement needs to keep pace. There may be a community which had a corps which has now closed. It could be a growing area with few churches. The geography of a particular neighbourhood may make it difficult for residents to travel to a nearby corps (or other Christian congregation). The social issues of a particular community may create an obvious case for the presence of The Salvation Army. Prayerful leaders may have identified an area which God is calling people to form spiritual community and engage in mission. Any of these reasons have been grounds for considering the development of a new corps.

**STORIES:** Two examples of very different expressions of Salvation Army corps plants in the same urban region for strategic reasons are 614 Vancouver and The Willows Community Church. 614 Vancouver was birthed in the prayers of then Divisional Commander Don Copple and young officers Stephen Court and Danielle Strickland. They discerned the need for the Army’s presence in Vancouver’s Downtown Eastside with its reputation as Canada’s poorest postal code. The street level, front lines activity of the initial planting team led to extensive leadership development for city core, urban ministry. For The Willows, DHQ asked Bob and Penny Armstrong to plant in the newly developing suburban community of Langley—it was so new that just finding meeting space was improvised (city council building and a barn) until a new public school was built which could host a worshipping group. 614 Vancouver developed with a strong focus on urban poverty while The Willows engaged their middle class neighbours in worship and mission.

### ***Emerges Organically from Integrated Mission***

Emphasis on spirituality and relationships can lead to the development of a spiritual fellowship. This can happen through a community centre, addictions recovery centre, meeting basic needs or community relationship building of any kind. Small discipleship groups can sometimes develop into chapels, outposts or plants. Discernment of the opportunity that is emerging and an effective response can lead to a new corps.

### ***Response to Leaders, Corps or Community***

An established corps may identify certain leaders who could form a new corps, or recognize that some of their soldiers are active within a neighbouring community or discern an opportunity to multiply their ministry. Ideally, participation in a plant can re-energize corps for their own mission and inspire them to engage fully in some of the activities which are necessary for a plant (understanding the community, building relationships, evangelism/discipleship, leadership development). Sometimes key community members will ask for discipleship or a Bible study or more generally for “The Salvation Army” and reflection on the actual request and the extent it represents a genuine “Macedonian call” leads to a new initiative. Historically, outposts were developed with substantial lay leadership under officer supervision to enable ministry in new communities adjacent to an established corps.

### ***Innovation***

Innovation is a significant, Territorial value which is necessary to respond to the rate of change in society. Planting can provide an opportunity to experiment with addressing change in local communities and finding new ways of sharing the gospel with people who might otherwise be overlooked or neglected. The concern is that change is happening so quickly in our societies that there must be constant investment in people who are willing to try new things. Not all new experiments work out the way they were intended, but they can still be learning experiences. The most successful plants continuously learn and adapt. While all congregations must learn how to evaluate ministry and adapt, it is generally faster (and possibly less stressful) to start something new than to introduce radical change to an established congregation. One of the challenges in innovation is sharing what is being learned (particularly between divisions).

### ***Leadership development***

New initiatives can be very attractive to adventurous individuals. The idea of starting something new can inspire mission engagement in ways difficult to replicate in established settings. Effective leadership development in established corps can multiply available workers and they will then need opportunities to exercise their gifts. Normally, corps plants desperately need ministry leaders and this scenario can create opportunities for people to step into new responsibilities, perhaps with more urgency than in long established ministry settings. It is common for people who have had the experience of starting a new corps to reflect on what was learned in that setting for years to come and can provide a touchstone for their understanding of ecclesiology and mission.

**STORY:** Khi Community Church in Milton, ON (west of Mississauga) was started with the support of young leaders from Mississauga Temple. The focus on developing strong relationships and community engaged ministry in Milton during an era when the population of the small city doubled in size was an intense environment. Many of the founding families remain at the corps but also maintain connections with Mississauga Temple. Officers who credit their experience in the Khi Community Church plant as being formative, mention the opportunities provided to them by the planting officers, Bill and Debra Blackman.

### *Establishes New Ministries and Refreshes the Territory*

Some corps do reach the end of their life cycle. It may be that numbers have dwindled and the remaining people are no longer able to sustain ministry or the community may have changed dramatically. New corps are needed to enhance the mission in communities and to create opportunities for spiritual growth and leadership development. At times “pruning and planting” is needed to generate healthy options. The primary point is not to create a stronger organization or institutional presence but the reality is that investing in mission opportunities and encouraging leaders to take risks for the sake of sharing the love of Jesus has the side-effect of increasing spiritual vitality and organizational capacity.

**STORY:** While corps presence had disappeared from the Mount Pleasant neighbourhood (Vancouver) many years prior, DHQ asked Jonathan and Carla Evans to develop a new corps which could integrate with the significant community ministry (centered out of the Vancouver Community and Family Services building). The high degree of secularity of Vancouver and family needs influenced by high housing costs created a challenging environment, an integrated approach assisted both community connections and sustainability.

### **How can We Plant?**

While the theology for mission will be integrated into the rest of the manual, the primary focus in the following pages will be on addressing the question: “How?” The intent is to offer options for intentionally thinking through the process of discernment, planning and implementation. Salvationists are people of action. It is a gift of The Salvation Army to the broader “Church” and to the world as a whole. Encouraging leaders to take time to reflect, to map out possible process and to discuss with different stakeholders the dream (and action plan) can be challenging. Planters who have worked through the planning process generally can better communicate with different interested parties (including Divisional Headquarters and Territorial Headquarters) and decrease some tensions through monitoring and adapting their plan. While planters (and their teams) need to take primary ownership for the dream and the developmental pathway of the new initiative, staff from the Divisional Headquarters and Territorial Headquarters can offer encouragement and facilitate certain parts of the discernment and planning process.

## Where to Start?

In general, the initial process is: dream, pray and converse. If the dream starts on the front lines, either ministry unit leads or divisional staff should become engaged in discussion. If the dream starts in the divisional offices, then some local partners will need to be recruited for discernment and engagement. Corps Ministries Department staff from Territorial Headquarters are available to contribute specialized expertise, and if they have tracked with several corps plants, then offer the organizational learning of previous experience. Shortly into the conversation phase, there is generally a need to clarify the discernment process for imagining how the new plant could develop.

## Discernment of Corps Planting Opportunities

While every plant has a unique history, there have been some patterns in discerning opportunities.

**Frontline Recommendations**—Leaders of ministry units may discern God at work and request exploration of further development.

**Local Partnership**—A local partnership of ministry units (corps and/or social service) may identify a potential opportunity.

**Mother Corps**—A corps may develop a ministry which either is organized as an outpost or has potential to develop into a corps. Care should be given to be attentive to the mission development of the mother corps beyond just the plant to ensure good recovery.

**Second Congregation**—At times it may be recognized to be a strategic advantage for the local ministry to organize a second service that addresses particular needs (a different time, location or approach to congregational life, worship and mission). The second congregation may use the same facilities as the mother corps, meet at a different site locally or be in a different community but remain connected as a circuit or network. Generally the advantages are efficiencies in shared administration, personnel or other cost savings with increased mission outcomes.

**Replanting**—A declining corps is intentionally closed for a period of time (generally several months or a year), with that time spent in realigning the focus and retraining for a different form of congregational expression which can have positive impact on the local community. It can be quite difficult to shift the overall focus and expectations of an established congregation.

**Social Service**—A plant may emerge from a social service ministry unit through their chapel or spiritual formation services. Generally new plants have formed when the potential was recognized and leadership designated to the congregational development process.

**Integrated Mission**—Building relationships within the community through visitation, advocacy and projects of common interest can naturally lead into a situation where spiritual fellowship and intentional discipleship develops. Review of initiatives may reveal an opportunity—an integrated mission initiative where relationships and spiritual conversations are developing.

**Divisional Strategy**—Leaders within Divisional Headquarters may identify under-reached/under serviced communities, neighbourhoods or regions where former ministry units had closed or opportunities where current ministry provides a good reputation and significant relationships which could best be served by the “wrap-around” support and transformative community provided by a corps.

**Demographic Trends**—The four main demographic trends which have been used to identify the need for a new corps in a community have been: population growth, poverty, cultural identity and significant community change. Communities with new population growth provide opportunities as it can be difficult for development of new churches to keep pace with municipal growth. Poverty and issues related to poverty are close to the heart of The Salvation Army and also there are personnel (with experience and training) and resources (infrastructure, training) which are particularly relevant. Finding the “East slums of London” within a Bermudian or Canadian town or city has drawn Salvationists into mission activities, and historically new corps have developed.

The cultural makeup of a community has sometimes demanded a particular approach to congregational life which requires adaptation to language or cultural needs. This has been an ongoing theme in the relationship between First Nations people in Canada and The Salvation Army, but it applies to a wide range of cultural communities. While established congregations can become multicultural, immigration flows sometimes

require a more immediate response and a corps plant can sometimes provide the flexibility to design an appropriate mission approach. Dramatic change within a short number of years can make a community unresponsive to former ministry models and creates an opportunity for new forms of congregational life.

**Strategic Allocation of Corps Across a Region**—As the map of corps within a division is considered, at times there are obvious gaps. This can be a starting point for conversations with local ministry leaders and exploration of discernment process. Discussions of areas “where The Salvation Army should be” should take into account the public reputation of Salvation Army ministries and local partners. Identifying “hard ground” does not necessarily stop the discernment but instead raises issues which should be considered critically and prayerfully.

### Divisional Opportunities

While much of the discernment of opportunities requires local insight into the specific community, leaders of Divisional Headquarters or Territorial Headquarters have opportunity to travel to multiple locations and often spot trends or discern opportunities early in the process. A simple diagram for facilitating a local discussion to discern a possible opportunity is provided below (“Discernment of Planting Potential”). The division has significant influence on the process of discerning new opportunities and an obligation to develop a culture of innovation and planting. The Corps Ministries Department is available to assist in these areas or to share from the experience of divisions (or interdenominationally) how planting culture is developed across an organization. A few possibilities are:

**New Initiatives**—Supporting experimental or pilot outreach projects which become opportunities for organizational learning and testing of a new strategy or model in a particular context. These may be led by an officer or led by a soldier with supervision and support from an officer. New initiatives benefit from support from divisional offices and Corps Ministries Department staff may have access to learning or resources.

**Cultivation of Planters**—Providing learning opportunities for recognized planters, asking them to consult on potential planting sites or recommending individuals and couples for assessment as planters can promote planting one of the ministry areas of the division and allow leaders to develop and further explore their gifts.

**Education of Leaders and Local Ministry Units**—Much of our insight into local communities must come from our local leaders; so providing opportunities for their education and development will increase their capacity, and the capacity of the whole Army, to initiate the first steps of discernment and alert divisional leaders to potential.

**Expanding Local Capacity for Multiplication**—Encouraging a “multiplication mindset” across the division can contribute to innovative local initiatives and leadership development. Identifying small groups within a corps which connect with a specific community can be one approach to local leadership multiplication and exploration for multiplication of mission.

**Planting Goals**—Setting specific goals in the divisional strategic plan.

## Discernment of Planting Potential

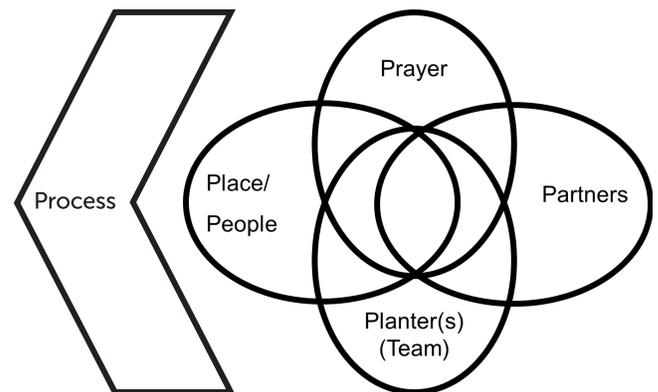
A highly intentional approach to discerning the potential for a plant can be a shared activity between key stakeholders, strategists and local leaders who are familiar with the social context. Consideration should be given to:

**Prayer**—What spiritual discernment has already taken place? Are there faithful people pointing to examples or indicators of God’s leading? Finding significant leaders who have been passionately praying for the local community can be one form of indicator. Hearing accounts of how “God is at work” is another form of indicator. If there are not many clear indicators but there is still interest, organizing intentional prayer and opportunities to listen for the voice of God is essential.

**Planters (team)**—Are there people already involved who have a proven track record or some form of assessment as planters? Many examples of past corps plants were of a key leader or couple but it is ideal if there is a team forming around a common sense of God’s leading. Generally speaking, the speed of development to critical mass (ministry capacity and financial sustainability) is increased by the number of soldiers who commit to the plant.

**People/Place**—What is the location or the types of people who are the focal point for the discernment? The opportunity may be discerned through a review of a general area to identify key sites (particular neighbourhood as one example) or identification of relational networks which may be responsive to specific approaches to ministry.

**Partners**—Who are the partners who will support the planting team? There may be very key partners identified (such as a mother corps) or a network of supportive relationships. The roles they might play and the level of interest in the dream will have to be clarified.



**Process**—The fifth addition to the Venn diagram should be “process” (or plan or pathway of development). As ideas and prayerful insights are added to the first four components, some of the next steps should become clear. Where there are gaps in the knowledge or “buy in” from potential stakeholders, steps will need to be taken to explore possibilities, confirm contributions to the dream and mobilize people to participate. While this planning process should be led by the planters/team, others should have opportunity to speak into the information gathering and general discernment to ensure that all four elements are working well together. The process piece should not be introduced in the initial brainstorming as it could be too overwhelming and unclear at that point. If the process can be shaped (over time) into a tentative timeline with significant developmental milestones, it will allow for the planting team to evaluate the reasonableness of their own expectations of themselves as well as allow for input and recommendations from other stakeholders (such as Divisional Headquarters and Territorial Headquarters).

# Finance

## Divisional Administrative Process *Intentional Exploration (or Dreaming)*

Create opportunities for conversation about a potential opportunity and encouraging/supporting people who are willing to explore the possibility. Early engagement of appropriate conversation partners from the Divisional and Territorial Headquarters can increase positive conversation and allow key people to become advocates for the exploration.

### *Program Proposal*

A guide is available from the Corps Ministries Department to adapt the Program Proposal to the specifics of a corps plant. Key information can assist those who review the Program Proposal to recognize the uniqueness of the community and understand the basic plan for development. The Corps Ministries Department is available to assist in the development and can review early drafts to prevent commonly missing information.

Expectations of the new plant in terms of future sustainability should be made explicit in the Program Proposal. The number of people and amount of donor income required to sustain the plant should be clearly stated and tested for feasibility.<sup>1</sup> Planting is an active exercise in faith, however prudent estimation can help avoid excessive subsidy or unrealistic expectations. Clarity on these issues can then allow for creative visioning of other outcomes such as life and community transformation.

### *Budget*

A projected, multi-year financial plan is essential because:

- Financial sustainability is one of the typical points of contention which can cause a plant stress (or closure). The plan must cover the years of development (typically 5 to 10 years) to allow the stakeholders to envision a path towards sustainability.

- The contributions of the different partners can be clearly communicated.
- As conditions change, the budget can be referenced to adapt to the changes.
- When there are leadership changes, the budget provides a reference point as to prior commitments.

The budget should provide as many years as there is subsidy for the plant *plus one year* to indicate how the budget will adjust to the elimination of external plant funding.

Some options to consider as general patterns for financial support:

*Financial self-sufficiency* from the beginning of a new initiative is not typical in recent history but can be possible if certain conditions are met:

**Starting small**—Intentionally encouraging the development of a small initiative which does not have many people initially involved and either no budget or an intentionally limited budget can be possible. The following options have been considered or attempted:

- **Outposts:** Corps may designate soldier/adherent leadership for a ministry in a neighbouring community with supervision from the officer. In the past this has allowed for new exploration for ministry opportunities and offers leadership development for the volunteers.
- **Mission Initiatives:** Similar to outposts, these new ministries can be driven by soldier/adherent leadership with officer supervision. They follow the integrated mission process of engaging in conversations in a community, exploring dreams and out of the conversations attempting a new work.
- **Discipleship hubs/groups** can be a starting point for spiritual formation and leadership development.<sup>2</sup>

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1. One estimate is to consider each adult who has mature Christian faith may be able to contribute a determined amount based on previous models (as an example \$1,000 per mature Christian a year). This formula approach should be affected by the income levels of community people as long term sustainability is considered. As common examples, individuals who have recently immigrated to Canada (specifically via refugee status) or those on government subsidy should be considered as having limited disposable income.

2. An example of a process which can foster interconnected discipleship groups is Infinitum.

- **Small/home/life/cell groups or house/micro churches:** These are primarily focused on spiritual disciplines of worship and study but should incorporate missional engagement with neighbours. With appropriate supervision and encouragement from corps officers or ministry unit leaders they could explore a developmental pathway which allows for greater breadth of ministry or a specialized focus.<sup>3</sup>
- **Pilot projects:** Any of the above options can be pilot projects. They are intentionally started with set objectives and usually with a timeline and milestones. The intent is to assess feasibility and learn so the sustainability of the project is actually secondary to the value of the lessons learned.

**Volunteer leadership**—In certain situations, volunteer leaders can establish a new work. Generally this has been done in the past with soldiers starting an outpost with limited ministry responsibilities and supervision by an officer of a nearby ministry unit. Starting a ministry house, where the living environment is also a place of ministry could be another example. Support (administration, program) and supervision from a neighbouring ministry unit may be necessary.

**Part-time staff** can work on developing the plant with lower overhead, however the expectations of pace of development must reflect the employment arrangements.

- *Internal “tentmaking”*—The funding for at least part of the salary is provided by an appointment to a community based ministry which allows the primary mandate of the ministry to be fulfilled while starting the new corps. Obviously the appointment must allow for positive contact with community people who can be invited to form

the new congregation and there must be a degree of scheduling flexibility to allow for pastoral and leadership development activity. The designation (and restrictions) can be clarified by the role description.

- *External “tentmaking”*—Arrangements might be made in exceptional circumstances<sup>4</sup> which allow for external employment however it is more complex than the internal option (for officers it can have significant taxation complications).<sup>5</sup> It must provide sufficient funds to allow for time to be committed to ministry as well as the community contact and schedule flexibility.

**Starting a plant within an already established institution** (community centre, recovery centre, shelter, etc.) can allow for full integration of the developing corps with support from the administration, staff, clients and surrounding community. The planter may have a role with the existing ministry unit (such as community outreach or integrated mission) and the plant may serve as a “wrap around” support for people in the community (some of whom may have left program but who would benefit from ongoing support and spiritual guidance).

**Large number of donors** (cartridges) who are committed to the new corps. Typically this involves sending enough people so that the collective “tithe” is sufficient for ministry sustainability.

3. Examples could include Alpha groups fostering relational evangelism or the role Celebrate Recovery groups play in supporting people and leadership development.

4. The statement “clearly authorized by my leaders” must be taken quite seriously by officers. Note: “Unless clearly authorized by my leaders in accordance with orders and regulations, I will not engage in secular employment, paid or unpaid, knowing that I have committed all my days and hours to Salvation Army officer mission and ministry” (O&R for Officers Volume O, Chapter 5, #9).

5. Note Divisional Commanders’ Directive on “Tent-Making Ministry” dated August 13, 2008 for detailed consideration of the issues involved.

### *Moving from Financial Dependence to Self-Sufficiency*

While a limited number of plants may be designated as “mission corps” to establish ongoing financial support for a specialized ministry outcome in an impoverished community, most corps will be encouraged to work towards financial self-sufficiency. The decision on the length of subsidy should take into account the nature of the community being served, the starting nucleus of leaders (or “core” group) plus the potential for evangelism and leadership development from the field, and the overall strategy for starting the plant. If the community is relatively wealthy and there is a large core group of Christian leaders who are able to donate immediately (or people who quickly decide to follow Jesus and contribute their offerings as part of discipleship) and the strategy allows for operational budget to be covered by local funding sources quickly, then five years may be a reasonable length of time. Ten years will be more reasonable if the community being served is not wealthy or there is no core group of leaders or evangelism leading to personal commitment to the cause of Christ tends to be years (rather than weeks) to set milestones and expectations.

Subsidy has been made available for many corps plants through time-limited grants. Many plants require more than one source of subsidy during the start-up phase. Subsidy may come from a variety of sources, such as:

- Corps Plant Fund from Corps Ministries Department of Territorial Headquarters. The Corps Plant Fund Application must be attached to a Program Proposal. The application provides specific information not found in the Program Proposal and provides signatures indicating knowledge and support of the application. The Corps Plant Fund is available through a committee of the Corps Ministries Department and the application can be accessed via request to the Corps Ministries Secretary or appropriate consultant.

- Divisional Headquarters may have access to funds available from various sources (home mission, legacies, sale of properties) which may be able to be internally designated for planting.
- Thrift Store grants (as allowed or constrained by policy and current commitments).
- Grants or donations from individuals or ministries (such as corps committed to supporting a new local initiative).

### *Spirituality and Finances in New Plants*

There is a link between spiritual and financial commitment in new plants.<sup>6</sup> When community engagement is tied to financial response from the community there is a strong inclination to prayer and local ministry connections. A discerning balance is needed as too much subsidy can delay the development of local stewardship while insufficient funding could cause family strain and distract from ministry focus. Key strategic decisions must be made early in the planning process regarding the approach to stewardship as a part of discipleship. Consideration of the people in the community for whom the new corps is developing will be required—some neighbourhoods or municipalities are deeply affected by poverty and some networks of people (recent refugees as an example) do not have access to stable finances. These are obviously pastoral issues which must be considered with frankness and sensitivity.

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6. Jared Siebert, *Gutsy* (Mississauga: New Leaf Network Press, 2016), 95-102.

## Personnel

### *Planting Personnel Appointment Process*

Frequently, mission opportunities do not fit into a set schedule ... however when there is opportunity to plan in advance, here is a pattern to coordinate with the normal appointment process.

Month	Officer(s) as Planter(s)	Non-Officer(s) as Planter(s)
June	Local preparation <sup>7</sup>	
July	Start: CMD sends list of planters to Personnel Department and Divisional Commanders	Initial engagement (for July start)
August	Program Proposal finalized	
September	Provide THQ (CMD) with draft for feedback Program Proposal to DEB Proposal for planter to Personnel Department	
October	CMD updates planter list for Personnel Program Proposal to THQ CMD briefs Personnel on Program Proposal	
November	Program Proposal approved Proposal for planter (Territorial) <sup>8**</sup> DHQ budget adjustments	
December		
January	Budget submitted to include plant	
February	Assignment of Personnel (Territorial)	Assessment / Hiring
March	Property/vehicle assignment	Connecting with
April	Personnel announcement	THQ and DHQ resources
May	Re-evaluate divisional strategy	

7. Some examples: confirm basic community research, tentatively assess receptivity to the gospel and The Salvation Army, consider potential partners, provide some experiences to potential team members to assist them in discerning this area of ministry.

8. Appointment Consultation for Territory.

## *Discernment of Planting Personnel*

A checklist:

### **Christian character and leadership competency.**

Generally for officers this has ample testing through the Training College admittance, training and then through appointments. For soldiers who are taking on leadership responsibilities under the supervision of an officer, past experiences, references and specific assessment and could all be beneficial in this process. Mentoring and training customized to the individual(s) may be required.

### **Cultural fit with a particular community:**

- There are assessments which are designed to assist the mission worker with self-awareness. These resources may address awareness of “difference” or competence in communicating and working cross-culturally. Consideration of past experience with the people of the community where the plant is to take place may be very valuable.
- Certain leaders may have language or cultural experience which allows them to quickly adapt to a particular linguistic or cultural community (assumptions about a person’s cultural experience must be avoided—ask questions to ensure understanding). This can be an excellent opportunity but discernment of spiritual fit and other aspects of assessment should not be neglected.

### **Planting assessment:**

- Informal assessment takes place when someone is recognized as exhibiting or having potential for visionary, entrepreneurial congregational development. Unless the person conducting the assessment has had personal experience with new plants, this can be difficult to gauge.
- Formal assessment processes are available through the Corps Ministries Department. 9

### **Personal wellness is important to sensitively consider.**

There are a variety of very personal factors which should be explored. Mental and physical health should be taken into consideration. Family stability (health and stage of life of dependents) should also be a consideration. Planting tends to involve several seasons of ministry which are very intense spiritually, emotionally and relationally.

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9. The Profile Assessment System (PAS) is a six hour interview process which has been used extensively by the Territory and results in a report which assess fit with a classic planter profile on thirteen characteristics. Similar to other forms of personal assessment, these reports are estimates for explicit reflection and discussion of the potential.

## Supervision of Corps Plants

Leadership is an art form. Supervisory leadership of visionary/entrepreneurial leaders requires insight into uncertain futures and support of leaders who are frequently subject to intense situations. If “normal” leadership is ballet (coordinated and graceful, following a well-known storyline), planting leadership takes place in the midst of freestyle hip hop (constantly changing patterns that provoke, engage and draw attention). While there is a wide range of planting leadership styles, frequently planters are recognized as entrepreneurial or “apostolic” (in terms of being “sent” to establish new directions or opening new frontiers for the gospel<sup>10</sup>). This style of leadership tends to develop new forms of ministry which do not fit conventional patterns but which respond or attempt to proactively (often experimentally) engage the community for the sake of the mission.

Supporting people who are willing to take risks requires a willingness to listen and observe carefully and discern the “heart” of the endeavor. Early attempts at vision for a plant are generally “fuzzy” and require multiple conversations, times of reflection and contact with the community to refine the ideas. Ideally, evaluation also includes praise for innovation and requests for learning from the current plant to benefit the broader Army. Striking a balance between traditional forms and recognizing new forms of the tradition allows for development of new approaches to corps which can demonstrate a specific purpose in fulfilling the mission. While the Territory can champion innovation and share examples from the field, the divisions really provide the opportunity for “research and development” and ensure innovators have a voice, are recognized and receive appropriate support and guidance. Engaging the participants in the new plant in relationship building with other corps and divisional initiatives can assist in their identification with the broader mission and organization.

Accountability must be relational rather than formal and clinical. Careful listening to understand the planters’ intentions and achievements is necessary to avoid miscommunication. Encouragement and highlighting the value of adapting to the realities which emerge in the planting process can be helpful in achieving change and maintaining relationship. Direction regarding effective communication with stakeholders (including Divisional Headquarters), recognition of policy issues and redirection when there are concerns is possible within a supportive relationship. Evaluation frameworks will need to be updated regularly as change and adaptation are hallmarks of planting, particularly in the early years.

One key divisional (and Personnel Department) issue is succession planning for planting leadership. Ensuring there is a good fit between incoming leaders and the new corps has frequently been viewed as essential to ensuring development continues rather than destabilizing the new plant. Leadership development from within the new plant has been one approach to bridging to the next generation of corps officers. Bringing potential leaders into contact with the plant in advance to test fit has been an additional strategy. Appointments are delicate and interconnected with the broader trends within the Territory, but it should be recognized that the officers who follow the planters will need to have an ability to embrace (and enhance) the specific approach to ministry of this new corps—this requires special attention. At the 2014 Planting Roundtable, this was a highlighted issue addressed by leaders who have planted in the Territory.

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10. Alan Hirsch and Tim Catchim. *The Permanent Revolution* (San Francisco: Jossey-Bass, 2012), 98-110.

Several considerations which have been important in the Territory's experience of planting are:

**1. Championing planting** as a mission activity along with the various other worthwhile ministries of The Salvation Army. Typically plants in the Territory have had champions among the divisional leadership who have offered permission and encouragement in the process.

**2. Brokering support for the new initiative** and its leaders among the surrounding ministry units. Typically nearby leaders and ministry units require ongoing information and updates to answer their questions and provide them with opportunities to demonstrate their support. Ideally the new plant fosters excitement about mission which can be beneficial to the other regional ministries.

**3. Establishing a supportive framework** for multiple partners to actively understand their different roles and effectively work together so that the planter(s) and team experience the broader Salvation Army as being "for them" in the process. Morale is a challenge in risky, entrepreneurial ventures and appropriate encouragement and direction is essential.

**4. Facilitating support systems** for the planting process. This can mean access to administrative support, assistance with administrative process (Program Proposal, etc.) and awareness of typical planting specific resources available. The Corps Ministries Department has facilitated access to inspirational opportunities (interdenominational meetings with other planters, congresses and media), coaching, training opportunities and consultants with specific areas of specialization.

**5. Encouraging the development of reflective practices** which will aid the "action" of planting. Specific pieces which may appear to be purely administrative ("jumping through hoops") actually can serve for a team's reflection and for effective communication with multiple stakeholders. Examples are:

- Program Proposal as an initial planning document for discussion among different levels of the organization. Some require revision as new developments occur in the plant.
- Multi-year budget to map out a strategy towards financial self-sufficiency.
- A timeline or plan to allow multiple partners to discuss timing and milestones to allow for appropriate support to be applied at appropriate times. The timeline typically requires adaptation as community receptivity is experienced and as the initial team and early congregation go through various changes.

**6. Establishing good communication channels** between the planting team, Divisional Headquarters, Territorial Headquarters and other potential supportive ministry units or departments within The Salvation Army.

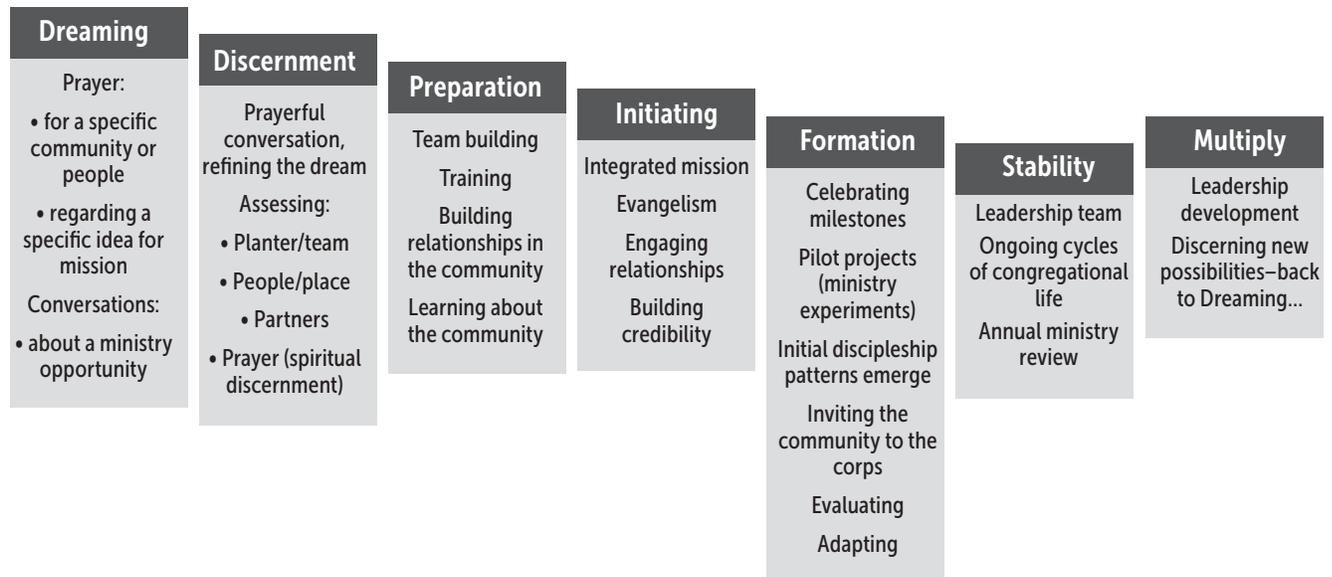
**7. Engaging not only the planter(s) but also the team** (and growing corps) in consultations and divisional leadership development opportunities to encourage identification with the Army.

**8. Monitoring progress and offering feedback** (particularly related to organizational expectations) frequently and with an emphasis on healthy development.

**9. Facilitating discernment for struggling plants regarding pathways** forwards or good closure process to allow for debriefing of the participants, learning for the Territory and appreciation and next steps for the leaders.

**10. Ensuring preparation of the corps plant** and assisting in the process of succession is essential when it is time for the founding officers/leaders to move to their next appointment.

## Overview of Planting Process and Key Milestones



There are several factors which affect the rate of development of new plants:

**Team composition**—The visionary and implementation experience, community connections, talents and skills of the planter(s) and team. Some plants are “slow boil” and gradually develop as the team accomplishes incremental developmental milestones. Some teams are able to move to leadership development and financial sustainability more quickly (less than 5 years) because of internal capacity. Internal capacity refers both to the willingness to try new approaches, evaluate effectiveness and make changes to the plan AND to the number of mature, experienced and gifted leaders with substantial community connections who are part of the initial planting team.

**Community composition**—Different communities across Canada and Bermuda are facing different issues. The specific issues facing individuals or relational networks within a geographic location varies widely. Diversity and rate of change in local communities is accelerating with changes in technology and society at large. How receptive people are to the gospel and invitations to become part of a congregation varies greatly but seems to be slowing new plant development in general as secularization (and suspicion of religion) affects Western societies.

**Time balance**—There is a relationship between amount of time available (through staff and volunteers) and ability to develop new ministry initiatives. This is affected by: leadership capacity of mature Christians available to assist the plant, good process for leadership teams, appropriate organizational development for the stage of the plant, planning and implementation, and amount of time available for community engagement relative to other activities (administration, financial negotiation, meetings away from the local community, etc.).

## When Planting Does Not Go Well

A highly relevant metaphor for the planting experience is a rollercoaster. There are frequently twists and turns which leave many people wondering about the likelihood of success and the danger of failure. God is sovereign and loves each of the people on the adventure but at times the stakeholders may question how the Holy Spirit will provide important ingredients for success. The intent of the new corps is to provide a discipling community for people who have been affected by brokenness and it is important to recognize that at times there are mistake or difficult issues arise which can affect the health of the plant. Supervisors will need patience and care for people in the intensity of the situation and help them clarify the constructive options for a way forward.

Within The Salvation Army there are three “end scenarios” which generally close a corps plant:

- 1. The people associated with the plant dwindle** (through physical relocation to another community) or leave (they become emotionally disconnected from the reason they were once committed to the plant) leaving the leaders without people to lead. Variations in numbers of people are common in the early developmental stages, but a general exodus can cause the planting team to decide to quit.
- 2. The key leaders on the planting team decide to stop** without any succession of new leaders. This can happen through ministry fatigue (burnout or low morale), conflict which is deemed to be too damaging for immediate reconciliation, new ministry assignments or as a recognition of unfulfilled expectations (lack of anticipated growth or sustainability).

- 3. A decision by Divisional Headquarters to close the plant.** This may happen through recognition of scenario #1 or #2 or through the failure of the plant to achieve certain milestones which divisional leadership decided was a necessary component to continue support. This is why clarity of communication between Divisional Headquarters and the planting team is essential. Having mutually agreed upon reference points (in the Program Proposal or subsequent timelines or strategic plans) can facilitate clarity in communication. Clarity around budget expectations can be a key point of contention between Divisional Headquarters and planters and deserves special attention (particularly as leadership roles may change over time). As the supervisor for the plant, Divisional Headquarters (whoever is representing the Divisional Commander as liaison with the plant, in most cases the Area Commander) reserves the authority to make this decision and in certain situations can play a constructive role in identifying the need for closure.

When a plant closes, there are some general relational follow up items which are important:

- **Care for the planting team**, some of whom may have sacrificed intensely for the cause. Most of the team will go through a grieving process and critical reflection on their gifting and calling.
- **Opportunities for individuals connected to the plant** to be cared for by another congregation.
- **Investigation into the impact** closure has on the local community.
- **Debriefing of the experience** and sharing what has been learned for the sake of future planting initiatives. In order to request sharing from the people involved in the closed plant, it will be important to monitor when the timing is right. This needs to be a part of the recovery process for people involved rather than another experience of the tragedy.

# Developments in Territorial Strategy

## Resources for Corps Planters

Some resources may be provided locally while others may be coordinated through the Corps Ministries Department:

- **Coaching** is widely recognized as a key resource.<sup>11</sup> The coach should not be in a supervisory role and a coaching agreement can spell out important issues such as confidentiality and reporting to Divisional Headquarters. Every planter(s) should have a coach and they should participate in the selection of a coach to ensure a good relational fit. If a coach from another area of ministry (or outside of the organization) is selected, the planting consultant can provide additional material to guide planters through the development of planting process.
- **Intensive and time sensitive training in planting** can be beneficial for planters who do not have prior experience. Explanation of approaches to community research, developing a congregational identity, evangelism and discipleship can accelerate the development of the plant. Development of a pathway for congregational development can assist in both planning and explaining the process.
- **Some training may be specific to the context** (such as in an multi-religious community) or to the model of plant being developed or specific approach (house church, integrated mission, etc.).
- **Ecclesiological teaching from a Salvationist perspective** can be beneficial for planters who are new to The Salvation Army.
- **Consultation** from those who have experience planting or have acquired training can provide outside perspectives.
- **Peer support networks** can provide opportunities for planters to learn from, and pray for, each other.

Ongoing development of leaders within The Salvation Army who have expertise in offering these resources is a necessary task. The greater the competency and enthusiasm of Salvationists for these tasks the less dependency there will be on outside organizations to provide resources for Salvation Army planters.

Interdenominational partnerships are sometimes used to share expertise, develop resources and reduce costs. Partnership with other organizations in sharing resources for planters can be a cost effective way of supporting planters however there are the following considerations:

- **Theological compatibility**—Most Christian denominations or parachurch organizations will have similar theology on basic issues, however some may have a very different view on a particular topic (such as women in leadership roles) or may have a very different perspective on mission or theological reflection.
- **Relationship with planters**—The relational invitations provided by the organization sharing resources should not focus on drawing Salvationist planters into their relational networks to the exclusion of building relationships among other Salvationists. Typically this is a reason why denominations focus resources on assisting planters in the early stages of the process—to build rapport and lay the foundations for an effective working relationship. Encouraging positive relationship of planters to The Salvation Army will be very helpful during times when difficult issues must be dealt with in the supervisory relationship
- **Collaborative partnership** –. Inviting input from The Salvation Army representatives into whatever resources are made available will allow for constructive investment in the future and sensitivity to specific needs of the Territory's planting strategy. While this may seem common sense, some planting resource groups function more like businesses which market a product to customers rather than functioning as collaborative partners.

11. Lifeway Research. *Pray, Equip, Share Jesus: 2015 Canadian Church Planting Survey*.

# Ongoing Development of THQ / DHQ / Frontlines Systems for Corps Planting

The intent of this chart is to map out a preferred developmental pathway for the Territory. Stage 1 represents minimal development of a planting culture and integrated systems to support planting. Stage 5 represents a high degree of frontline, ministry unity (MU) initiative in planting with substantial support being provided through Divisional Headquarters (DHQ) and Corps Ministries Department (CMD) partnership.

STAGE	“WHAT DOES IT LOOK LIKE?”	CMD ROLE	DHQ ROLE	MU ROLE
1	THQ promoting planting and DHQ reacting to occasional MU sponsored groups.	Resourcing/promoting <sup>12</sup>	Reacting <sup>13</sup>	Occasional <sup>14</sup> or unintentional <sup>15</sup>
2	THQ retroactively reacting to DHQ initiatives.	Resourcing/reacting	Initiating <sup>16</sup>	Responding <sup>17</sup> to DHQ
3	THQ proactively partnering with DHQ initiatives.	Resourcing/partnering <sup>18</sup>	Initiating	Responding to DHQ
4	DHQ promoting strategy with THQ support and buy in from MUs.	Resourcing/training <sup>19</sup> /facilitating strategy development	Strategizing <sup>20</sup>	Initiating
5	MU presenting strategy, DHQ/THQ partnering.	Coordinating <sup>21</sup> , partnering in strategy development, training & philosophy <sup>22</sup>	Resourcing/ training/facilitating strategy <sup>23</sup>	Strategizing and initiating local opportunities

A comment on the terms in the chart—please note that none of the terms are intended to be negative, any form of mission activity is positive, however mission activity can benefit further from intentionality, planning for sustainability and a multiplication perspective.

What does success look like? Success is not only a matter of increasing the number of new initiatives over time (recognizing that unless there are national spiritual revivals in Canada and Bermuda, discipleship will often

be a slow, intentional investment) but also increasing partnership and frontline ownership and direction for new initiatives. The more new initiatives which develop (with strategic mission reflection), the higher the likelihood of salvation and formation of spiritual hubs which can become corps. The increasing rate of change of Western societies and the increasing diversity of our communities requires new mission initiatives to learn how to partner with what God is doing among our neighbours.

12. Promoting: Encouraging the initiation of new plants.

13. Reacting: Responding to immediate opportunities already in process of development.

14. Occasional: Natural development from evangelism which was not intentionally planned or a reaction to either having a large number of congregants in a neighbouring community or space constraints of the meeting hall.

15. Unintentional: Corps splits or necessary relocations—a reactive response to a new group emerging.

16. Initiating: Intentional development of individual planting initiatives.

17. Responding: Acting in response to a recommendation or requirement. Dialogue and reflection involved in developing the planting process.

18. Partnering: Intentional communication to plan and implement together.

19. Training: Intentional development of resource providers (train-the-trainer).

20. Strategizing: Intentional development of multi-year plans for development of new corps (multiplication process).

21. Coordinating: Providing access to multiple partners and enabling constructive conversation and shared effort among partners.

22. Philosophy: “Big picture” of theological and practical priorities, societal trends, evaluative grid for effective partnerships, etc.

23. Facilitating strategy: Providing encouragement and aid in development of strategy.

## Select Annotated Bibliography of Canadian or International Resources for Divisional Headquarters

Addison, Steve. *Pioneering Movements*. Downers Grove: IVP Books, 2015.

Biblical reflection regarding how Jesus discipled his followers so that they naturally followed his pattern and created a movement of starting new churches through discipleship. Provides examples of discipleship based planting from around the world.

Hirsch, Alan and Tim Catchim. *The Permanent Revolution: Apostolic Imagination and Practice for the 21<sup>st</sup> Century Church*. San Francisco: Jossey-Bass, 2012.

Biblical and strategic reflection on the role of apostolic leaders within movements, how to understand, develop and mobilize them. Challenging read for an established movement but important.

Hjmarlson, Len, ed. *Soul of the City: Mapping the Spiritual Geography of Urban Canada*. Skyforest: Urban Loft Publishers, 2018.

Reflective practitioners examining spiritual issues of specific urban centres in Canada.

Krause, Michael, ed. *From the Margins to the Centre: The Diaspora Effect*. Toronto: Tyndale Academic Press, 2018.

Canadian ministry leaders' reflections on immigration, multiculturalism and mission.

Lifeway Research. *Pray, Equip, Share Jesus: 2015 Canadian Church Planting Survey*. [http://www.commonword.ca/FileDownload/22559/2015\\_Canadian\\_Church\\_Planting\\_Survey.pdf](http://www.commonword.ca/FileDownload/22559/2015_Canadian_Church_Planting_Survey.pdf)

Study of 141 church starting leaders in 2015. Major issue for consideration is the differences between Canadian church plants and American church plants.

Murray, Stuart. *Planting Churches in the 21<sup>st</sup> Century*. Waterloo: Herald Press, 2010.

Planting textbook/guide from a British urban missiologist who has done training for the UK Territory.

Nebel, Tom and Steve Pike. *Leading Church Multiplication: Locally, Regionally, Nationally*. Bloomington: Churchsmart Resources, 2014.

Recommendations from two American, denominational leaders for creating a multiplication culture.

Needham, Phil. *Community in Mission*. Long Beach: Frontier Press, 2016.

A Salvationist ecclesiology. Updated with study guide. Free download: <https://frontierpress.org/shop/community-in-mission/>

Ott, Craig and Gene Wilson. *Global Church Planting: Biblical Principles and Best Practices for Multiplication*. Grand Rapids: Baker Academic, 2011.

International textbook on church planting that references missiological research and planting in multiple countries (including mention of Montreal, Canada).

Reimer, Sam and Michael Wilkinson. *A Culture of Faith: Evangelical Congregations in Canada*. Montreal: McGill-Queen's University Press, 2015.

Sociological study of five Canadian, evangelical denominations that considers evangelism and planting as one of many components of denominational life.

Siebert, Jared. *Gutsy: (Mis)Adventures in Canadian Church Planting*. Mississauga: New Leaf Network Press, 2016.

Study of pioneering plants (reaching out to Canadians religiously distant from evangelicalism) which had been featured in a 2008 documentary ([onesizefitsall.ca](http://onesizefitsall.ca)). Exploration of what can be learned from the successes and failures. Particularly relevant exploration of relationship between pioneer planters and denominations.