

# STRATEGY FAQs

*Frequently asked questions about the territorial strategy*

## 1. What is the purpose of a territorial strategy?

If the territorial vision is the destination, the territorial strategy is the map that will get us there. The purpose of a vision-aligned strategy is to set objectives and carve out specific, actionable initiatives that will bring the vision to life.

## 2. Who developed the strategy? How did it come to be?

More than 120 people spoke into the development of the territorial strategy. Beginning in September 2020, territorial and divisional leaders across the territory began discussing how The Salvation Army in Canada and Bermuda would achieve its vision. In November 2020 and February/March 2021, 13 focus groups comprised of 80 internal and external participants contributed thoughts on the opportunities and challenges that the Army is facing, then provided feedback on what might be missing and what resonated with them in the strategy.

The focus group discussions were highly engaging, rigorous and candid, and provided further input for consideration. This helped strengthen the final version of the territorial strategy, which was approved by the Governing Council of The Salvation Army in May 2021.

With officers, corps leaders, employees in social services, area commanders, territorial and divisional staff, external partners and friends of The Salvation Army contributing to and speaking into the development of our territorial strategy, it was truly a collaborative effort.

## 3. What happens to the existing seven strategic priorities?

The strategy (2021) builds upon the seven strategic priorities outlined in the *Mobilize: Upward, Outward, Onward* program. Upon implementation of this new strategic plan, our focus will now be built on four strategic pillars:

- Strengthen Spiritual Health
- Optimize Mission Impact
- Design for People
- Forge Stronger Partnerships

The articulation of strategic objectives and initiatives that support these pillars is what makes this a strategic plan.



#### **4. Who will be responsible for implementing the territorial strategy?**

Every time-bound action in the strategic plan—otherwise known as strategic initiatives—has an assigned sponsor and owner. These individuals will be responsible for keeping the initiatives on track. An enterprise project management office has been created to support the implementation and monitoring of our territorial strategy against agreed milestones and deliverables.

#### **5. How will I be involved in the territorial strategy? How does it affect me and my area of ministry?**

One of the greatest qualities of a strategic plan is that everyone can find their place in it. Ultimately, this plan will set the course for your ministry unit, team, or department to achieve the vision, which means that the important work you do will be guided by this plan.

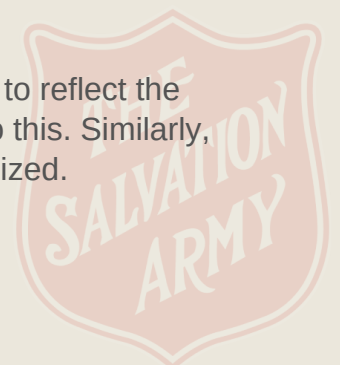
A good strategy identifies what we start, stop, and continue doing, which gives focus and clarity to our mission. And as a mission people, the strategy informs all that we do and how we do it. All of our divisional, departmental and ministry unit plans will be aligned with the territorial strategic plan, allowing each and every one of us to work toward the achievement of our vision.

#### **6. The annual ministry review (AMR) references strategic priorities. Is that process changing?**

In short, yes. The AMR process will be adapted to reflect the territorial strategy and any associated materials will include reference to this. As ministry units review their local plans, they will be asked to consider how their ministry will align with the territorial vision and strategy. Any changes to the AMR process will be communicated once finalized.

#### **7. The social services accreditation forms refer to strategic priorities. Is that process changing?**

Similar to the AMR process, all accreditation processes will be adapted to reflect the territorial strategy and any associated materials will include reference to this. Similarly, any changes to the accreditation forms will be communicated once finalized.



**8. When the new vision was released, materials and learning sessions were provided. Will something similar be done for strategy?**

Absolutely. Learning the Vision events and resources were the first stage of engagement with the new territorial vision, as part of a Learning, Living and Leading the Vision campaign. Through a similar approach, there will be opportunities to engage with the strategy. These resources are being developed by a working group of representatives across the territory and we will communicate the timing of this engagement plan once confirmed.

**9. I don't understand some of the words used in the strategic plan. Why were they chosen?**

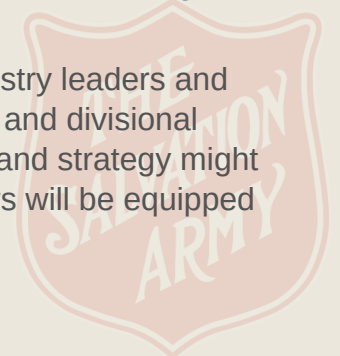
The territorial strategy was carefully curated to capture the unique qualities of our Army's ministry life, services, culture and people. The initial focus when developing the strategy was around generalized themes that became pillars, which broke out into key objectives supported by actionable initiatives. The language was then tested with representative focus groups. Appreciating that some of the terms used may be more familiar to some than others, we have developed a glossary of terms as a resource for unpacking some of words and phrases used in the strategy.

**10. What is the shelf life of the strategy?**

This territorial strategic plan will run from September 2021 through to March 2025, when it will be reviewed through a similar consultative process. It's important to recognize, however, that strategic plans are dynamic – they are not simply hard-coded documents. While the pillars and objectives are expected to be in place until March 2025, some initiatives will run over the course of the plan, others will be completed over a shorter timeframe. Some will be revised, others will be added, responsive to the demands and realities of the time.

**11. How will I be supported in bringing the strategy to life in my area of ministry?**

The territory will be offering resources and specialized supports for ministry leaders and their teams as they adjust or assemble localized ministry, departmental and divisional plans. We understand that aligning local plans with the territorial vision and strategy might require extra attention leading up to the review season, and your leaders will be equipped to work with you through that process.



**12. How will we know whether the territorial strategy is helping us achieve our vision?**

We are developing a set of defined measures, some which may be based on existing information collected through SAMIS and the AMR and accreditation processes. It will be important that we hold ourselves to account in ensuring that the implementation of our territorial strategy is in fact delivering on our strategic objectives and moving us closer to realizing our vision.

