

Additional Comments

Question 1: What one word describes The Salvation Army today?

Hope

- As in “giving hope today.”
- The Army provides hope to those lost in sin by pointing them to Jesus, and to those in need of physical help by giving them food, shelter, etc.
- I was going to say complex as well!
- We need more Holy Spirit power in our ranks. I believe there is hope of this.
- The Salvation Army brings hope to the poor in Canada. It also could bring salvation.
- Our slogan is ‘Giving Hope Today’, and we offer hope through the gospel of Jesus Christ, as well as through providing for the needs of others and caring for people.
- The Salvation Army is bringing hope to anyone that comes to its services.
- The Salvation Army gives emotional hope but also spiritual hope (see Ephesians 1).
- I could add kind, helpful, principled, old-fashioned.

Struggling

- I think that we are struggling to remain relevant in a world that is constantly changing at a rapid pace. Where I see this most is in corps reluctant to change.
- Corps are dying.
- To maintain its place in society as a Christian mission first.
- Too many brick and mortar churches with small and financially unsustainable congregations.
- We are struggling for survival, particularly in ‘corps ministry, and our future is not very promising.
- In my opinion, we are facing some significant challenges concerning officership and an overall drop in church attendance.
- Struggling with identity in a changing culture and not adapting to new cultural norms where appropriate.
- Need to listen more.
- Lack of enthusiasm/Salvationism; ‘loss of first love.’
- Though in the public eye we continue to perform well, there are internal issues that need to be addressed: lack of accountability to underperforming officers, decisions financially driven.
- Church aspect in need of revival.
- A lot of smaller corps cannot afford to pay officers. Amalgamation needs to take place to form regional churches, but Army leaders are not planning this out with the local congregations.
- Such a shortage of officers and individuals who seem to be walking away from The Salvation Army, especially in Canada.
- Many corps seem to have lost a desire to reach the lost and are in ‘“crisis mode” on the congregational life cycle chart. The mission of The Salvation Army is clear, but how do all ministry units (corps/community and family services/ thrift store/ shelter, etc., claim it and live it?
- Many corps are struggling because we don’t have young blood to help grow the church. We need to focus on new families and their salvation.

- It seems that our corps are losing focus of the mission. The commitment of corps officers seems to be more “9-to-5” while locals seem more interested in reaching the lost.
- To keep our focus on Christ first and our efforts saturated with pray.

Changing

- I see the Army as a living thing that is shifting into a new mindset, but it is also being held back by some who fear the change.
- The territory is changing, 'and stagnation is not an option or a calling. It's scary—all change is—but I believe God is guiding us through the changes. We need to pray for listening ears.
- I see The Salvation Army trying to respond to the need for change, slowly, but 'they're trying.
- Changes are taking place in the culture and position of the Army in our Canadian society due to internal and external factors. The nature of the Army makes this slow and cumbersome.
- More mission, less tradition.
- Changing to adapt to changing needs and who is the needy population.

Service

- The public sees us as people who serve. That is our calling.
- Service to God and service to man.
- Based on how the public perceives us.
- Considering the time of year it is, The Salvation Army is very much in a service role these days helping others in the community.

Additional Comments

Question 2: What one word describes your aspiration (hope) for The Salvation Army in Canada and Bermuda?

Growth

- In the last dozen or so years there have been many closures of corps and institutions. I realize that it is part of the evolution process of continued change for our territory.
- Spiritual growth, leading to the evangelism, discipleship with the goal of building the kingdom.
- Not just in The Salvation Army but in the whole family of God.
- My hope is that souls are saved, young people answer the call of God and that the Army sees growth in all areas.
- Either we grow or we die.
- In order to grow The Salvation Army needs to get back to its core values.
- Our community has many growing members (families), but our corps has steady decrease with no children's activities.
- Not in numbers but in the opening of minds both to value tradition and missional ideologies, while embracing present day needs (uniform, sacraments, authentic serving) vs "labels" which allow participation.
- Growth in services, fundraising and the telling of our story and the great work we do!
- New church plants in needed areas.
- I would love to see the Army take off and inspire a great younger generation to follow Christ.
- More young people.
- I pray that The Salvation Army can realize the times they are living in and be able to connect with our young people while still hold true to our values and doctrines.
- Evangelical growth.
- Spiritual maturity of Salvationists and the salvation of souls (church growth).
- That a focus on faith will lead to growing congregations and revival.
- Not just physical growth but for well-established growth in knowing God better and in making him better known in our corps, communities and the territory at large!
- Growth in congregation size through rationalization of where we locate brick-and-mortar churches. Development of leading-edge virtual ministries.
- My prayer is that individuals will answer the call for officership and that we will listen to the Holy Spirit.
- I think we need to get smaller (more efficient) before we get bigger and have a greater impact.
- I want The Salvation Army to grow as God has called it to do in ministry.
- Growth of corps as they engage in mission in their community.
- We need to be awakened spiritually and when we are, we will be able to reach out into our community to draw people in so that a statistical growth will follow because we are more engaged with people.
- Growth spiritually, because if we cannot grow spiritually then we cannot grow the kingdom.
- Many of our corps in healthy communities do not reflect the size of city/town around them.
- Growth in numbers and interest amongst our youth.

Revival

- I hope for a revival. Seeing our congregation called to action.
- I hope to see us go back to the passion of *In Darkest England and the Way Out* for seeing the least, lost and last saved for the kingdom and away from secular social services focus.
- I want to see our churches filled and souls being won for the kingdom of God!
- A real spiritual encounter that takes us deep to the heart of God so we can better discern 'what's on his heart for the Army and the tasks we need to take on, release or change.
- We cannot ""do it"" with programs or creativity or longing. We need Holy Spirit infilling, overflowing.
- The Holy Spirit to be poured out so that we become an Army that reaches out to save and not just serve people.
- Repentance. Returning to our first love. A public proclamation of the gospel that might cost us our dignity, our money, our current way of doing ministry, but it will save our souls and others.
- I pray God will revive his church, with his power, with his wisdom and with courage to fulfil his mission.
- Return to prayer meetings, holiness teaching, evangelism.
- It is time for us to rise up in this country and lead our soldiers back to a life of sacrifice and surrender though holiness.
- Our congregations are on the decline and this really concerns me. I believe the church is the vehicle that God has chosen to carry his message of love and redemption to a lost world.
- We are The ""SALVATION"" Army. We need red-hot, full-scale, coast-to-coast revival.
- Revival happening amongst officers and corps folk. We need to be empowered by the Spirit to reach this generation for Christ.
- Spirit-filled congress.

Relevance

- We are active in the memories of many who were helped during war or recession, but what about young generations and newcomers to Canada? Are we intentional on getting their attention? Future funders.
- The world is changing rapidly—grateful for that awareness by leadership.
- That we might earnestly discern the moving of the Spirit and more purposely raise up more relevant followers of Christ, communities of faith, inspirational leaders for his high calling.
- Our Salvation Army heritage and traditions are beautiful, however, it shouldn't be emphasized more than kingdom building. It's okay to look different as long as our doctrines and message stays the same.
- I hope we become more relevant with what we do, how we do it, when we do it and why we do it.
- Relevant and responsive. Courageous to be progressive and open to realizing we are not the only or the best game in town. Others have passed us by. Our uniqueness is not always great anymore. The Army needs to be relevant. Many corps don't have a website. Very few live stream services; even kettles are operated like it's in the 1980's.

- Forward minded and not relying on our past good deeds. Striving for what is needed today, not 20 years ago.
- I would like to see an Army that is up to date and moving forward with our mission.

Change

- 'I'd love to see the Army become more receptive to having the sacraments present in our services, minus all alcohol, of course. These are so important and help me feel connected to God.
- N.L. rural corps needing to accept change in order to move forward.
- We need to change if we want to grow. This may mean new and different programs or dispensing with old ones that no longer serve the needs of the community. It might mean a change in worship style.
- We are constantly in leadership transition at every level. We need qualified, committed, capable people in key positions for extended periods—and ""younger"" is not always better.
- To do away with tradition for the sake of tradition, to seek out God's kingdom here on earth, to face challenges and issues without fear.

Additional Comments

Question 3: What one word best describes the strength of The Salvation Army in Canada and Bermuda today?

People

- People surrendered to God's calling on their lives: soldiers, officers, adherents, employees, volunteers, youth, emerging and intentional leaders. Also, the motivating factor of the people we serve.
- Our people are our greatest strength. They are what keeps us going.
- That it would become a church as it was in the past, not to be just like every other church in the city. We need to get back to using our song books in the meetings as they are filled with great songs.
- We have a wonderful gift of committed and loyal employees, volunteers, soldiers and officers.
- We have wonderful people—officers, lay leaders, staff and volunteers.
- Where would we be without our faithful soldiers/leaders/partners/volunteers/employees/officers sold out for the mission of God through The Salvation Army? We need to value them and treat them well.
- Our officers, staff and volunteers.
- Our strength lies in the diverse gifts and commitment of our people who make things happen "on the ground."
- Without our officers, employees and volunteers, we are nothing.
- Individuals bring a varied set of strengths based on their faith and God-given talents and abilities.
- We have people that can do anything and everything. We need to utilize them better.
- I see people who love Jesus deeply, officers, candidates, cadets, employees, leaders in the church.
- Our people are committed to the mission of The Army, far beyond other denominations or organizations.
- In the messiness of humanity, God still gives us grace to imperfectly partner with him.
- Without our people we can accomplish nothing.
- Lots of people who go unannounced as they minister in their part of the vineyard. We need to encourage, equip and free them to do their thing.
- We do have good, passionate people, officers and soldiers (tired, though).

Reputation

- But—would the public still love us if we lived out our mission? Are we transparent and unapologetic about our theology? Or is it our "nasty little secret"?
- We have inherited a huge legacy of public recognition and good will. We need to be prepared to "spend" some of that capital in challenging our country and ourselves to make transformative change.
- We have a good reputation in Canada for doing good work. We need to keep working at it. Accountability needs to increase, especially at the top levels.
- Almost every Canadian knows The Salvation Army and they are seen with a very positive view. People know that we are here to help and serve.

- Faithful donors who support our ministry.
- It won't carry us into the future.
- We have good reputation in community because of our social ministries.
- We depend too much on our reputation of the past.
- I believe that we have good reputation which is helping us to raise funds from the public.
- World known but community (street smart) indifferent. Let NRO store managers work closer with community leaders to make a "smarter" impact.
- The Army still enjoys great respect from all spheres in our society.
- We have a good name among other denominations and the public.
- We are one of the few remaining NGOs that are trusted by the Canadian public. This gives us a tremendously strong foundation on which to serve.
- Fast-fading memories from the Second World War.
- Our reputation/brand is one of the greatest strengths of The Salvation Army, particularly among the older generations. Maintaining this reputation with younger generations is important, too.
- We still have a strong reputation with the public and this aids in our efforts to meet our financial goals.
- Our reputation as an honest and caring organization is strong.
- Friends and supporters are growing even if membership is tired, aged and waning.

Social/Service

- Serving suffering humanity with the compassion of Christ. Wholistic—body, mind and soul.
- We are known as a social service organization which is present when there is a need.
- We have a significant level of commitment to serve.
- We are known around the world for leading the way in service to suffering humanity.
- Help people with food, shelter and many other areas. We are good at servicing.
- Human needs are being met.
- Many don't even know The Salvation Army is also a church. The social aspect and the corps aspect should be identified by two different names as most other churches do.
- We have favour with the world through our social expression in some places.
- Our social work is our biggest brand recognition, our greatest source of funds and where our mission sees its greatest fulfilment and most likely where we give our most time and resources.
- Some of our social/EDS programs are being innovative and relevant to the needs in our communities along with sharing the love of God. This is where I think we gain any positive reputation.

Compassion

- Ready to be a helping hand without reservation.
- Compassion for all is reflected in the services and programs provided.
- The Army serves with love and empathy. It offers dignity and respect. When the world sees the church living its mission, they are moved.
- Compassion expressed in all areas of ministry, especially will dealing with Army officers.
- Everyone knows the Army reaches everyone in need without discrimination—that is our hallmark. We cannot abandon our Christ-inspired mission to help the less fortunate find their strengths and thrive.

Additional Comments

Question 4: What one word best describes the greatest hurdle facing The Salvation Army in Canada & Bermuda today?

Leadership

- How do we encourage more cadets?
- Leadership that is not looking at the next “big” appointment, but leaders who aspire to grow the kingdom where they are.
- We are lacking strong, passionate, inspirational biblically focused leadership, especially in the field.
- Not just officers, but local leadership as well. It seems many congregations are missing the 20-50s, a demographic within which the next generation of leaders would seem to be.
- Without a vision....
- Need to be able to make some business decisions and let some programs devolve.
- There are, at times, people put into leadership positions who are not ready. This can cause pain and misunderstanding within and without the organization.
- Should capitalize on more experienced lay leadership and free officers to pastor only, focusing of key required roles. More can be done.
- Encouraging people to be intentional in engaging in service and taking on leadership roles locally continues to be a challenge.
- We have a crisis in leadership at all levels of the territory. Too few people with the capacity to deliver the Army’s mission in an increasingly complex environment.
- Our THQ leadership are policy driven and have little idea of what is going on at the grass roots.
- Leaders (commissioned) who are tired, lack creative thinking and resist change.
- There is a great challenge to secure required and appropriate leaders for our corps ministries,, both corps officer leaders and local leaders.
- The question of who will lead our various ministry units, THQ/DHQ departments, and thrift stores is a hurdle considering the decline in the number of new officers.
- It is common knowledge that everything rises and falls on leadership. The Salvation Army in this territory requires strong, bold and courageous leadership to LEAD.
- Officers need to love their people at the grass roots.
- The territory has grown to be large and complex. The quality and capabilities of its leaders do not always seem up to the challenges we face.
- We need good leadership in our local communities who are evangelical and able to motivate action locally for our true mission!

Tradition

- We risk seeming (or, frankly, being) stuck in the past when we hold too tightly to “the way things have always been done.” Important re social issues (i.e., sex/gender).
- Lack of creativity and the ability to question and think critically. “Because that’s the way we’ve always done it,” is possibly the worst reason to continue doing anything.
- If we become stuck in the past fighting battles that the rest of the world fought and won in the 1800s (e.g., women wearing pants).

- Embrace technology. Livestream services, create virtual soldiership, get your kettles outfitted with payment machines. Stop living in the past and start looking to the future.
- While tradition is not always a bad thing, it can sometimes get in the way of thinking about things in new ways and making positive changes. Tradition should not trump doing what God wants for us now.
- Not good tradition but a tradition that laments for the past to the detriment of trying something new.
- We have great core values, vision and mission statements but we are holding traditions too tightly. Celebrate our heritage while forging a new story.
- While this is one of the truths from Wesley, I believe this gets in the way of growth, especially when they are non-biblical.
- We sometimes hold on to tradition so much that we make it about things other than Jesus; we need to be relatable to the unchurched as we started.
- Many of the traditions that were developed in our church to engage the culture in the past are no longer relevant, and we need to let go or change some things.
- Maintaining tradition while also adapting to accommodate and understand modern issues.
- Our tradition, while important to be aware of, often holds us back from those creative opportunities.
- Over spiritualization and idolization of the unique historical culture of TSA and labeling certain approaches as “non-Army” when in fact the Army culture was very innovative originally.
- “Tradition is the living faith of the dead. Traditionalism is the dead faith of the living.”
- Our sacred cows keep us from growing. We must re-evaluate our methods. Keep the mission. Newcomers face barriers to entry.

Relevance

- We need each and every ministry unit and person in those units to be relevant in their communities today - this is a huge time of change for us.
- Sharing Jesus while practising culture relevance.
- CLINGING ON TO REMNANTS OF THE PAST THAT AT THE TIME WERE RELEVANT BUT AS TIME PROGRESSES BECOME OUTDATED AND INEFFECTIVE.
- We must ensure our relevance in society today. Are our methods and message relevant?
- The times they are a changin’.
- With the great wars fading in memory, what is our connection with recent generations? What is our legacy? If it is one of intolerance and discrimination, we will cease to exist.
- We need to be seen as relevant to an increasing younger and polarized audience so affected by social media.
- Be relevant in today’s world, keeping our heartbeat in tune with the heartbeat of God!
- How can we stay relevant in an ever-changing world? Are we stagnant? What is God calling us to do?
- With the gospel; with our methods. Multiple other non-Christian organizations can do/are doing what we do and many people do not see the Christian faith as being relevant to their need.
- We need to adapt our sharing of the gospel and our ministry to the vulnerable to match the times. This might mean letting go of some things and embracing new ones.
- Although we are thriving in our social work, many of our churches are dying. If we are trusted by the public, why are other churches growing and we are not? Relevancy is the answer!

Change

- Need to transform to operation efficiency in today's standards. Need to innovate and not be afraid to make bold changes when required. Hold on to our structure but maximize it to its potential.
- As society changes there is an increased struggle to maintain authoritative biblical truths without diluting the faith to suit a current mandate.
- How to approach LGBTQ issues.
- Unwillingness towards and conversely too much accommodation/conformity; needed discernment to take time to change while recognizing urgency; not for change sake but kingdom sake; fear of failure.
- The world around us is changing in some bad ways. Christians are being persecuted in even North American countries. How do we continue to be effective in showing the love of Christ?
- Change in cultural values.
- We need to look at making some changes. The Army used to be fresh and invigorating and now it sometimes seems very stuck in old way and old traditions.
- We are a church with many traditions which is great but can also make us reject new ideas and change when it comes for the sake of tradition.
- We need to be able to grow and expand to adapt to the times. To listen and modify what we are doing and work more effectively.