



Territorial Strategic Plan 2026

A roadmap to the vision for The Salvation Army in Canada and Bermuda



Vision:

We are an innovative partner, mobilized to share hope wherever there is hardship, building communities that are just and know the love of Jesus.



Pillar 1 Strengthen Spiritual Health

Objectives	Initiatives
<p>1. Spiritual Health and Evangelism:</p> <p>Strengthen our culture of welcome and discipleship.</p>	<ol style="list-style-type: none">1. Explore and implement innovative outreach methods.2. Develop spiritual depth and maturity based on our Wesleyan-Arminian theological foundations.3. Cultivate a shared spiritual insight into our mission to ensure alignment and connections across corps, community and social ministries of The Salvation Army.4. Build relationships with diverse populations through culturally informed sensitive approaches to ministry and service to achieve our vision (e.g., Indigenous people, newcomers, refugees and racialized communities, etc.).
<p>2. Children, Youth and Young Adult Engagement:</p> <p>Revitalize children, youth and young adults engagement through innovative and relevant connections.</p>	<ol style="list-style-type: none">1. Create opportunities for children, youth and young adults to develop a solid spiritual foundation and equip them to be lifelong disciples of Jesus.2. Connect children, youth and young adults with each other, corps and community through multi-generational interactions, such as worship and service opportunities, and mentorship.

Pillar 2 Design for People

Objectives	Initiatives
<p>1. People Strategy for Officers, Employees and Corps Lay Leaders:</p> <p>Strengthen our team’s capacity to advance the mission by enhancing recruitment, retention and appointment practices.</p>	<ol style="list-style-type: none"> 1. Engage people in leadership development, including coaching and mentoring to strengthen their leadership capabilities. 2. Recruitment and onboarding: <ol style="list-style-type: none"> a) Redefine recruitment, retention and the appointment system of officers. b) Develop employee recruitment practices that include spiritual competencies, cultural sensitivity and a structured mission-oriented onboarding program for new hires as well as a retention strategy. c) Develop and implement a framework to identify, equip and empower volunteer lay leaders in worship, pastoral care, discipleship, community engagement and administration to partner, bring continuity and advance the mission in partnership. d) Develop a framework for identifying and equipping people to fill ministry leadership roles.
<p>2. Strategic Continuity for Mission:</p> <p>Develop strategic continuity, retain critical knowledge and expertise, and build leadership practices to sustain mission impact.</p>	<ol style="list-style-type: none"> 1. Develop an approach to manage transitions effectively through organized knowledge sharing, engagement and clear communication for strategic continuity. 2. Develop future leaders through talent identification and development (succession management) for key roles. 3. Implement the accountability framework that includes evaluations and monitoring of alignment to mission (performance management).

Pillar 3 Forge Innovative Partnerships

Objectives	Initiatives
<p>1. Innovative Partnerships:</p> <p>Develop and nurture innovative partnerships to enhance collaboration, expand mission impact and secure sustainable funding.</p>	<ol style="list-style-type: none">1. Implement a strategy to support corps, community services and social mission to engage diverse partnerships (denominations, faith-based organizations, charities, community groups, international Salvation Army, funders and businesses) and develop a framework to evaluate effectiveness.
<p>2. Collaborative Mission:</p> <p>Deepen integration across all ministry expressions by fostering collaboration to deliver holistic, Christ-centred mission in every community.</p>	<ol style="list-style-type: none">1. Build programs and practices to collaborate among corps, community services, social services, thrift stores and emergency response that ensure integrated ministry for the community.2. Optimize thrift stores for revenue generation and missional opportunities.



Pillar 4 Optimize Mission Impact

Objectives	Initiatives
<p>1. Transformative Mission Delivery:</p> <p>Ensure our locations, programs and resources are positioned where they can make the greatest difference, adapting to meet changing community needs.</p>	<ol style="list-style-type: none">1. Revitalize or close unproductive ministries (corps, community services and social) and identify new plants reflecting the mosaic of the country.2. Allocate scarce resources in a way that prioritizes mission-critical programs and services at the community level.
<p>2. Operational Effectiveness:</p> <p>Improve client services through data-informed decisions and a practice of learning from outcomes.</p>	<ol style="list-style-type: none">1. Develop capabilities and build accountability to monitor and leverage data to inform strategic decisions and improve operational efficiencies.2. Enhance reporting capabilities for government and funders (social and community mission).