

THE TERRITORIAL STRATEGY, 2021

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



STRATEGIC PILLAR: STRENGTHEN SPIRITUAL HEALTH

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#	Strategic Objective	#	Strategic Initiative
1.1	Our Christian faith pathways result in robust and authentic discipleship	1.1.1	Create opportunities that support faith discovery and discipleship growth
		1.1.2	Enhance, learn and embody best practices that lead to a deeper life of faith in action
1.2	Our ministry units are places of holiness and spiritual vibrancy	1.2.1	Implement innovative changes that will develop (attract, retain and grow) the body of believers in all expressions of our ministry
		1.2.2	Intentionally apply spiritual growth strategies in all ministry expressions
		1.2.3	Institute changes in spiritual care to support spiritual vibrancy and connections across our faith communities
1.3	Our communities of faith are flourishing	1.3.1	Develop and deliver ways to better equip individuals to live out the Great Commandment and Great Commission in their communities
		1.3.2	Implement changes that reinforce the connections between local ministry expressions



STRATEGIC PILLAR: DESIGN FOR PEOPLE

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#	Strategic Objective	#	Strategic Initiative
2.1	Driven by Christian love and principles, we are a welcoming movement for all	2.1.1	Develop and implement approaches that support equitable, diverse, just and inclusive communities
2.2	Our human relations systems equip people to best deliver and support mission	2.2.1	Prioritize and implement consistent, integrated improvements to people systems and processes
2.3	Our culture encourages innovation that enables a strong, sustainable, growing movement	2.3.1	Strengthen a values-based culture that fosters accountability, innovation and performance excellence
		2.3.2	Prioritize and implement development programs for people throughout the movement
		2.3.3	Implement new strategies to attract, retain and build soldiership and officership strength



STRATEGIC PILLAR: FORGE INNOVATIVE PARTNERSHIPS

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#	Strategic Objective	#	Strategic Initiative
3.1	Internal processes support mission	3.1.1	Establish a formal internal communications function
		3.1.2	Improve collaboration across support teams to realize better mission outcomes
		3.1.3	Improve collaboration across delivery teams to realize better mission outcomes
3.2	Strategic partnerships serve mission goals	3.2.1	Implement consistent, effective practices for resource and funding partnerships that strengthen sustainable programs
		3.2.2	Actively seek out partnerships where we are not the primary service provider
		3.2.3	Enhance government relationship approaches at all levels
3.3	We pursue knowledge and understanding of spiritual and social issues to develop solutions, ideas and thought leadership	3.3.1	Enhance research functions that can inform and strengthen our public policy positions on broader service provision and social issues
		3.3.2	Develop and amplify a strategic Christian voice to influence society, including public policy



STRATEGIC PILLAR: OPTIMIZE MISSION IMPACT

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#	Strategic Objective	#	Strategic Initiative
4.1	Our personal and corporate lives of faith are transforming influences in our communities	4.1.1	Develop and implement tools that support us in more meaningfully permeating and serving communities
4.2	The focusing of ministry efforts places us where we are most needed and can be most effective	4.2.1	Implement a mission impact measurement, risk and funding framework that supports intentional investment and resource allocation decisions
4.3	Our mission delivery and support models strengthen our ministry expressions' ability to focus on effective, holistic mission impact	4.2.2	Review and implement changes to our social services profile across the territory
		4.2.3	Review and implement changes to our corps profile across the territory
		4.3.1	Enhance mission effectiveness by implementing coordinated changes to delivery and support processes
		4.3.2	Implement the information technology roadmap in support of mission priorities
		4.3.3	Develop strategies that better allocate investments in property to more effectively serve mission needs





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Territorial Strategic Plan, 2021