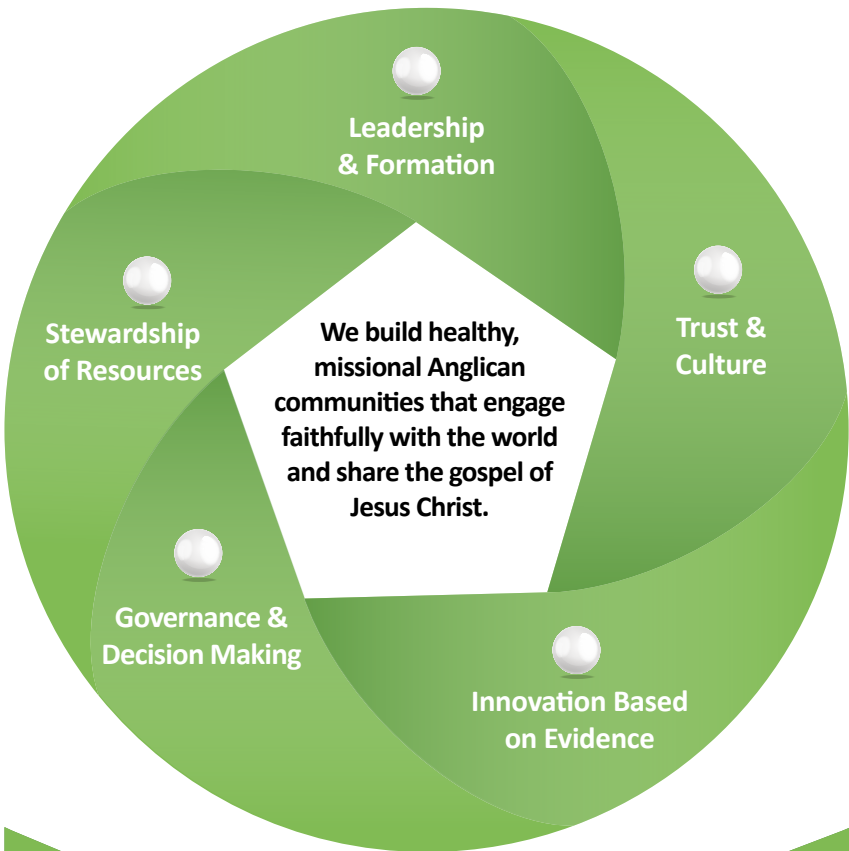




Diocese of Toronto
Anglican Church of Canada

***An Anglican community
committed to proclaiming and
embodying Jesus Christ through
compassionate service, intelligent
faith and Godly worship.***



FAITH • COMPASSION • COLLABORATION
ACCOUNTABILITY • BOLDNESS

OUR STRATEGIC INITIATIVES

FOCUS AREA:

Leadership & Formation

- 1** Develop leaders (both clerical and lay) to lead the transformation of this Diocese.
- 2** Expand the availability and practice of continuous education for both clergy and lay leaders.
- 3** Adopt new models of formation and diversity of leadership.

FOCUS AREA:

Trust & Culture

- 4** Continually evolve our culture to one that is positive, collaborative adaptive to change and reinforces our Vision and Values.
- 5** Build positive, respectful and transparent communication across this Diocese.
- 6** Develop working relationships to facilitate an integrated team-based operating model between synod office and parishes.

FOCUS AREA:

Innovation Based on Evidence

- 7** Do things differently through the adoption of best practices and innovation.

- 8** Use data to measure outcomes for the purpose of continuous improvement.

- 9** Use technology to enhance data collection, reporting and decision making.

FOCUS AREA:

Governance & Decision Making

- 10** Review and update canons, policies and procedures in collaboration with stakeholders.
- 11** Update the organization and governance structure of this Diocese, including synod office and parishes to align with our mission.

FOCUS AREA:

Stewardship of Resources

- 12** Strategically track, manage and leverage real-estate assets to support the mission and future health of this Diocese.
- 13** Be an organization that attracts and retains the best clergy, lay leadership and staff.
- 14** Diversify funding sources to support future needs and sustainability.



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ISAIAH 43:19

“SEE, I AM DOING A NEW THING.”

MESSAGE FROM THE ARCHBISHOP

I am pleased to share with you the next strategic plan for our Diocese of Toronto. Like many similar organizations our Diocese is in a time of change and transition. We face a number of challenges both internal and external and we will respond to them head-on by coming together as a community rooted in our faith in Jesus Christ and shared values, while being adaptive to our context. This plan lays out a bold Vision for the next five years and sets the foundations for how we will work together to build healthy, missional Anglican communities that engage faithfully with the world and share the gospel of Jesus Christ.

Over the past months, we have listened to many of our clergy, lay leaders, parishioners, staff and partners. Your thoughtful feedback and input has been invaluable to this process and inspires the positive change we seek

to create through the implementation of this plan. As we work to implement this plan we will continue to depend on your deep commitment and unique gifts to align our ministry as a Diocese to serve Christ's mission –faithfully and effectively.

I would like to extend my thanks to the Strategic Planning Steering Committee for their leadership throughout the development of this plan. I look forward to working together with all of you and sharing our success over the next five years.

The Most Rev'd Colin R. Johnson
Archbishop of Toronto

O GOD OF UNCHANGEABLE POWER
AND ETERNAL LIGHT,
LOOK FAVOURABLY
ON YOUR WHOLE CHURCH,
THAT WONDERFUL AND SACRED MYSTERY.

BY THE EFFECTUAL WORKING
OF YOUR PROVIDENCE,
CARRY OUT IN TRANQUILLITY
THE PLAN OF SALVATION.

LET THE WHOLE WORLD SEE AND KNOW
THAT THINGS WHICH WERE CAST DOWN
ARE BEING RAISED UP,
AND THINGS WHICH HAD GROWN OLD
ARE BEING MADE NEW,
AND THAT ALL THINGS ARE BEING
BROUGHT TO THEIR PERFECTION
BY HIM THROUGH WHOM
ALL THINGS WERE MADE,
YOUR SON JESUS CHRIST OUR LORD;
[WHO LIVES AND REIGNS WITH YOU,
IN THE UNITY OF THE HOLY SPIRIT,
ONE GOD, FOREVER AND EVER. AMEN.]

BOOK OF ALTERNATIVE SERVICES, P. 328



INTRODUCTION

INTRODUCTION

We are living in a time of change and transformation. Our local communities are facing changes in population size and demographics. Increasing rates of secularization, especially for younger generations, are changing attitudes and relationships with religious organizations. In this dynamic environment, leadership, flexibility, and a willingness to learn and try new things will be essential for success.

In the midst of change, what remains constant and trustworthy is God: God's profound love for God's creation, revealed in the birth, life, death and resurrection of Jesus, and continually renewed through the presence of the Holy Spirit.

As the world around us changes, we are committed to looking forward and building a healthy Anglican community, responsive to God's mission today and in the future. We will do this from the foundation of our faith, common values, and the traditions that connect us as a community of disciples of

Jesus Christ. A recent conference speaker reminded us that "disciples are followers who learn, and learners who follow". The Anglican Church of tomorrow will require new models and ways of thinking. We have already shown leadership and commitment to the promotion of innovation through our Reach and Stretch Grants. We recognize that we need to do more in terms of supporting innovation across our community, sharing lessons from both success and failure and adopting best practices across our Diocese.

We are excited about the future. The Strategic Plan reflects our trust in Christ's faithfulness to his Church, our rich heritage, embraces change and focuses action on a bold Vision for the future. Each priority area within the plan is inter-related and connected and our efforts over the next five years will complement and build-on each other to support achieving our Vision and lead our Diocese into the future.

ABOUT US: THE ANGLICAN DIOCESE OF TORONTO

Our Diocese of Toronto has a long and prominent history within the Anglican Church of Canada since its founding in 1839. It is the largest Anglican Diocese in Canada by population and membership and stretches over 26,000 square kilometres from Mississauga to Brighton and north to Collingwood and Haliburton. Included within our boundaries are some of the fastest-growing and most culturally diverse regions in the country and we welcome parishioners from around the world with culturally-inclusive and language-focused ministry.

We are a community of faith, we proclaim and share the gospel of Jesus Christ in worship and action. We are locally organized into parishes, supported by a synod office, and are all

connected as mutual contributors to shared mission. We are deeply engaged and generous with our time, gifts and resources to build and strengthen our local communities. Responding to God's love and faithful to the Good News of Jesus, we seek, through our social justice and advocacy work, to protect human rights and promote the equality and dignity of all people in our communities and around the world.

As an Anglican community our work is grounded and rooted in the Five Marks of Mission of the Anglican Communion. These connect us together as Anglicans across the Diocese, Canada and throughout the world.



THE FIVE MARKS OF MISSION OF THE ANGLICAN COMMUNION*

**quoting from Vision 2019 – Anglican Church of Canada*

1

TO PROCLAIM THE GOOD NEWS OF THE KINGDOM:

God calls the church, the Body of Christ, to proclaim what Jesus proclaimed, a kingdom characterized by justice, healing, forgiveness, reconciliation, and hospitality

4

TO SEEK TO TRANSFORM UNJUST STRUCTURES OF SOCIETY, TO CHALLENGE VIOLENCE OF EVERY KIND AND TO PURSUE PEACE AND RECONCILIATION:

Throughout scripture, and particularly in the prophetic tradition, God's transformative purpose is not limited to changing individual lives. God acts to change the conditions that constrain, distort, and oppress the lives of persons and communities. Through the prophets we hear that God is attentive to structures—the royal court, the temple, and the marketplace among them—that contradict God's compassion and distribute God's abundance unjustly. As a people following Jesus in mission in our age, God invites us to work with him to bring about change in such structures.

2

TO TEACH, BAPTIZE AND NURTURE NEW BELIEVERS:

In baptism, new believers take up citizenship in the Kingdom, and membership in the Body of Christ. The church is responsible for shaping our common life in such a way as to nourish each person's awareness of the mission of God and to strengthen their capacity to participate in that mission.

5

TO STRIVE TO SAFEGUARD THE INTEGRITY OF CREATION AND SUSTAIN AND RENEW THE LIFE OF THE EARTH:

The church is being awakened to the gift of the land and our God-given living relationship with the earth. Assisted by the prophetic values and ideals of our Indigenous members, we recognize and affirm the compelling, urgent, and absolute character of our moral obligation to live in right relationship with God's creation.

3

TO RESPOND TO HUMAN NEED BY LOVING SERVICE:

In three gospels, the evangelists' account of the Last Supper focuses on the bread and wine, inviting us to know that as we take, bless, break and share bread, we find ourselves in the presence of Jesus. In the fourth, the focus shifts to the basin and towel—and Jesus' challenge to his disciples and to us to kneel with him in serving.

MISSION, VISION, AND VALUES

Our Strategic Plan starts with our Mission, Vision and Values.

OUR MISSION IS:

We build healthy, missional Anglican communities that engage faithfully with the world and share the gospel of Jesus Christ.

This defines what is ours to do as a Diocese within the Anglican Church of Canada.

OUR VISION IS:

An Anglican community committed to proclaiming and embodying Jesus Christ through compassionate service, intelligent faith and Godly worship.

This is our aspiration and what we strive to achieve over the next five years. We are committed to working collaboratively as a team and valuing different types of structures of ministry that allow us to nurture our relationship with God, grow our discipleship and make a positive difference in the world.

OUR CORE VALUES ARE:

FAITH

COMPASSION

COLLABORATION

ACCOUNTABILITY

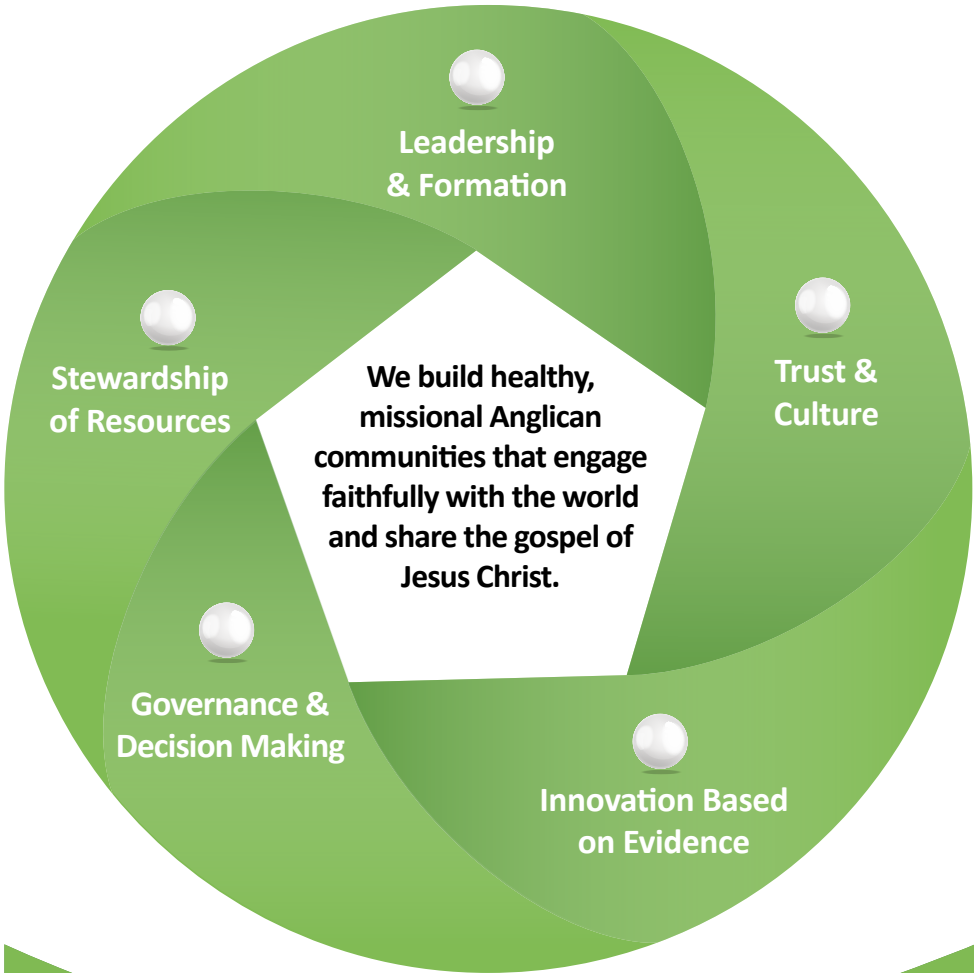
BOLDNESS

These five core Values embody who we are, how we work, and are core to our culture. These Values guide our decision making and govern how we work with, and interact with each other, every day.

**OUR STRATEGIC PLANNING
FRAMEWORK AND FOCUS AREAS:**

For us to faithfully achieve our Vision for this Diocese in the next five years we must build on the success of the past and focus our efforts on the areas that will have the most impact. We have identified five Focus Areas to guide and support the prioritization of resources over the coming years. These Focus Areas are presented in the following graphic, surrounding our Mission statement. Our strategic framework sits on the foundation of our Values, which guide our behaviour and decision making, and are core to our culture. Each piece of our strategic framework is connected, interrelated and equally important to create a holistic path forward for our Diocese.

The following pages provide more detail on how we define each of these Focus Areas, the plan to achieve them, and how we will measure progress. Focusing on these areas will allow us to leverage the success of the past and enhance our Diocese in the future.



**FAITH • COMPASSION • COLLABORATION
ACCOUNTABILITY • BOLDNESS**

FOCUS AREAS

LEADERSHIP & FORMATION

We have much to do over the coming years as our Diocese works to determine its place in a changing society. This change will require transformational and adaptive leadership to move the organization forward. We believe that the Holy Spirit continues to call and gift leaders for this work. We are committed to supporting and developing leadership capacity and capabilities of our clergy and lay leaders. As we work through this change, we as Anglicans will remain committed and engaged with our faith through formation and discipleship to deepen our relationship with God and welcome new seekers into our community.

Together, we will intentionally develop leadership, both lay and clerical by:

- Deepening the Christian spiritual lives of our clergy, lay leaders and parishioners
- Defining and developing transformational leadership which will be collaborative and accountable
- Identifying and nurturing current and future leaders
- Cultivating intercultural leadership that is reflective of the diversity in our communities
- Supporting the education and development of lay and clerical leadership that builds both skills and Christian character
- Changing our management model to refocus time and resources on formation and grow gift-based ministry

We will achieve this by:

1

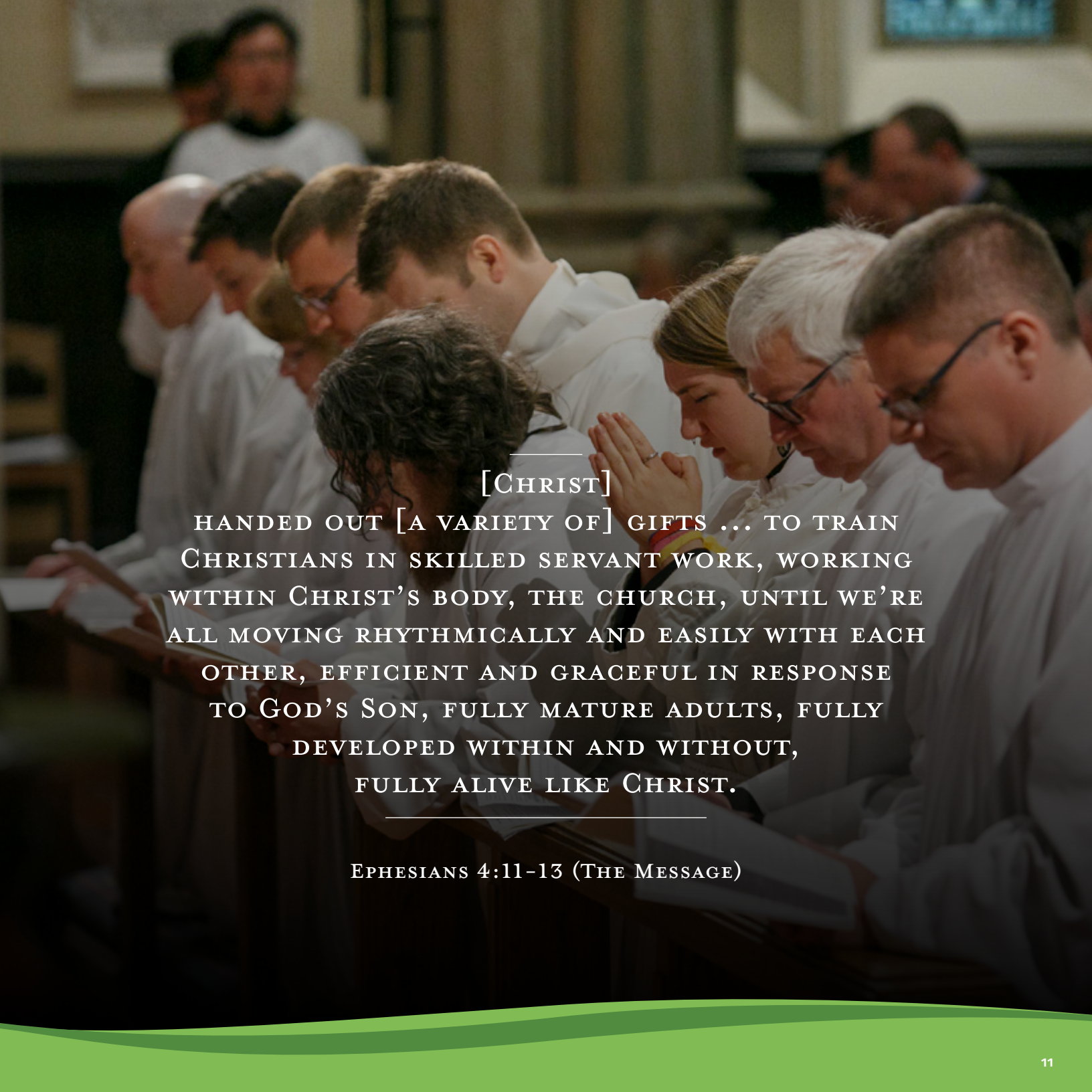
Developing leaders (both clerical and lay) to lead the transformation of this Diocese.

2

Expanding the availability and practice of continuous education for both clergy and lay leaders.

3

Adopting new models of formation and diversity of leadership.

A photograph of a group of people, likely a choir or a group of worshippers, in a church setting. They are wearing white robes and are captured in a moment of prayer, with their heads bowed and hands clasped. The background is slightly blurred, showing the interior of the church with stone walls and a stained glass window. The overall atmosphere is solemn and reverent.

[CHRIST]
HANDED OUT [A VARIETY OF] GIFTS ... TO TRAIN
CHRISTIANS IN SKILLED SERVANT WORK, WORKING
WITHIN CHRIST'S BODY, THE CHURCH, UNTIL WE'RE
ALL MOVING RHYTHMICALLY AND EASILY WITH EACH
OTHER, EFFICIENT AND GRACEFUL IN RESPONSE
TO GOD'S SON, FULLY MATURE ADULTS, FULLY
DEVELOPED WITHIN AND WITHOUT,
FULLY ALIVE LIKE CHRIST.

EPHESIANS 4:11-13 (THE MESSAGE)



I DO NOT CALL YOU SERVANTS ANY LONGER,
BECAUSE THE SERVANT DOES NOT KNOW WHAT
THE MASTER IS DOING; BUT I HAVE CALLED YOU
FRIENDS, BECAUSE I HAVE MADE KNOWN TO YOU
EVERYTHING THAT I HAVE HEARD FROM MY FATHER.

JOHN 15:15

TRUST & CULTURE

When we say “we believe...” we are saying “we trust...”: in God, in God’s promises, in God’s people.

For the implementation of this plan to be successful we must work as a team, with the involvement and input of our partners, to lead our Diocese into the future. Across our Anglican community, we are committed to fostering a positive culture that is respectful and inclusive of all backgrounds and experiences and enables all individuals to contribute, and recognizes the gifts and knowledge that they bring. We know there are a lot of good things happening across our community and as we develop and define our culture we will continue to share, celebrate, and learn from each other.

Together, we will build a collaborative and trusting culture by:

- Promoting mutually beneficial collaboration based on shared Values and Vision
- Strengthening respectful relationships and communication across the entire Diocese including synod office and local parishes, and with our community partners
- Developing guiding principles for the way we interact and communicate with each other
- Nurturing culturally inclusive leadership, behaviours and attitudes across the Diocese

We will achieve this by:

4

Continually evolving our culture to one that is positive, collaborative, adaptive to change and reinforces our Vision and Values.

5

Building positive, respectful and transparent communication across this Diocese.

6

Developing working relationships to facilitate an integrated team-based operating model between synod office and parishes.

INNOVATION BASED ON EVIDENCE

The Church has made momentous changes based on the eyewitness evidence of God's work. Think about the decision to include Gentiles in the early Church based on the evidence that Peter and others saw of God's activity (Acts 10 and 15). We need to take bold risks based on the evidence of what God is doing.

We are committed to bringing new and creative ways of thinking and operating into our Diocese. This could be achieved through the adoption of different forms and models of ministry or innovative programs and initiatives carried out by our parishes and synod office. To enable smart risk-taking and share best practices across our Diocese we need to be more driven by data and evidence, both qualitative and quantitative, to make decisions, measure impact and learn from outcomes.

Together, we will implement a culture of continuous improvement and intelligent risk taking by:

- Being open to change and new opportunities, and learning from both successes and failures
- Partnering with the National Church, and other denominations and organizations to build a broad base of evidence and best practices

- Being intentional about measuring and reporting our performance
- Making decisions informed by data and evidence
- Investing in the tools and technology that will support sound decision making and increased accountability

We will achieve this by:

7


Doing things differently through the adoption of best practices and innovation.

8

Using data to measure outcomes for the purpose of continuous improvement.

9

Using technology to enhance data collection, reporting and decision making.



AND NO ONE PUTS NEW WINE
INTO OLD WINESKINS; OTHERWISE,
THE WINE WILL BURST THE SKINS,
AND THE WINE IS LOST, AND SO ARE THE SKINS;
BUT ONE PUTS NEW WINE INTO FRESH WINESKINS.

MARK 2:22



DO NOT BE CONFORMED TO THIS WORLD,
BUT BE TRANSFORMED BY THE RENEWING OF
YOUR MINDS, SO THAT YOU MAY DISCERN WHAT
IS THE WILL OF GOD— WHAT IS GOOD AND
ACCEPTABLE AND PERFECT

ROMANS 12:2

GOVERNANCE & DECISION MAKING

As our environment changes and we seek to bring new and innovative models into our Diocese we need a simplified and practical governance structure that is flexible and nimble to change while also maintaining accountability and effectively mitigating unacceptable risks. As a Diocese, we will objectively review our structures and practices, and where they are lacking or limiting the missional work we are committed to, we will update them to ensure that we are able to embrace change and move forward.

Together, we will create a flexible organization that is responsive to change by:

- Reviewing and modernizing canons, policies and procedures to align with our mission
- Implementing collaborative and flexible structures of governance and management
- Documenting and streamlining decision making processes
- Being sensitive to our external environment and incorporating broad factors into decision making

We will achieve this by:

10

Reviewing and updating canons, policies and procedures in collaboration with stakeholders.

11

Updating the organizational and governance structure of this Diocese, including synod office and parishes to align with our mission.

STEWARDSHIP OF RESOURCES

Our Diocese is blessed with resources, both human and financial, that support our missional work. We are accountable for these gifts and will use them boldly to respond to God's mission. It is essential that these resources be managed in a way that aligns with our Vision, contributes to mission and supports vibrant sustainable ministry across our Anglican community. Sharing these resources generously and broadly is an act of faith, an expression of compassion and a mark of collaboration.

Together, we will be faithful stewards of our current resources and seek out new ones to support our Vision by:

- Responsibly investing in programs, parishes and people
- Embracing the diversity of our communities at all organizational levels
- Increasing the awareness and understanding of available Diocesan resources
- Pursuing different streams of revenue and sources of funding
- Developing effective management models for real-estate and other assets
- Using technology to improve the availability of information and reduce costs

We will achieve this by:

12

Strategically tracking, managing and leveraging real-estate assets to support the mission and future health of this Diocese.

13

Being an organization that attracts and retains the best clergy, lay leadership and staff.

14

Diversifying funding sources to support future needs and sustainability.



FROM EVERYONE TO WHOM
MUCH HAS BEEN GIVEN, MUCH WILL BE REQUIRED;
AND FROM ONE TO WHOM MUCH HAS BEEN
ENTRUSTED, EVEN MORE WILL BE DEMANDED.

LUKE 12:48

MEASURING OUR PROGRESS

We want to be informed, accountable for and learn from all of the great work that is being done across our Diocese. As we implement this Strategic Plan we will be transparent about our progress through regular monitoring, measurement, and reporting.

The following are examples of the types of measures that will be regularly reported and communicated by Diocesan leadership:

LEADERSHIP & FORMATION

- Continuous education participation and spending
- Diversity of leadership and committee membership
- Parish health/performance indicators

STEWARDSHIP OF RESOURCES

- Increased awareness of currently available resources
- Effective management models for real-estate and other assets
- Revenue from new sources
- Clergy, lay leadership, staff satisfaction and turn-over

We build healthy, missional Anglican communities that engage faithfully with the world and share the gospel of Jesus Christ

TRUST & CULTURE

- Clergy, lay leadership, staff satisfaction
- Number of communication channels implemented
- Parish health/performance indicators

GOVERNANCE & DECISION MAKING

- Simplified and flexible processes and structures
- Compliance of canons and procedures
- Clear roles and responsibilities

INNOVATION BASED ON EVIDENCE

- Number of innovative initiatives launched
- Coordinated and accessible data and IT systems

A photograph of a group of people, likely in a church or community setting, with their hands raised in the air. The people are seen from the side and back, with their arms extended upwards. The background is dark and out of focus, suggesting an indoor space with wooden paneling. The overall mood is one of active participation and faith.

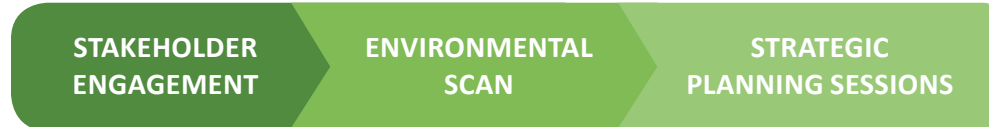
MOVING FORWARD

To achieve our Vision of working together to build healthy, missional Anglican communities that engage faithfully with the world and share the gospel of Jesus Christ, we must leverage our existing resources and strengths, be flexible and adaptable to change and come together around a bold Vision that moves our Diocese forward. Our Action Plan will align with our Vision, Mission and Values and outline a clear strategy for how we will work together to achieve our vision and ensure the sustainability and health of this Diocese over the long-term.

We look forward to sharing our ongoing success and working together as we implement our Strategic Plan.

APPENDIX

STRATEGIC PLANNING PROCESS



In collaboration with many stakeholders we have developed a new Strategic Plan to guide our Diocese over the next five years. We began our process in January 2016 and completed it in June 2016. Throughout the engagement, we heard from a broad cross-section of people. Over 700 members of our clergy, lay leadership, staff and partners had input into this plan through a variety of mediums including surveys, interviews, and focus groups.

We also considered both our internal and external operating environment by examining items such as our organization's strengths and opportunities for improvement, our assets and resources, population shifts within our region and best practices that we can leverage and learn from. This feedback and information informed and contributed to the development of our Strategic Plan.

As we begin to implement this plan we will ensure that we continue this engagement to ensure that we are progressing towards our shared goals and achieving our collective Vision.



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