



Diocese of Toronto
Anglican Church of Canada

Parish Leadership Workshop

The Core of a Strategic Plan



A **mission** that defines the boundaries of what the organization exists to do



Success factors to determine the areas that the organization will focus on to achieve its vision



A simple **vision** that inspires and informs what the organization hopes to achieve in the future

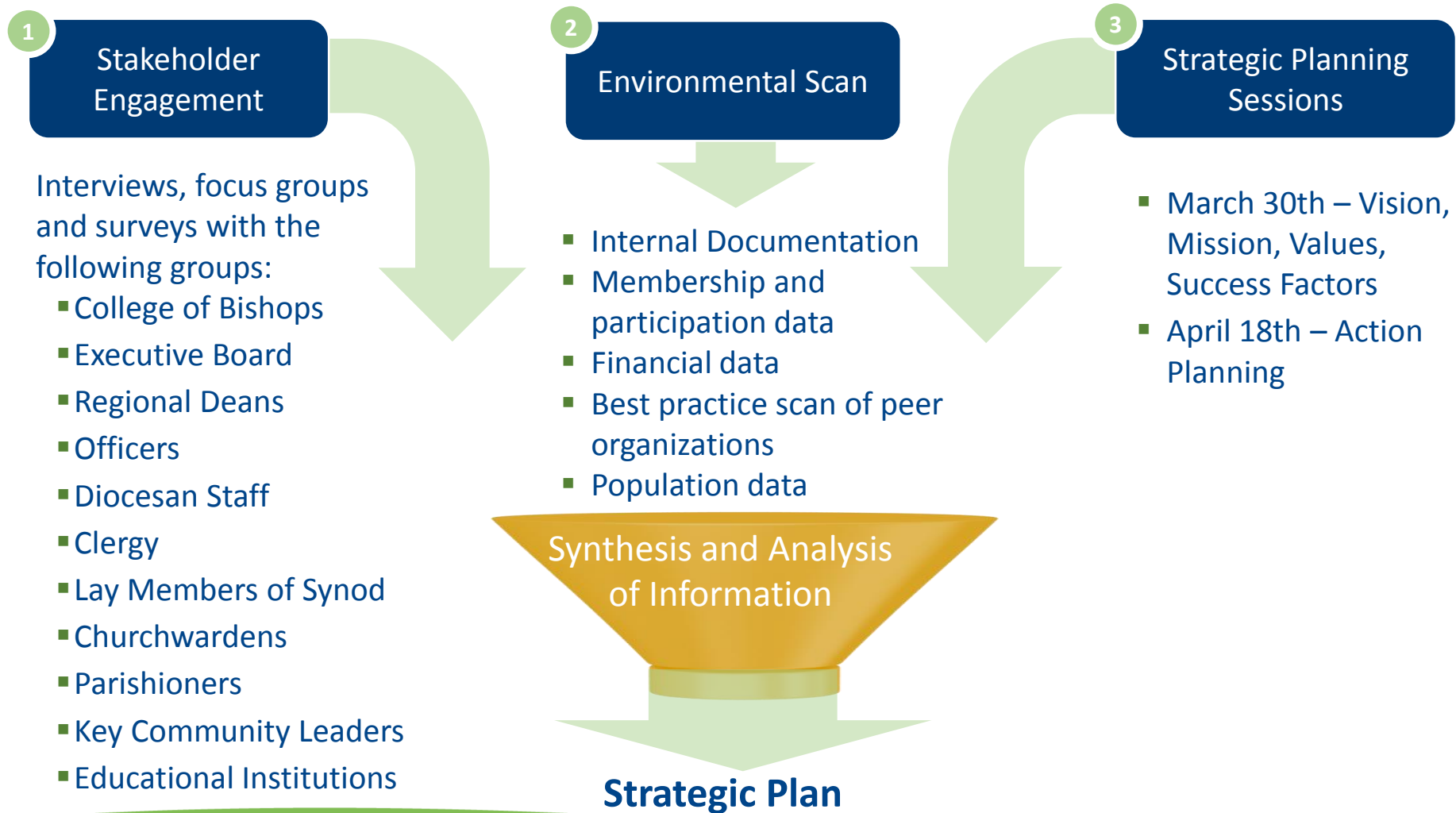


Values that outline required behaviors to achieve the Vision the organization has set out for itself



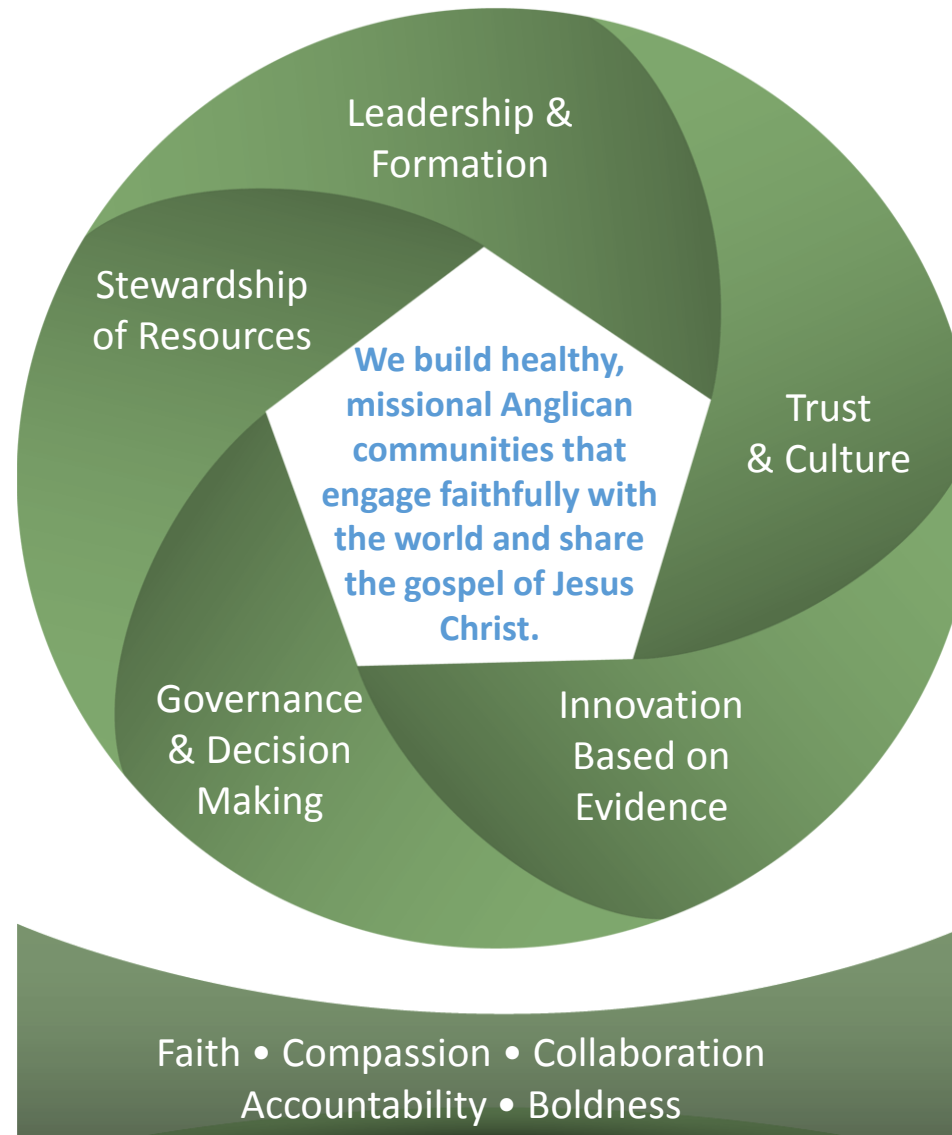
Action planning to agree on the specific projects or programs required to support the strategic pillars

Methodology



Strategic Framework

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



Leadership & Formation

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

- Deepening the spiritual lives of our clergy, lay leaders and parishioners
- Defining and developing transformational leadership
- 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
- Changing our management model to refocus time and resources on formation and grow gift-based ministry

Strategic Initiatives

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.

Trust & Culture

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

- Promoting mutually beneficial collaboration based on shared Values and Vision
- Strengthening 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

Strategic Initiatives

4

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

5

Building positive 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

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

- Being intentional about measuring and reporting our performance
- Making decisions informed by data and evidence
- Partnering with the National Church and others to build a broad base of evidence and best practices
- Investing in the tools and technology that will support sound decision making and increased accountability
- Being open to change and new opportunities, and learning from both successes and failures

Strategic Initiatives

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.

Governance & Decision Making

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

- Reviewing and modernizing canons, policies and procedures
- 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

Strategic Initiatives

10

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

11

Reviewing and updating the organizational and governance structure of this Diocese, including synod office and parishes.

Stewardship of Resources

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

Strategic Initiatives

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.



Growing in Christ

STRATEGIC PLAN, 2016–2021



Diocese of Toronto
Anglican Church of Canada