

2023/24 ANNUAL REPORT



CANADA AND BERMUDA TERRITORY

The Salvation Army gives hope and dignity to vulnerable people today and every day in more than 400 communities across Canada and Bermuda and in 134 countries around the world!



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Greetings

Territorial Commander



Compassionate, Effective, Relevant Care

Since taking up my appointment as territorial commander in September 2023, I've been privileged to witness the tremendous work of The Salvation Army in the Canada and Bermuda Territory. With a presence in more than 400 communities, we focus on compassionate, effective and relevant service to people in need.

I gratefully acknowledge the leadership of my predecessor, Commissioner Floyd J. Tidd, who lost a courageous battle with cancer this past year. His ministry was marked by an innovative approach to mission and was a testament to the love of Christ in action.

The Salvation Army is a Christian church that provides hope, community and social services for all who come to us, regardless of their circumstances. New research from The Salvation Army Canada finds that many Canadians still struggle to meet basic needs, with food affordability, inflation and housing insecurity persisting as top issues.

Last year, more than three million visits were made to us for assistance. Most often requests are for essentials such as food, clothing and shelter.

However, additional issues and need for further support often come to light. That's where our integrated services come into play.

The Salvation Army recognizes that hardship is more than not having enough money. Through vision, strategy and specialized programs we respond to individual needs and empower people to break the cycle of poverty.

Some of our innovative initiatives include:

- a revamped café In Trail, B.C., that offers a welcoming space for families, food bank patrons and those seeking a warm meal;

- a new resource centre in Calgary that assists people experiencing poverty and newcomers to Canada;
- a new community garden at an Army emergency shelter in Bermuda where residents grow food to help others.

Thank you for your unwavering support and for standing with us in our mission to make a meaningful difference in the lives of countless individuals and families. Each day, we minister to thousands of people to provide a listening ear, help meet their needs and solidify a plan of action. Every dollar donated represents an act of generosity, kindness and love. Thank you for Giving Hope Today.

May God bless you,

Lee Graves
Commissioner
Territorial Commander

National Advisory Board Chair



Fulfilling the Army's Promise of Giving Hope Today

As a member of the National Advisory Board since 2018, and someone who believes in the mission and values of The Salvation Army, it was my honour to be appointed as board chair in September 2023.

The role of the advisory board is to provide The Salvation Army's senior leadership with knowledge, critical thinking and analysis to assist them with key issues and explore new opportunities that may have a significant impact on their mission and operations.

As chair of the board, I am grateful for a diverse group of individuals who are deeply motivated by the Army's mission and who have embraced the opportunity to help.

For some, their own families were beneficiaries of assistance from The Salvation Army. By offering their skills, lived experi-

ence and strategic thinking to the advisory board, they are ensuring positive outcomes for communities and individuals who come to The Salvation Army for help and hope.

This past year has been a time of transition as we welcomed Commissioners Lee and Debbie Graves as territorial leaders, who bring fresh insights from their previous appointments at International Headquarters in London, England. We also expressed words of appreciation to Paul Koreen, former chair, and Commissioners Floyd and Tracey Tidd, former territorial leaders, for their input and support in moving projects forward, such as social mission structure changes and the recruitment of new National Advisory Board members.

In May of this year, it was with heavy hearts that we heard the news of Commissioner Floyd Tidd's passing after a lengthy battle with cancer. He left be-

hind a legacy of faithful service, passionate leadership and a profound commitment to The Salvation Army.

The board's vision for this year is to focus on the right priorities, set common goals and look at how we can best support the hard work and dedication of Commissioners Graves and other senior leaders to fulfil the Army's promise of Giving Hope Today.

Susan Waterfield
Chair
National Advisory Board



Mission, Vision and Values

6

The Salvation Army is an international Christian church. Its message is based on the Bible; its ministry is motivated by love for God and the needs of humanity.

Our Mission

The Salvation Army exists to share the love of Jesus Christ, meet human needs and be a transforming influence in the communities of our world.

Our 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.



Our Values

Values are who we are and what we continually strive for. They guide all aspects of The Salvation Army in Canada and Bermuda.

HOPE

We give hope through the power of the gospel of Jesus Christ.

SERVICE

We reach out to support others without discrimination.

DIGNITY

We respect and value each other, recognizing everyone's worth.

STEWARDSHIP

We responsibly manage the resources entrusted to us.

| What We Do

The Salvation Army is an international Christian organization that began its work in Canada in 1882 and has grown to become one of the largest non-governmental direct providers of social services in the country. The Salvation Army gives hope and support to vulnerable people in 400 communities across Canada and Bermuda and 134 countries around the world. In Bermuda, the Army has been at work since 1896.

Our social services include (but are not limited to):

- hunger relief for individuals and families through food banks and meal programs;
- shelter for people experiencing homelessness and support for those needing housing;
- rehabilitation for those struggling with substance-use disorders;
- long-term care and palliative care;
- Christmas assistance, such as food hampers and toys;
- after-school programs, camps and school nutrition programs for children and youth;
- life-skills classes, such as budgeting, cooking for a family, and anger management.



OVER
3 MILLION

VISITS WERE MADE TO
THE SALVATION ARMY IN
CANADA AND BERMUDA
FOR ASSISTANCE.

With 95 thrift stores, 113 donor welcome centres and 11 distribution and recycling centres, The Salvation Army operates one of Canada's largest national clothing recycling operations.

Although proceeds from the sale of goods help fund our many social programs, the Army also provides items free of charge to individuals or families who have been referred by our social service programs and other agencies.

Thanks to the generosity of donors in Canada who have given specifically to our international work, the International Development Department is able to support education, health care, water and sanitation, and livelihood development projects that are helping families and communities abroad work towards self-sufficiency.

As a religious denomination, The Salvation Army has close to 300 community churches (corps) in Canada and Bermuda. These churches not only focus on worship, Christian education and other congregational activities, but are also involved in providing practical assistance to their communities.

The Salvation Army is diligent in its stewardship of donations so that funds solicited in its public appeals are used to fund community and social service programs and activities, rather than church ministries, unless the donor designates otherwise.

Bermuda's Addiction Program Transforms Lives

Every participant at The Salvation Army's Harbour Light Addiction and Life-Skills Program in Hamilton, Bermuda, has a story to share.

We are grateful for generous donors whose ongoing support changes lives.

Inspiring Recoveries

Growing up, Antoine Francis, 55, was a good student and an excellent athlete. In his late teens, he was introduced to marijuana and later moved on to harder drugs. For many years, he was a functioning addict. At the time, he worked as a nurse at a mental-health clinic.

When his grandmother passed away, Antoine fell into a deep depression that pulled him further into addiction. Not long after, he became homeless, living out of a Jeep and at a local park. When he decided to get clean he was referred to Harbour Light, where he has been living for almost a year.

"I struggle with sobriety outside of the walls of recovery. So I'm also learning some relapse



"Harbour Light is like a family unit."
- ANTOINE FRANCIS

prevention tools," Antoine shares. "Harbour Light is like a family unit."

Fred Parsons, 65, spent many years experiencing homelessness and struggling with addiction. He describes his time on the streets as deteriorating. As Fred aged, he became tired of his lifestyle and sought help from The Salvation Army.

"If it wasn't for Harbour Light, I probably wouldn't be here today," Fred says.

In the past 14 months, Fred got clean and sober, learned how to set daily routines, and even improved his reading skills.

"My life has turned around tremendously. I'm feeling good and confident that what I learned at Harbour Light is going to keep me safe when I leave."

"If it wasn't for Harbour Light, I probably wouldn't be here today."

- FRED PARSONS

Recovery Relay

To commemorate National Recovery Month, the addictions and life-skills program held its annual Recovery Relay.

Both Antoine and Fred were happy to participate to bring awareness of the positives of rehabilitation. The passing of the baton among Harbour Light residents symbolizes that they are not alone in their recovery.

British Columbia Provides Life-changing Support to Indigenous Community



“Without The Salvation Army’s assistance, there would be food supply shortages.”

- IAN POLLARD

In 2023, the wildfire season was the most destructive in British Columbia’s recorded history. The Salvation Army’s emergency disaster services responded in a variety of ways, according to local needs and in partnership with other agencies. Services to support evacuees, first responders and other emergency management workers included meals, water bottles, snacks, hygiene kits, blankets, and emotional and spiritual support.

One of the communities affected was T̓sideldel First Nation, a remote location about two hours west of Williams Lake. Chief Otis Guichon Sr. vividly remembers the last wildfires in the region.

“It was hard. Very hard,” says the Chief. “I have unpleasant memo-

ries of those times. The fires were spreading quickly, and many times we decided to put the community on alert. We didn’t need to evacuate the area, but we asked everyone to leave their things packed because, if necessary, we would have to leave here.”

Wildfires damaged buildings and equipment in Siwash that are essential for the livelihoods of the community. This site is used for fishing, preparing hunted wildlife and as a cultural camp and gathering place during the summer.

To help in the recovery phase, The Salvation Army provided critical financial support to assist in the process of rebuilding. This helped mend and revitalize traditional fishing and hunting grounds. It allowed families to resume their

activities of harvesting and preparing, thus strengthening the culture and source of food.

“Without The Salvation Army’s assistance, there would be food supply shortages, as T̓sideldel would have to replace damaged hunting and fishing equipment, as well as purchase lost traditional foods,” says Ian Pollard, divisional director of emergency disaster services.

From May to September 2023, The Salvation Army’s wildfire support throughout British Columbia provided 28,662 meals, 45,544 drinks and 36,110 snacks.

The Salvation Army across the country has provided urgently-needed support in emergency situations for more than 125 years.

Finding Community at The Salvation Army in Montreal

“The Salvation Army saw and heard us without judgment. This has taught me that even in the coldest winter nights, there is always the hope of spring.”

- DIANA LANDAZULI

As winter approached, Diana Landazuli and her six children faced the kind of cold that goes beyond physical discomfort. It was a cold that threatened hope itself, making each day a battle for warmth and light. Yet, it was in this moment of profound darkness that Diana found The Salvation Army.

“When winter knocked on our door, colder and harder than ever, my six children and I struggled each day to find a bit of warmth, a bit of light,” Diana recalls.

At The Salvation Army, Diana discovered something far more significant than the hot meal she sought. She found a community ready to embrace her and her family with open arms, material support and emotional sustenance.

“I found much more than a hot meal; I found hope, compassion and unwavering support,” she shares. “The Salvation Army saw and heard us without judgment. This has taught me that even in the coldest winter nights, there is always the hope of spring.”

Moved by the kindness she received, Diana decided to give back, volunteering her time and energy to help those who find themselves in situations like hers.



“Today, I stand as a volunteer among those who reach out,” she proudly states.

Diana’s gratitude extends beyond her personal experience, recognizing the broader significance of the support she received.

“In response to The Salvation Army’s food and moral support, I want to share how a little help can transform lives,” says Diana.

Through her journey, Diana has learned a valuable lesson that she now shares with others—even in the darkest moments, there are places and people ready to offer a helping hand.

To volunteers, supporters and staff of The Salvation Army, your kindness has given hope to countless individuals and families facing challenging times.

Dads Matter in Ottawa

“I didn’t know what to expect. But I definitely found it very welcoming, open and supportive.”

- MERLIN JAMES



The Salvation Army’s Bethany Hope Centre in Ottawa offers a program called “Dads Matter,” which gives young fathers a place to connect and learn about parenting and fatherhood.

“I have to say I was pretty nervous, maybe a little standoffish. I didn’t know what to expect. But I definitely found it very welcoming, open and supportive,” says Merlin James.

Eventually, Merlin was comfortable with the group. He appreciated the help that the dads in the program provided for each other.

Before coming to Bethany Hope, Merlin had to deal with some

challenges in his life, including homelessness. As a result of previous hard times, Merlin carried some mental stress with him. He is grateful that the Dads Matter program has supported him by understanding what he went through.

“Having the support of people who understood, knew about stress, were willing to sit, listen and share more techniques and different ways of doing things, has been very helpful,” Merlin says.

With his five children ranging in age from three months to 11 years, Merlin is among the most experienced dads in the group.

This has made him the dad that the younger dads look up to.

Merlin believes fathering programs are not very common, which makes this specific group very important to him. For this reason, he encourages other parents to join whenever he gets the chance.

“I hand out cards on the bus and pretty much anywhere I go. I see young parents that are struggling, that look overwhelmed, that look like they could just use that extra little bit of support. I hand a card and explain what the program is because I feel it is so important,” he says.

“There is no age limit to volunteering. I knew I wasn’t too old!”

- MARY LOCKYER

Age Does Not Hold Back Kettle Volunteer in Clarenville

In preparation for her 101st birthday, Mary Lockyer spent time volunteering with The Salvation Army Christmas Kettle Campaign this year to raise money for those in need.

“It has felt really good to be able to volunteer on the kettle and help out,” says Mary. “I love socializing and have met a lot of wonderful people in my community.”

Mary lived in her own home in Garden Cove, N.L., up until this past summer when she moved to Clarenville, N.L., and started attending church at The Salvation Army. While new to volunteering with the kettle campaign, she knows first-hand that you are never too old to start.

“There is no age limit to volunteering. I knew I wasn’t too old!” says Mary.

An inspiration to many, Mary’s time on the kettles has encour-



aged additional family, friends, church and surrounding community members to get involved with the campaign.

“Mary’s enthusiasm is contagious. She is eager to serve and loves helping people,” shares Major Tina Mitchell, corps officer and pastor of Crossroads Community Church. “She is so cheerful and has brought life and excitement to the kettles this year and motivated people to give.”

“Money raised will help people in need in my community to get groceries and gifts for their families this Christmas,” Mary adds.

About Mary

Mary grew up on Woody Island, Placentia Bay, N.L., where she met and married her husband, George Lockyer, who was a fisherman and worked in the lumber woods. They had nine children, six girls and three boys.

Later, the family resettled by floating their home to Garden Cove in 1967, where Mary lived up until this past summer to the age of 100. She is surrounded by a large family, and has a number of grandchildren, great-grandchildren and great-great-grandchildren.

“We discussed needs in the community and felt this was one we could help meet.”

- MAJOR JAMIE RANDS



The Salvation Army in Brandon Launches New Program During Hot Days

To help battle the heat, The Salvation Army in Brandon, Man., has developed an initiative to assist priority communities in the city’s main core.

On days when the temperature reaches 30 C or above, Salvation Army staff and volunteers walk around downtown pulling rolling wagons with coolers filled with bottles of water that are then delivered to the displaced or people experiencing homelessness. The Army’s team transports the wagons using an emergency disaster services vehicle.

Even though they already provide mobile feeding every Saturday, this is the first time for mobile water deliveries.

“We discussed needs in the community, and felt this was one we could help meet,” explains Major Jamie Rands, corps officer (pastor) at the Salvation Army church in Brandon. “We want to give hope wherever we can. A lot

of the people downtown do not have access to the amenities that you and I normally would. We are used to being in a place where we can find air conditioning, but here they are sitting out in the heat.”

Many of the people experiencing homelessness in Brandon are transient. They either come from up north to spend the summer or are just passing by trying to get to other places. For this reason, many of them are unaware of The Salvation Army’s presence in Brandon. The mobile water deliveries allow potential clients to learn about any additional support.



“A little bit of conversation and maybe a cold bottle of water is a great way to start a relationship or even just to get to know someone a bit better,” Major Rands says.

When it comes to the people they are helping, Major Rands says clients feel pleased and grateful whenever they see Salvation Army staff rolling in with the wagons.

31,600

INTERACTIONS TOOK PLACE THROUGH STREET OUTREACH



Salvation Army in Edmonton Offers Safe Place for Women

Our generous donors inspire people every day.

“Cornerstone made me feel valued and more supported in my recovery.”

- ANNE CANTOS

Recovering from addiction involves more than just achieving sobriety. Staying sober can also be a challenge, especially if the person is in an environment that may trigger a relapse.

The Salvation Army's Centre of Hope in Edmonton offers the Cornerstone program.

This is open to women who have completed addiction recovery treatment and offers them safe and sober housing. Aside from safe housing, the program focuses on personal growth and life skills so participants can better handle challenges.

“I loved the program. I had independence but was also provided with guidance. It was a safe place to grow,” Pauline Collins shares.

Since graduating from Cornerstone, Pauline has restored her relationship with family. She now plans to take some computer courses to get back into school.

Anne Cantos was a resident of Cornerstone in 2018. She is

currently studying dental administration and has remained sober for some time.

“Cornerstone made me feel valued and more supported in my recovery. My case-worker was great and very understanding. The group meetings made me realize that other residents had similar situations and experiences as me,” Anne says.



Former Cornerstone resident Lisa (not her real name) has been sober and clean for three years.

“The Cornerstone program was the best thing that happened in my life. I always felt welcomed and made lots of connections. I miss it every day,” she says.

Lisa was given the tools to improve her problem-solving, time management and to better connect with family and friends. She says that without the program her life would be much different.

“Without Cornerstone I may have relapsed. I don't think I would have my son. I needed a long program to recover,” Lisa shares.



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TO THOSE WHO NEED IT MOST.



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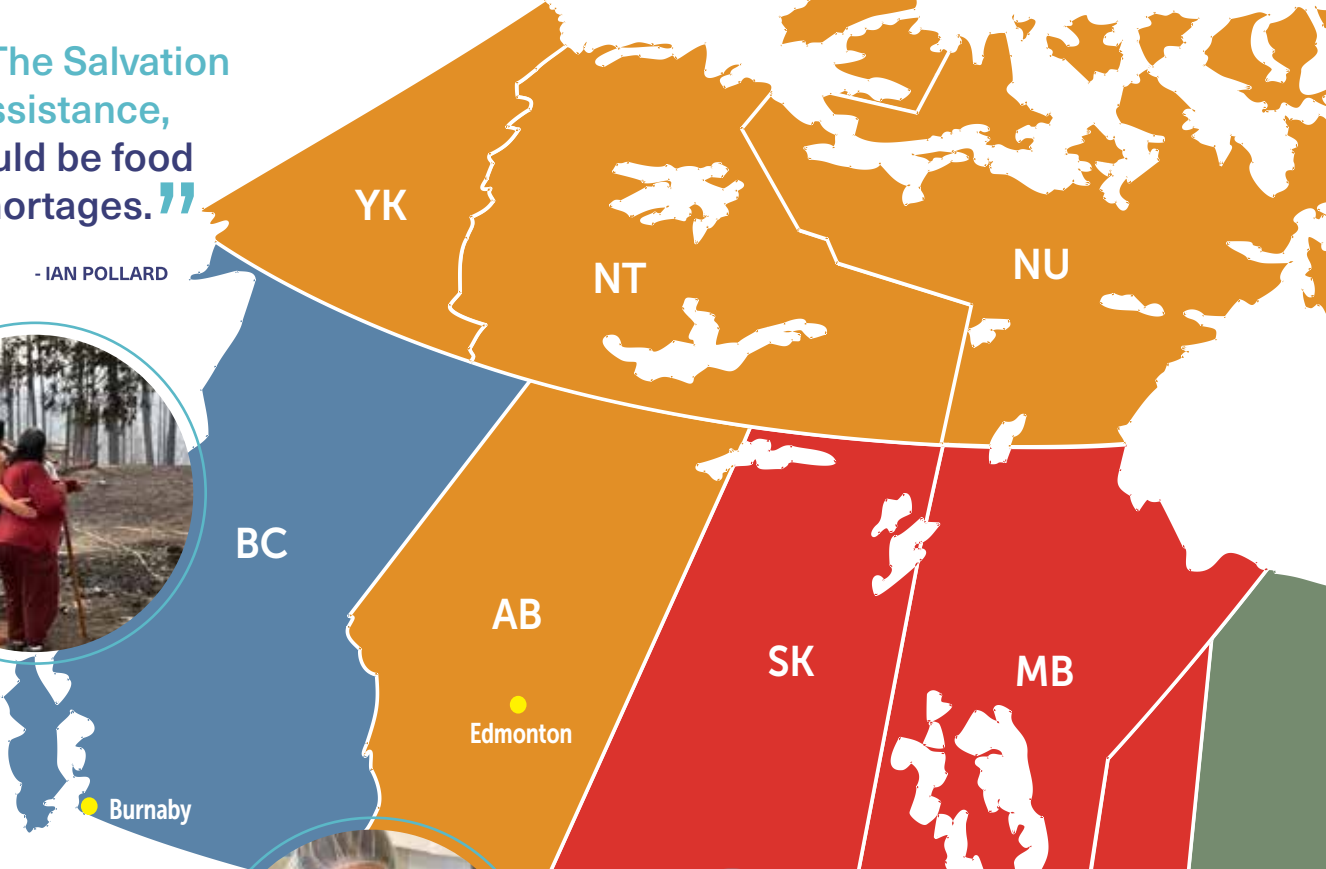
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The Salvation Army

Canada and Bermuda

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- IAN POLLARD



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“We help support the students in our community by providing healthy snacks that they can access through their schools.”

- CAPTAIN ANGELA KERR

“We discussed needs in the community and felt this was one we could help meet.”

- MAJOR JAMIE RANDS



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“ The Salvation Army saw and heard us without judgment. ”

- DIANA LANDAZULI

“ We are incredibly thankful to all who came together to help us make our back-to-school efforts a success. ”

- LIEUTENANT KAITLIN RUSSELL



“ If it wasn't for Harbour Light, I probably wouldn't be here today. ”

- FRED PARSONS

“ I didn't know what to expect. But I definitely found it very welcoming, open and supportive. ”

- MERLIN JAMES



YOUR SUPPORT IN ACTION

in more than 400 communities across Canada and Bermuda



Giving Hope Today



3.2 MILLION
COMMUNITY MEALS WERE DISTRIBUTED.



112,000
SCHOOL MEALS PROVIDED.



2.1 MILLION
VISITS FOR FOOD, CLOTHING OR PRACTICAL ASSISTANCE.



438,000
VISITS FOR CHRISTMAS ASSISTANCE INCLUDING FOOD HAMPERS AND TOYS.



7,800
INTERACTIONS THROUGH DROP-IN DAY PROGRAMS THAT DEAL WITH MENTAL HEALTH AND RECOVERY.



31,600
INTERACTIONS THROUGH STREET OUTREACH.



5,500
SHELTER, ADDICTIONS, DETOX AND MENTAL-HEALTH BEDS PROVIDED.



6,632
CHILDREN HELPED THROUGH BRIGHTER FUTURES SPONSORSHIP PROGRAM.



MORE THAN 69,000
MEALS SERVED WHEN DISASTER STRUCK.



14,000
PEOPLE REFERRED FOR HOUSING.



8,625
INTERACTIONS WITH PEOPLE WHO ATTENDED LANGUAGE TRAINING, SETTLEMENT AND REFUGEE SERVICES.



345
PEOPLE GRADUATED FROM ADDICTIONS AND REHABILITATION PROGRAMS.



3,000
CHILDREN AND TEENS ATTENDED SALVATION ARMY CAMPS.

The Salvation Army in Saskatoon Provides Students With a Healthy Breakfast

112,000
SCHOOL MEALS
PROVIDED

“ We help support the students in our community by providing healthy snacks that they can access through their schools. ”

- CAPTAIN ANGELA KERR

With early starts in high schools, secondary school students don't always get to enjoy a healthy meal in the morning. To address this, The Salvation Army in Saskatoon has developed the Breakfast Program.

“Breakfast has always been the most important meal of the day. We want to provide that for students so that we are setting them up for success right from the start of the day,” says Captain Angela Kerr, who leads this initiative.

The program runs throughout the school year, four days a week, when a Salvation Army truck filled with meals prepared at the Army's Saskatoon Temple (church) arrives at different high schools each

morning. Open to any student, without restrictions, more than 30 young people are fed at each stop.

As food prices continue to rise, Captain Kerr says that more schools are trying to implement the breakfast program as part of their routine.

“A lot of the schools recognize that students are struggling. Food insecurity is huge.”

Frequently visiting the high schools also allows the Army's staff to build connections with students and learn more about their needs.

“Apart from just giving out breakfast, we refer them to different programs, or identify a need that exists within that school community,” Captain Kerr adds.

Currently, there are plans to expand the program to more schools.

“We help support the students in our community by providing healthy snacks that they can access through their schools,” says Captain Kerr. “This way we are letting them know that they're valued and that we want to see them succeed.”



Atlantic Canada Gives Hope Through Back-to- School Program



As summer's end approaches, the excitement and stress of a new school year looms on the horizon. For The Salvation Army, this signifies the continuation of a mission close to our hearts—ensuring that every child is equipped for success.

Salvation Army employees and volunteers are already hard at work collecting, organizing and distributing school supplies to families and children who need a little extra support.

Bridgetown, N.S., a picturesque town nestled in the heart of the Maritimes, is known for its strong sense of community, which was at the forefront of the Army's back-to-school endeavours. Despite not historically having a back-to-school program, the local Salvation Army partnered with Schools Plus and members of the

community to rally together for a successful school supply drive that benefited students at the local primary to Grade 12 school.

In the first year of the program, organizers did not know what the community response would be, but they need not have worried.

"We are incredibly thankful to all the amazing businesses, organizations and individuals who came together to help us make our back-to-school efforts a success," explains Lieutenant Kaitlin Russell, who was part of the team in Bridgetown when the program was launched.

Bridgetown is not alone in its efforts. Across the Maritimes, similar back-to-school initiatives took place. From Saint John, N.B., to Halifax, communities are coming together to make a difference,

We are truly grateful for donors, volunteers and partners, whose kindness and generosity has made meaningful differences in the lives of those whom we serve.

with thousands of children who would otherwise go without, getting to go to school happy and poised for success.

The work of The Salvation Army is never done, and only with your involvement can we ensure that our communities are getting the support they need.



Through Pathway of Hope:
2,245 goals have been set
1,080 goals have been achieved



Renewal Through Pathway of Hope

Ward found himself at a crossroads in his life. Struggling with alcohol addiction and personal turmoil, he realized he couldn't continue on his current path.

"Somehow I managed to maintain my job," says Ward. "I was depressed but didn't understand that I was. Every time I felt down, I drank it away."

In this moment of vulnerability, Ward reached out to The Salvation Army, seeking a lifeline to pull himself out of despair. At Pathway of Hope, Ward began a transformative journey, supported by a caseworker who helped him set and achieve clear objectives:

- Achieve six months of sobriety
- Secure stable and affordable housing

- Give back to the community through volunteering a few hours each week

Throughout his journey, Ward experienced a profound transformation.

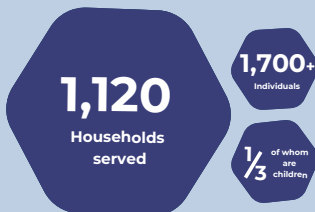
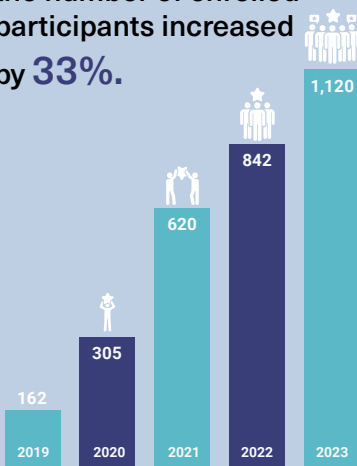
"I have fundamentally changed," says Ward. "I am open to God using me and look for ways to help others. I want others to live their best life. I have let go of my anger and all the aggression I carried around with me."

Pathway of Hope enriched Ward's perspective on life. By supporting his community, serving hot dogs to the homeless and listening to their stories, his world view was reshaped and his commitment to service was reinforced.

For more information on Pathway of Hope visit PathwayofHope.ca

Hope Grows

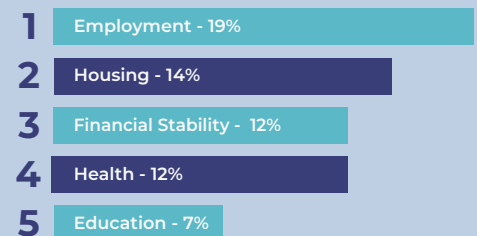
From 2022 to 2023, the number of enrolled participants increased by **33%**.



In 2023, the most significant obstacles for Pathway of Hope participants at enrolment were:



Here are the top five goal domains that reflect the current priorities of participants:



Salvation Army Leaders Visit Ottawa for Week on Parliament Hill



“Thank you for your faith, your service and the example that you set for young people across the country.”

-HONOURABLE BILL BLAIR
MEMBER OF PARLIAMENT
EMERGENCY PREPAREDNESS



In May 2023, Salvation Army leaders visited Parliament Hill in Ottawa to connect and engage with government officials, and advocate on behalf of those the Army serves across Canada.

The weeklong event was attended by members of Parliament, senators, government staff, and territorial and divisional representatives. This was the first time The Salvation Army participated in a national strategically planned public affairs week on Parliament Hill.

“It was an intentional advocacy week for The Salvation Army. We have a responsibility to remind our federal government partners of the work that we’re doing, how we’re helping Canadians and responding to their needs,” says Lt-Colonel John Murray, territorial secretary for communications.

“We have made connections and renewed relationships, and in some cases developed new relationships. Now the key is to take those relationships back into local communities.”

According to Major Rick Zelinsky, territorial public affairs director, The Salvation Army is effective in the communities it serves because of strong partnerships, including those with the federal government and departments such as Agriculture and Agri-Food Canada, which provided more than \$30 million in funding to The Salvation Army to address food insecurity coming out of the pandemic.

As part of the event, territorial leadership engaged in individual meetings on Parliament Hill with various ministers and federal departments. In addition, dele-

gates participated in a listening exercise to consider and learn about Indigenous relations and the Army’s commitment to the Calls to Action of the Truth and Reconciliation Commission.

“Thank you for your faith, your service and the example that you set for young people across the country,” said the Honourable Bill Blair, member of Parliament and minister of emergency preparedness, as he addressed those gathered at a leadership dinner.

At the dinner, Blair announced \$10.2 million in new funding for humanitarian workforce relief to build capacity and surge support through The Salvation Army’s emergency disaster services programs in Canada.

The Army is committed to making this an annual event.

Modern Slavery and Human Trafficking Response

In 2023, The Salvation Army:

- Participated in helping **53 survivors** exit their human trafficking situations
- Supported **605 survivors** through our MSHT response work
- Provided **10,930 people** with MSHT education, awareness and/or training
- Participated in **29 local and national MSHT task forces and coalitions**



In 2023, The Salvation Army's commitment and desire to end modern slavery and human trafficking (MSHT) in Canada and Bermuda deepened as we experienced meaningful impact, new opportunities and immense expansion. We continue to stand firm in our commitment to serve and assist people with lived experience, their families and friends, while working to end the demand and MSHT.

Across the territory, our response work and programming includes education and training, prevention, outreach, emergency housing, short-term and long-term housing, live-in rehabilitation services, employment training, peer support, drop-in centres and case management.

To learn more about our locations, response work and the supports we provide, visit salvationist.ca/human-trafficking/connect/program-directory.

New Initiative:

The Salvation Army North York Temple Community Church in Toronto is building confidence and self-esteem in teen girls through "Woven."

Woven is a weekly program for girls in Grade 7 through to Grade 12. It works to prevent incidents of human trafficking by empowering young women through safe community and mentorship, developing self-efficacy, while growing self-confidence, resilience and leadership skills. This program strengthens the areas in young lives that traffickers

typically seek to exploit, such as social-isolation, low self-esteem, instability and lack of awareness about trafficking. Its foundations are built on relationship and creating a safe community where participants feel seen, known and loved.

"I have personally witnessed life transformation take place in some of the young women I have had the privilege of coming to know over the past two years," says Mikhaila Tao, director of Woven.

"I've seen girls come out of their shell, share their hearts and lives with us, and be connected to the local church through volunteering. They also find new, healthy friendships, and support and healing through the encouragement of their program mentors and discussion group conversations."

Acknowledging Our Diverse and Committed Volunteers

At many Salvation Army locations across Canada, you will find selfless volunteers with a passion for helping and making a difference.

813,000
VOLUNTEER HOURS
WERE GIVEN



Richard Louis

After graduating high school, and with a desire to help people, Richard felt that Belkin House in Vancouver, a facility that provides a home to the homeless and those who are at risk of homelessness, would be the perfect place for him to contribute.

Since 2006, Richard has volunteered at Belkin House's community kitchen. Six to seven days a week, he prepares and serves meals to the residents.

"Volunteering at The Salvation Army provides me with a space where I am free to offer a helping hand as needed," says Richard.



Sandra Seal

Sandra had a tough upbringing and struggled with her mental health.

"Ever since I got involved with The Salvation Army, I've had a new lease on life," she shares.

Since 2008, Sandra has volunteered with The Salvation Army in Winnipeg. It got her mind off things. Her highlight has been her work with the emergency disaster services (EDS) team.

During the summer months, along with the EDS team, Sandra goes out and delivers meals and hydration to the vulnerable population in the city.



Fran Manning

Fran's motivation behind volunteering is to show gratitude for the help she once received from The Salvation Army. Without asking for assistance, a box full of groceries was dropped at her doorstep during a difficult time, which helped feed her three children.

"They were always there for me when I needed them," she says. Fran volunteers for The Salvation Army in Sydney, N.S. She has helped at the food bank and delivered food hampers during COVID-19, when many were afraid to go outside. Today, she assists at a weekly Salvation Army community café.

If you are interested in volunteering, please visit salvationarmy.ca/volunteer

Celebrating Achievements, Building the Future



A message from Ted Troughton, managing director of The Salvation Army Thrift Store, National Recycling Operations

Our Thrift Store operations had a profound impact within our shared communities across Canada last fiscal year. More than just retail spaces, our stores are an integral part of our mission to serve and uplift our communities, while helping preserve our planet through retail and reuse.



These achievements are a testament to the collective efforts of our employees, guests, donors and community partners. Together, we've achieved remarkable social and environmental milestones, from diverting over 94 million pounds of goods from landfills to raising \$865,997 with the support of our guests and donors to provide additional support to the work of The Salvation Army nationwide.

While we celebrate these significant accomplishments, we have also been actively building on the foundation for a bright future. Over the past several

months, we've been diligently crafting a comprehensive five-year organizational strategic plan, which is encompassed around three pillars: People, Donations and Sales. These pillars are the foundation of our success and will guide us in maximizing our impact, driving growth and ensuring sustainability across all aspects of our operations.

As we look ahead and prioritize the well-being of our people, we are also pleased to announce our partnership with Empowered EDI. Together, we are crafting a multi-year plan aimed at fostering an inclusive culture within our

organization where every individual feels valued, respected and included.

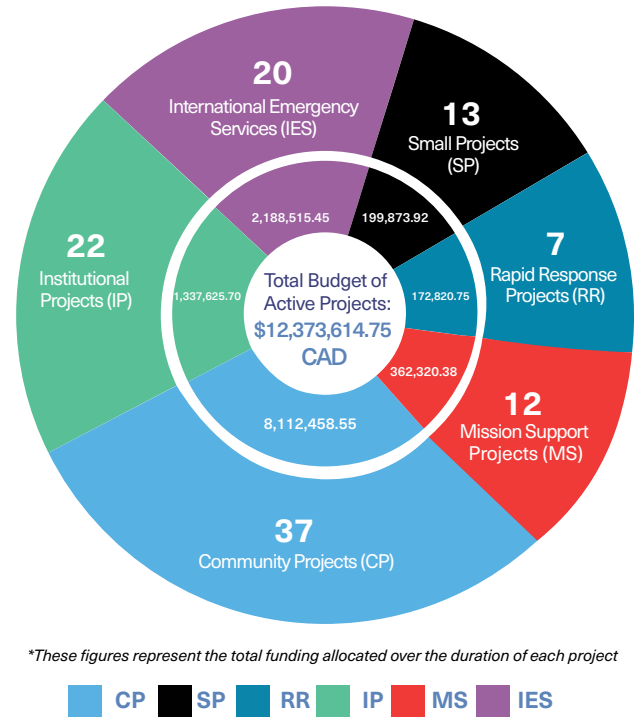
As we reflect on our achievements and look to the future, I extend my deepest gratitude to our incredible employees, volunteers and Thrift Store community. Their unwavering dedication has been instrumental in our shared accomplishments, and their ongoing support propels us toward a brighter, more sustainable future for all.

Explore The Salvation Army Thrift Store's full report at thriftstore.ca/impactreport.

A Global Reach



Total Number of Active Projects: 111 across 34 territories



The Salvation Army is a global movement, actively operating in 134 countries. Through compassionate outreach and the sharing of Jesus Christ's love, we strive to support and uplift communities worldwide.

The international development department of The Salvation Army Canada and Bermuda Territory, through the generous financial support of Salvationists (members) and the public, plays a vital role in giving hope to those who need it most.

Each year, the department oversees the development and production of resources for the Partners in Mission Self-Denial Campaign. In 2023, the Canada and Bermuda Territory raised over \$3 million to aid The Salvation Army's global ministry.

Alongside various fundraising initiatives, the department manages the technical and financial support for humanitarian relief and development projects. These projects focus on five key thematic areas:

- Education
- Health
- Food Security
- Children's Sponsorship
- Water and Sanitation

In 2023, with the generosity of Canadians and Bermudians, our territory provided financial and technical assistance to more than 111 projects across 34 territories.

A significant focus this year was helping individuals and families affected by the conflict in Ukraine. Imagine fleeing your country, leaving behind your family, and finding yourself in a foreign land, unsure where to turn. The local

Salvation Army was there to provide a warm meal and safe shelter. Thanks to your generosity, over 50,000 people received vouchers, food, shelter, and emotional and spiritual care.

In Malawi and Liberia, two projects valued at \$1.8 million helped more than 700 farmers with agricultural inputs and climate-resilient farming techniques. A highlight of the year was the Canadian Foodgrains Bank Learning Tour, which visited our farmers in Monkey Bay, Malawi.

As we continue to reach out in love to serve communities worldwide, William Booth's motto, "Heart to God and Hand to Man," echoes throughout our holistic Christian-based international development efforts.

Thank you for your ongoing support of this vital ministry.



Indigenous Ministries Highlights

While Salvation Army leadership gathered at Parliament Hill in May 2023, Indigenous voices were amplified at an Indigenous listening event. In partnership with Salvation Army government relations, the territorial Indigenous ministries consultant and associate territorial Indigenous ministries consultant interviewed four Indigenous people connected to The Salvation Army.

Through questions and conversations, they shared their visions and dreams of reconciliation and how The Salvation Army can continue to collaborate with Indigenous communities.

In July 2023, and making a long journey from Gitwinksihlkw, B.C., to Toronto, members of the Four Crest Dancers shared in traditional Nisga'a songs and stories at the INSPIRE Conference and Congress. Leading the official

processional into Massey Hall, the Four Crest Dancers opened the congress services. They also performed at a Salvation Army youth and young adult event and at Yonge-Dundas Square for Canada Day celebrations.

The Salvation Army continues to recognize the importance of our relationship with Indigenous Pathways, an organization whose purpose is to provide practical support to Indigenous people.

Since 2016, Indigenous Pathways has been an essential partner in the creation and development of the Army's Celebration of Culture gathering and pow wow at Pine Lake Camp in Alberta.

In 2023, as part of The Salvation Army's commitment to reconciliation, Major Shari Russell received a full-time secondment as the Director of NAIITS, an Indigenous Learning Community.

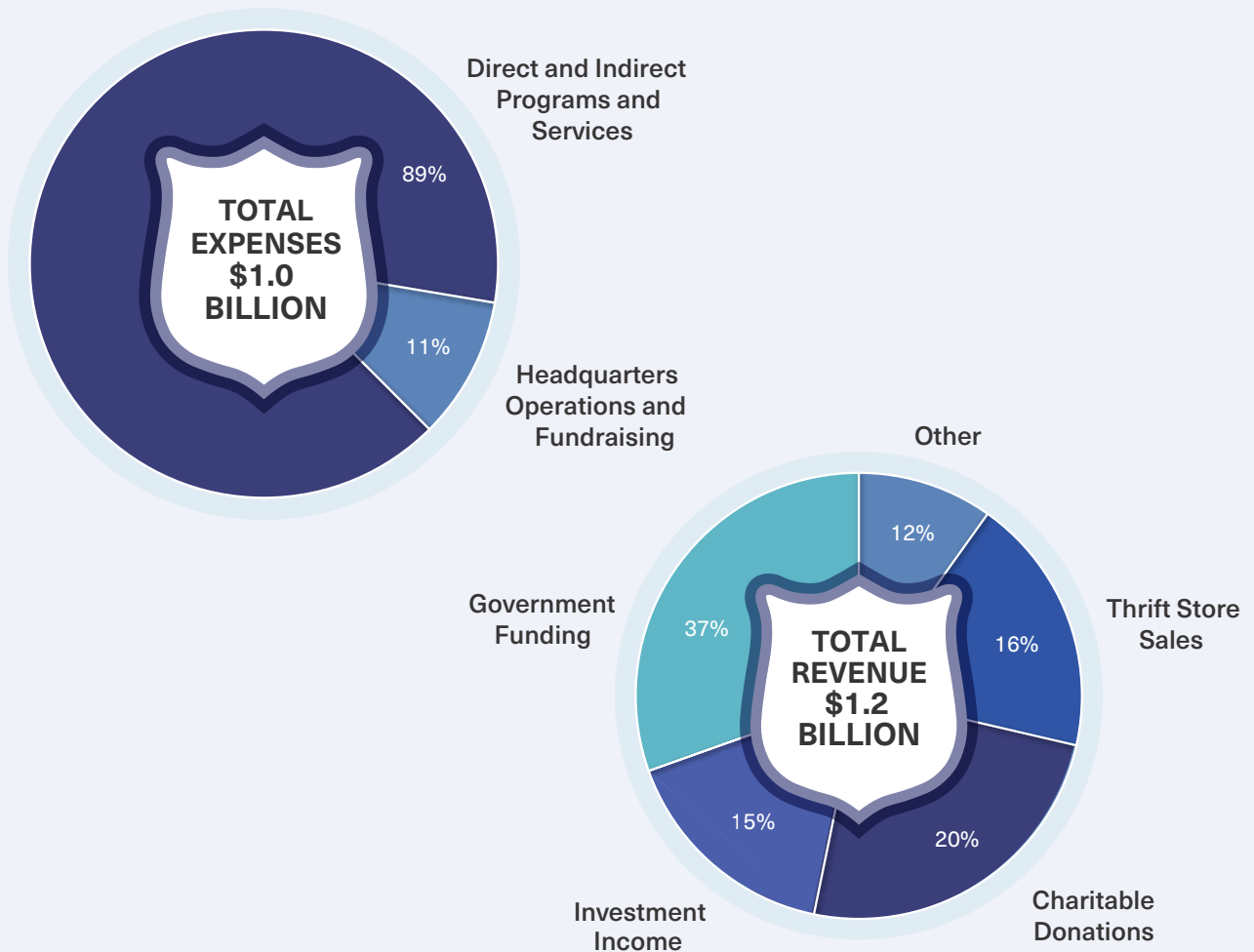


Financial Overview

For complete information on the financial position and results of operations of The Salvation Army in Canada and Bermuda, please see the accompanying Consolidated Financial Statements for the year ended March 31, 2024 at [SalvationArmy.ca/annualreport](https://www.salvationarmy.ca/annualreport), which have been audited by KPMG, LLP, Chartered

Professional Accountants,
Licensed Public Accountants.

The financial statements present the assets, liabilities, fund balances, revenues and expenses of the Governing Council of The Salvation Army in Canada and its controlled entities, both incorporated and unincorporated.





Financial Snapshot

On a consolidated basis, it will be seen that the Army is a large organization with assets of \$2.6 billion, and annual expenses of \$1.0 billion last year. One might rightly ask whether an organization of this size and scope needs continuing public support in the form of donations. The answer is an unequivocal “YES”!

Communities across Canada and Bermuda continue to grapple with a range of challenges, including poverty, homelessness and food insecurity, leading to a significant increase in the demand for the Army’s services. Factors such as rising inflation, worldwide economic instability and other socio-economic factors have contributed to an alarming increase in food insecurity among vulnerable individuals and families.

We are extremely grateful for the support of various levels of government and other funders who have provided financial resources to assist us in meeting these challenges, but the rate of increased

demand for our services presents short falls between the costs we incur and these sources of funding. Donations account for 20% of The Salvation Army’s funding and are vital to our ability to continue to address the increased demand for the services we provide in our communities.

The Army is facing a number of challenges that donors can help it meet.

- 1) The cost of operating our programs and services rose by 9% during the 2023/2024 fiscal year while total donations increased by only 1%. The Army is heavily reliant on donations to ensure that we can continue to meet the needs of the most disadvantaged members of our communities.
- 2) Donors are increasingly inclined to specify where and how their contributions are to be used. While we understand donors’ interest in their local communities and specific programs, the reality is that as more funds are restricted, the Army relies on a

diminishing pool of unrestricted donations and other funds to provide programs and services in communities and regions which are unable to generate sufficient local donations. While the Army desires to provide services to needy Canadians and Bermudians wherever they live, its ability to do so is wholly dependent on sources of unrestricted funds.

- 3) The Salvation Army began its work in Canada in 1882 and as a long-standing service provider of social services, the Army has a number of older buildings that will require revitalization to continue to serve the most vulnerable in our communities. While the Army has some capital reserves in place, recent property assessments show that the capital needs over the next 10 to 15 years are significant and will require significantly more funds than currently available.

REASONS TO SUPPORT THE SALVATION ARMY

- The Salvation Army has a proven track record that goes back more than 140 years in Canada, and more than 150 years internationally. It is now one of the world's largest providers of social services.
- The Salvation Army helps one person at a time, believing that each person is infinitely valuable and equally worthy.
- The Salvation Army is present in 400 communities across Canada and Bermuda and in 134 countries around the world.
- When disaster strikes, the Army is often living in the community and able to provide immediate aid and relief in the most culturally relevant way. The Army will still be there long after immediate needs have been met.
- The Salvation Army works through a large quasi-military organizational model that includes volunteers, committed members of The Salvation Army, its officers and staff. There is no organization that can more readily mobilize itself where and when the need is greatest.
- As an international Christian church that welcomes everyone, The Salvation Army's faith motivates its social programs. Donations from the public at large, which includes money from individuals, foundations, corporations and all levels of government, are used for community and social service programs.
- The Salvation Army has been recognized with the highest level of excellence in ethical fundraising and financial accountability that Canadians can trust. Since 2015, The Salvation Army has earned Imagine Canada's Standards Program accreditation. Imagine Canada believes that charities and non-profits have a responsibility to be innovative, transparent, accountable, ethical and well-governed.
- The Salvation Army is managing its administrative and fundraising costs in a reasonable manner given the size and scope of the organization, in order to provide the best programs and services that deliver transformative outcomes for the people we serve.
- All funds donated to The Salvation Army are used by The Salvation Army, or agencies of which it is a member.
- Social and community service programs focus on nurturing the capacities, skills and strengths of individuals rather than just giving them a handout.
- All social and community services are equally available without discrimination.

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Statistics: Community Mission Department

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gift will feed
hungry people
and give them
hope.**



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