



It's Time to End Poverty

**ANNUAL
REVIEW
2014-2015**
CANADA and BERMUDA



Giving Hope Today

150 YEARS OF SERVICE



The Salvation Army celebrated its 150th anniversary in 2015. Founded in 1865 in London, England, today The Salvation Army is at work in 127 countries, bringing hope and transformation to the most vulnerable and marginalized people in the world.

www.SalvationArmy.ca



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Donation hotline: 1-800-SAL-ARMY (725-2769)



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MESSAGE FROM THE TERRITORIAL COMMANDER



It's Time to End Poverty

The world keeps moving forward. Why are so many left behind?

Over the past year, The Salvation Army issued the following challenge: "It's time to end poverty." This call to action was not only for the public's attention but also for those of us working within the organization. What are we doing to help people break free from the stranglehold of poverty and to help prevent others from falling through the cracks of society?

With one in 10 Canadians impacted by low incomes, we are seeing growing numbers of people requiring assistance with basic needs such as food, clothing and shelter. While we continue to meet these needs, we are also striving to provide services that move people forward to independence. For example, we teach people living on low incomes how to live within their budgets while providing healthy, nutritious meals for their families. We help people break free from the chains of addiction through our treatment programs. We assist people in finding a home to call their own through our transitional housing programs. And our many other life-skills programs help participants not only realize their potential, but also acquire the resources necessary to lead productive, healthy lives, which can be passed on to future generations.

One in seven children goes to school hungry, so it's clear that poverty affects all ages. We know that children can't focus on learning if they are hungry or poorly nourished. Our school nutrition programs provided more than 150,000 meals through breakfast, lunch and snack programs for school-aged children. And in many locations across Canada, we operated after-school programs that offered a safe, fun and nurturing environment for children and youth.

A growing concern is the increasing number of elderly Canadians at risk of social isolation. Whether hosting games and activities at our community centres to help keep minds alert, or offering workshops that address health and safety issues such as managing arthritis, how to eat healthy on a tight budget and ways to prevent a fall, our seniors' programs exist to promote a sense of belonging, sustainability and personal wholeness. In addition, our residential and long-term care facilities foster an environment where people can age with dignity.

As an international organization at work in 127 countries, we recognize that the challenges faced by people in Canada often pale in severity to those faced by people in the developing world. Thanks to the generosity of donors in Canada, we are able to support education, healthcare, water and sanitation, and livelihood development projects that are helping families and communities abroad work towards self-sufficiency.



THE WORLD KEEPS
MOVING FORWARD.

WHY ARE SO MANY
LEFT BEHIND?

It's time to end poverty in Canada.



Giving
Hope
Today

It's time to end poverty, but we can't do this on our own. That's why we remain committed to working with all levels of government, other social agencies, key community stakeholders, our generous donors, and the people we serve. Together, we can build a world in which every person is treated with dignity and has access to the necessities of life such as nutritious food, a safe place to sleep, health care, education and economic opportunity.

Thank you for supporting the mission of The Salvation Army.

May God bless you.

Susan McMillan
Commissioner
Territorial Commander

MESSAGE FROM THE NATIONAL ADVISORY BOARD CHAIR



Investing in People

After spending my professional life in the financial industry, I understand the importance of sound investment. One of the many reasons I support The Salvation Army—and am proud to serve as the chair of its National Advisory Board—is that it recognizes the value of investing in the lives of vulnerable and marginalized people.

In situations where many would only see failure or hopelessness, The Salvation Army sees potential and hope for the future. In its hundreds of social service programs offered in 400 communities across Canada and Bermuda, the Army helps one person at a time, believing that each person is valuable and worthy of dignity. That's why the Army is passionately committed to eradicating poverty and caring for all people who are struggling.

With a proven track record that goes back over 130 years in Canada, The Salvation Army is one of the largest providers of social services in the country. Its work is only possible through the contributions of its countless donors and volunteers.

I'm grateful for the ongoing support and commitment of my fellow National Advisory Board members, a dedicated group of business leaders and philanthropic supporters who provide strategic guidance on the organization's national operations and services. Together we thank you, the public, for your ongoing support of this compassionate organization.

Sincerely,

A handwritten signature in blue ink, appearing to read 'A. Lennox'.

Andrew Lennox
Chair
National Advisory Board



MEMBERS

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Radical Simplicity Inc.

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Government of Ontario 1991-2002

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Chair
Nunavut Iron Ore, Inc.

Hope stories

NEW PROGRAM HELPS SECURE BETTER FUTURE FOR VULNERABLE PEOPLE

Rachael needed to update her job skills to help find full-time employment and cope with life's challenges. But, as a single parent on a tight budget, she couldn't afford the cost of the training. She often wondered if life would get better. Then she found The Salvation Army.

"Moving to a new town as a single parent was intimidating and isolating," says Rachael. "Working as a casual rehabilitation assistant I had to pick my financial battles. I couldn't afford new linens or supportive foot ware. It was very challenging."

Rachael contacted The Salvation Army in Courtenay, B.C., who gave her diapers, thrift store vouchers and food. Most recently she received free first-aid training that helped her gain full-time employment.

"Completing the First Aid course helped me secure full-time work in a competitive market," says Rachael. "A set income is paying for day care, buying meat and healthy produce and alleviating a lot of stress."



SENIORS PROGRAM BOOSTS MENTAL, PHYSICAL AND SOCIAL WELLNESS



The Salvation Army Sunshine Club was established in Ottawa in 1971 and accommodates seniors age 55 plus. Every two weeks more than 50 seniors gather together in a safe, healthy and happy environment that promotes socialization, information and spiritual wellness.

"Our seniors group is a 'feel good' group," says Winston, 75, who attends the program. "The Salvation Army doesn't see age—they see people."

From information about foot care and fall prevention to board games, devotional readings and day trips, seniors are benefitting socially, mentally, physically and spiritually.

"The program is especially beneficial for isolated and lonely people," says Sharon Dean, Program Administrator.

"We are like family," says one participant. "The friends I have made are invaluable."

"The Salvation Army gives us a hot meal," says another. "I really like it when I don't have to eat alone."

Seniors are valued people who can teach us lessons as important as the programs and services we offer them.

WHO WE ARE

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.

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.

VISION

One Army. We see a God-raised, Spirit-filled Army for the 21st century – convinced of our calling, moving forward together.

One Mission into the world of the hurting, broken, lonely, dispossessed and lost, reaching them in love by all means.

One Message with the transforming message of Jesus, bringing freedom, hope and life.



VALUES

There are three core values of our faith – **Salvation, Holiness** and **Intimacy with God**. Rooted in these three values are the seven core operational values which guide all aspects of The Salvation Army in Canada and Bermuda.

Compassion: We reach out to others and care for them.

Respect: We promote the dignity of all persons.

Excellence: We strive to be the best at what we do and a model for others to emulate.

Integrity: We are honest, trustworthy, and accountable.

Relevance: We are committed to the pursuit of innovation and effectiveness.

Co-operation: We encourage and foster teamwork and partnerships.

Celebration: We give thanks by marking milestones and successes.

WHAT WE DO

Now at work in 127 countries, The Salvation Army's operations in Canada began in 1882 and it has grown to become the largest direct provider of social services in the country next to government. In Bermuda, the Army has been at work since 1896.

The Salvation Army gives hope and support to vulnerable people every day in 400 communities across Canada and Bermuda. Our community and social service activities include: hunger relief for individuals and families through food banks and feeding programs; shelter for people experiencing homelessness and support for those needing housing; rehabilitation for those struggling with addiction; Christmas assistance such as food hampers and toys; after-school programs, camps, and school nutrition programs for children and youth; and life-skills classes such as budgeting, cooking for a family, and anger management. When you give to the Army, you are investing in the future of marginalized and overlooked people in your community.

With more than 200 thrift stores, The Salvation Army operates one of Canada's largest national clothing recycling operations. Although donated items are free, there are organizational expenses such as paid staff, rent, utilities, property tax, insurance and trucking expenses. After expenses, the proceeds generated support the Army's many social programs, such as children's camps and food banks. As well, the Army provides items free of charge to individuals or families who have been referred by our social programs and other agencies.

As a religious denomination, The Salvation Army has over 300 corps or congregations in Canada and Bermuda. These corps 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 services programs and activities, rather than corps and congregational ministries unless the donor designates otherwise.

Hope story



OVERCOMING OBSTACLES TO IMMIGRATION

Claudia met and married her Canadian husband while they both worked in Mexico. Then, when their daughter, Rebecca, turned four, they moved to Canada to give her better educational opportunities. But immigration laws had changed and Claudia was at risk of deportation—which would tear her family apart.

“I wasn't in the position to pay the \$5,000 lawyer's fee to apply for permanent residency,” says Claudia. “I was heartbroken. Then the law office told me about The Salvation Army's free service that helps reunite families. I was so relieved.”

The Salvation Army Atlantic Refugee & Immigrant Services (ARIS) is the only program of its kind in the Maritimes. They worked with Claudia step by step, form by form, to complete the required documents for both permanent residency and a work permit.

On August 7, 2015, Claudia became a permanent resident of Canada.

“I'm so grateful to The Salvation Army,” says Claudia. “Without their help I don't know where I would be right now.”

OVER **1.85 MILLION** PEOPLE
WERE **HELPED** BY **THE SALVATION ARMY**
IN **CANADA AND BERMUDA**
LAST YEAR.

Addictions, Rehabilitation and Shelter

5,650 shelter, addictions, detox and mental health beds provided each night for vulnerable men, women and families.

585 people completed addictions and rehabilitation programs.

3.2 million free meals served at shelters and in feeding programs.

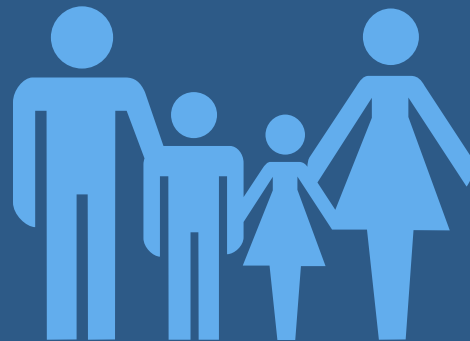


Community and Family Services

1,337,000 persons assisted with food, clothing or practical assistance.

3,850 children went to Salvation Army camps.

14 daycare centres provide a total of **697** available spaces.



Emergency Disaster Services

9,800 people helped when disaster struck.





Community Churches

312 community churches.



Hospice, Health and Long-Term Care

119 hospital beds provided.

1,040 long-term care and supportive housing beds provided.

40 hospice beds provided.



Work in Developing Countries

161 projects in **38** countries.

3,562 children helped through the Brighter Future Children's Sponsorship Program.

23 Salvation Army officers and lay-personnel serving outside Canada.



Personnel

737 active Salvation Army officers.

921 retired Salvation Army officers.

8,011 employees.

1.5 million volunteer hours provided.

ACCOMPLISHMENTS

Given the significant diversity and scope of The Salvation Army's work across Canada, it is not possible to highlight every accomplishment or objective. However, here are a few of the organizational objectives completed in the past year and currently underway.

Emergency Shelter and Housing

The Salvation Army provides nearly one in five of all emergency shelter beds in Canada. Over the last 18 months, The Salvation Army's National Advisory Board and Social Services Department have been working to answer the question, "What are the best practices for ending homelessness, and how can Salvation Army shelters measure effectiveness in achieving this outcome?" To this end, a literature review was conducted, 53 Salvation Army emergency shelters were surveyed, seven site visits were conducted, and 319 individuals, including 280 Salvation Army officers, staff, and clients, provided advice and input.

The learning from this work has generated seven evidence-informed, outcomes-focused **Operating Principles for Salvation Army emergency shelters:**

1. We take a person-centred, holistic approach and ensure that people with particular vulnerabilities are supported.
2. We help people experiencing chronic and episodic homelessness to access stable, positive housing and appropriate supports.
3. We use harm reduction principles to guide services to clients and behaviour-based criteria for restricting access to shelter.
4. We ensure people who have high needs receive accompaniment and follow-up services.
5. We aim to make every discharge from shelter an organized departure.
6. We coordinate services and participate in planning with community partners.
7. We track and analyze outcomes to inform planning and policy decisions and continually improve services.

These principles are a reflection of Salvation Army frontline staff's best practices and senior leaders' vision for ensuring emergency shelters are playing a strong role in coordinated community responses to end homelessness. Many communities in the country have adopted a "Housing First" approach. This approach focuses on assisting people with multiple challenges to secure and maintain permanent housing with supports. Emergency shelters have a critical role to play within this system. For someone facing a winter night on a park bench, access to an emergency shelter can sometimes mean the difference between life and death. However, the value of shelters goes beyond meeting immediate needs. Emergency shelters often serve as the "front door" to a broader system of supports. Salvation Army staff's extensive knowledge and strong community partnerships help to ensure that our clients access the resources and services they need to stabilize in the community.

Aboriginal Roundtable

Organized by The Salvation Army's aboriginal ministries consultant, Salvation Army personnel met to recognize current and potential Indigenous leaders within the organization. The group of primarily Indigenous persons presented some of the challenges Indigenous communities face today and discussed an action plan for building on their strengths and meeting their needs. With an emphasis on consensus leadership, the roundtable's efforts will focus on the collective voice of Indigenous people.

The group plans for increased educational measures among Salvation Army leaders, both in training and in the field. With the Indigenous experience different across Canada, the Army will need to approach and address each region differently. Recognizing that The Salvation Army has a strong social service focus for Indigenous people, we want to help people heal holistically by navigating these services in a healthy, empowering way.

Employee Relations

With over 8,000 employees in Canada, The Salvation Army recognizes the importance of having policies and strategies in place to foster safe and efficient work environments. This past year we established a **Workplace Harassment, Discrimination and Violence Prevention Policy** with reference materials and training sessions used throughout the country.

We implemented a **Health and Safety/Workers Compensation Strategy** to improve workplace health, safe, wellness and disability management (occupational injury/illnesses) by providing resources, user friendly systems and processes to strengthen frontline management practices, tools and capacity. This included expanding online integrated systems such as e-Claims, e-Learning and e-Resources.

Over the coming year we will launch our **PEAC (Performance Excellence and Coaching)** training and implementation. The PEAC system is designed to review the capacity of all staff and to expand performance potential in our personnel across the country. The methodology encompasses our mission, values and strategic priorities and is conducted in a climate of coaching that is intentionally goal-oriented and recognizes the value of people as one of our greatest organizational assets.

Haiti – Integrated Family Support

More than five years after a 7.0 magnitude earthquake struck Port-au-Prince, Haiti, The Salvation Army continues to provide survivors with **new homes, employment skills, agricultural and livelihood support**. Due to the direct generosity of Canadians, The Salvation Army in Canada and Bermuda has:

- built 114 permanent, earthquake resistant, houses, with more in process;
- provided vocational training to 741 youth;
- provided livelihood support to 681 beneficiaries;
- supported 786 farmers with agricultural assistance.

Our programs make it possible for people to learn employable skills such as plumbing, electrical and mechanics. We provide resources so people can start their own business. We educate people about innovative farming techniques, and how to grow nourishing crops to sell in the market that will help feed their families. The Salvation Army continues to evolve and expand to meet the changing needs of our beneficiaries. With compassion, respect and love, we work alongside the people of Haiti to help break the cycle of poverty and relieve suffering.

Thrift Store Welcome Centres

Salvation Army Thrift Store established Donor Welcome Centres in an effort to show appreciation to the public for their continued support and generosity. The Donor Welcome Centres exist to provide safe, easy and reliable spaces for the public to donate at Thrift Stores. The centres are equipped with donation attendants who are available to offer assistance for heavier or larger donations. Donations remain in the local communities in which they are given and the proceeds are used to support The Salvation Army's programs and services. All donations received are reused and recycled. **Last year, The Salvation Army, with the help from the public, diverted 67.3 million pounds of household waste away from landfills.**

Social Services Accreditation

The Social Services Department provides leadership to The Salvation Army's internal accreditation process. The process provides an assessment of Salvation Army social service and health ministries in relation to standards which reflect organizational policy, legislative requirements and best practice. These standards describe required processes and systems in the areas of governance, human resources management, facility management, spiritual and religious care and program delivery. All identified social service ministry units in the Canada and Bermuda Territory undergo an accreditation review every three years. Accreditation status is granted when a ranking of 80 per cent is achieved in all areas reviewed. Over the period of this year, 11 social service units successfully passed the accreditation process. A further 38 units will be reviewed in the coming year.

GOVERNANCE

Legal and Corporate Structure

The Salvation Army has its international headquarters located in London, England. Leading the international Salvation Army is the General, who is elected by a High Council comprised of senior Salvation Army leaders from around the world.

The Governing Council of The Salvation Army in Canada ("Governing Council") was incorporated by an Act of Parliament in 1909. Unlike conventional not-for-profit corporations that have both members and directors, the Governing Council has only members, who are appointed by the General. All members of the corporation are commissioned Salvation Army officers or employees of The Salvation Army who hold senior leadership roles.

The members of the Governing Council during the year ended March 31, 2015 were, as follows:

| Member | Office held (if any) | Date Appointed | Number of meetings eligible to attend in 2014/15 | Number of meetings attended in 2014/15 |
|---|----------------------|---------------------------------|--|--|
| Commissioner Brian Peddle Territorial Commander | Chair | July 1, 2011 to August 31, 2014 | 9 | 9 |
| Commissioner Susan J. McMillan Territorial Commander | Chair | September 1, 2014 | 10 | 12 |
| Colonel Mark Tillsley Chief Secretary | Vice-Chair | June 1, 2013 | 18 | 21 |
| Lieut.-Colonel Lee Graves Secretary for Business Administration | Treasurer | July 1, 2013 | 19 | 21 |
| Lieut.-Colonel Sandra Rice Secretary for Personnel | | July 1, 2009 to June 30, 2014 | 4 | 7 |
| Lieut.-Colonel Jamie Braund Secretary for Personnel | | July 1, 2014 | 13 | 14 |
| Mr. R. Paul Goodyear Financial Secretary | Secretary | July 1, 2001 | 18 | 21 |

Most of the Army's operations in Canada are established as unincorporated entities of the Governing Council. Other corporations controlled by the Governing Council include The Salvation Army Corporation of Bermuda, The Salvation Army William & Catherine Booth University College, The Salvation Army Golden West Centennial Lodge and The Salvation Army Grace Communities Corporation.

Supplementing the oversight of Army operations provided by the corporate bodies are various other boards and committees, comprised of officers and employees, as well as volunteers who provide an independent voice to assist the Army. These boards and committees exist at the national, regional and local community levels across Canada and in Bermuda.

Hope story

LISA FINDS STRENGTH AFTER YEARS OF ADDICTION

Code of Conduct

In order to assist The Salvation Army in maintaining a harmonious and ethical work environment, which honours God and serves the community, a Code of Conduct (www.SalvationArmy.ca/codeofconduct) has been adopted to set out the basic principles and rules that all staff must follow in the performance of their work, whether they are officers, employees or volunteers.

All officers, employees and volunteers of The Salvation Army are expected to behave in ways that are aligned with the organization's mission and values.

In all dealings at or on behalf of The Salvation Army, officers, employees and volunteers must:

- a) Conduct themselves at all times with honesty, integrity and transparency;
- b) Perform their defined duties to the best of their ability;
- c) Treat others, including other officers, employees, volunteers, funders and clients with respect, dignity, fairness and courtesy;
- d) Never act in a discriminatory, harassing or violent way towards others;
- e) Never use their position in order to gain an advantage over or exploit the vulnerability of others;
- f) Avoid putting themselves or The Salvation Army in a real or perceived conflict of interest;
- g) Follow all applicable laws regardless of where The Salvation Army conducts its operations;
- h) Comply with all applicable Salvation Army policies and procedures;
- i) Collect, use and disclose confidential information only in accordance with Salvation Army policy and applicable privacy law;
- j) Conduct all business activities in a responsible manner, consistent with ethical obligations of stewardship and in accordance with all applicable laws, policies and procedures;
- k) Always strive for the highest health, safety and environmental standards in all facilities and work areas;
- l) Keep all records, documents and communications accurate, truthful, and up-to-date;
- m) Use information technology, including internet and e-mail, in a professional and appropriate manner, in accordance with Salvation Army policy;
- n) Never destroy or take for personal use any items belonging to or safeguarded by The Salvation Army without prior written approval; and
- o) Never participate in or assist others to participate in any illegal and/or criminal activities.



"Less than a year ago I stood on the brink of a bridge, minutes away from jumping to my death," says Lisa, 41. "Today, with help from The Salvation Army, I'm safe, sober and liking myself for the first time in decades."

From age seven to 14, Lisa was sexually abused by her father. To numb the pain she abused drugs and alcohol, attempted suicide and sought out new relationships. For years she went to AA meetings but couldn't stay sober.

Lisa enrolled in The Salvation Army's Anchorage Addiction Program in Winnipeg and has been sober for several months. She has completed the 90-day program and plans to be in the Aftercare program for one year. Many clients look up to her as a mentor.

"Recovery isn't an easy road," says Lisa, "but I want it more than anything. The Salvation Army has changed my perspective on life and made mine worth living."

Charitable Status

The Salvation Army is a religious, charitable and not-for-profit organization, registered by the Canada Revenue Agency for tax-deductible contributions. Our charitable registration number is 10795 1618 RR0001. In Bermuda, the Army is also recognized as a charitable organization.

Volunteers

In addition to paid staff, The Salvation Army's operations are aided by some 166,000 volunteers (1.5 million volunteer hours provided) who give dedicated and exemplary service to their communities by helping deliver programs and services through Salvation Army facilities. Whether serving as board members, specialist advisors, food hamper packers, greeters, chaplains, or in a host of other roles, these volunteers are *the army behind the Army*. The contributions of these volunteers are invaluable to the success of The Salvation Army's program and service delivery.

Conflict of Interest Policy

A conflict of interest policy has been established to provide staff and volunteers with guidance on how to identify potential or real conflicts of interest and disclose them in order to help minimize or eliminate the impact of such conflicts, both for themselves and for the Army.

When engaged in Salvation Army operations, officers, employees and volunteers are required to act in The Salvation Army's best interests and to avoid becoming involved in situations of real or perceived conflicts of interest.

Conflicts of Interest occur when officers, employees and volunteers have personal interests in decision-making that can reasonably appear to influence their actions, bias their judgment or prejudice the outcome of decisions. They can also occur when officers, employees, or volunteers are in situations where they can use or appear to use their position with The Salvation Army to benefit personally or to benefit someone else at The Salvation Army's expense.

Possible conflicts of interest can include but are not limited to the following:

- Holding a financial interest in or receiving/soliciting any personal benefit exceeding \$250 from a business which furnishes or wishes to furnish services, materials, or supplies to The Army;
- Being called upon to make decisions pertaining to a family, friend or business in which you have an interest;
- Using the Army's personnel, equipment, supplies or goodwill for other-than organization-approved activities, programs and purposes;
- Lending money to or accepting personal loans from clients and/or business partners.

Risk

A Risk Committee is in place with responsibility to monitor the direction and trend of all major types of risks relative to mission strategy and market conditions. It also reviews emerging risks to the Army and monitors activities to appropriately mitigate those risks.

The general legal counsel acts as secretary to the Risk Committee and maintains the risk register, which details key risks faced by the organization across thirty-four categories, including controls used to mitigate such risks, who is responsible for monitoring and reviewing risks and ensuring that controls are functioning, actions being pursued to further reduce or eliminate risk, and any residual risks that are deemed acceptable. The Risk Committee meets quarterly, or more frequently if required, to receive reports concerning each risk and to determine any additional action to be taken.

Accessibility and Customer Service

The Salvation Army strives at all times to provide its goods and services in a way that respects the dignity and independence of people with disabilities. The Salvation Army is also committed to giving people with disabilities the same opportunity to access employment, goods and services and allowing them to benefit from the same services, in the same place and in a similar way as other customers. The Salvation Army has a Policy on Accessibility and Customer Service (www.SalvationArmy.ca/accessibility) that outlines how all units will work together to provide accessibility to officers, employees, volunteers and clients with disabilities.

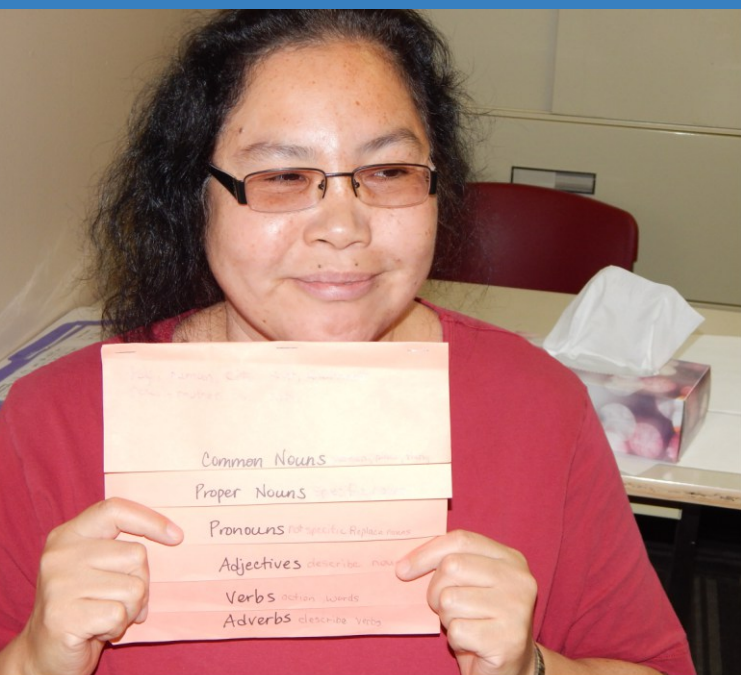
Whistleblower Policy

The Salvation Army has a Whistleblower Policy (www.SalvationArmy.ca/whistleblower) in place to provide a means for staff and volunteers to make confidential disclosures with respect to any act or omission which appears to violate the Army's high standards of business, ministry and personal ethics.

Public Accountability

The Salvation Army recognizes its accountability for the financial resources placed at its disposal by its contributors for the furtherance of its mission to serve the most vulnerable in our society. Donations solicited from the public at large, which includes funds from individuals, foundations, corporations and all levels of government, are used for community and social service programs. Corps and congregations are financed largely by contributions from their members and other funds they generate through their operations. In some cases, they also receive donations from non-members who wish to support congregational activities. Funds collected from the public at large, however, can only be allocated to corps to the extent to which they are used to fund community and social programs, rather than congregational activities.

Hope story



LOW-LITERACY INDIVIDUALS LEARN SKILLS FOR A BETTER LIFE

In Weetamah, one of Winnipeg's poorest neighbourhoods, The Salvation Army's literacy program is helping adults with low literacy reach their full potential as parents, grandparents, community members and employees.

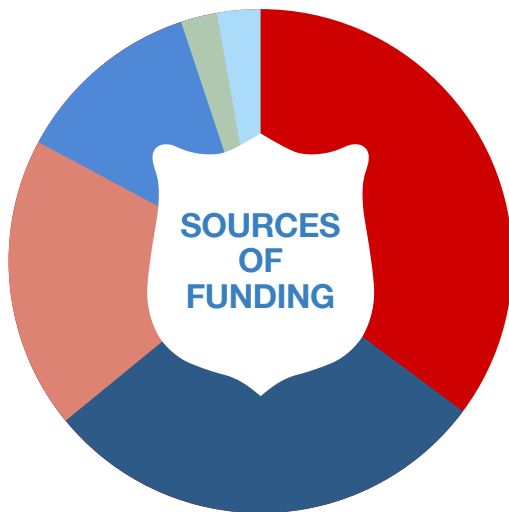
"The year-long program gives people a second chance at their education," says Carley Tay, Computer and Literacy Instructor. "From our program students can move into any other literacy program in the province and have their prior learning recognized and accepted toward their continuing education. Some students are new immigrants and others have been out of school for a long time."

From phonics to spelling activities to forming sentences and learning the meaning of words, Carley loves seeing the confidence that the course gives to people.

"Marlene learned six new words last week," says Carley. "Tan is forming sentences. Another student is taking out library books. Another is filling out forms."

"But the most beautiful thing," says Carley, "is at graduation where people stand up and read a speech that they have written. That's success."

FINANCIAL OVERVIEW



| | | | |
|---|-----|---|-----|
| ■ Government funding | 35% | ■ Fees for service | 12% |
| ■ Donations | 29% | ■ Thrift Stores – Net Profit | 2% |
| ■ Investment income | 19% | ■ Other | 3% |



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 at www.SalvationArmy.ca/financialstatements2015 for the year ended March 31, 2015, 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 and each of its controlled entities, both incorporated and unincorporated.

You can provide a brighter future for vulnerable men, women and children with a gift in your will to The Salvation Army.

HOPE is an Everlasting Legacy



1-855-546-5556
donor_questions@can.salvationarmy.org
SalvationArmy.ca/wills

Charitable Registration No. 107951618 RR0001



Imagine
Canada  Ethical Code

NINE GOOD REASONS

... WHY YOU SHOULD SUPPORT THE SALVATION ARMY

1. The Salvation Army has a proven track record that goes back 150 years, and over 130 years in Canada. This has made it one of the world's largest providers of social services, and one of the most trusted.
2. The Salvation Army ministers to the whole person. It strives to be an agent of beneficial change in people's lives, as well as meet the needs of the moment.
3. All funds donated to The Salvation Army are used by The Salvation Army, or agencies of which it is a member. The Salvation Army connects your donation directly to the point of most urgent need.
4. The Salvation Army, in its compassionate concern to exemplify the love of God for a broken world, seeks to reach out to those most in need in our society, and does so without discrimination except on the basis of need.
5. The Salvation Army acts without fanfare to get the job done. Its pragmatic approach to helping people has made it the agency people turn to in a crisis.
6. The Salvation Army keeps its administrative costs low, and gives its donors full charitable value for every dollar it receives.
7. The Salvation Army is a multi-faceted movement, with a broad range of services. This enables donors to target their gift to a specific social benefit within the same organization. All such gifts are delivered in full to the program specified.
8. We get results! The newsletter our donors receive offers stories of success in overcoming life's obstacles among those we have helped.
9. The Salvation Army works through a large quasi-military organizational model, that includes volunteers, committed members of The Salvation Army, its officers, employees and lay leaders. There is no organization that can more readily mobilize itself where and when the need is greatest, and deliver the personal care and attention that we believe everyone deserves.



The Salvation Army gives **hope** and **dignity**
to **vulnerable people** today and every day in
over **400 communities** across Canada and
more than **125 countries** around the world!



Giving
Hope
Today

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