



2021/22

ANNUAL REPORT

CANADA AND
BERMUDA TERRITORY

A photograph of a white Salvation Army Community Response Unit truck parked in the snow at night. The truck has the Salvation Army logo and 'Giving Hope Today' on its side. A person in a red apron is handing a food container to a person in a dark jacket. Another person in an orange jacket is standing nearby. The truck has a 'CAUTION HOT' sign and 'PRAIRIE' written on its side.

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 **132 countries** around the world!

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Charitable Registration No. 107951618 RR 0001



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508,000
VOLUNTEER HOURS WERE
PROVIDED TO THE SALVATION
ARMY LAST YEAR

GREETINGS

Territorial Commander



We Are Here to Help

During a year when a growing number of Canadians struggled with the effects of the pandemic and the rising cost of food, I cannot emphasize enough how grateful our organization is for the incredible generosity we received from our supporters.

Hunger and food insecurity are increasing across the country, with lower-income Canadians being hit the hardest. At The Salvation Army, an upsurge in need meant an increase of 500,000 individuals who looked to us for assistance. Last year, we served 2.6 million people in Canada and Bermuda, more than ever before in our history.

The Salvation Army is an international Christian church that exists to share the love of Jesus, meet human needs and give hope where there is hardship. As we care for the whole person, we understand that in times of physical challenges, such as food insecurity or safe shelter, there are also emotional and spiritual needs to be met.

***With a proven track record that spans more than 140 years,
The Salvation Army is actively serving in
400 communities across the territory.***

The fact that the number of people using our services continues to escalate is alarming to us and means we still have work to do. Your kindness allows us to fill in gaps where help is needed most and provide critical and life-changing support.

Everyone needs an Army, and this annual report includes a small sampling of the many stories of people who have overcome challenges. By embracing our brand promise of Giving Hope Today, you influence communities across the country. When we combine our strengths and resources, we can truly give people hope for a better tomorrow.

May God bless you,

Floyd J. Tidd
Commissioner
Territorial Commander

National Advisory Board Chair

Bringing Hope Where There is Hardship

As chair of The Salvation Army's National Advisory Board, I am grateful to work with a group of dedicated members motivated by the great work of the Army.

It is a great joy and privilege for our board to support the vision of The Salvation Army—to bring hope where there is hardship—but never more so than over the past couple of pandemic years when the impact of the Army has been so significant.

When the COVID-19 pandemic hit, The Salvation Army was honoured and privileged to support individuals and families across Canada and Bermuda who were overwhelmed and struggled.

People needed a glimmer of hope, and that is where the Army stepped in. During the first two years of the pandemic, The Salvation Army distributed over \$40 million in food and supplies and volunteers provided more than 1 million hours of service.

As I write to you, an exciting period of board renewal is underway, where we are celebrating the contributions of some long-time advisory board members whose terms are concluding, and welcoming new members and their fresh perspectives. Led by our board nominating committee, we are being very intentional about the skills, experience and diverse perspectives desired in new members to compliment the strengths of existing members.

The National Advisory Board looks forward with great enthusiasm to the year ahead, as we continue to provide guidance and insights in relation to key strategies and areas for focus in the future.

Paul Koreen

Chair

National Advisory Board



MISSION, VISION AND VALUES

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 the largest non-governmental direct provider of social services in the country. The Salvation Army gives hope and support to vulnerable people in 400 communities across Canada and Bermuda and 132 countries around the world. In Bermuda, the Army has been at work since 1896.

Our social service activities include (but are not limited to):

- 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 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.

With 98 thrift stores, 115 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 more than 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.

**MORE THAN
2.6 MILLION
PEOPLE WERE HELPED BY
THE SALVATION ARMY IN CANADA
AND BERMUDA LAST YEAR.**

Hope in the Time of Crisis

NEWFOUNDLAND AND LABRADOR

During the height of the pandemic, restaurants around the country had to close because they couldn't operate safely. For the truck drivers who carry goods across Canada, this posed a huge problem—they rely on restaurants and rest stops to feed themselves while they're out on the road.

This was even more worrisome in Newfoundland and Labrador. The island portion of the province relies completely on truckers to deliver everything they need. With businesses closed, how could the truckers keep bringing in critical supplies?

The Salvation Army and the townsfolk of Channel-Port aux Basques stepped in to keep the local truckers fed. Together, they made nutritious, home-cooked meals and delivered them by the side of the highway. Volunteers prepared meatloaf, turkey dinners, baked chicken, spaghetti and many more delicious hot meals for the truckers to enjoy.

They did this all through the winter months to ensure those whose work keeps the island of Newfoundland fed, clothed and heated could know how appreciated they are in the community.

One of the volunteers, Jessie, was happy to be able to help. "We were all very proud, all of us, to be part of this project because it showed the true spirit of the Newfoundland people. We help whenever and wherever we can. It was a wonderful thing that brought the community together."

"Every time they were so happy to see us, and they were so appreciative of what we were doing for them."

— Jessie, Salvation Army Volunteer

ONTARIO

On December 14, 2020, Jake Tran, president and CEO at Toronto Grace Health Centre, got an urgent call from the Ministry of Health. They were in desperate need of space for long-term care beds. COVID-19 was making its way through residences across the province, and more space was needed quickly to ensure everyone's safety. Could The Salvation Army help?

Imagine building a hospital from scratch. First, Jake found space at the Toronto Congress Centre in Etobicoke. A team of 50 people started working non-stop to get the space



"We're an island, so everything comes in by truck. And that's the bottom line. Groceries, food, lumber ... the whole island is dependent on trucking."
— Ed, Truck Driver

"When Jake called, my first thought was: how are we going to build a hospital in two weeks?"

***— Patricia, Chief Nurse,
Toronto Grace Health Centre***





“I noticed that a number of my students weren’t wearing the proper gear in December and January. I had students who were coming to school with marks on their faces and their hands due to frostbite.”

— Colleen, Igloolik Teacher



NUNAVUT

For a community already struggling with poverty, food insecurity and intergenerational trauma, the families of Igloolik, Nunavut, were hard hit by COVID-19. It left them even more isolated than they were before.

During the pandemic, Colleen Chau began teaching at an elementary school in Igloolik, where she noticed students coming to school underdressed for the brutal winter weather. Some of the children were even showing signs of frostbite. Concerned, she reached out to The Salvation Army, which set a plan in motion to meet the community’s need for winter clothing.

Knowing the generosity of the Weston family and their continued commitment to The Salvation Army, including a \$2.5-million donation at the beginning of the pandemic, the Army reached out to Joe Fresh of Loblaw Companies Limited and Baffinland Iron Mines Corporation (Baffinland), as it was evident that assistance with the project was required. The logistics and costs associated with transporting eight pallets of winter gear and other supplies seemed impossible until Baffinland offered their support and expertise to ship the items to the remote community, which is located on Baffin Island and where many Baffinland workers call home.

To The Salvation Army’s delight, they agreed, and an event for all three schools in Igloolik was planned. Several pallets of warm winter clothing were airlifted in and volunteers set up a massive market, filling it with warm clothes, music and snacks.

Families were able to choose from racks of sweaters and pants, towering piles of coats and rows of boots. The market was full of smiling faces and the excited chatter of children showing off new outfits to their friends. “I think it was a really exciting time for them,” says Colleen, “to go shopping and be able to have these options, be able to pick something ... as a kid.”

The Salvation Army is constantly in search of ways to reach farther and wider. Being able to help these remote families was a big moment for the organization.

“They’re excited to be outside playing and they have jackets that are warm and boots that fit them. The kids really are very delighted by the clothing that they received.”

— Colleen, Igloolik Teacher

(Ontario continued)

ready, installing walls, pipes, sinks, beds. Then they had to find nurses, social workers, therapists and more. They needed to ensure they had the resources to take care of a vulnerable population, not just physically, but socially, mentally and spiritually as well.

On December 27, the Specialized Care Centre officially opened. It had gone from an empty warehouse space to a 90-bed facility with private rooms in two weeks.

It quickly became clear that something special had been created. The clients were enamoured with the caring staff who went out of their way to make everyone feel at home. Kathleen, a resident at the Special Care Centre, says, “When I came here, I just loved the staff, and they were so kind to me. They made you feel comfortable, and they made you feel liked.”

Being able to step in and fill a need in the community is why The Salvation Army is able to do what it does. The impact of the Specialized Care Centre has been overwhelmingly positive and has generated so many special moments for everyone involved.

“You come here and everybody is on your side. I felt like I was in a safe place.”

— Kathleen, Specialized Care Centre Resident

Practical Assistance Gives Hope to Ukrainian Refugees

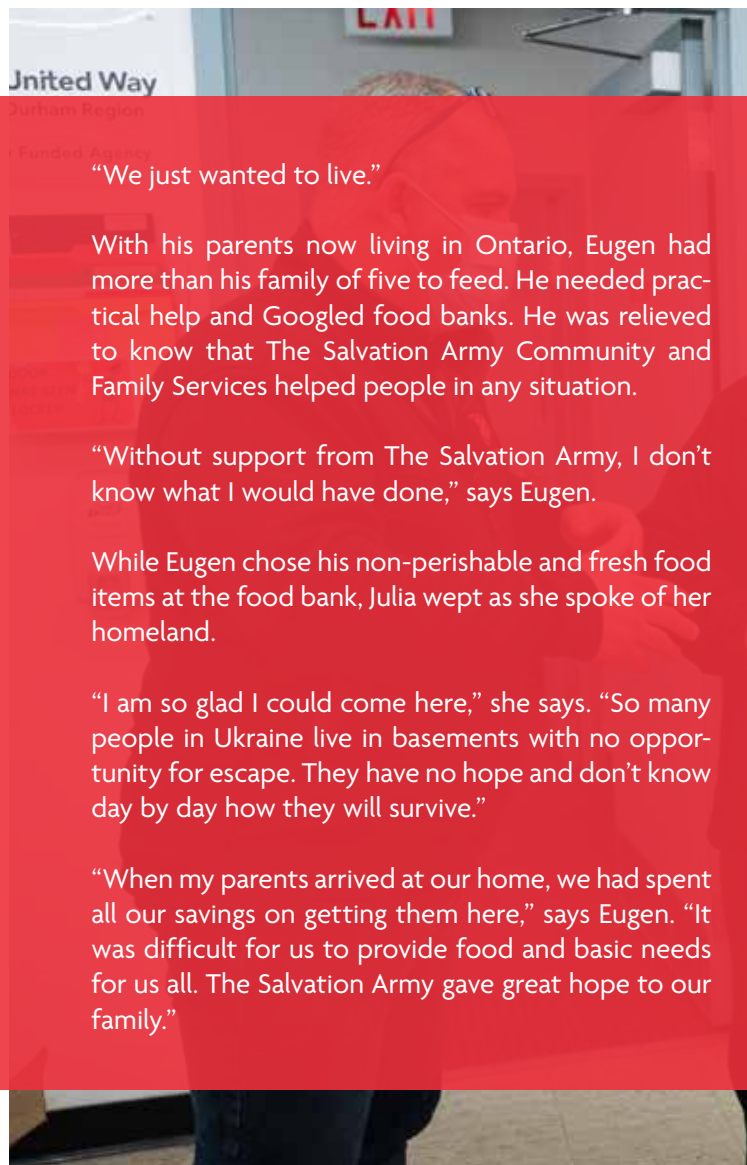
When Julia and her husband fled the war in Ukraine, they came to Canada for peace and safety. Today they are grateful for support received from The Salvation Army and the opportunity for a fresh start.

“With the Russian invasion of Ukraine, it was a priority for my family to think and act fast to bring my

parents to Canada,” says Eugen, Julia’s son. “We didn’t know how quickly the situation would escalate.”

Five days before roadblocks were set up at all entrances to their city, Julia and her husband arrived in Canada.

“Material things weren’t a concern at all,” Julia says.



“We just wanted to live.”

With his parents now living in Ontario, Eugen had more than his family of five to feed. He needed practical help and Googled food banks. He was relieved to know that The Salvation Army Community and Family Services helped people in any situation.

“Without support from The Salvation Army, I don’t know what I would have done,” says Eugen.

While Eugen chose his non-perishable and fresh food items at the food bank, Julia wept as she spoke of her homeland.

“I am so glad I could come here,” she says. “So many people in Ukraine live in basements with no opportunity for escape. They have no hope and don’t know day by day how they will survive.”

“When my parents arrived at our home, we had spent all our savings on getting them here,” says Eugen. “It was difficult for us to provide food and basic needs for us all. The Salvation Army gave great hope to our family.”



Salvation Army Mobile Units Combating Winter Worries in Saint John

A warm place to come home to and a comforting meal is part of daily life for most, but for those experiencing homelessness, it is a luxury that is not guaranteed.

As the Maritimes settled into the winter months this past year, they experienced several storms which increasingly affected the most-at-risk populations. In Saint John, New Brunswick, The Salvation Army operated mobile service units to help combat the freezing temperatures and provide clientele with a warm meal and a place to get out of the cold.

“We needed to find ways to serve our community better,” says Major Tracy Goyak, corps officer (Saint John).

The Salvation Army’s mobile units are filled gaps in the city of Saint John, taking advantage of times during the day when local emergency shelters were closed, stopping in various parts of the city to hand out food, hot drinks, hand warmers and dry clothing.

“With approximately 120 homeless people living in our city, we cannot forget about them when we are safe and warm in our own homes,” says Goyak. “This is truly when they need us the most.”

Depending upon household bubbles, the mobile units can accommodate three to six people, with clientele typically spending 15-20 minutes in the vans. For those experiencing homelessness, extra time may be needed to change into a dry pair of socks and receive additional warm clothing. “During their time in the van, our workers sit with them to offer conversation and also to find out if they need help getting into an overnight shelter,” shares Goyak.

***“Our mobile units provide us with the ability to do wellness checks and make sure everyone is warm and fed and taken care of.”
— Major Tracy Goyak,
Corps Officer***

The Salvation Army's Virtual Santa Shuffle Supports Communities Across Canada

On December 4-5, 2021, participants from 37 cities across Canada came together virtually to support those in need in their communities by running the Santa Shuffle 5K Fun Run and 1K Elf Walk. Thanks to their efforts, over \$350,000 was raised to support the work of The Salvation Army in shelters, community and family services centres, food banks and beyond.

“The COVID-19 pandemic has increased need across the country, and we are so grateful for people who stand behind the shield with us here at The Salvation Army. Your contributions have given hope to those who need it most,” says Corey Robert, national race director.

In partnership with the Running Room, The Salvation Army has hosted the Santa Shuffle for 31 years. The event has been held virtually since 2020, meaning that participants collected pledges from friends and family and ran safely within their communities as the pandemic prevented in-person events. All funds raised went directly back to The Salvation Army's social and community programs in the participants' communities, which benefited greatly from the additional support during such challenging times.

Beautiful memories were made as participants ran together but apart in 2021's virtual event. “We had so much fun in Newfoundland! This was my son's first 5K,” remarked one shuffler. “Continued with tradition and shuffled with my dad today in Sudbury, Ont.,” said another.

After two years of virtual events, the national Santa Shuffle team is excited to announce that the event will be returning in person in 2022. **Visit www.SantaShuffle.ca to register.**

“Thank you to everyone who supported this year's event.”

— Corey Robert, National Race Director



A Resurgence of Board Games Gives New Life to Vulnerable Men in Regina



When residents at The Salvation Army's Waterston House in Regina sit down to play board games each week, there is more than a lot of roaring laughter and fierce competition. Every single game brings social, emotional and educational benefits to the vulnerable men who call Waterston House home.

"I'm a super-social person who lives in a dorm room," says Robert, 38. "Staying connected to others is important for my well-being. The honest conversations and shared experiences during games' nights have really drawn us closer together."

Waterston House offers vulnerable men 40 supportive and independent-living apartments for as long as they need.

"Waterston House strives to restore hope and dignity," says Major Al Hoeft, executive director. "Residents, many who

struggle with anxiety and mental-health issues, have their own independence and safe space. We encourage them to succeed and provide a variety of supports with a focus on mental health."

Board games became popular during the 1930s as they allowed families and friends to spend time together without having to spend money. During the pandemic, board games enjoyed a surge in popularity. At the height of the pandemic, residents at Waterston House pooled their money and bought about 40 games that they share.

"I suffer with anxiety, depression, agoraphobia and PTSD," says Andrew 48, a participant. "Planning strategies, plotting my moves, keeps me focused, and socialization is a much-needed distraction for me, even if only for a few hours."

"It's good to divert your focus from the everyday stresses of life. Being in the game room is important for me. I always leave our times together in a better frame of mind."

One Donor's Heart

Cordell's first recollection of donating to The Salvation Army was dropping change into a kettle at Christmastime. Then, when the military recommended that service members have a will, he got serious about understanding more about the organization, and if this was a cause that truly matched his values and beliefs. It was a significant and meaningful moment when he chose to leave a legacy of hope that will help The Salvation Army have a significant impact in his community for years to come.

"I was an aircraft mechanic and served within the military for 30 years," says Cordell. "When asked to do a will I thought, if I am giving money to a charity, I want to know more."

Willed to The Salvation Army, Cordell's estate will support The Salvation Army's Grace Manor, an assisted living facility in Edmonton.

"I have a heart for seniors," says Cordell. "When I toured Grace Manor, I liked what I saw—people were friendly, workers were compassionate, residents were happy."

Cordell's reason for donating to The Salvation Army is twofold.

"I see and hear about people who have been helped by The Salvation Army. I also trust The Salvation Army with my money. Knowing that most of my donation supports people in my own backyard means a lot to me."

Eighty-eight cents of every dollar donated to The Salvation Army goes directly toward helping the vulnerable.

"Leaving a legacy gift is a great way for me to carry forward my personal values and the belief that everyone matters," says the 55-year-old.

Gifts of wills keep the work of The Salvation Army going. No matter how small or large, each gift is used where help is needed most.

For more information on leaving a gift of impact in your will, visit SalvationArmy.ca/wills.





Giving Hope Today



For more information,
please visit
SalvationArmy.ca/donations
or
SalvationArmy.ca/volunteer

Last year, we gave hope and support to more than 2 million vulnerable people because of generous donors and volunteers like you!

YOUR SUPPORT IN ACTION

in more than 400 communities across Canada and Bermuda



3.7 MILLION
MEALS WERE PROVIDED
AT SHELTERS AND IN
FEEDING PROGRAMS.



84,000
MEALS WERE SERVED
IN SCHOOL
BREAKFAST PROGRAMS.



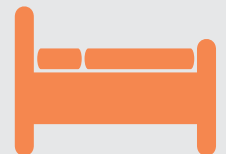
1.4 MILLION
PEOPLE WERE ASSISTED WITH
FOOD, CLOTHING OR
PRACTICAL ASSISTANCE.



76,000
PEOPLE WERE VISITED IN HOSPITALS,
NURSING HOMES, DAYCARE CENTRES
AND OTHER FACILITIES.



43,000
PEOPLE WERE HELPED IN
NIGHT PATROL, RESCUE AND
SUICIDE PREVENTION.



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



5,300
PEOPLE WERE HELPED
WHEN AN EMERGENCY
OR DISASTER STRUCK.



7,700
VULNERABLE YOUTH WERE
HELPED IN 44 COMMUNITY
YOUTH PROGRAMS.



4,300
PEOPLE WERE HELPED WITH
LANGUAGE TRAINING
THROUGH IMMIGRANT
AND REFUGEE SERVICES.



195
PEOPLE COMPLETED
ADDICTIONS AND
REHABILITATION PROGRAMS.



329,000
PEOPLE WERE HELPED
AT CHRISTMAS WITH
FOOD HAMPERS AND TOYS.



6,881
CHILDREN WERE HELPED
THROUGH BRIGHTER
FUTURES CHILDREN'S
SPONSORSHIP.



1,900
INDIVIDUALS WERE HELPED
IN HUMAN TRAFFICKING
SITUATIONS.

ETED
ND
OGRAMS.



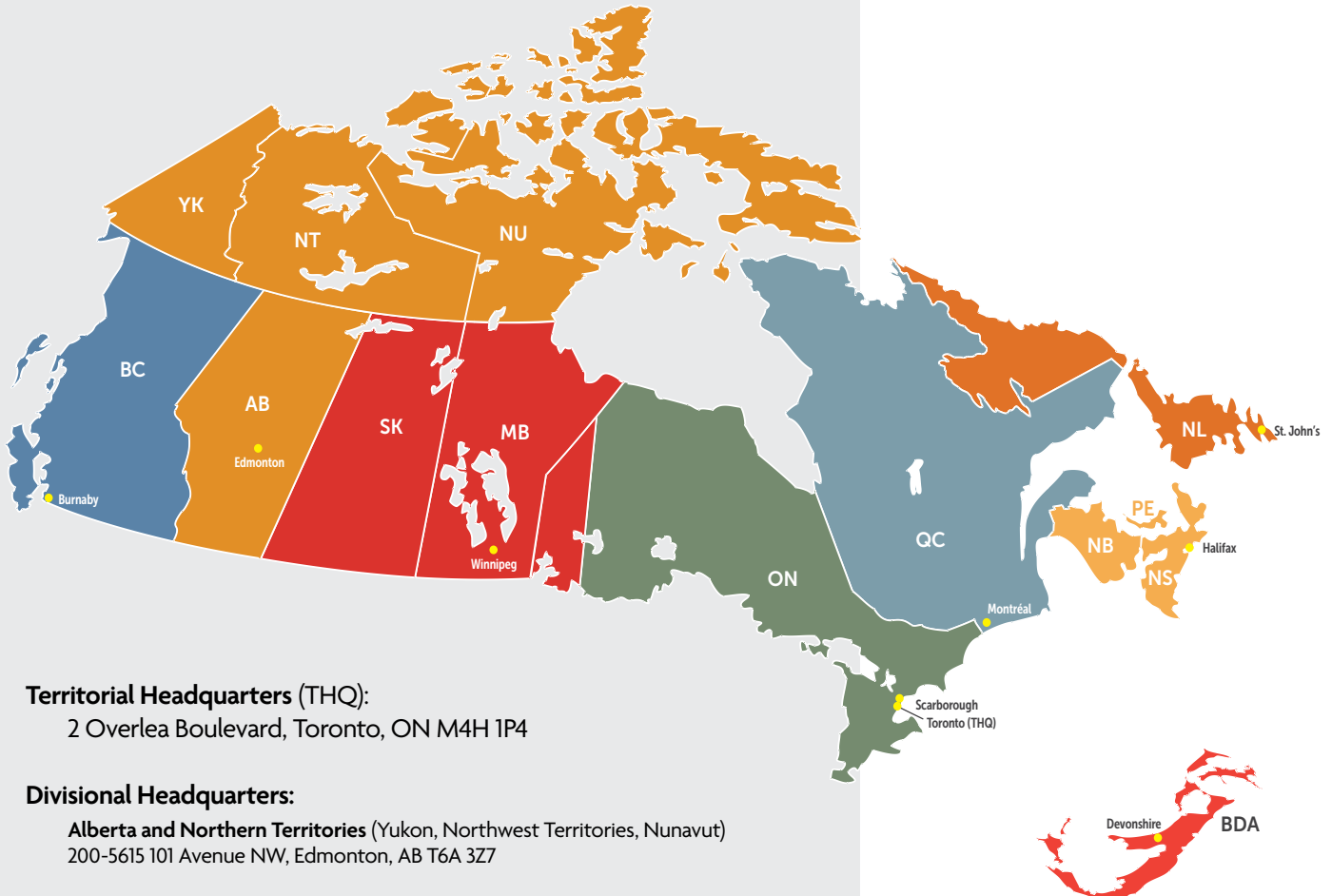
Giving Hope Today



**MORE THAN
2.6 MILLION**
PEOPLE WERE HELPED BY
THE SALVATION ARMY
IN CANADA AND BERMUDA
LAST YEAR.

THE SALVATION ARMY

Canada and Bermuda



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Donate at
SalvationArmy.ca
1-800-SAL-ARMY (725-2769)



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The Unexpected Impact of a Prescription Opioid

“No one is immune,” says Paul, 51, of his opioid addiction. Once a productive member of society, a prescription for a back injury led him down a dark hole where the more he used, the more he needed to use. For 18 years, substance use left him experiencing homelessness, intrusive thoughts, and the inability to have sound judgment and sensible actions.

“I was a good employee and held stable jobs,” says Paul. “Then, in my mid 30s, I injured my back at work. I was prescribed OxyContin for pain.”

Paul’s dependency on OxyContin turned into an addiction. When he stopped taking it, he would inject heroine and fentanyl.

For many years, Paul was consumed by substance-induced paranoia. At times, he would leave a safe shelter bed for a tent, a place to lay in the grass or a park bench.

“Homelessness is rough on your self-esteem,” says Paul. “You feel hopeless and unworthy. You can’t find a job and you think you will never move beyond your problems. You don’t even know where to go to eat.”

Eventually, Paul detoxed at The Salvation Army’s Centre of Hope in London, Ont. From there, he was referred to Hope Acres, in Glencairn, Ont., a Salvation Army long-term rehabilitation treatment centre for men with substance dependence and concurrent disorders.

“I have no desire to use anymore,” says Paul.

Paul now lives in transitional housing at The Salvation Army Toronto Harbour Light. He has a designated case worker and is learning to be independent again.

“I am cooking and shopping for myself again. I am self-reliant, and it feels good. I am hopeful for my future.”

“The Salvation Army gave me an opportunity to relearn skills I had lost to addiction.”
— Paul

Giving Back

The Salvation Army's Pathway of Hope provides intensive, personalized case management to individuals and families who have a desire to break the cycle of poverty. It is designed to strengthen whole communities, and to provide support regardless of challenging circumstances.

Pathway of Hope extended to Halifax this year, and one of the first people who sought assistance was Ian*. At a point of crisis in his life, and the uncertainty

Ian's second goal was to strengthen his relationship with his seven-year-old son, Jason*. One way that Pathway of Hope helped with this was to enable Jason to take part in the Open Arms Spring Break camp—a getaway that offers children a range of fun activities from hikes and rock climbing to team games, crafts, storytelling and, of course, singing around a roaring campfire. Truly a memorable and emotional adventure, and one which Jason thoroughly enjoyed!

Having now successfully graduated Pathway of Hope and accomplished his personal goals, Ian reflects warmly on “the direction provided (which) helped to keep me focused and on my task.”

But Ian hopes that this is not the end of his connection with The Salvation Army in the city. He has expressed a firm desire to “give back” by spending his own time volunteering in the facility's kitchen as circumstances permit in the future.

To read the full 2021 Pathway of Hope Impact report, visit salvationist.ca/community-engagement/blog/integrated-mission-blog/pathway-of-hope-impact-report-2021/.

Pathway of Hope was piloted in Canada and Bermuda in 2016 and launched in 2018 and has continued to show growth and success across the territory.

From 2020 to 2021, the number of enrolled participants has increased by **203%**

22	27	66	162	305	620
2016	2017	2018	2019	2020	2021

of homelessness, he enrolled in the initiative opened by The Salvation Army's Centre of Hope.

His primary goal with Pathway of Hope was to find and move into affordable housing—a place that he could call his own and lay down meaningful roots. Pathway of Hope team members worked alongside him and began his application for metro regional housing. As, piece by piece, this started falling into place, Ian's mind was eased. He was beginning to develop real hope for the family he loves, for the first time in too long.



*not his real name

Salvation Army Responds to Floods Across British Columbia



When record rainfalls hit British Columbia in November 2021, The Salvation Army's Emergency Disaster Services (EDS) mobilized quickly to multiple communities—from Abbotsford and Chilliwack, to Hope, Merritt and Kamloops—sharing hope amid great hardship.

Living in Merritt, Ewa Olguin was no stranger to evacuations, unfortunately. This was her second evacuation within the year, after she had to leave her home due to wildfires during the summer.

"You always think you are prepared, but you're never prepared," she reflects.

The flooding in Merritt took her by surprise. "On Sunday, everything was good," she says. On Monday, half of the town was under water, and the water was coming their way.

Olguin evacuated to Kamloops, an hour's drive away, where The Salvation Army provided food, hydration and emotional and spiritual care at the local reception centre.

"We got the call from the City of Kamloops at about 2 p.m., and by 3 p.m., we were set up and serving," says Captain Kelly Fifield, corps officer, Kamloops Community Church.

"There were people arriving at the reception centre by the busload."

Captain Fifield and her team of volunteers were serving from a community response unit, but quickly realized they needed to adjust their strategy.

"People in line were terrified to leave. They wanted to make sure they got a bed," she says. "We grabbed some baskets, filled them with snacks and sandwiches and drinks, and made sure people were OK."

As they talked with people, they discovered that many were cold. The church had just finished its annual Coats for Folks campaign and had an ample supply available.

"We brought coats to people who were standing in line because so many just ran out and didn't have time to grab anything, especially those who were showing up on the bus," Captain Fifield says.

"The Salvation Army did an amazing job," Olguin says. "What they did really helped."

Visit [SalvationArmy.ca/EDS](https://www.salvationarmy.ca/EDS) for more information.

Escaping the Pain of the Past

As a child of an addict, Kyle learned early on that he had to take care of himself to survive. When he was left with nowhere to turn, he reached out to The Salvation Army for help.

Kyle's parents divorced when he was seven. He lived with his mother, who was a landscaper.

"Mom had a successful career and was the nicest person in the world until my stepfather introduced her to pain killers after a back injury," says Kyle.

Kyle's life quickly became one of instability, fear and abuse. Rent was never paid on time or in full, so the family was evicted and homeless on many occasions. When drugs were chosen over food, Kyle was told to steal food if he wanted to eat. So, he did. Furthermore, he was consistently belittled for his learning disability.

"Drugs were the only thing that mattered," says Kyle. "One day I reached my breaking point. I called my biological father, who lived in Newfoundland and Labrador. Our relationship was never healthy, but I had no other place to go."

In 2017, Kyle moved in with his father on a temporary basis. When his money ran out, he was asked to leave. Kyle called a taxi to go to a shelter in Gander, N.L. The staff recommended that he call The Salvation Army for emergency housing support.

"I soon had a bed, a couch, a toaster, a microwave and groceries. It was such a good feeling," says Kyle.

The Salvation Army's housing support worker became a role model for Kyle, one that he didn't want to let down. He went to school, learned to read and write, graduated from Grade 12 and received his certificate in comprehensive arts and social science.

"I got lucky finding The Salvation Army," says Kyle.

"The Salvation Army were the first people who said they would help me and actually did."

— Kyle



Journey into Darkness

Growing up, Lysie's parents struggled with alcoholism, which had a significant impact on her childhood. Emotionally neglected, her desperation to be liked and loved pushed her towards people and habits that were detrimental. When she finally hit an all-time low, she turned to The Salvation Army's resource centre in Yellowknife, N.W.T. Here she found stability, community and hope.

"I Just Wanted to Feel Loved"

"As a child I was fed and clothed but never knew what love felt like," says Lysie. "My father was a residential school survivor, and my mom grew up in an alcoholic home. They drank all the time and were emotionally unavailable. I never had their full attention. It was painful and lonely. My older sisters went down a path of addiction, and home was chaotic."

When Lysie was five, her parents moved the family to Ontario for a fresh start. But relocating didn't take away her feelings of neglect and deep insecurity. She did what she must to mask her low self-esteem, fit in and feel loved. At age 13 she was smoking pot, drinking and dating older men.

"I just wanted to feel loved and worthy," says Lysie. "I was trying to find my place in the world and felt a sense of belonging when I was with other damaged people."

At age 14, Lysie's self-esteem took a major hit. High school bullies repeatedly told her she was ugly, tormenting her mentally and emotionally. Self-doubt plagued her for years and she continued to drink, use hard drugs and have relationships with toxic partners.

"I hated who I was," says Lysie. "I had no love for myself. It was a dark time for me. I even considered suicide. I was ready to go."

Lysie and family eventually returned to Yellowknife where Lysie's drug use escalated.

"My parents realized I needed treatment," says Lysie. "I went but wasn't serious." After three months of sobriety, Lysie relapsed. This time, she spiralled further down.

"I hooked up with an ex-boyfriend and got into trouble. I went to wellness court. With consequences in place that was the beginning of my true recovery."



Regaining Control

In 2017 and wanting a different life, Lysie enrolled in The Salvation Army's withdrawal management program at the resource centre. Here, the 24-year-old had a bed and food while she immersed herself in various recovery programs.

"I arrived at The Salvation Army ashamed, alone and with nowhere else to go. They provided me a safe shelter while I worked to get sober."

Lysie stayed at the centre for six months. Cheered on by support workers for who she was and what she was doing, she was able to see her worth, something she had struggled with for years.

"People at The Salvation Army had faith in me," says Lysie. "I'm different now and on a journey to becoming a professional counselor. I hope to work with children in my future."

Unique Salvation Army Camp in Bermuda Prepares Youth for Life

As The Salvation Army in Bermuda geared up for another season of camping ministries, a new program was launched to set children up for success and prepare them for life as adults.

“We are excited to launch our pilot version of STEAM, a week-long camp that uses hands-on activities to teach youth skills that will last a lifetime,” says Lieutenant Adriane Cartmell, divisional children and youth secretary.

STEAM camps promote the integration of arts with science, technology, engineering and math disciplines. In a safe and inclusive environment, students learn structured work habits, fundamental concepts and skills, and participate in fun projects.

“This year’s STEAM activities include making candy-stained glass, which explains angles and math and colour co-ordination, and building a city out of cardboard, which instils teamwork,” says Lieutenant Cartmell.

“While teaching new skills, we strengthen relationships with each other and God and offer a place of community and belonging.

“For some children, camp is the only time they get to be like everybody else and where pressures from school and home are off,” says Lieutenant Cartmell. “Camp breaks down barriers, and children often become honest about their feelings such as loneliness, fear, and relationships. At camp they have a chance to talk about hard issues and feel good about who they are and what they can do.”

In addition to STEAM, The Salvation Army offers camp-in-a-box and vacation Bible school, which give families on a tight budget peace of mind and an opportunity for their children to play, have fun, learn and interact.

“The success of camping ministries isn’t in the numbers,” says Lieutenant Cartmell. ***“We look at the impact of camp in a child’s life over time. Here, we see evidence of growth not just in skills and information, but in healthy relationships, self confidence and those feelings of being known, accepted, loved and—yes—a sense of belonging.”***





Caring for our Communities and the Planet we Share

A message from The Salvation Army Thrift Store's managing director

Experiencing life in a pandemic taught us all how to be resourceful and do more with less. In many ways, we now find ourselves well-positioned as a society to commit to a future of more value and less waste.

The future is the circular economy, which retains and recovers as much value as possible from resources by reusing, repairing, and recycling products and materials in an endless circle of sustainable and responsible use.* It's about seeing "waste" as a resource rather than a cost and finding innovative ways to improve the environment and the economy together, which has always been part of our story here at The Salvation Army Thrift Store, National Recycling Operations (NRO).

General William Booth founded The Salvation Army in the 19th century and created the Household Salvage Brigade to collect and redistribute unwanted household items as a response to the need for jobs, affordable merchandise, and preservation of land. Ever since, NRO has carried the torch forward.

Our focus on environmental and social stewardship is not just what makes us different, it is what drives us forward. This is

why we are excited to share our 2021-22 Impact Report with our employees, guests, donors and community partners to recognize and celebrate how we are contributing to the circular economy, caring for our neighbours and thrifting our way to a responsible, sustainable future for all.

In this year's report, you will read about the impact of your support through our ever-growing waste diversion efforts as one of Canada's largest textile recyclers, our innovative community partnerships to further extend the lifecycle of usable goods, and our overall contributions to The Salvation Army's social service programs and Emergency Disaster Services.

Together with our employees, guests, donors and partners, we are caring for our communities and the planet we share.

Explore the full report at www.thriftstore.ca/impactreport.

Ted Troughton

Managing Director

The Salvation Army Thrift Store,
National Recycling Operations

*The Government of Canada, 2022

International Development

The International Development department acts as a humanitarian relief and development office inviting Canadians to share their resources to empower and support sustainable change for vulnerable individuals and communities around the world.

The Salvation Army in the Canada and Bermuda Territory have been involved in international emergency and development projects for over 60 years. Today, we have more than 85 active projects in 28 countries. Our main humanitarian response priorities are:

- mother and child health
- food security/agriculture
- income generation/livelihood development
- education and care of children
- disaster relief and preparedness

Since November 2019, COVID-19 has added a further layer of challenges to individuals already suffering. According to the World Food Programme, up to 811 million people go to bed hungry every night and approximately 48.9 million people face emergency levels of hunger.

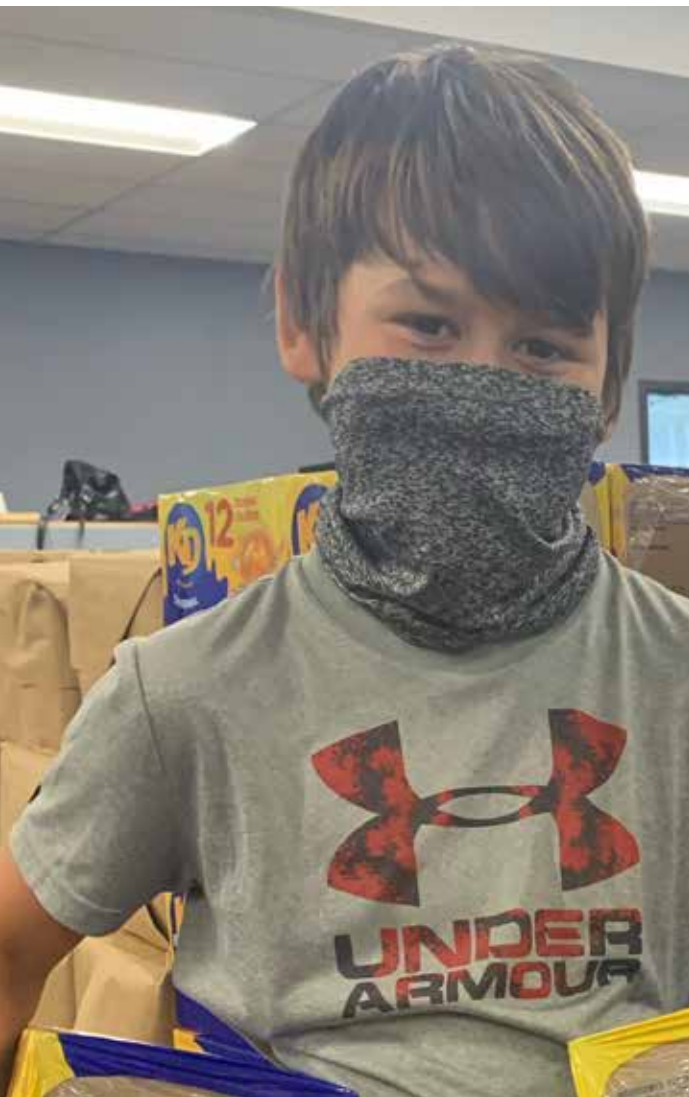
The Salvation Army is called to serve suffering humanity and is required to act on this calling. The Sustainable Agriculture in Liberia (SAIL) project currently supports 200 small scale farmers with training, agriculture inputs and market linkages. The training includes the importance of seed selection, soil preparation, sowing, pest control, harvesting methods, crops storage and demonstrations plots. Successful methods are shared with neighbours throughout the community. Over and above the 200 farmers, approximately 1,000 people will indirectly benefit from this three-year program.

In addition, The Salvation Army is partnering with the local government health sector to address malnutrition by training people how to maintain a balanced diet. This will ensure the project has a sustainable and long-lasting impact in the community. Members will have enough food for their families, be able to sell the surplus yields for income, send their children to school, and meet their basic needs.

This is one of several food-security projects that The Salvation Army in Canada and Bermuda is supporting. We believe it takes many people and organizations working together to end global hunger.

Together, we can accomplish important things and can be effective in the lives of individuals both here at home and beyond our borders.





Eleven-year-old Discovers the Importance of Volunteering

The COVID-19 pandemic brought many life adjustments for 11-year-old Payton and his family. As he looks back, none of the changes were more impactful for him than the cancellation of organized hockey and the decision to be home-schooled for the 2020-2021 school year.

The loss of activity and time with friends was challenging as Payton was used to being out all day and many nights during the week with planned activities. Due to the pandemic, he was “stuck” at home, spending his days around the dining room table with his younger siblings learning under the expert teaching of their mother.

Payton’s evenings were not spent at the arena or the football field but around the house with a tablet, watching TV, or out for short walks in the neighbourhood. There wasn’t a lot to do for young people.

Then he was given a chance to get out of the house to give back to his community through volunteering at The Salvation Army’s community and family services in Montreal. Every Tuesday, he stowed his schoolbooks and lunch in his backpack and headed out the door, just like he did before the pandemic.

Instead of going to school, Payton went to the food bank to help unload the weekly food deliveries. At first, these days would give him a break from being at home and away from his younger siblings. Volunteering turned into something so much more meaningful, and life-changing as Payton came to understand the impact volunteers like him have in the community.

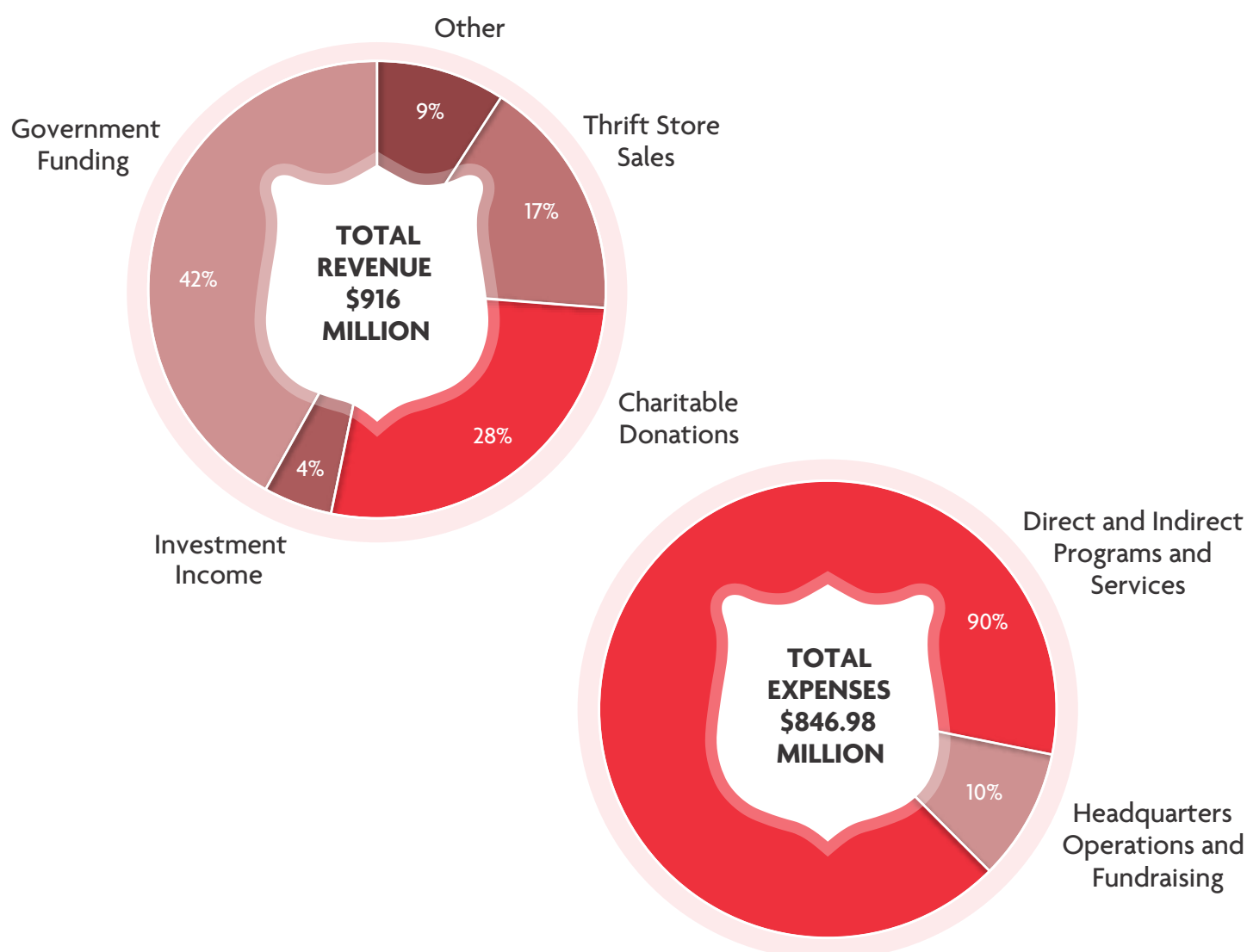
“I didn’t know there were so many people where I live who needed help getting something to eat, and the food bank makes that possible.

***“It’s not just unloading
a truck. I get the chance
every week to help people
who are in need.”
— Payton***

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 at **SalvationArmy.ca/annualreport** for the year ended March 31, 2022, 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 its controlled entities, both incorporated and unincorporated.



FINANCIAL SNAPSHOT

A review of the Consolidated Financial Statements ([SalvationArmy.ca/annualreport](https://www.salvationarmy.ca/annualreport)) will provide detailed information about The Salvation Army's financial position and results of operations during 2021/22.

On a consolidated basis, it will be seen that the Army is a large organization with assets of \$2.3 billion, and annual expenses of \$847 million 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!"

The last two years presented many challenges across Canada and in Bermuda as a result of the COVID-19 pandemic and the demand for the Army's services was great. We are extremely grateful for the outpouring of support received from donors and various levels of government during the pandemic, without which we would have been unable to meet needs of Canadians and Bermudians during this unprecedented time. That need is ongoing, as effects from the COVID-19 pandemic continue to be felt by many. Funds received over the course of the last year will help us to meet the demand for our services in the year ahead.

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

- 1) Donations are important to the funding of The Salvation Army's programs and services. They constitute 28% of our funding, so the Army's services to the most disadvantaged in our communities rely upon a steady and growing stream of donations to make up for the shortfall between the costs we incur and other sources of funding.
- 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 132 countries around the world, offering services in 175 different languages. When disaster strikes, the Army is often already there living in the community and is able to provide immediate aid and relief in the most culturally relevant way. It also means the Army will still be there long after the immediate needs have been met.
- 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 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.
- The Salvation Army has been recognized with the highest level of excellence in ethical fundraising and financial accountability that Canadians can trust. The Salvation Army is now one of just over 300 charities in Canada that has earned Imagine Canada's national 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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