



Giving
Hope
Today



ANNUAL REPORT CANADA and BERMUDA 2016–2017



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Canada and Bermuda Territory
www.SalvationArmy.ca

Design: Public Relations and Development 10/17
Financial data: Territorial Finance Department

Photos

Cover (male SA worker, two women), Page 4 (male client), Back cover (male client): Scott Streble | Cover (Bermudians): Sacha Blackburne
Cover (food bank), Page 1 (female client): Steve Nelson | Inside cover (senior, kitchen volunteer), Page 5 (camp): Linda Leigh
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Donation hotline: **1-800-SAL-ARMY** (725-2769)

MESSAGE FROM THE TERRITORIAL COMMANDER

This has been a year of celebration as we recognize the 150th anniversary of Canada. We also acknowledge the Indigenous peoples who have called this land home for thousands of years. For much of our country's history, The Salvation Army has had the privilege of serving in Canadian communities from coast to coast to coast.

The Salvation Army is a Christian church that has existed in Canada since 1882. Over the past 135 years, The Salvation Army has also grown to become one of the largest direct providers of social services in the country.

As we commemorate this historic and joyous anniversary, The Salvation Army also emphasizes our ongoing commitment to help end poverty. In such a rich and developed country as Canada, no one should struggle to find a place to live or food to eat.

In 400 communities across Canada, we operate a multitude of community and social service programs that exist to improve the lives of marginalized and vulnerable people. Many of our programs and activities focus on addressing poverty and are designed to help people experience true freedom and independence.

Although poverty is often hidden in Canada, its influence is demoralizing and debilitating. It affects the young and old, individuals and families, and even those with jobs and places to live.

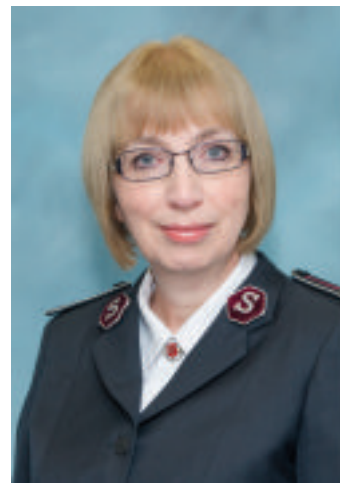
When we come alongside people in need, The Salvation Army seeks to build on their strengths and abilities to help them achieve their hopes and dreams.

On behalf of The Salvation Army and the 1.9 million people we helped last year, I express my deep appreciation to our generous supporters and community stakeholders. With your ongoing support and partnership, we can build strong and compassionate communities in which every child, adult and family can thrive and live out their full potential.

Thank you for supporting the mission of The Salvation Army. May God bless you and our beautiful country.



Susan McMillan
Commissioner
Territorial Commander



“No one should struggle to find a place to live or food to eat.”



CANADA 150

MESSAGE FROM THE NATIONAL ADVISORY BOARD CHAIR

Poverty has many faces. It can look like a hungry child going to school without breakfast, a single parent struggling to pay the bills, or a newcomer trying to find stable and safe employment. You can't always tell who is living in poverty or who needs help making ends meet.

More often than not, poverty is closer to you than you think. This means that The Salvation Army's work is never done. In fact, the organization helps more than 5,000 people every day.

Amidst incredible wealth, it may be hard to comprehend that in Canada:

- **1 in 4 seniors live in poverty;**
- **36 percent of food bank users are children;**
- **1 in 5 Canadians skip meals to make ends meet;**
- **1 in 4 households pay more than they can afford for housing.**

For more than 130 years in Canada, The Salvation Army has provided critical services to those who have fallen through the cracks, are in crisis or need a hand up.

Last year, The Salvation Army served 1.9 million vulnerable individuals and families affected by poverty. These include single parents, recent immigrants, Indigenous people and those who struggle with mental illness.

It is my privilege to serve as the Chair of The Salvation Army's National Advisory Board, a dedicated group of business leaders and philanthropic supporters who assist the Army with strategic guidance on its national operations and services. In my role, I have the opportunity to see firsthand how the Army comes alongside people in need and instills them with dignity and hope.

I invite you to join me and others in investing your time and resources with The Salvation Army. Your contribution will change the future of thousands of Canadians.

Sincerely,



Andrew Lennox
Chair
National Advisory Board



“You can't always tell who is living in poverty or who needs help.”



MISSION 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.

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

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 128 countries around the world. In Bermuda, the Army has been at work since 1896.

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

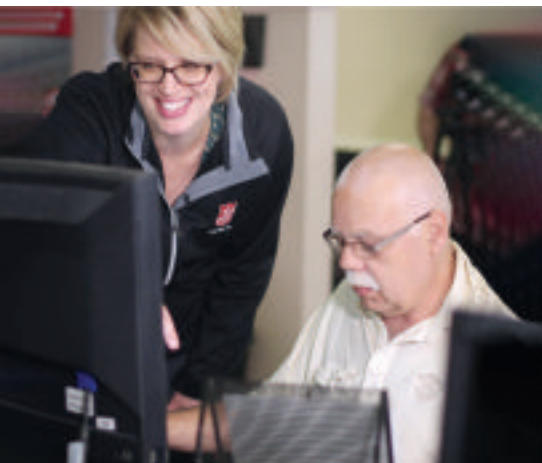
- **hunger relief for individuals and families through food banks and feeding programs;**
- **shelter for people experiencing homelessness and support for those needing housing;**
- **rehabilitation for those struggling with addiction;**
- **long-term care and palliative care;**
- **Christmas assistance 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 more than 200 Thrift Stores, 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 programs and other agencies.

Thanks to the generosity of donors in Canada who have given specifically to our international work, the World Missions 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 over 300 corps or churches 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 service programs and activities, rather than corps and church ministries unless the donor designates otherwise.



FORT McMURRAY

ONE YEAR LATER

It's been over a year since the northern Alberta city of Fort McMurray was swallowed by a wildfire and The Salvation Army continues to help people who need practical assistance, a listening ear and counselling.

"The haunting memories of intense heat, burning homes, children screaming and the fear of death are as fresh today as they were one year ago," says Major Stephen Hibbs of The Salvation Army. "Lots of healing still needs to take place in Fort McMurray."

The Salvation Army's Emergency and Disaster Services work during

the wildfire was extensive. We served 25,000 meals, deployed seven CRUs (Community Response Units), and volunteers from seven provinces and two territories worked 7,000 hours to help with the response.

During the evacuation and beyond, our community and social service programs distributed food, clothing, mattresses, baby essentials and other items to help people with immediate and ongoing needs.

"People say we haven't heard much from Fort McMurray, so we assume you are getting on with it," says Hibbs. "But we are not. A year later,

well over 15,000 people haven't moved back to the city, there have been suicide attempts and every counselling service here is maxed out. That says volumes."

The Salvation Army has served in Fort McMurray since 1979 and is grateful for the generous support of Canadians across the country.

"The impacts of this trauma are far reaching and will be felt for years to come," says Hibbs. "From practical support to emotional and spiritual care, The Salvation Army continues to help the residents of Fort McMurray as they rebuild their lives and homes."



MUNICIPALITY
D BUFFALO

Y RESPONSE UNIT



LUNCH
Soup
Minestrone
Veg
Assorted
Sandwiches
Pitas
WINGS
CDS
Beverages

“The impacts of this trauma
are far reaching and will be
felt for years to come.”

TRUTH and RECONCILIATION

THE SALVATION ARMY LEARNS FROM and EMPOWERS INDIGENOUS PEOPLES

As we seek to be a transforming influence in our communities, The Salvation Army is committed to learning from Indigenous Peoples, celebrating their presence and expression, and empowering leaders so we can all benefit from their talent and experience.

“Relationships are developing and being strengthened between The Salvation Army and Indigenous communities throughout Canada,” says Major Shari Russell, The Salvation Army’s Indigenous Ministry Consultant. “Our mandate is not to colonize Indigenous communities, but to bring wholeness and healing.”

A Saulteaux from the YellowQuill First Nation in Saskatchewan, Russell was part of the “Sixties Scoop”, a period in Aboriginal history in Canada where thousands of young Indigenous children were literally scooped from birth families and placed in non-Indigenous environments. She was just under two when, in an instant, she lost her loved ones, culture, history and identity.

Today, whether it’s addressing topics of concern, empowering people or educating others in how to effectively engage with Indigenous communities in culturally appropriate ways, Russell draws on her heritage for strength, meaning and direction in life.

Commitment in Action

In our efforts to help its members learn about the experiences of the Indigenous Peoples and empower Indigenous leaders, The Salvation Army:

- **is holding a Journey of Reconciliation Gathering, for those wanting to learn about Indigenous cultures. The Salvation Army is partnering with Indigenous Pathways and a team of Indigenous leaders to plan the event;**
- **attended the NAIITS Symposium to explore Indigenous presence and purpose; understand historic rights and traditional responsibilities of Indigenous Peoples; and learn how they can promote survival, dignity and well-being in their communities and churches.**
- **has, in various locations, participated in the KAIROS Blanket Exercise, a teaching tool to share the historic and contemporary relationship between Indigenous and non-Indigenous Peoples in Canada;**
- **is developing a brochure to help people understand the importance and relevance of the Truth and Reconciliation Commission’s Calls to Action and the UN Declaration on the Rights of Indigenous Peoples;**

“When we look at the challenges our Indigenous People face within Canada, it is our privilege as a Salvation Army to be trusted by the Indigenous People and journey with them,” says Russell. “Salvation Army leaders have learned about the depth and breadth of colonial history and the issues that impact Indigenous People in Canada. They are dedicated to advancing the well-being of Indigenous people.”

Celebration of Culture: A Journey of Reconciliation
Pine Lake Camp, Alberta and Northern Territories Division.

Top: (l-r) Dr. Casey Church, Director, Wiconi International; Dr. Terry LeBlanc, Director, North American Indigenous Institute of Theological Studies (NAIITS); Commissioner Susan McMillan, Territorial Commander; Major Shari Russell, Territorial Indigenous Ministries Consultant; Lieutenant Crystal Porter, Corps Officer, Labrador West, NL; and Damian Azak, Corps Leader, Gitwinksihlkw, BC.

Bottom: Hector Hill G'yax of Gitsegukla, BC, holding The Salvation Army's eagle staff, with Colonel Lee Graves, Chief Secretary, and Commissioner Susan McMillan, Territorial Commander.



YOUR SUPPORT IN ACTION – FACTS and FIGURES

OVER 1.9 MILLION PEOPLE
WERE HELPED BY
THE SALVATION ARMY IN
CANADA AND BERMUDA
LAST YEAR.



266,000
people were helped at Christmas with food hampers and toys.



117,000
people were visited in hospitals, nursing homes,
prisons, daycare centres and other facilities.



184,000
meals were served in school breakfast programs.



3,610
children went to
Salvation Army camps.

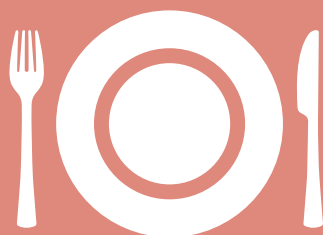


5,010
children were helped
through the **Brighter Futures**
Children's Sponsorship Program.





Giving Hope Today



3.3 million

free meals were served at shelters and in feeding programs.

130,000

people were helped in night patrol, rescue and suicide prevention.



1,326,000

people were assisted with food, clothing or practical assistance.



6,700

shelter, addictions, detox and mental health beds provided.



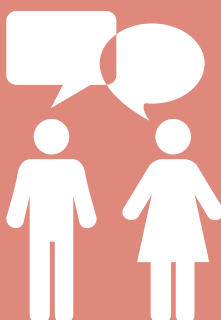
3,900

people were helped when an emergency or natural disaster struck.



10,100

people were helped with language training through the **Immigration and Refugee Services**.



3,300

people completed addictions and rehabilitation programs.



HOPE STORIES

HOMELESS and HUNGRY

Jim was 70, penniless and living in a storage locker when he turned to The Salvation Army in Belleville, Ont., for help. “I was in a pit,” says Jim. “And there was only myself to blame.”

Jim was raised in a middle-class family and was a good kid until his teens. Then he started drinking. Alcohol eventually dominated his life and his addiction cost him everything—his house, his step-children, his marriage.

He lived in hotels, stayed with friends and slept under bridges until he went to Alcoholics Anonymous and got straightened out.

“I did well,” says Jim. “I worked at the same job for 20 years—had nice homes and cars. But when I received an inheritance, which could have provided me more financial stability, I let it all slip through my fin-

gers until I’d incurred debt and was penniless.

“I sold my house to pay off debt and lived in my car,” says Jim. “Then I sold my car to get a room. When I couldn’t afford the room, I lived in a storage locker. My life had completely fallen apart.”

Jim swallowed his pride and asked The Salvation Army for help. “The staff didn’t judge me,” says Jim. “They treated me with respect. That was important to me. It was all I had left.”

Today Jim lives in subsidized housing, is on a fixed income and comes to The Salvation Army’s food bank and community meals frequently. “I think of the Army as my friend,” says Jim. “It is more than a food bank. It is emotional support. As old as I am I still need hope. I can’t thank them enough.”

HOW YOU'VE TRANSFORMED FAMILIES AND CHILDREN IN 2016-2017

- 111,000 food hampers and 368,000 toys were given out at Christmas
- 8,000 vulnerable youth were helped in 45 community youth programs
- 3,500 people have been helped with cooking/nutrition classes
- 3,400 parents were helped in parenting programs
- 810 children have been helped with the Red Cap Anger Management program
- 13 daycare centres provide a total of 727 available spaces



“The staff didn’t judge me,
they treated me with respect.
That was important to me.”



MY LIFE OF ADDICTION

“When I came to The Salvation Army’s shelter in downtown Vancouver I hadn’t slept on a real bed for over 10 years and had constant hangovers,” says Michel. “I often fantasized about what an alcohol-free life would be like. Now I know.

“I started drinking at 15. It seemed like a fun and adult thing to do. I had no idea just how susceptible to alcohol I was.

“Over the next 30 years I drank. I was a functional alcoholic—had nice vehicles, apartments and good jobs. Then, when paying rent wasn’t important I became homeless and pawned anything—my tools, gifts and furniture—to maintain my drinking habit.

“I slept under a tarp on a beach or beneath a tree, chased down meals and tried to find ways to make money. But living this way took a toll on my mental and physical well-being.

“At 46 I couldn’t continue to live like that. I went to The Salvation Army and, after five days in detox, entered their addiction treatment program. That was the beginning of a new life for me. I’ve been sober since 2015.

“The program allowed me to catch my breath, learn life skills and focus on a future without addiction. I currently live at Grace Mansion, The Salvation Army’s second stage housing—a clean, safe and supportive environment—while I get back on my feet.

“I am going to school to become an addictions counsellor and work part-time at the shelter.

“When I laid my head down on the pillow that first night at The Salvation Army I trusted that they knew what they were doing. And they did. Everything was geared to helping me enjoy a better life.”

HOW YOU’VE TRANSFORMED OUR COMMUNITIES IN 2016-2017

- 63,500 people were helped with developmental and mental disabilities
- 17,800 people were helped with budgeting, tax preparation and trusteeship
- 11,900 people have used Salvation Army community gardens
- 10,300 people were referred for employment
- 6,300 people were provided practical computer training
- 117 applications were received to trace missing persons and 47 were traced

“The program allowed me to catch my breath, learn life skills and focus on a future without addiction.”



UNSETTLED REFUGEES FIND SAFETY and HOPE AT THE SALVATION ARMY

Mohamed Sharif, 33, stayed at The Salvation Army's Booth Centre in Winnipeg, Man., after fleeing the United States. He had nowhere else to go to seek food and shelter from the cold.

In February, 2017, with expiring work permits not being approved for renewal, Sharif set his sight on Canada and arrived in Winnipeg. He made the border crossing with a larger group of people. Under the cover of darkness he walked for seven hours in frigid temperatures and got lost several times. "There is a time that you think to yourself if you're really going to make it," says Sharif. "Or if you came here just to die on the way."

Sharif was ultimately brought to the Booth Centre for temporary housing while working to complete the process of applying for refugee status in Canada.

"The Salvation Army's role was to house and feed, address dietary concerns and make these folks feel safe and comfortable," says Major Rob Kerr, Divisional Public Relations and Development Secretary for The Salvation Army Prairie Division. "We were here to help them as best as we could."

"The response to the Syrian refugee crisis highlights the needs of many vulnerable people," says Paula Marshall, The Salvation Army's Immigrant and Refugee Liaison. "The Salvation Army reaches out to those in most need of our help."

The Salvation Army provided assistance to over 1.9 million vulnerable people in Canada last year, including refugees and other newcomers to Canada. We help individuals and families who have newly arrived in the country and who may require additional support.

"Our settlement services provide support in language learning, navigating complex government procedures for family reunification applications, finding suitable housing and employment, as well as providing a social space for people to make new friends and feel like they have a place where they belong," says Marshall.

"With larger numbers of resettled refugees arriving in Canada, The Salvation Army is helping them with the essentials of clothing, food, and furniture in the first few months of transition to life in Canada and building relationships that will hopefully last for years to come."

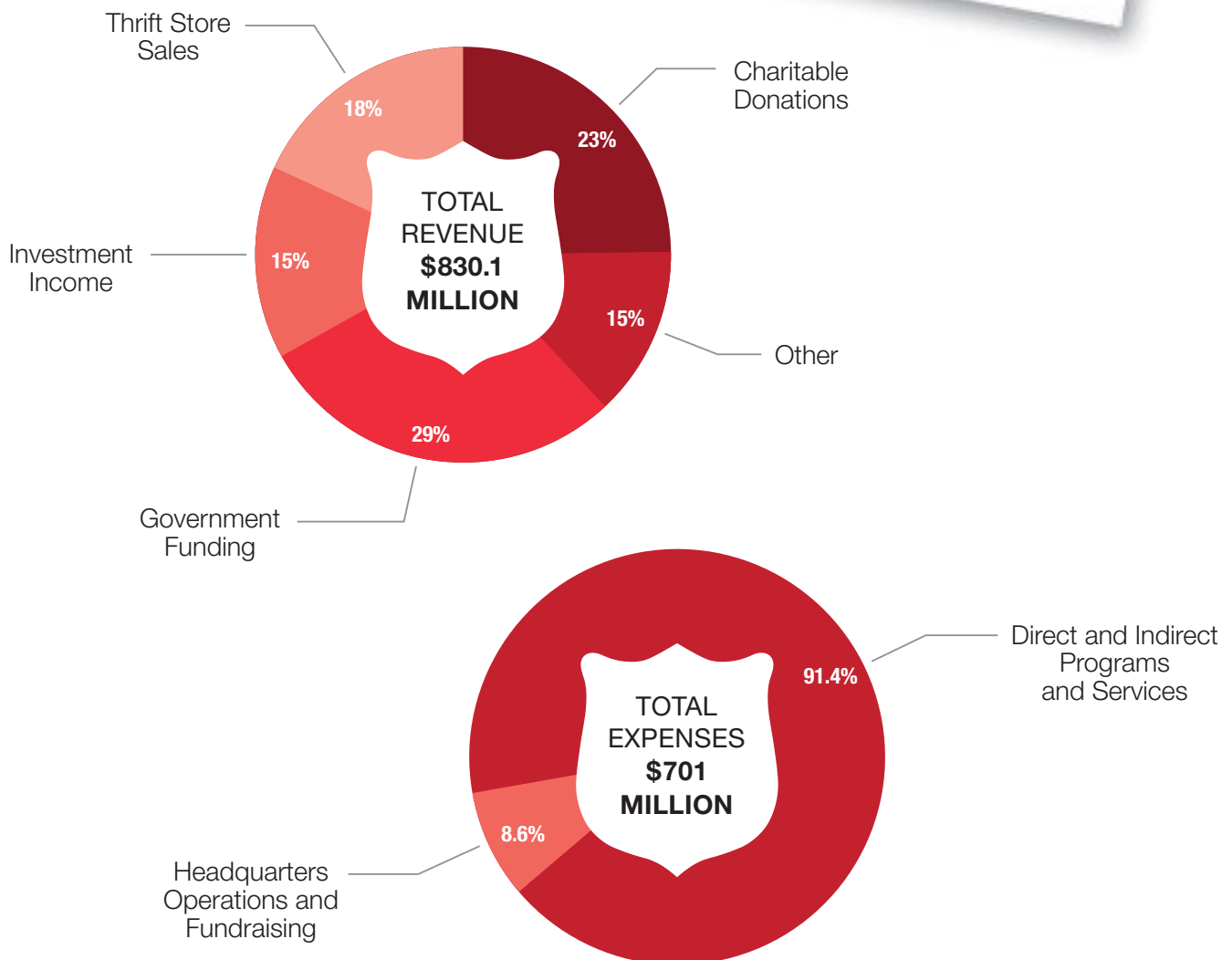


“There is a time that you think to yourself if you’re really going to make it,”

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 www.SalvationArmy.ca/financialstatements2017 for the year ended March 31, 2017, 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.



FINANCIAL CHALLENGES

A review of the Consolidated Financial Statements (see SalvationArmy.ca/financialstatements2017) will provide detailed information about the Army's financial position and results of operations during 2016/17.

On a consolidated basis, it will be seen that the Army is a large organization with assets of \$1.8 billion, and annual expenses just over \$700 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 Army is facing several challenges that donors can help it meet.

a) Donation Growth

Total expenses have increased 2.4% on average over the past five years; meanwhile, donations have only increased 0.8% on average, making it harder to fund community and social service programs.

Donations are vital to the funding of the Army's programs and services.

They constitute 23% 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.

“The Army's goal is that each operating unit would have sufficient reserves.”

b) Regional Disparities

In addition, donors are increasingly inclined to be specific about where and how their contributions are used. While we understand donors' interest in their local communities and specific programs, the reality is that as more funds are restricted by donors, 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 wherever they live, its ability to do so is wholly dependent on sources of unrestricted funds.

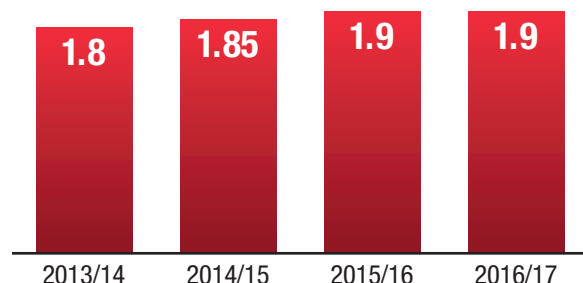
c) Financially Risky Operations

The Army's goal is that each operating unit would have sufficient reserves to meet three months of operating expenses to help protect programs and services during difficult times when revenues are down or expenses are unusually high.

While 65% of its operations have adequate reserves, the remaining units are unlikely to amass appropriate reserve levels without help. Unrestricted donations are pivotal to the Army's ability to sustain these operations.

On a consolidated basis, the Army's net funds for operations stand at \$30 million at March 31, 2017, which is well short of the required level. To achieve a three-month operating reserve position on a consolidated basis would require an infusion of funds totaling \$133 million.

Number of people helped by
The Salvation Army
in Canada and Bermuda
(in millions)



DONORS and VOLUNTEERS

LONG-TIME VOLUNTEER SAYS GIVING BACK CHANGED HER LIFE

Philomena Allicock is one of over 148,000 volunteers across Canada who dedicate their time to the work of The Salvation Army.

“Volunteering keeps me going,” says Philomena. “It’s the best thing that ever happened to me.”

Every Tuesday you will find Philomena at The Salvation Army’s food bank in Oshawa, Ont., handing out food. “When I first started, I worked in the back checking expiry dates on cans, unpacking boxes and stocking shelves,” says Philomena. “One day I was asked if I would help give out food at the front. ‘I can do that,’ I thought to myself.”

Fourteen years ago Philomena was forced to quit her full-time job as a housekeeper due to Fibromyalgia—muscle pain and tender points.

“At the food bank I set my own hours,” says Philomena. “Coming here gives me purpose in life and keeps me from being bedridden. I’m grateful there is something I can do to help others.”

“Our food bank cannot operate without volunteers such as Philomena,” says Heather Smith, volunteer and foodbank coordinator. “She greets everyone with a smile, listens to them and tries to brighten their day.”

WE’RE GRATEFUL FOR
the 250,000 donors and 148,359 volunteers
who helped 1.9 million people in 2016-2017.

The total number of volunteer hours donated in the
Canada and Bermuda Territory was 1,200,994.

Estimated Value of Volunteer Activity (EVVA): \$24,019,880!
(based on a valuation of \$20/hour)

“Coming here gives me purpose in life and keeps me from being bedridden.”



The Salvation Army gives **hope** and **dignity**
to **vulnerable people** today and every day
in over **400 communities** across Canada
and in **128 countries** around the world!



Giving
Hope
Today

The Salvation Army
Territorial Headquarters for Canada and Bermuda
Charitable Registration No. 107951618 RR0001
416-425-2111 | SalvationArmy.ca



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