



Giving
Hope
Today



*Everyone needs
an army*

**ANNUAL
REPORT
2019-2020**

Canada & Bermuda Territory



901,276
VOLUNTEER HOURS
WERE PROVIDED TO
THE SALVATION ARMY
LAST YEAR

The Salvation Army gives **hope** and **dignity** to **vulnerable people** today and every day in more than **400 communities** across Canada and in **131 countries** around the world!

The Salvation Army
Territorial Headquarters for Canada and Bermuda
2 Overlea Boulevard, Toronto, Ontario M4H 1P4
416-425-2111 | SalvationArmy.ca
Charitable Registration No. 10795 1618 RR0001

Everyone needs an army

Greetings	
<i>Territorial Commander</i>	4
<i>National Advisory Board Chair</i>	5
Mission and Values	6
What We Do	7
Hope Stories	8
Pathway of Hope	13
A Donor Story	14
<i>Your Support in Action – supplement</i>	
Summer Camp	15
Emergency Disaster Services	16
Santa Shuffle	18
National Recycling Operations	19
Volunteer Stories	20
Financial Overview	24
Reasons to Support	26



Donate at

SalvationArmy.ca

1-800-SAL-ARMY (725-2769)



salvationarmy



salvationarmycanada

Greetings

Territorial Commander



Why Poverty Matters

A faith-driven organization shaped by our Christian beliefs, The Salvation Army provides comprehensive social services to anyone requiring assistance. Last year, 1.9 million people were helped by The Salvation Army in Canada. As our nation continues to respond to the realities of COVID-19, a growing number of people will need our help.

Everyone needs an Army and that's why The Salvation Army exists. Whether it is providing shelter, emergency disaster relief, addiction rehabilitation, life-skills development or spiritual guidance, people need to know they are not alone in their time of need—they have an entire Army on their side.

In this report, you will read about the impact of your support through:

- stories of transformation;
- emergency disaster services;
- social service programs;
- thrift stores;
- camping ministries and more.

Released on January 14, 2020, the national report card, *2020: Setting the Stage for a Poverty-Free Canada*, provides a current snapshot of child and family poverty in the country and demonstrates the need for continued efforts to eradicate it.

Why does poverty matter? As a community, it is our collective responsibility to help the vulnerable. Decades of research show the seriousness and range of effects that poverty unleashes.

The Salvation Army plays a critical role in reducing poverty and remains steadfast in helping people to rise above challenges. When you support The Salvation Army, you help people overcome poverty, homelessness, addiction, mental health issues and more.

Due to the generous support of our donors, volunteers and other community stakeholders, we are rebuilding dignity and renewing hope. Thank you for helping us to make real and lasting impacts in the 400 communities across Canada in which we serve. Together, we can continue to provide life-changing programs, not just in the moment, but for years to come.

May God bless you,

Floyd J. Tidd
Commissioner
Territorial Commander

“
**Everyone needs an Army
and that's why
The Salvation Army exists.**



National Advisory Board Chair

Everyone Needs an Army

As chair of the National Advisory Board, it is my honour to serve with a distinguished group of advisory board members who voluntarily use their professional skills and knowledge to strengthen the presence, operations and services of The Salvation Army in Canada.

A national charitable organization that began its work in Canada in 1882, The Salvation Army has grown to become the largest non-governmental provider of social services in the country.

In a nation that continues to deal with much uncertainty due to COVID-19, it's important that people know they are not alone in their time of need. That's where The Salvation Army steps in. Providing a wide range of services that includes immigrant and refugee settlement programs, anti-human trafficking initiatives, English conversation circles and parenting programs, The Salvation Army stands true to its promise of Giving Hope Today—and every day.

Today, one in 11 Canadians lives in poverty. An organization that has people at the core of its mission, The Salvation Army continues to adapt its programs and services to ensure that everyone has an opportunity to break the cycle of poverty. But they can't do it alone.

The Salvation Army counts on you and me to be partners in mission—helping people to move from a life of repeated crises to one of self-sufficiency. Over many years, I have witnessed first-hand the commitment of The Salvation Army to provide much-needed support to those who are overlooked by society. As you read through this report, you will meet some of the people behind the numbers served—real people whose lives have been changed for the better.

I am grateful to be part of The Salvation Army's mission of giving hope and for the opportunity to help them identify issues that are strategically important to the organization—programs and services that will make the biggest difference in the communities in which they serve. As long as there are people who need them, The Salvation Army will be there—whenever, wherever, however—to help them get back on their feet, because everyone needs an Army.

Jan Barton
Chair
National Advisory Board

“
**It's important that people
know they are not alone
in their time of need.**



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.

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 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 131 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 105 thrift stores, more than 120 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 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 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.

1,900,000+
PEOPLE WERE HELPED BY
THE SALVATION ARMY
IN CANADA AND BERMUDA
LAST YEAR.

Hope Stories



“
The Salvation Army helped me
get healthy and changed the
direction of my life.”

When Addiction Takes Over

At an early age, Greg's rage was explosive. He was a child unable to cope with his emotions and turned to drugs. After 20 years on a downward spiral of drug abuse and criminal activity, he successfully beat his addiction with help from The Salvation Army.

“There was a lot of anger at home and that hurt me bad,” says Greg, 37. “I had emotions I didn't know how to deal with and was always fiery and impulsive.”

Greg's drug use began at 13 when peers introduced him to marijuana.

“My addiction started based on peer pressure,” says Greg. “Then it helped me deal with the negativity at home. I thought if marijuana could make me feel better, what else could?”

As Greg's drug abuse escalated, so did his criminal activity.

“Robbery, violent crimes... I hurt a lot of people,” says Greg. “I spent half of my life in prison.”

When Greg was tired of his lifestyle and burnt out, he turned to The Salvation Army's Centre of Hope in Calgary for help. There, a live-in recovery program for adult men offers treatment that includes individual and group counselling, life-skills training and after-care support so that individuals not only live substance-free, but thrive.

“The Salvation Army helped me get healthy and changed the direction of my life,” says Greg. “I completed the drug treatment program, am clean, working and rebuilding broken relationships. I look at The Salvation Army as a blessing and a gift. They gave me a second chance at life. Without them, I wouldn't be alive today.”

400
PEOPLE COMPLETED
ADDICTIONS AND
REHABILITATION
PROGRAMS



From Trauma to Triumph

Kate's childhood and early years were filled with trauma and significant challenges: a family with a history of addiction and her mother, a crack addict, who left when Kate was 12. Before long, addiction was a family legacy that thrived when Kate spent her early adult years partying and abusing alcohol and drugs.

"I was angry and had a bad attitude," says Kate. "I lived in and out of transition homes and used alcohol and cocaine as coping mechanisms. When I had my daughter, I didn't want her to endure what I did as a child, so I moved us away from it all."

At 19, Kate was a single parent, living on social assistance, hungry and desperate. She left her hometown and moved to Prince George, B.C., to be near an aunt who helped steer her in the right direction.

"It was difficult for me to ask for help, fearing I would be judged by my mother's reputation," says Kate. "Then, one day, I walked through the doors of The Salvation Army's food bank. I quickly learned their services were for everyone."

Today, Kate is a full-time student, works multiple part-time jobs and has established a support network for her and her daughter. When it came time to complete volunteer hours for college, she could think of only one place she wanted to be—The Salvation Army's food bank.

"The Salvation Army helped me find my way," says Kate. "I always wanted a good life, but it was hard to see anything positive from my childhood. After I graduate, I plan to pay it forward and be a social worker."

Life is challenging and stressful, yet Kate is staying grounded, positive and, most importantly, sober. She is a firm believer that finding her spiritual self protected her from poor choices. Today, she is living a positive and healthy life and enjoys spending quality time with her daughter.

"The Salvation Army showed me patience and diversity," says Kate. "That message pushed me closer to recovery, and I am okay now."

“
The Salvation Army
showed me patience
and diversity.”



Hope Stories



Helping Women Start Over

Culture shock. Depression. Anger. Life after prison can be a difficult transition.

In Dundas, Ont., The Salvation Army's Ellen Osler Home, a historic Tudor-style house, offers a safe living environment, life-skills resources, programs and community referrals for federal female parolees as they work toward community reintegration.

"Ellen Osler Home gave me the resources, confidence and strength needed to lead a new and productive life," says Terri, a former resident. "Every day, I thank God for this opportunity to start over."

Terri's Story

"I remember the night of the accident," says Terri. "My ex-boyfriend and I had been drinking. We hadn't seen each other for four months and got into the car to 'talk.' I was driving over the speed limit when an argument ensued. I was hit in the face and knocked out. The next thing I remember is the paramedics cutting me out of the car."

Terri was hospitalized for five days with a broken hip and pelvis, broken ribs and a concussion. Sadly, with the impact of the crash, her ex was thrown clear, run over and killed by a passing car that fled from the scene. Following an investigation, Terri was charged with manslaughter and sent to prison.

"With no prior criminal record, and at 51, my life was ruined," says Terri.

Healing and Positive Growth

A model prisoner, Terri was eventually released to Ellen Osler Home in January 2017.

"When I came to The Salvation Army, I was hopeless and afraid, anxious and isolated," says Terri. "Unpleasant memories of abusive relationships, alcoholism and flashbacks from the accident had taken their toll on me."

At Ellen Osler Home, Terri learned how to rebuild her boundaries, trust again and surround herself with people who love, support and empower her. After more than two years at the house, Terri has adjusted well to life on the outside.

"It's important to have a safe place to practise new, healthy habits before you return to real life," says Terri. "That's what The Salvation Army did for me. They provided resources every step of the way."

Today, Terri volunteers at The Salvation Army's food bank in Hamilton, Ont., tells her story of hope at faith-based programs and is working at her previous employer.

"The Salvation Army is where I gained strength, spirituality and great friends," says Terri. "I have structure and routine in my life and I'm in a better place now."

**The Salvation Army is where
I gained strength, spirituality
and great friends.**



Salvation Army Helps Reconnect Father and Son

Father's Day wasn't a typical one for Lucas. With a new lease on life, he had a purpose to fulfil—building a relationship with his son.

At a young age, Lucas and his family moved to Prince Edward Island where his father secured a job in a lobster plant. During his teenage years, things changed for Lucas. Drinking binges were more frequent and he became dependent on alcohol. He soon found himself homeless and in and out of treatment programs.

"I always seemed to fall into the same hole of addiction and despair," Lucas recalls. "I was burning bridges with those who loved me."

Addiction Takes Over

The alcohol addiction took its final blow when it separated Lucas from his son.

"I chose alcohol over my son," says Lucas. Growing weary of the drinking, he knew he had to make a change. That's when he sought help at The Salvation Army Bedford MacDonald House, which provides shelter, support and compassion for men experiencing homelessness in Charlottetown, P.E.I.

“
I feel like a better person
and I wouldn't change
a thing.”

"I was at Bedford MacDonald House for nine months and I made progress daily with combating my addiction until I had it conquered," says Lucas.

Reconnecting with Family

Once he received the help that he needed, Lucas was ready to begin a new life and rebuild a relationship with his three-year-old son, Simon.

"If Simon asks to see me, his mom will bring him right over," says Lucas. "Last week when I greeted him at the car, Simon said, 'I really miss you, Daddy.'"

Father and son bonding time often takes place at a park to play soccer and other activities. When the two are not together, they will FaceTime to stay connected.

As Lucas relays an encouraging word to those who may be going through a similar struggle, he says, "Don't give up. Continue to do what is best as a dad and as a person. It starts with you."

Gratitude and a New Life

Lucas is now employed and has an apartment of his own, but he still visits the Bedford MacDonald House often.

"I go there to visit because it's a great atmosphere; it's like family," says Lucas. "This recovery journey was hard, it feels like you're not going to get anywhere, but over time good things will happen to those who wait. I feel like a better person and I wouldn't change a thing."

BEDFORD
MacDONALD
HOUSE

Hope Stories



Salvation Army Feeds Truckers Who Keep Supplies Flowing

As the COVID-19 pandemic escalated, it was harder for truckers to be behind the wheel as facilities and restaurants closed. In Port aux Basques, Newfoundland and Labrador, The Salvation Army worked with the provincial government, and in partnership with Marine Atlantic, to provide meals to those transporting goods and materials to and from the ferry crossing.

“Hot meals were prepared at our newly upgraded commercial kitchen,” says Lieutenant Maurice Collins, ministry unit leader. “Then they were transported to the visitors centre parking lot on the outskirts of town for distribution.”



At the distribution site, a generator was used to operate a microwave that ensured meals were warm when given to the truckers. “It was still pretty cold here,” says Collins.

Every day, volunteers gathered to cook meals that included roast beef, turkey and ham.

“We wanted to give the truckers a hearty meal,” continues Collins. “We learned that some truckers were eating little to nothing at all.”

With social distancing measures and personal protective equipment in place, the meals were hand-delivered to each and every truck. Drivers didn’t have to get out. They and the volunteers felt safe.

“We wanted to take church outside our walls and help keep drivers on the road,” says Collins. “We stayed up and running and will run every day until the restrictions in Newfoundland are lifted. That could be months.”

“
We learned that some
truckers were eating little
to nothing at all.”

Pathway of Hope

Pathway of Hope Program Helps to Break the Cycle of Poverty

One in 11 Canadians lives in poverty, and The Salvation Army's Pathway of Hope program provides intensive case management to individuals and families who desire to have increased stability and hope.

"To break the cycle of poverty, The Salvation Army partners with individuals and families to develop a customized plan and take action to address root-cause issues and barriers," says Claire Dunmore, territorial integrated mission secretary. "The most significant barriers to the Pathway of Hope participants at intake are employment, income, housing, food and child care."

Community Impact

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

"The goal of Pathway of Hope is to strengthen communities by providing a network of support, spiritual care, a sense of community and responding holistically to the needs of the people we serve," says Dunmore. "Built on the foundations of CARE, COMMUNITY, CHANGE and HOPE, Pathway of Hope gives us the opportunity to work alongside individuals and families who want to improve their life situation."

58.5%
of the goals set in
Pathway of Hope have
ended in successful
achievement
in an average of
4 months



160+
Households served;
375+ individuals,
210+ of whom
are children

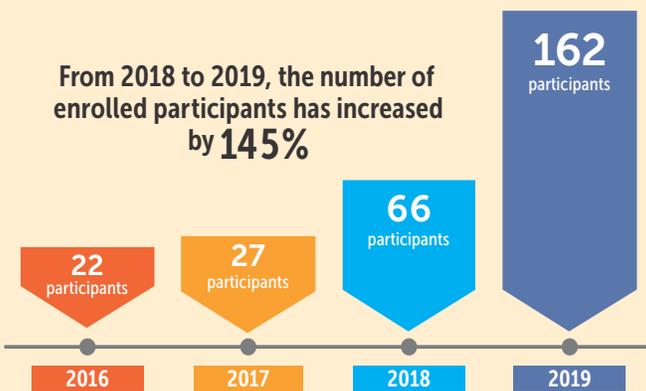


Hope and Stability

Michael came to the Edmonton Centre of Hope after losing his full-time employment and needing one-on-one support. He had goals of education, volunteering and employment. Currently, Michael has completed several training sessions to update his employment skill set and has volunteered regularly with The Salvation Army's community meals on Friday mornings. Michael has also been able to apply for a variety of employment opportunities and has successfully graduated from Pathway of Hope.

In January 2019, Marion and her three children joined Pathway of Hope in Hamilton, Ont. While seeing progress on her goals, Marion sustained a stroke, which put her in the hospital for several months. During this time, the Pathway of Hope caseworkers and spiritual-care providers kept her positive and upbeat throughout her recovery. The visits from staff provided a link to a support network and community resources as she regained strength and was able to reach another goal of having her children engaged in helping at home. The family has become increasingly stable, and Marion credits much of her success to the help she received from the Pathway of Hope team.

From 2018 to 2019, the number of enrolled participants has increased by **145%**



A Donor Story



A Passion for Helping Others

When 80-year-old Dieter first began supporting The Salvation Army, he did so because he researched the organization and learned that a large percentage of donations went directly to people in need. Then, when he attended his first donor recognition luncheon, his will to give became more personal.

“The topic of the luncheon was key to Dieter’s understanding of what The Salvation Army does,” says Carol Barton, charitable gift advisor in Victoria, B.C. “The speeches relating to hope and transformation of struggling addicts had a significant impact on him.”

Dieter had a young relative who struggled with addiction and has since designated his donations to youth and adult addictions programs.

“
To know I am helping people
makes me feel useful,
grateful and humble.”

“I went to an event and learned first-hand about the work the Army does for people in real need,” says Dieter. “That’s when I committed to making annual donations and have left a large portion of my estate to The Salvation Army.”

“Without the generosity of our donors and stakeholders, The Salvation Army wouldn’t be able to carry out our vital mission of Giving Hope Today, now and well into the future,” says Barton. “Furthermore, gifts to The Salvation Army reflect true compassion and love for our fellow human beings, many of whom struggle with some of life’s harshest challenges.”

“The dedication of the people at The Salvation Army is incredible,” says Dieter. “It feels good to donate to them because the money is well spent. I always ask where it is urgently needed, and that’s where we put it.”

Having spent years as a school teacher, and then as a property developer, Dieter now spends his time relaxing and gardening.

“To know I am helping people makes me feel useful, grateful and humble. I’m glad there are trustworthy people such as The Salvation Army who not only give a hand up to those in need but make them even stronger.”



Giving Hope Today

IN MORE THAN **400** COMMUNITIES
ACROSS CANADA AND BERMUDA



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

YOUR SU



3.3 MILLION
FREE MEALS WERE SERVED
AT SHELTERS AND IN
FEEDING PROGRAMS.



169,000
MEALS WERE SERVED
IN SCHOOL
BREAKFAST PROGRAMS.



1,320,000
PEOPLE WERE ASSISTED WITH FOOD,
CLOTHING OR PRACTICAL ASSISTANCE.

SUPPORT IN ACTION



233,000
PEOPLE WERE HELPED
AT CHRISTMAS WITH
FOOD HAMPERS AND TOYS.



2,900
PEOPLE WERE HELPED
WHEN AN EMERGENCY
OR NATURAL
DISASTER STRUCK.



8,600
PEOPLE WERE HELPED WITH
LANGUAGE TRAINING THROUGH
IMMIGRATION AND
REFUGEE SERVICES.



103,000
PEOPLE WERE VISITED IN
HOSPITALS, NURSING HOMES,
PRISONS, DAYCARE CENTRES
AND OTHER FACILITIES.



5,160
CHILDREN WENT TO
SALVATION ARMY CAMPS.



9,400
PEOPLE WERE REFERRED
FOR EMPLOYMENT.



8,553
CHILDREN WERE HELPED
THROUGH BRIGHTER FUTURES
CHILDREN'S SPONSORSHIP.



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



87,000
PEOPLE WERE HELPED
IN NIGHT PATROL,
RESCUE AND
SUICIDE PREVENTION.

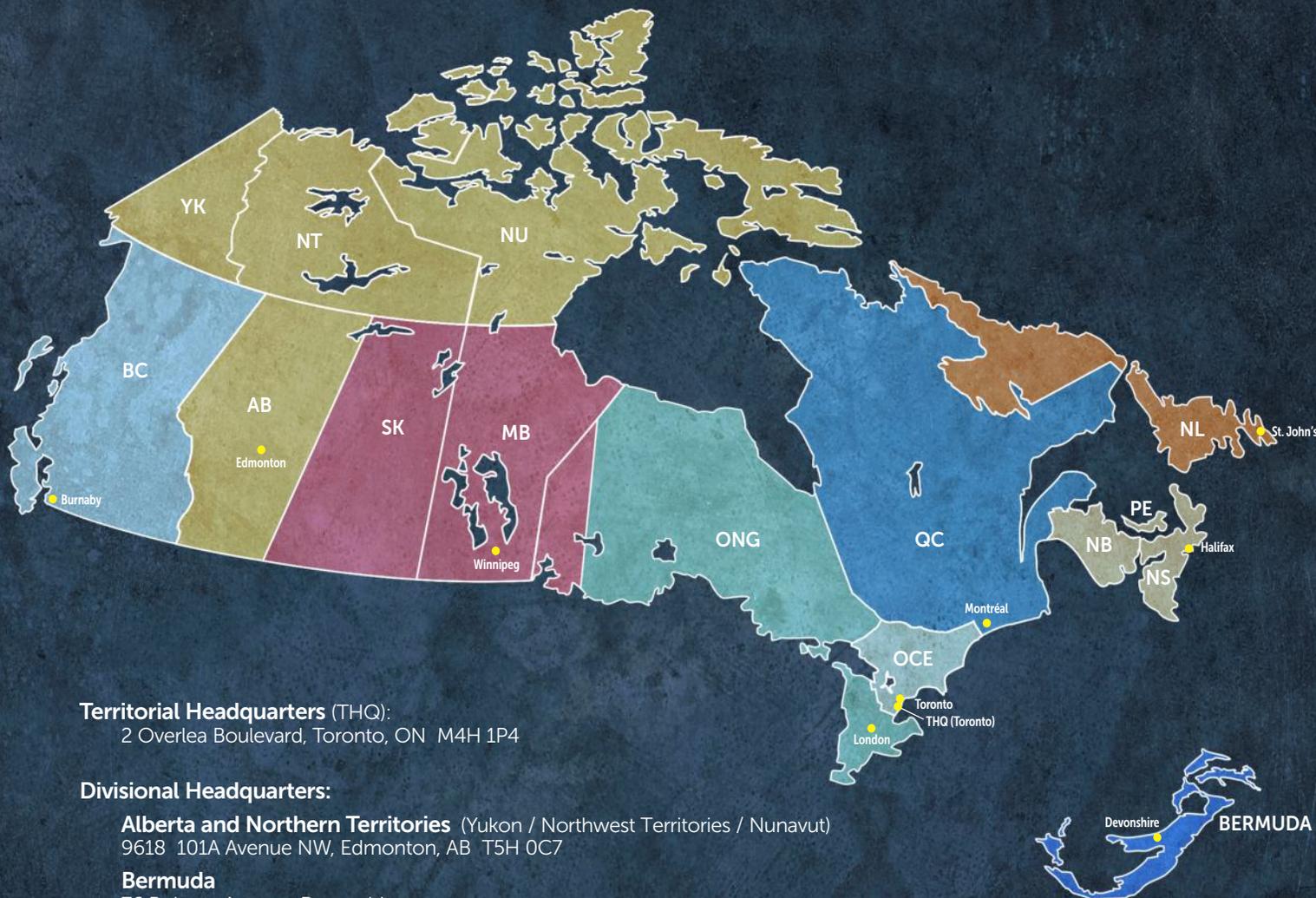


7,600
VULNERABLE YOUTH WERE
HELPED IN 46 COMMUNITY
YOUTH PROGRAMS.



400
PEOPLE COMPLETED
ADDICTIONS AND
REHABILITATION PROGRAMS.

The Salvation Army in Canada & Bermuda



Territorial Headquarters (THQ):
2 Overlea Boulevard, Toronto, ON M4H 1P4

Divisional Headquarters:

Alberta and Northern Territories (Yukon / Northwest Territories / Nunavut)
9618 101A Avenue NW, Edmonton, AB T5H 0C7

Bermuda
76 Roberts Avenue, Devonshire
PO Box HM 2259, Hamilton, Bermuda HM JX

British Columbia
103 – 3833 Henning Drive, Burnaby, BC V5C 6N5

Maritime (New Brunswick / Nova Scotia / Prince Edward Island)
330 Herring Cove Road, Halifax, NS B3R 1V4

Newfoundland and Labrador
PO Box 91 – 430 Topsail Road, St. John's, NL A1E 4N1

Ontario Central-East *
1645 Warden Avenue, Toronto, ON M1R 5B3

Ontario Great Lakes *
371 King Street, London, ON N6B 1S4

Prairie (Manitoba / Saskatchewan / Northwest Ontario)
204 – 290 Vaughan Street, Winnipeg, MB R3B 2N8

Québec
Armée du Salut
1700 – 625 Avenue du Président-Kennedy
Montréal, QC H3A 1K2



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

* Effective July 1, 2020, the Ontario Central-East and Ontario Great Lakes divisions merged to become the Ontario Division.



salvationarmy

salvationarmycanada

Summer Camp

How Summer Camp Encourages Vulnerable Children

When cabin leader Brandon welcomed smiling children at The Salvation Army's summer camp in Jackson's Point, Ont., little did he realize that behind the eagerness and mischief were youth impacted by poverty—confused, frustrated and anxious.

“To watch the children go from excitement to hearing about their struggles was shocking to me,” says Brandon. “As a cabin leader I quickly realized they needed extra support, love and attention.”

Many of the children in Brandon's cabin, ages six to eight, came from complicated and unstable families and homes.

“Some children were neglected, others had behavioural issues, others had complex family structures,” says Brandon. “Some children were so broken, it was hard to see them go home.”

Brandon recalls children arriving with no socks, inappropriate footwear, no sleeping bags or pillows and few articles of clothing.

“One little boy came with a pair of shorts for the week that he didn't like,” says Brandon. “Another child wore the same pair of pants every day. When we noticed what they didn't have, we fixed it.”

Brandon looks forward to being a cabin leader again.

“Seeing the children go from a rough time at home, lacking basic necessities or not knowing what tomorrow brings, to a week of fun learning how to canoe or searching for, catching and playing with bugs is rewarding,” says Brandon.

“Without The Salvation Army's camp, many of these children wouldn't have a vacation,” continues Brandon. “Then to hear a child say, ‘I can't wait to see you next year,’ is heart-warming. Having an opportunity to be a positive role model in their lives makes everything I do worthwhile.”



“
Without The Salvation Army's
camp, many of these children
wouldn't have a vacation.”

For more information about
The Salvation Army's camping ministries
or to help send a vulnerable child to camp, visit
[SalvationArmy.ca/camps](https://www.salvationarmy.ca/camps)

Emergency Disaster Services



Salvation Army Launches Rapid Relief Emergency Response Team

In September 2019, The Salvation Army in Canada and Bermuda developed a new emergency disaster services (EDS) team to better serve the territory in times of need. The Territorial Rapid Emergency Assistance Team (TREAT) consists of 20 experienced EDS personnel, from coast to coast, who can deploy quickly following a crisis.

“The purpose of TREAT is to respond, at a moment’s notice, to emergency or disaster incidents and advise local leaders regarding response activities or assume control of The Salvation Army’s efforts,” says Perron Goodyear, territorial director of emergency disaster services and leader of TREAT.

TREAT will be an essential support to Salvation Army communities across Canada, as well as Bermuda, which are affected by a disaster. While providing support and professional guidance promptly, team members will fulfil various roles as the need dictates.

“With emergency management becoming more professionalized, having a highly-skilled team will enable the Army to continue providing vital ministry during times of crisis,” says Goodyear.

Eco-Friendly EDS in Ontario

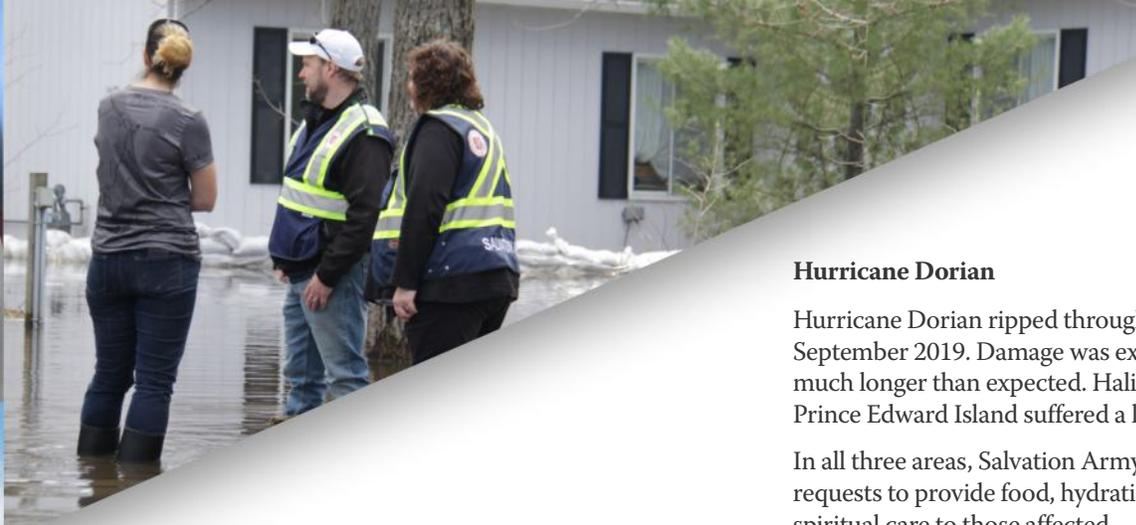
The Salvation Army’s Ontario Central-East Division has taken steps to ensure its EDS teams adopt sustainable and environmentally friendly practices. All community response units (CRU) use compostable and recyclable items for food delivery and serve fair-trade coffee.

“The CRUs are equipped with compostable containers, cups, cutlery and so on, as well as coffee supplied by Equator Coffee Roasters, who have created a special Salvation Army blend,” says Glenn van Gulik, divisional director of EDS, Ontario Central-East Division.

The new products not only fulfil the Army’s core value of stewardship in the environmental sense but also in the financial sense. With bulk ordering through one supplier, Gordon Food Services, The Salvation Army sees cost savings.

“This initiative makes sense for us as an organization,” says van Gulik. “We say that we’re giving hope today, but we can’t do that at the expense of tomorrow. We also can’t give hope in Canada at the expense of a coffee farmer in a developing country.”

EDS teams in other provinces, including British Columbia and Manitoba, have also made a switch to eco-friendly products. Others are expected to follow suit in the coming months.



Emergency Disaster Services in Action

Since the 1917 Halifax Explosion, The Salvation Army's emergency disaster services (EDS) in Canada have responded to incidents of various sizes and scopes. Today, they play a critical role in all aspects of the emergency management continuum: mitigation/prevention, preparedness, response and recovery.

Response to Flooding in Three Provinces

In April 2019, communities across Ontario, Quebec and New Brunswick declared states of emergency due to rising waters. When thousands were forced from their homes, EDS personnel mobilized to affected areas to provide food, hydration, practical help and emotional and spiritual care to first responders, volunteers and residents who were flooded or at risk of flooding.

In Ottawa, more than 2,000 homes were affected and, as waters continued to rise, more and more volunteers came out to fill sandbags to protect homes. To meet the increase in the number of people needing food services, additional personnel came from across the country to assist with relief efforts. The Army also supported people affected by flooding in Huntsville and Bracebridge, Ont.

In Rigaud, Que., which sits on the Ottawa River, The Salvation Army helped those affected. In New Brunswick, Salvation Army personnel mobilized to Fredericton, Sussex and Saint John to offer assistance that included meals, showers, food baskets, vouchers and other emergency aid.

Hurricane Dorian

Hurricane Dorian ripped through Atlantic Canada in early September 2019. Damage was extensive, and cleanup lasted much longer than expected. Halifax, Moncton and much of Prince Edward Island suffered a large portion of the damage.

In all three areas, Salvation Army EDS teams answered requests to provide food, hydration, and emotional and spiritual care to those affected.

In the downtown core of Halifax, The Salvation Army's community response unit roamed the streets in one of the hardest-hit areas to support workers assisting with cleanup, recovery and restoration of power. In addition, EDS personnel provided meals and emotional and spiritual care at three warming centres.

In New Brunswick, dedicated volunteers travelled with the community response unit, offering meals such as burgers and stir-frys to first responders and volunteers supporting flood-relief efforts. In Charlottetown, heavy rains were quick and powerful, and The Salvation Army opened its doors as an emergency shelter, serving coffee and warm meals.

While each disaster creates unique circumstances and special needs, Salvation Army disaster-relief personnel are often assigned specific roles by emergency preparedness authorities. Whether a local incident or a major catastrophe, EDS personnel are often among the first to arrive on the scene and the last to depart.

2,900
PEOPLE WERE HELPED
WHEN AN EMERGENCY
OR NATURAL
DISASTER STRUCK.



Santa Shuffle



Shuffling for a Cause

The Salvation Army's annual Santa Shuffle brings out the holiday spirit of giving in Canadians across the country.

The Santa Shuffle started as a single race in Edmonton in 1990 when local Running Room members used their passion to raise funds to support The Salvation Army and those in need in their community. Every year the race gained momentum, and, in 2001, the Santa Shuffle became a national Salvation Army event.

Lacing Up

On the first Saturday of December, participants of all ages and skill levels lace up their shoes for the 5K Fun Run and 1K Elf Walk. People of all ages and skill sets come dressed in creative festive attire for a day of fun to help support struggling individuals and families and their community. The energy of the event is contagious.

It is a lot of fun, even though some of us are less athletic.

"My first Santa Shuffle with my family was an exciting, fun and rewarding experience," says Kelly. "It was great to see hundreds of people coming together in the spirit of Christmas to help those in need."

Participants, many of whom dress in their funkier Christmas gear, often brave freezing temperatures and inclement weather to make a difference in their local communities. Shufflers collect pledges from friends and family, and everyone who completes the race receives an eye-catching medal to celebrate their accomplishment.

"It is a lot of fun, even though some of us are less athletic," jokes one shuffler. "It was a great opportunity for our family to come together and do something beneficial," says another.

Dignity and Hope

"The Santa Shuffle helps us to give people the tools needed to rebuild dignity and renew hope," says Lt-Colonel John Murray, The Salvation Army's secretary for communications in Canada and Bermuda. "This may mean providing shelter for someone escaping an unhealthy relationship, giving food and clothing to a survivor of a natural disaster, offering settlement services for a newcomer or helping a longtime addict with recovery."

In 2019, in 37 cities across Canada, and in partnership with Running Room Ltd., 14,190 shufflers raised more than \$618,000.

To participate in the 2020 virtual Santa Shuffle register online at [SantaShuffle.ca](https://www.SantaShuffle.ca)

National Recycling Operations



Empowering Your Donations to Build Stronger Communities

Like its name implies, The Salvation Army Thrift Store, National Recycling Operations (NRO) is much more than just a thrift store.

NRO empowers donations of gently-used clothing and household items to make a tangible impact and build stronger communities. Once a shirt is donated, it is no longer just an article of clothing—it becomes an essential item for someone living in poverty, a way to support local Salvation Army programs and services, and a key component of environmental sustainability.

With 105 thrift stores, more than 120 donor welcome centres, 11 distribution and recycling centres, and 2,200 employees, NRO is proud to serve communities across Canada. In fiscal year 2019-2020, over 14 million guests and donors visited NRO thrift stores.

“The Thrift Store has served Canadians for over a century,” says Ted Troughton, managing director of NRO. “Our unique retail proposition allows us to provide a high-value, low-cost shopping experience, a place to donate unneeded items, and an opportunity to support a non-profit organization that cares for those in need.”

Donating and shopping thrift are acts of reuse and recycling that extend the lifecycle of usable goods. Last fiscal year, NRO diverted 39,144 metric tonnes (86.3 million pounds) of clothing, textiles

and household items from local landfills. NRO also provides pickup services to 26 thrift stores run by Salvation Army churches throughout Canada, further extending the organization's recycling reach.

Beyond contributing to greener communities, donated items also provide direct assistance to those in need. Last year, \$4,287,937 worth of clothing and household items were given free of cost to individuals and families living in poverty through The Salvation Army's social services voucher program.

“Through 40,510 voucher redemptions, vulnerable Canadians were given dignity to shop for essential items that they otherwise could not afford,” says Troughton. “We are honoured to give donations the power to truly make a difference.”

40,510
voucher redemptions,
worth \$4.2 million,
were giving to
people in poverty.

Monetary donations collected in-store further contribute to the work of The Salvation Army. Last year, NRO raised \$676,284.02 through GoodWorks@Work® campaigns to support initiatives such as sending underprivileged children to camp, providing life-skills programs to adults, and caring for children in the developing world. An additional \$118,053.24 to support local Salvation Army ministry units was collected last year through coin boxes, bringing the total funds raised to more than \$800,000.

With the help of guests, donors, community partners, industry associations, volunteers and employees from coast to coast, The Salvation Army Thrift Store is making a positive impact in its shared communities every day. Together, NRO is building a stronger, greener Canada to be enjoyed by all for generations to come.

For store and donation drop-off locations, visit thriftstore.ca

Volunteer Stories



Kettle Volunteering Boosts Confidence for Introvert

Grant was a self-diagnosed introvert who was anxious about meeting people. For years, this kept him from volunteering. Today, he has overcome his introversion through volunteering at a Salvation Army Christmas kettle and feels good that he is helping his community in a practical way.

“Interacting with people was always hard for me,” says Grant. “When I started to volunteer at the Army’s kettle in Bowmanville, Ont., speaking to others got a little bit easier.”

A recipient himself of The Salvation Army’s services, Grant is grateful to come alongside them and help struggling people.

“My parents were low-income,” says the 63-year-old. “At age 10, I recall waiting with them at a Salvation Army food bank. At the time, I didn’t understand what was happening. I just knew I was hungry and our cupboards were bare.”

Grant stands beside a kettle six days a week, sometimes up to eight hours a day. He says it’s important to be a good listener and has learned a lot about the work of The Salvation Army.

“People tell me about situations such as how The Salvation Army saved them from a life of addiction or helped with meals after a disaster,” says Grant. “I’ve learned a lot about The Salvation Army from standing at the kettle.”

Hosted at more than 2,000 locations across Canada, the Army’s annual Christmas Kettle Campaign would not be possible without the thousands of kettle workers who volunteer their time.

“I enjoy saying, ‘Merry Christmas,’” says Grant. “It’s my way of encouraging people. And for me, this experience has boosted my confidence, which has been life-changing.”

“
And for me, this experience
has boosted my confidence,
which has been life-changing.”



A Come From Away Christmas

On December 25, 2019, Salvation Army employee Brian Snow organized efforts to feed 75 WestJet passengers who were stranded in Deer Lake, N.L.

At 3:30 p.m. on Christmas Day, Snow was made aware of the situation. A plane full of travellers left for St. John's, N.L., late Christmas Eve when bad weather got in the way. They were diverted to Deer Lake and sent to the Holiday Inn Express where they got breakfast around 5 a.m. The Salvation Army wanted to assist in any way they could, so Brian reached out to the community on Facebook.



Brian Snow

25 December 2019

Merry Christmas Everyone. We pray that you are having a wonderful Christmas but wondering if you might be able to spread some Christmas spirit. There are 75 to 80 passengers who have been stranded at the Holiday Inn with little to eat. Since nothing is open and there is no restaurant at the Holiday Inn, we need sandwiches, leftover turkey and food items to help these passengers. They do have a flight at 9 tonight. Can you please help???? If you can, could you please bring these food items to the Holiday Inn. Let's show the true Christmas spirit.

Snow says every restaurant in the town was closed for Christmas. There was nowhere to get food, let alone Christmas dinner. The Salvation Army and residents of Deer Lake left their own families, brought more than enough food and set it up in the hotel.

"After our full flight was diverted early Christmas morning, we found ourselves stranded at the Holiday Inn Deer Lake with no food, and no way back to the airport," says Karen, one of the passengers. "The Salvation Army and the people of Deer Lake left their own Christmas dinners with their families to give us one. I stood there and bawled."



The Salvation Army and the people of Deer Lake left their own Christmas dinners with their families to give us one.

"I felt compelled to help out. It turned out to be my best Christmas Day ever," says Snow. "That's the only way I can put it. Within 45 minutes of my call for help, the hotel dining room was full of food. People brought in turkey dinners, rabbit stew, salads, sandwiches, cakes, cookies and pastries."

"When The Salvation Army realized there weren't enough taxis to get us back to the airport for our flight, they organized a motorcade of 30 vehicles to get everyone there," says one passenger. "Hats off to the wonderful people of Deer Lake."

Volunteer Stories



“Volunteering at The Salvation Army’s food bank kept me active and gave me structure.”

Why One University Student Stepped up to Volunteer During COVID-19

Paige Sharp was in class, the final term of her degree, when she learned that buildings and lectures were being shut down to reduce the impact of the coronavirus. As one who struggles with anxiety, she had no idea how she would cope with this latest hurdle.

“There was a lot of confusion and uncertainty when we were told school was closed,” says Sharp. “I couldn’t even clean out my locker. I called my mom and said, ‘you need to pick me up—today.’”

Uncertain about her education and future, and as one who thrives on routine and schedules, Sharp looked for ways to stay connected.

“Volunteering at The Salvation Army’s food bank in Oshawa, Ont., kept me active and gave me structure,” says Sharp. “The experience was good for my mental health. I missed my university community and in-person classes. When I saw who I was helping, some of that anxiety went away. And that was a good feeling.”

Sharp’s volunteer duties included sorting and packing food and practical items and ensuring that they got to the mobile feeding unit that was distributing them. As with all staff and volunteers, she took extra measures and precautions to protect herself and clients.

“People were so grateful,” says Sharp. “It was like Christmas morning when they saw a bar of soap or roll of toilet paper. If The Salvation Army wasn’t there, I don’t know what they would have done.”

Hotel Executive Volunteers with The Salvation Army

“The Salvation Army treats people like human beings—family,” says volunteer Roydell. “This keeps me coming back.”

During the season of Thanksgiving in 2018, Roydell’s employer, one of Bermuda’s luxury resorts, offered to supply The Salvation Army’s soup kitchen in Hamilton with a traditional Thanksgiving turkey dinner. Wanting to support the vulnerable in her community, Roydell, the director of rooms, jumped at the chance to help The Salvation Army spread love and empathy.

“That was my first experience with The Salvation Army in community service,” says Roydell. “I saw how the organization makes everyone feel valued and cared for. I was hooked. A few days later, I signed up to volunteer on a regular basis.”

Now, every other Friday, Roydell can be found at the soup kitchen utilizing her skills in food and beverage management, and customer service, to serve a hot meal to close to 100 guests.

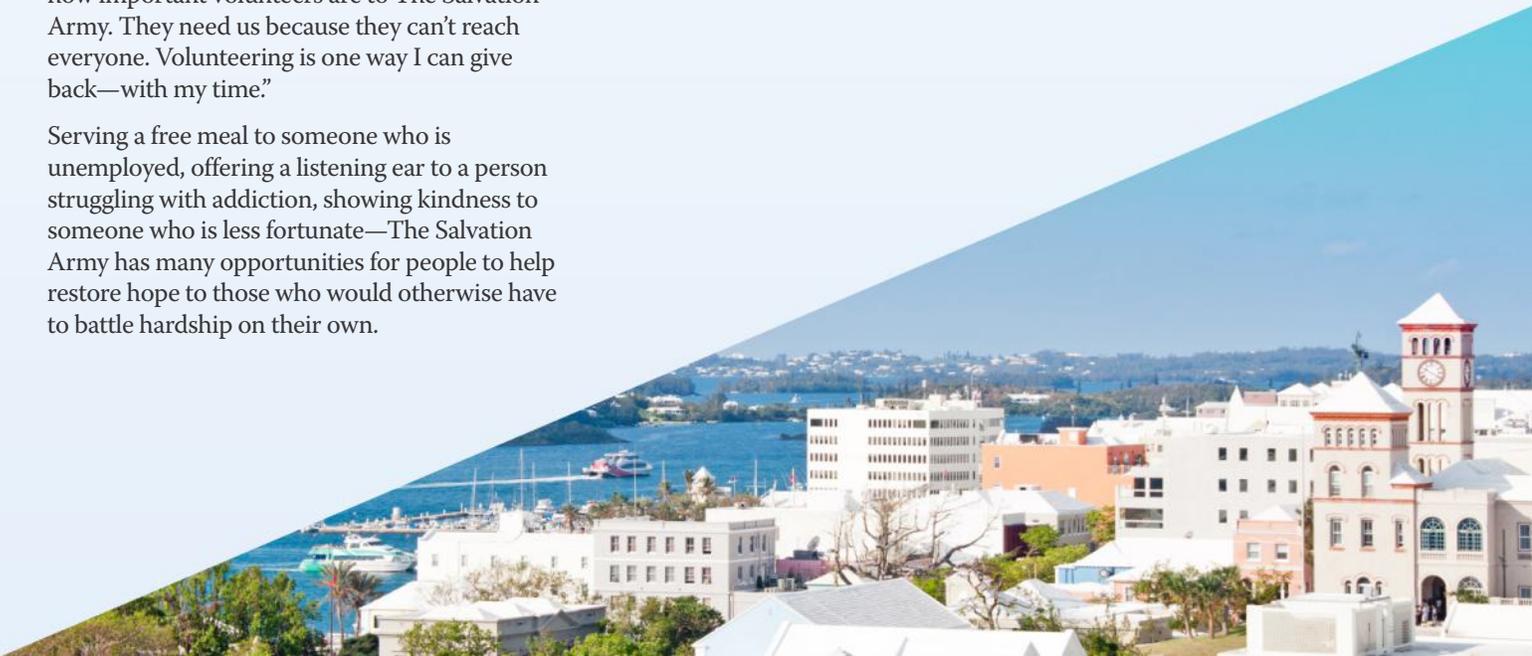
“People who come to the soup kitchen may be unemployed, battling addiction or simply look worn down,” says Roydell. “Not everyone is homeless. But no matter their circumstance, they are treated with respect and dignity. The same way the guests at my hotel are cared for.”

“I find it gratifying to know I am helping and interacting with people in need and have learned how important volunteers are to The Salvation Army. They need us because they can’t reach everyone. Volunteering is one way I can give back—with my time.”

Serving a free meal to someone who is unemployed, offering a listening ear to a person struggling with addiction, showing kindness to someone who is less fortunate—The Salvation Army has many opportunities for people to help restore hope to those who would otherwise have to battle hardship on their own.



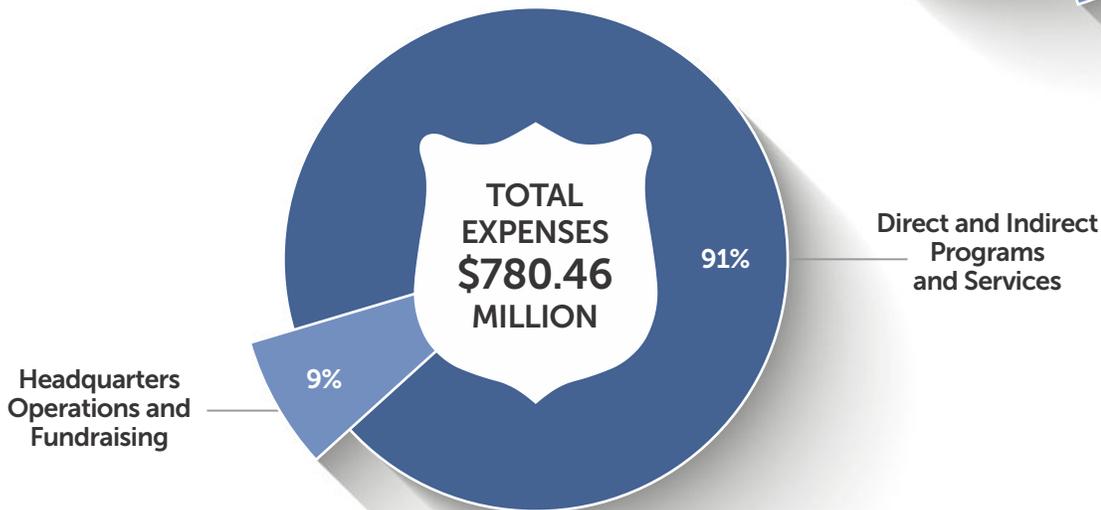
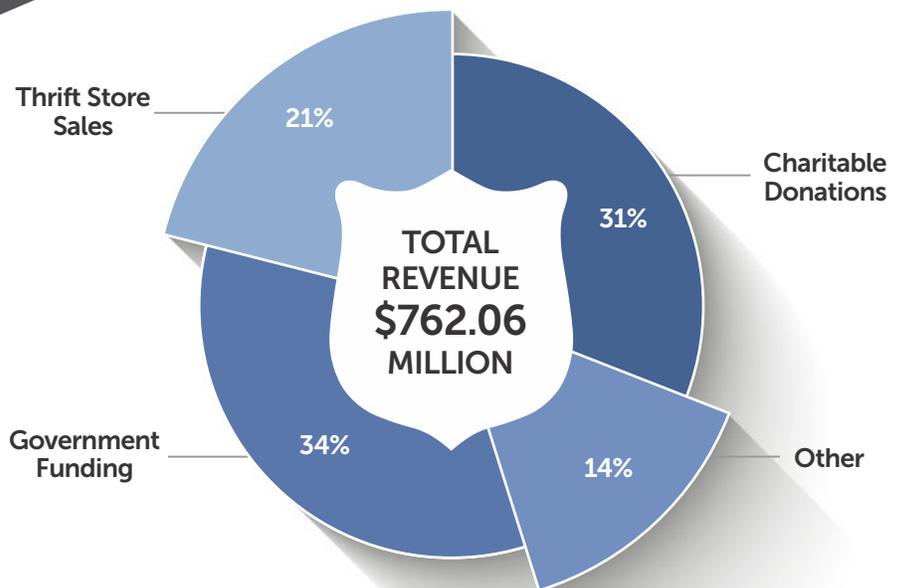
“
I saw how the organization makes everyone feel valued and cared for.
I was hooked.”



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, 2020, 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 (SalvationArmy.ca/annualreport) will provide detailed information about The Salvation Army's financial position and results of operations during 2019/20.

On a consolidated basis, it will be seen that the Army is a large organization with assets of \$1.9 billion, and annual expenses of \$780 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 a number of challenges that donors can help it meet.

a) Capital Needs

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 available.

b) Donation Growth

Although we are grateful that donations have increased by 23% in the past year, over the previous five years, they grew by only 0.9% per year on average, compared to expenses, which increased at a rate of 3.1% on average.

Donations are important to the funding of The Salvation Army's programs and services. They constitute 31% 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.

c) Regional Disparities

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 wherever they live, its ability to do so is wholly dependent on sources of unrestricted funds.

d) Financially Risky Operations

The Salvation Army's goal is to maintain sufficient reserves to meet 90 days' expenses at each operating unit to help protect programs and services during difficult times when revenues are down or expenses are unusually high. While 58% 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.

9,600
people were helped
with budgeting,
tax preparation
and trusteeship

Reasons to Support The Salvation Army

- The Salvation Army has a proven track record that goes back more than 135 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 in 131 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 hand out.
- All social and community services are equally available without discrimination.

The Salvation Army Annual Report 2019/20 © The Governing Council of The Salvation Army in Canada
Charitable Registration No. 10795 1618 RR0001

Design: Marketing and Communications 7/20 | Financial commentary and data: Finance Department | Statistics: Program Services
Cold and Disaster ads: GREY Canada | Printed by LP Graphics, Toronto

Contributing writers

Michelle Boileau: page 9 | Jan Keats: page 11 | Linda Leigh: pages 8, 10, 12-18, 20-23 | May Strutt: page 19

Contributing photographers

Courtney Clarke: page 14 (portrait) | Getty Images: pages 12 (road, bjeayes), 13 (trees, Nikada), 14 (cheque, canbedone), 24 (city, wwing), 25 (Aajan)
Google Maps: pages 8, 9, 10 | Joel Johnson: pages 6 (food bank), 22 (food box) | Graham McCallum: pages 6 (Thrift Store), 19 (employees and clothes)
Rob Nelson: page 18 (runners, bottom) | Steve Nelson: page 2 (kitchen) | Ken Percy: pages 7 (flood), 17 (flood) | Robert Richardson: page 6 (Reconciliation)
Leigh Rowney: page 2 (Covid street van) | Roydell: page 23 (selfie) | Scott Streble: page 2 (food bank, male and female clients)
Mark Yan: cover, pages 2 (volunteer), 6 (stocking shelves, youth band)

All other photos property of The Salvation Army or used with permission.

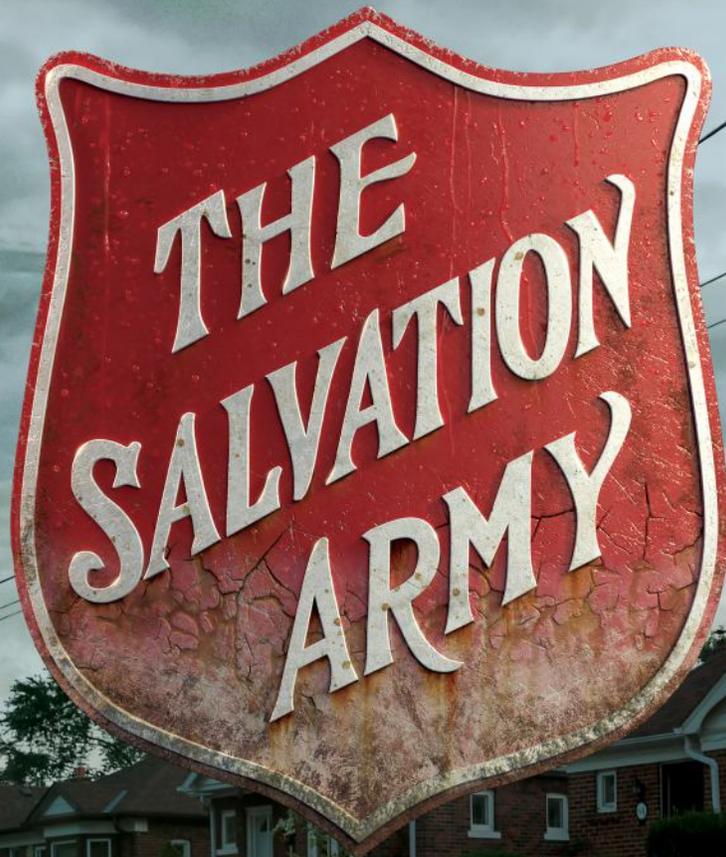


imaginecanada.ca



**On the coldest nights,
everyone needs an army.**

Donate now at [SalvationArmy.ca](https://www.salvationarmy.ca)
or call 1-800-SAL-ARMY



**When disaster strikes,
everyone needs an army.**

Donate now at [SalvationArmy.ca](https://www.salvationarmy.ca)
or call 1-800-SAL-ARMY