



# ANNUAL REPORT

## 2020/21

CANADA AND BERMUDA TERRITORY



**The Salvation Army** gives **hope** and **dignity** to **vulnerable people** today and every day in more than **400 communities** across Canada and in **132 countries** around the world!



The Salvation Army  
Territorial Headquarters for Canada and Bermuda  
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Charitable Registration No. 107951618 RR 0001

**546,000**  
 VOLUNTEER HOURS  
 WERE PROVIDED TO  
 THE SALVATION ARMY  
 LAST YEAR



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Giving Hope Today

# GREETINGS

## Territorial Commander



### Why Everyone Needs an Army

This has been a year like no other, and there is no denying that people in our communities still face difficulties and frightening realities. Before COVID-19, nearly 4.5 million Canadians couldn't provide adequate food for themselves and their families. By June 2020, that number had grown by 39 percent, impacting one in seven people.

The Salvation Army is here to help anyone, any time, with open doors and open hearts. Last year, 2.1 million people were assisted by The Salvation Army in Canada and Bermuda. While most of us have a strong network of family and friends who support us if we are ever in trouble, this is not the case for everyone. What happens to those who have no one in their corner? Motivated by our faith, The Salvation Army is present in the 400 communities in which we serve because everyone needs an army.

***"The Salvation Army is here to help anyone, any time, with open doors and open hearts."***

In 2020, The Salvation Army watched as the number of people needing our assistance in some locations skyrocketed to almost five times the amount over the previous year. The pandemic had heightened existing needs for people already experiencing hardship. This was a worrisome and unprecedented jump in people requiring assistance that we had not seen since the Second World War.

As demand for food and shelter surged, we were inspired by the incredible generosity of our donors, supporters, volunteers and stakeholders, whose care and compassion prevented our services from being interrupted and allowed us to help where it was needed most. For that, we are truly grateful.

In this report you will meet people who were strengthened by hope and learn about new programs and initiatives that provided healing and stability. Our services may have looked different, but our mission to help the vulnerable remained a priority.

The Salvation Army believes that everyone is worthy of being housed, fed, lifted and loved. No one needs to battle hardship on their own or be alone in their struggles. They have an entire army on their side.

May God bless you,

**Floyd J. Tidd**  
*Commissioner*  
Territorial Commander

# National Advisory Board Chair



## Sharing God's Love in Practical Ways

I have always had a strong awareness of The Salvation Army and its impact on the communities of our world. As chair of the National Advisory Board, it is my honour to serve with a group of diverse professionals who volunteer their skills, time and knowledge to advise and support the Army.

Twenty years ago, I became personally involved with The Salvation Army by directing a major capital fundraising campaign in Toronto. Above all, I continue to be inspired by the Army's unmistakable orientation towards action. It is this relentless focus on positively impacting the lives of people in need across Canada, Bermuda and around the globe that I love most about the Army.

Last year, The Salvation Army in Canada and Bermuda launched Mobilize 2.0, a transformation program that included the creation of a new territorial vision statement.

***We are an innovative partner, mobilized to share hope wherever there is hardship, building communities that are just and know the love of Jesus.***

In 2020, as the National Advisory Board provided input and support to further the goals and objectives of The Salvation Army, we came to appreciate the organization's need for an updated understanding of its strategy and areas of focus. Our work helped serve as a catalyst for the Mobilize 2.0 strategic planning process that is currently underway.

The Salvation Army is an organization inspired for mission and positioned for growth that engages in service that is both critical and life-changing. The National Advisory Board is motivated by the Army's great work, and in partnership with pastors, staff and executive leadership, we help to identify key strategic goals and answer operational questions to ensure the Army has the greatest impact and highest capabilities in the communities in which they serve.

***"I continue to be inspired by the Army's unmistakable orientation towards action."***

When I first began working with the Army, there was a phrase we used then that I think sums up the Army perfectly: "Sharing God's love in practical ways."

As chair of the National Advisory Board, I am committed to continuing along the path we are currently walking with The Salvation Army to ensure a meaningful and transformational experience for those we serve. Everyone who turns to The Salvation Army in times of trouble needs to know there can be a better tomorrow and that they have an entire army on their side.

**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 more than 400 communities across Canada 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 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 98 thrift stores and donor welcome centres and 11 distribution and recycling centres, The Salvation Army operates one of Canada's largest national clothing recycling operations. Although proceeds from the sale of goods help fund our many social programs, the Army also provides items free of charge to individuals or families who have been referred by our social service programs and other agencies.

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

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

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

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

# COVID-19 RESPONSE

## Salvation Army Feeding Program Closes the Hunger Gap

For many low-income children, attending school is not only an opportunity to learn, but a chance to have access to adequate and nutritious food. But when schools and feeding programs closed due to COVID-19, already vulnerable children in London, Ont., were at risk of being hungry.

“The Ontario School Nutrition Program approached The Salvation Army to help with food delivery,” says Trevor McLellan, emergency disaster services co-ordinator. “It was a no-brainer. People in low-income neighbourhoods needed assistance and we had the resources.”

Every Friday, from April until late August, boxes of produce provided by the school nutrition program were delivered to The Salvation Army and then to one of eight locations. The Salvation Army's emergency disaster services truck handed out 1,200 boxes of fresh food items that included potatoes, lettuce, vegetables and fruit.



“I want to thank The Salvation Army for supporting our families throughout the summer,” says Heather Fleming, vice principal at Rick Hansen Public School. “Our most vulnerable community members knew that someone cared about what they were going through and that they weren't alone. That is powerful!”

***“To see the direct impact of our services was rewarding.”***

Fleming goes on to say that because of the partnership between The Salvation Army and the Ontario School Nutrition Program, families ate together and no one had less food because there wasn't enough, parents could now afford basic back-to-school supplies and those with health issues didn't have to go to a grocery store where they were more vulnerable.

“There were often tears as families received their boxes,” says Fleming. “They were overwhelmed by the generosity and support.”

“To see the direct impact of our services was rewarding,” says McLellan. “People arrived without food and left with food. We were happy to fill in the gap for children and families who may have gone hungry during this time of crisis.”



**84,000**  
MEALS WERE  
SERVED IN SCHOOL  
BREAKFAST  
PROGRAMS

## From Sleeping Rough to Helping Others Who Call the Streets Home

"I love what I do because it changes lives," says Maxwell Assing, co-ordinator for the Harbour Light street outreach program. "I want to give a hand up to struggling people—just like someone helped me."

The Salvation Army has been active in Bermuda since 1896. For decades, the street outreach program, one of many services provided on the island, has given hope to and lifted countless numbers of people out of homelessness and poverty. In fact, in 2020 alone, more than 8,300 people benefitted from the program.

"Because of Maxwell's unique sense of compassion and care for people experiencing homelessness and hard times, he builds trust that makes people willing to try our resources," says Chandra-Lee Bascome, co-worker. "And they often share about their lives and how they got where they are."

The main goal of the outreach program is to encourage people to leave the streets and help them lead successful lives. It may be through mental health and housing supports, financial assistance, shelter, or substance use rehabilitation. Meanwhile, basic needs are addressed, such as food, clothing and practical help.

"I know how hard it is to overcome addiction and homelessness," says Maxwell. "I thought I was with the 'in crowd,' but came to find out they were the 'out crowd.'"

***"Looking back, the help was more than to give soup. There was a bigger picture."***

Maxwell smoked his first cigarette at age 13. He moved on to marijuana and alcohol. By age 18, he was a drug dealer and an addict. He spent years in and out of prison. Then he accepted help at The Salvation Army Harbour Light in Hamilton, Bermuda, where he accessed a wide range of supports and services, such as substance use counselling, life-skills instruction, anger management, relapse prevention and Bible study. He has been clean and sober for 12 years.



"I remember The Salvation Army coming to the streets where I lived," says Maxwell. "I used to wait for the soup truck to come. Looking back, the help was more than to give soup. There was a bigger picture."

Six nights a week you will find Maxwell and his food truck at any of the 18 locations where he usually stops.

"Everyone knows the truck is coming," says Maxwell. "And I'm happy to say our services didn't stop during COVID-19."

While the services continued throughout the pandemic, some things changed during the six-week stay-at-home order. All people were restricted from living on the streets and The Salvation Army transported those who were willing to its emergency shelter. There they received personal protective equipment and additional food. For those who sought refuge with relatives and those who struggled to make ends meet, The Salvation Army delivered soup, prepared dinners and bought groceries.

"A lot of people know we are here and that we help, but many don't understand how we help," says Maxwell. "We are literally saving lives. It may not happen overnight and sometimes it takes years. We aren't out there just to give a cup of soup."

# TORONTO GRACE HOSPITAL

## Extending Care in COVID-19

Specialized care centre at a Toronto convention centre addressed urgent need for long-term care beds.

As COVID-19 cases hit an all-time high in Ontario, The Salvation Army's Toronto Grace Health Centre (TGHC), in co-ordination with the Ontario government, temporarily set up a Specialized Care Centre at the Toronto Congress Centre in Etobicoke. The site consisted of 30 beds, which were at capacity, to provide care for long-term care residents in the Greater Toronto Area who had to be temporarily relocated. Expansion was also underway to accommodate the growing need, with a plan for 90 beds.

Working in partnership with the Ministry of Health, the University Hospital Network and Compass Canada food and environmental services, TGHC transformed the 27,000-square-foot site, securing the necessary medical, clerical and support services staff. The Specialized Care Centre provided surge capacity for long-term care homes that were managing a COVID-19 outbreak or experiencing other challenges in the home. These included crowding, shortage of staff, lack of supplies or other outbreaks, such as influenza.



Jake Tran, president and CEO of TGHC, says, "The Grace's physicians, nurses, personal support workers, therapists and staff have much experience and expertise in the care of seniors and are at the ready to provide care to long-term care home residents who may need to be transferred temporarily to the Specialized Care Centre. Our role in helping establish the Specialized Care Centre for long-term care residents comes from The Salvation Army's experience and deep mission of service to Ontarians in times of need.

"Given that we are looking after a fragile population," continues Tran, "we've added 'comfort care measures,' which include deploying The Salvation Army's TGHC chaplaincy services to the site."

***"We will continue to be on the front lines of service."***

When fully complete, the climate/HVAC-controlled Specialized Care Centre provided up to 90 fully furnished spaces for residents, with access to therapy rooms. The length of stay varied for each resident, depending upon individual needs and the situation in the resident's long-term care home. The facility had 24-hour security in place, with full on-site nursing and personal support workers.

Lt-Colonel John Murray, chair of the TGHC board of trustees and secretary for communications for The Salvation Army, toured the site on January 10. "The Salvation Army is pleased to partner with government and Ontario health agencies to provide this urgent care for seniors and vulnerable people," he notes. "As the pandemic situation worsens, we will continue to be on the front lines of service."

"We are grateful to the Specialized Care Centre steering committee for its work to quickly establish these new surge capacity spaces for our long-term care residents," affirms Dr. Merrilee Fullerton, minister of long-term care. "By working closely with all of our partners, we are committed to finding innovative solutions to help protect our loved ones as we continue our fight against the second wave of the virus."



# NATIONAL RECYCLING OPERATIONS

## Building Stronger Communities Together

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

It has truly been an unprecedented year. From face masks becoming a legal requirement in most of the country, to the introduction of social and physical distancing into our everyday language, this year's annual report for The Salvation Army Thrift Store, National Recycling Operations, recognizes how our organization adapted and why our work matters more than ever.

In this year's report, you can read about the impact of your support through:

- **stories of hope, service, dignity and stewardship in the midst of a pandemic;**
- **our ever-growing waste diversion efforts, including a total of 70,820,221 lbs from local landfills;**
- **and our overall contributions to the work of The Salvation Army, including nearly \$600,000 raised through our thrift stores to support our local communities and over \$1.1 million in clothing and household items provided to neighbours in need, free of charge.**

We accomplished this together despite the COVID-19 pandemic that had a significant impact on our organization last fiscal year, long after the initial closures of our thrift stores and donor welcome centres across Canada in March 2020.

Through it all we remained committed to safely serving our communities and our employees. We are proud to reflect our values of inclusivity and equality through our over 1,900 team members and our shared communities of over 8 million individuals, composed of diverse Canadians from all backgrounds, religions, ages, genders and identities.

I cannot applaud our front-line workers in our thrift stores, donor welcome centres, and distribution and recycling centres enough for their service and dedication to creating safe environments for each other, our guests and our donors. My sincere appreciation to our entire team across the country—none of the incredible work that we do as an organization would be possible without them.



PROVIDED  
**11,428**  
VOUCHERS TO  
THOSE IN NEED TO  
SHOP FREE OF  
CHARGE

I would also like to thank our wonderful thrift store community for their unwavering support during this past year. Together, we are continuing to build stronger communities.

May God bless you,

**Ted Troughton**  
*Managing Director*  
The Salvation Army Thrift Store,  
National Recycling Operations

To explore the full NRO report, visit  
[thriftstore.ca/impactreport](https://thriftstore.ca/impactreport)

# READY, SET, SHUFFLE!

## Coming Together Virtually to Shuffle Because Everyone Needs an Army

Traditionally held on the first Saturday of December, the Santa Shuffle is a 5k Fun Run and 1K Elf Walk that supports local Salvation Army initiatives. In partnership with the Running Room, and what began as a single race in Edmonton in 1990, the event is now held in 35 cities across Canada.

With the impact of COVID-19, the Santa Shuffle was transformed into a virtual event. In 2020, Santa Shufflers were able to:

- **take the Santa Shuffle in their community at their own pace and enjoy a week-long event from December 5 to 12;**
- **tune in to virtual ceremonies hosted on the Santa Shuffle's official Facebook page with a special appearance from Running Room founder, John Stanton;**
- **participate in best-dressed contests with categories in individual, group and pet-edition;**
- **join the top runner contests in either their province or for the country.**

Although aspects of the Santa Shuffle changed in 2020, the commitment of participants to helping vulnerable neighbours remained as strong as ever. Together, thousands of individuals from across the country rallied together to help fight poverty in support of The Salvation Army. From Toronto, where funds from the Santa Shuffle provided support to The Salvation Army's Gateway Shelter, a 120-bed emergency shelter drop-in for men, to Moncton, N.B., where funds assisted The Salvation Army's Community and Family Services with their breakfast and Christmas hamper program, the impact the Santa Shuffle had on communities was limitless.

The Santa Shuffle is only able to help lift communities out of poverty thanks to their dedicated volunteers, sponsors, employees and most importantly, their participants.

***"We wanted to help those in need in our community during Christmas."***

For some individuals, the Santa Shuffle has become a yearly tradition, like the Lakeview Manor team from New Brunswick. For many years, their group of 10 had a desire to give back; that's when they joined the Santa Shuffle.



Lakeview Manor Team, New Brunswick.

"We wanted to help those in need in our community during Christmas, and the Santa Shuffle was perfect," says Mona, Lakeview Manor team member.

For others like Dennis, the Santa Shuffle holds a much deeper meaning. As an avid runner, Dennis joined the Santa Shuffle to run in a cheerful event during Christmastime. But that's not his only reason. To Dennis, the Santa Shuffle brings a glimmer of hope to those in need. When his father was in the hospital, Salvation Army volunteers gave him a "goodie" bag filled with small Christmas trinkets and chocolates. This gesture, although small, brought joy.

"Although this may seem insignificant, it brought joy to my father during a difficult time. To me, The Salvation Army is a quiet hero," says Dennis.

No matter the circumstance, whether we are in-person or together in spirit, the Santa Shuffle is committed to giving hope and making a difference in the lives of thousands of Canadians.

# TAP TO GIVE

## Christmas Kettle Campaign Launches New and Touchless Giving Option

In 2020, The Salvation Army equipped its hundreds of Christmas kettles with touchless giving™ technology that allowed Canadians to “tap to give” using a credit card or smartphone. Powered by Rogers, people were able to safely donate to the annual Christmas Kettle Campaign.

“This was a year like no other. The needs were great, but the opportunities were even greater,” says Lt-Colonel John Murray, territorial secretary for communications. “As life became more challenging for so many people, the new technology helped The Salvation Army continue to operate its life-changing programs.”

***“The new technology helped  
The Salvation Army continue to operate  
its life-changing programs.”***

Last year was a particularly difficult year for Canadians. The Salvation Army saw the number of people needing support skyrocket almost five times over the year before in some locations across the country. It was a worrying and unprecedented jump not seen since the Second World War by the organization. And, as the coronavirus continued to impact lives, the need for support grew.

Meanwhile, the COVID-19 pandemic brought about many challenges to The Salvation Army’s Christmas Kettle Campaign, its largest fundraising drive of the year. At a time when more and more individuals and families faced new financial challenges and frightening realities, there was a decline in foot traffic, fewer kettles were mobilized and there were increased difficulties in securing volunteers. With this in mind, the 1,500 digital donation units that were rolled out on December 1st were safe and easy to use. Donors placed their debit or credit card up to the digital tile for an automatic transaction. It was as simple as that.

Since 1891, the Christmas kettle has been a symbol of help and hope during the holiday season, raising critical funds to support individuals and families in 400 communities across Canada. From substance-use recovery, jobs and skills training, homeless and women’s shelters, food insecurity, emergency disaster services and more, these programs and services restore hope and dignity to two million vulnerable Canadians each year.

“The generosity of Canadians allowed us to meet the needs of those who came to us and help alleviate some of their burdens,” says Lt-Colonel Murray. “For that, we are truly grateful.”



Dennis runs every year on behalf of his father.

For more information about the Santa Shuffle, visit [santashuffle.ca](http://santashuffle.ca)



# A DONOR STORY

## Kind Gesture from The Salvation Army Lasts a Lifetime

For 93-year-old Faye Kavanagh, there was no doubt that she would give a gift to The Salvation Army in her will after a kind gesture made by the Army more than 32 years ago.

"It was the summer of 1984 and I was recovering from foot surgery," Faye recalls. "My sister, Kathleen, and my nephew, Bernard, came up from San Francisco to help me. Bernard was only seven years old and very rambunctious. We needed a way to occupy his time."

In the small community of Stellerton, N.S., there were no children in the area for Bernard to play with or activities for him to take part in. At a loss, Faye remembered a segment she had seen on the evening news about The Salvation Army's Scotian Glen camp. So she contacted the local officers.

"I called the captain to ask if they would allow Bernard to go and he said 'definitely.' The officer then drove down and picked him up," she explains. "A week later, he came back exclaiming what a wonderful time he had, so much that he got upset that it was over. We never forgot it, because it was such a great help during a difficult time."

***"I don't know what the world would do without The Salvation Army."***

To this day, Faye and her nephew reminisce about his time at the Salvation Army summer camp when he comes to visit her from his home in California. "Last Christmas when Bernard came to visit we were chatting about it, laughing about how he was crying to go back to the camp. It's such a wonderful memory."

Since this memorable event, Faye has been a faithful donor and kept up with the work of the Army over the years – especially throughout the global pandemic that began in 2019.

"I've watched The Salvation Army on the news, preparing meals, being active even in my small community," she explains. "It's wonderful to see the ongoing work."



Leaving a legacy gift to The Salvation Army is Faye's way of knowing the work of the Army will continue for generations to come.

"I can't think of any organization with the same consistency. When people are having difficulties and even their families have given up on them, they can turn to The Salvation Army. I think that's wonderful and needs to continue. I don't know what the world would do without The Salvation Army."



Giving Hope Today



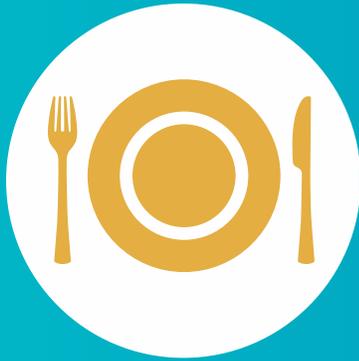
Last year, we gave hope and support to more than 2 million vulnerable people because of generous donors and volunteers like you!

For more information please visit

[SalvationArmy.ca/donations](https://www.salvationarmy.ca/donations)  
or  
[SalvationArmy.ca/volunteer](https://www.salvationarmy.ca/volunteer)

# YOUR SUPPORT IN ACTION

in more than 400 communities across Canada and Bermuda



**2.8 MILLION**  
MEALS WERE PROVIDED  
AT SHELTERS AND IN  
FEEDING PROGRAMS.



**84,000**  
MEALS WERE SERVED  
IN SCHOOL  
BREAKFAST PROGRAMS.



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



**245,000**  
PEOPLE WERE HELPED  
AT CHRISTMAS WITH  
FOOD HAMPERS AND TOYS.



**40,000**  
PEOPLE WERE VISITED IN HOSPITALS,  
NURSING HOMES, DAYCARE CENTRES  
AND OTHER FACILITIES.



PEOPLE  
NIGHT PHONE  
SUPPORT



**15,400**  
PEOPLE WERE HELPED  
WHEN AN EMERGENCY  
OR DISASTER STRUCK.



**7,200**  
VULNERABLE YOUTH WERE  
HELPED IN 45 COMMUNITY  
YOUTH PROGRAMS.



**4,200**  
PEOPLE WERE HELPED  
TRAINING THROUGH  
AND REFUGES



Giving Hope Today



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



**5,613**  
CHILDREN WERE HELPED  
THROUGH BRIGHTER  
FUTURES CHILDREN'S  
SPONSORSHIP.



**59,000**  
PEOPLE WERE HELPED IN  
PATROL, RESCUE AND  
SUICIDE PREVENTION.



**4,200**  
PEOPLE WERE REFERRED  
FOR EMPLOYMENT.



**200**  
PEOPLE WERE HELPED WITH LANGUAGE  
SERVICES THROUGH IMMIGRANT  
REFUGEE SERVICES.



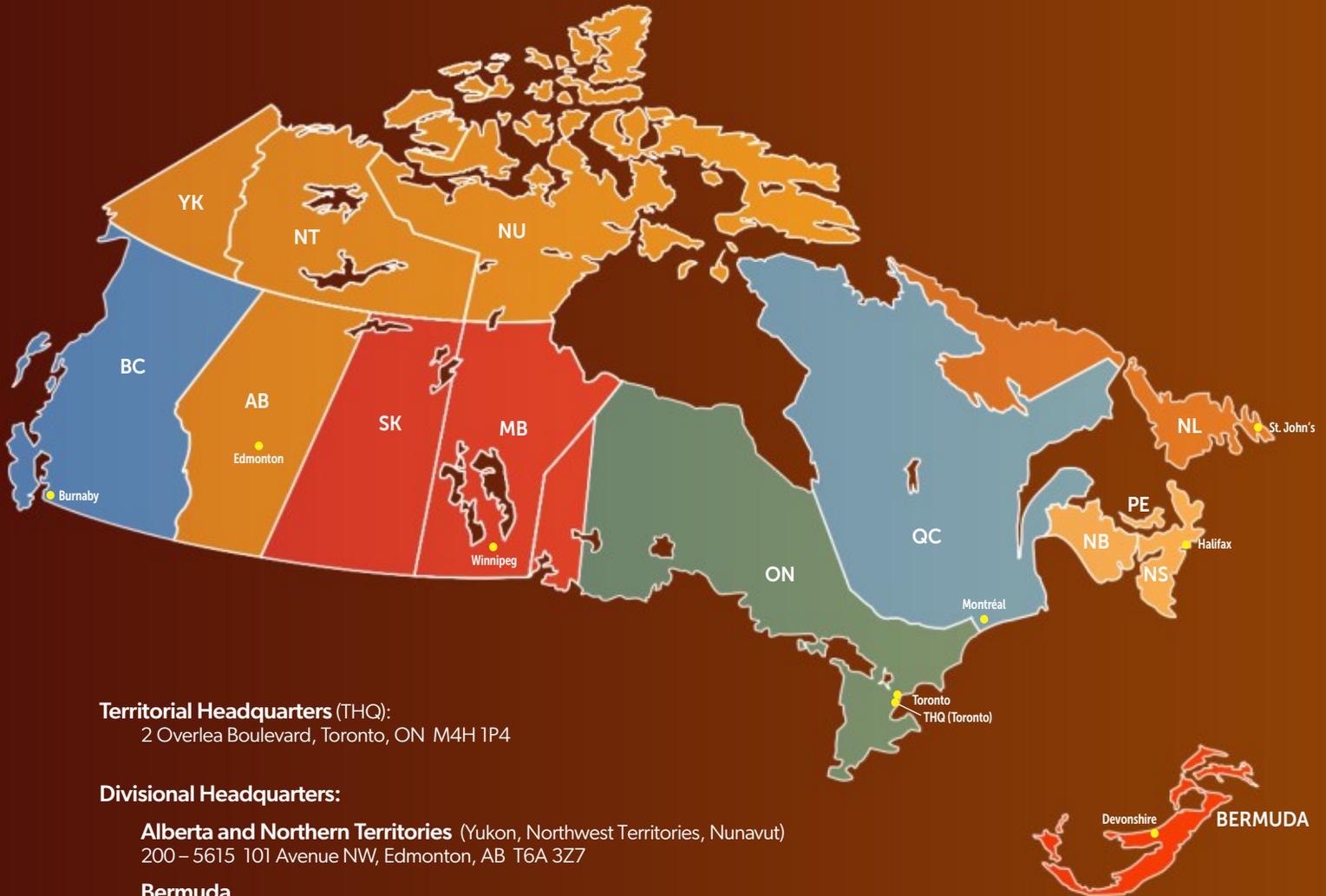
**230**  
PEOPLE COMPLETED  
ADDICTIONS AND  
REHABILITATION PROGRAMS.



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

# THE SALVATION ARMY

## Canada and Bermuda



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



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



salvationarmy

salvationarmycanada

# RYAN'S JOURNEY

## A Hope Story

At 28 years old, Ryan is an upgrading student with a bright future ahead of him. However, the classroom hasn't always been an environment that's brought out the best in him.

As a child, Ryan dealt with bullying at school. Compounded with the toll his parents' divorce had on him, he often felt depressed. Growing up he began losing himself in video games as a way to escape his struggles, and this is when the early signs of addiction revealed themselves.

"I just got really depressed and eventually, after graduating from high school, I had lots of money from working on the rigs and I found comfort in doing drugs and drinking all the time," Ryan explains. "And it got to the point where I couldn't even keep my job."

The first time Ryan tried to get clean was at the age of 21. Coming from a small town, he was unaware of the resources available to someone like him going through addiction. At this point in his life, he had no intentions of going to rehab. However, as a way to keep family and friends off his back, he agreed to detox away from his hometown in Edmonton. It was a process that would lead him to The Salvation Army's Addictions and Residential Centre (ARC).

***"I would say that going through the program is way more effective than trying to do it on your own."***

"I quit once on my own, relapsed, and then I went through the program. I would say that going through the program is way more effective than trying to do it on your own, that's for sure," Ryan says.

The journey to recovery took six years and a rock-bottom moment that had Ryan ultimately deciding that he would pick up the pieces of his life and put them back together.

"It's one of the best things I've decided to do. I wish I would have done it so much earlier, but that's just how these things work out," Ryan says.

He began his treatment at The Salvation Army's Transformations Addiction Recovery Program, a four-month live-in program at the ARC, similar to the 12-step program, and uses module-based learning, group and individual counselling.

At the age of 25, Ryan completed his four months at Transformations program and transitioned into The Salvation Army's Keystone. Keystone is a one-year, after-care recovery program where residents live together in a community. They live drug and alcohol-free while working towards personal



goals, such as work and education. Keystone helps men transition back into society and provides guidance to help each person make the changes necessary to achieve their aspirations.

"He took his recovery seriously," Chaplain Doug says. "He's always been growing forward. He would be the first to say that he's not entirely there yet, but he's making progress in the direction that he wants to go."

There was a moment for Ryan in recovery when he saw a couple of therapeutic students working alongside residents doing arts and crafts, as well as meditation to heal. He had a conversation with them that led to a moment of clarity. This is what he wanted to pursue with his life; he wanted to help others heal by using his creative side.

Ryan is now upgrading and preparing for an educational career at Norquest College as a therapeutic recreation professional. The program explores the impact of recreation and leisure on individual wellness.

"Today, I have so many community sources to tap into; faces that I know, and they know me," Ryan says. It's still not easy for Ryan. Recovery is now an everyday journey. It's the shame that can be difficult to overcome, but his support system and self-confidence have him looking at his accomplishments with pride.

"I recommend The Salvation Army. Looking back on it now, it was some of the best times. My biggest thing for guys leaving the program is to try to stay connected because you can fall off really quick."

It's a full-circle moment for Ryan, who looks forward to volunteering once again for The Salvation Army, an army that has helped guide him to become the man he is today.

# PATHWAY OF HOPE

## Changing Life Trajectories

Introduced to Canada and Bermuda in 2016, Pathway of Hope provides intensive case management to individuals and families who have a desire to take action to break the cycle of crisis while intentionally surrounding the participants with access to spiritual support and development.

Josh first came to the Vernon House of Hope in British Columbia in October 2019 to access the food bank. During his intake, he opened up to a caseworker named Laura about his mental-health struggles.

In January 2020, Josh's mental-health struggles intensified when he was on the verge of experiencing homelessness. He contacted Laura for support to go to a hospital. With her ongoing care, Josh followed through with the referral Laura gave him for psychiatric care.

One month later, Laura helped Josh enrol in Pathway of Hope. Together, they set goals to obtain stable employment, find a suitable place to live and seek a mental-health professional diagnosis. Laura also connected Josh with Community Futures North Okanagan, where he enrolled in their Employ! Program, which helps young adults develop their employment skills.

During the pandemic, when Josh struggled to make virtual meetings, Laura suggested socially distanced meetings in the parking lot at the Vernon House of Hope. At one meeting, Laura learned that the prescribed medications were not working for Josh. With some encouragement, Josh went to counselling. There, he learned strategies for changing his thought processes and by continuing to receive supports through professional counselling and the Pathway of Hope, he began to feel more stable.

***"I am the happiest I have ever been."***

Through hard work and determination, Josh completed the Employ! Program and found sustainable employment. In the eight months of being supported by Pathway of Hope, he reached all of his goals and graduated in October 2020. Throughout this process, Josh developed confidence and increased his communication skills. Today, Josh is engaged and has a new lease on life. "I am the happiest I have ever been," he says.



**278**  
GOALS HAVE BEEN  
ACHIEVED BY  
PARTICIPANTS THROUGH  
PATHWAY OF HOPE

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

From 2019 to 2020, the number of enrolled participants has increased by **88%**.

22	27
2016	2017

For more information,

# THE HEALING JOURNEY AFTER ESCAPING ABUSE

## A Hope Story

Janice arrived at L'Abri d'espoir more than a year ago. Coming to The Salvation Army's Montreal women's shelter, and being where she is today, required lots of determination, support and help.

To escape an abusive relationship, Janice moved to Québec with her daughter as it was the safest place for both at the time. When they arrived in Montreal, her daughter found an apartment, but it was too small for them to live together. While Janice didn't want her daughter to worry about her, she never thought she would be homeless and without a job. She did what she had to to make sure her daughter wouldn't have to live on the streets.

Janice found out about The Salvation Army's L'Abri d'espoir in Tracom's resource kit (Centre d'intervention de crise Tracom). When she first arrived at L'Abri, she was extremely anxious and cried a lot as she was nervous about the future. "The staff made me feel comfortable in my room, and I immediately felt that everything was going to be OK," she explains.

***"I immediately felt that everything was going to be OK."***

On her journey to recovery, Janice faced multiple challenges, both physical and psychological. Janice suffers from fibromyalgia and paralyzing anxiety.

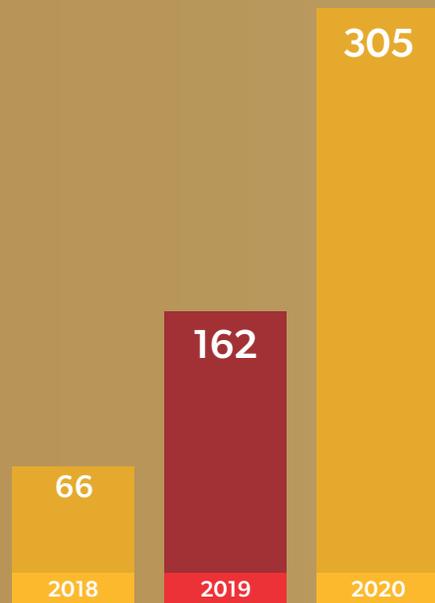
"L'Abri provided me with food, a bed, comfortable room, access to proper medication, but most importantly a routine and a calm place," says Janice, "things I am very thankful for."

When Janice was asked how she felt today after a year at L'Abri, she said she was very content and proud of herself. "I can't remember the last time I felt like this," says Janice.

Janice now has a full-time job and is a member of the Brotherhood of Electricians in Québec union. "I can manage now," says Janice. Being part of the union guarantees her hours, full benefits and the potential to work until she is 69 years old. Staying at L'Abri also allowed her to support her daughter to get her bachelor's degree in 2019.

Due to COVID-19, Janice works from her room at L'Abri. She says that having a quiet room where she can work whenever she wants while being safe is very important.

L'Abri d'espoir's long-term program is offered for a maximum stay of two years. It has not been two years since Janice arrived there; however, she is taking the next steps in her recovery. With her social worker's help, Janice has applied at La maison Marguerite, where she will get her own apartment this coming winter.



visit [pathwayofhope.ca](https://pathwayofhope.ca)  
Full impact report under Blog

# EMERGENCY DISASTER SERVICES

## The Salvation Army's Extraordinary Year in Disaster Services

Emergency Disaster Services has been serving the people of Canada since 1917 when two ships collided in Halifax Harbour. Last year, The Salvation Army helped more than 15,000 during emergencies or when disaster struck.

The most visible Salvation Army emergency disaster service is the meals and drinks served to disaster survivors and emergency first responders. In addition, and unique to The Salvation Army, is our emotional and spiritual care component, which is embedded in everything we do.

In 2020, COVID-19 forced us to take extraordinary measures to ensure we met needs where they existed. With cafés and community centres shut down, more hungry people were on the streets looking for help. Our mobile units served food and hydration to people who had lost their jobs, seniors on fixed incomes, people experiencing homelessness and students whose schools had closed and normally would rely on our lunch programs. Our services were needed now more than ever. In fact, for the first time in the history of emergency disaster services, 29 of 48 community response units were active at the same time.

**Countless numbers of stories were heard from people who never would have believed they needed The Salvation Army.**

The pandemic left many vulnerable people without access to their most basic needs such as food. Normally, our primary response is food services at disasters such as floods and fires, lasting up to two weeks. Our COVID-19 support went for longer periods of time, using more personnel. Due to an incredibly generous donation, our fleet of community response units across Canada increased, which helped us extend our reach. New vehicles were purchased, and older ones were refurbished with new equipment that increased our feeding capacity.



While our response process changed to ensure volunteers and guests stayed safe, our dedication to helping people in their time of need didn't. Countless numbers of stories were heard from people who never would have believed they needed The Salvation Army.

Meanwhile, other hazards didn't stop because of the pandemic. The Salvation Army's preparedness and well-rehearsed emergency protocol enabled us to deliver fast and efficient services to help reduce the stress that vulnerable people already faced.

During COVID-19, we knew we couldn't move personnel from place to place. Therefore, we ramped up our training program to increase our capacity to help. For the first time, our training was made available virtually and more than 400 volunteers and Salvation Army personnel participated.

Disaster can happen to anyone, anywhere and at any time. The Salvation Army's actions today strive to reignite hope in all people and help them have a better tomorrow.



# COMMUNITY HONOURS SALVATION ARMY FRONT-LINE WORKER

## A Hope Story

Judy Peifer had no idea that one of her coworkers had nominated her for “Change the Narrative SC,” a program in Swift Current, Sask., to celebrate essential workers who go the extra mile, especially during a pandemic.

“I wondered why the staff was meeting in the gym,” says Judy. “When I heard, ‘We want to honour you,’ I was shocked.”

In November 2020, Change the Narrative was born to celebrate essential workers who keep things together, especially during a pandemic. Each month, a deserving person is honoured, given a certificate and gift cards from various local businesses.

“Judy is the sweetest person,” says coworker Aimee. “Everything she does is done with a smile and genuine kindness. She takes the time to listen and to care for everyone who walks through the doors of The Salvation Army, no matter how much she has on her plate.”

Judy has worked as the office administrative assistant for 10 years. Her job duties include payroll, HR, receipting, general deposits, answering the phone and directing calls. During COVID-19 she has stepped in to help in other areas.

“Our food bank appointments doubled,” says Judy. “Volunteers were nervous about coming in, so I soon found myself bagging sugar and building food hampers.”

***“Everything she does is done with a smile.”***

Judy is often the first point of contact at The Salvation Army, interacting with agencies, businesses and clients.

“Judy always goes above and beyond and does it with a smile,” says one agency. “I have sat in Judy’s office and cried when life is tough,” a client adds. “She is always there to listen and is such an amazing lady.”

“At the end of the day, I hope that people feel valued, heard and good about their experience at The Salvation Army,” says Judy. “That is important.”



**15,400**

PEOPLE WERE HELPED  
WHEN AN EMERGENCY  
OR NATURAL  
DISASTER STRUCK

For more information  
about Emergency  
Disaster Services, visit  
[salvationarmy.ca/eds](https://salvationarmy.ca/eds)

# INTERNATIONAL DEVELOPMENT

## Bringing Change to the World's Most Vulnerable

The Salvation Army's international development (formerly known as "world missions") department in Canada and Bermuda acts as a humanitarian relief and development office, inviting Canadians to share their resources to bring sustainable change to the world's most vulnerable individuals and communities.

As we work alongside colleagues, our mission to fight global poverty is evidenced by providing practical help and hope to those beyond our borders.

"Food insecurity, lack of clean water, and limited access to education and medical care, are just some of the urgent needs in the global south," says Lt-Colonel Brenda Murray, director of international development. "The international development department, in partnership with local communities, provides holistic support that is sustainable and transformational."

When the World Health Organization declared the COVID-19 outbreak a global pandemic, The Salvation Army in Canada and Bermuda responded quickly by providing the funds for food parcels, handwashing and sanitation stations, personal protective equipment, and educational materials to Cuba, Costa Rica, Nigeria, Mozambique, Liberia and Malawi.

"We were blessed," say our colleagues at The Salvation Army in the Latin America North Territory. "We were able to provide prompt help to the communities most affected by this pandemic."

***"In the past year, more than 300 families benefitted from the livestock."***

Working in partnership with The Salvation Army in Mozambique, we implemented the COAL (community orphans, vulnerable children and livestock banking) project. This project was developed to help orphans, vulnerable children and their guardians, flourish through sustainable means.

In the communities of Panda, Xai-Xai and Zobue, we gifted vulnerable families with goats, pigs and poultry. Livestock production activities will increase both income-generation and food security.



"In the past year, more than 300 families benefitted from the livestock," says Major Dyson Chifudzeni, former projects officer in Mozambique. "Because of COAL, there is hope."

These funds came from our online Gifts of Hope ethical giving program, and from women Salvationists (members) across Canada and Bermuda through the women's ministries territorial project.

Through the Brighter Futures children's sponsorship program, more than 5,000 children across 22 countries were assisted with education, shelter, health care and nutritious meals. Amidst the pandemic, we adapted our efforts to ensure children were protected.

In São Paulo, Brazil, dedicated staff delivered educational resources and food parcels to our students' homes. In Arraiján, Panama, we provided the funds to deliver masks, and hygiene and sanitation items to vulnerable children in the community.

While the pandemic forced us to navigate uncharted waters, we worked with our partner territories to adapt, adjust and act, meeting the greatest need in one of the most unprecedented times.

"These initiatives are just a few from many. Today, The Salvation Army manages more than 125 projects in 35 countries around the world," says Lt-Colonel Murray. "But it's only because of God's provision and grace that we are able to accomplish all that we do. As we look back on a year of health crises and global hardship, we pause to thank you for your compassionate, practical and prayerful support."

# MOVING TO CANADA ALONE

## A Hope Story

### In 2020:

**43,800 meals** were served to seniors in Sri Lanka.

**More than 4,000 women and children** in Kenya received medicine, supplements, soap and shampoos, baby clothes, and medical equipment.

**2,028 students** from Democratic Republic of Congo, Liberia, Tanzania, Zambia and Zimbabwe received tuition fees, school supplies, uniforms and educational materials.

**283 children** from India, Pakistan and Sri Lanka were provided with safe accommodations through our children's homes.

**One seniors' home** in Trinidad received a safe and reliable vehicle.

**Two preschools** in Mozambique received new school supplies, uniforms, computers, and sports and recreational equipment.

**13,760 meals** were served to vulnerable families and homeless communities in Costa Rica and Cuba.

**1,750 families** from Malawi, Mozambique and Liberia received food parcels, and hygiene and sanitation items.

**Five Salvation Army hospitals** and clinics in Nigeria received soap dispensers, hand sanitizers, thermometers, surgical face masks and gowns.

**400 families** in India received food parcels, water, hygiene and sanitation items.

These are only a few of the things The Salvation Army is doing around the world, thanks to your generous support! Thank you so much!

### Our five sector priorities are:

1. Health and well-being
2. Food security and agriculture
3. Livelihood development
4. Education and care of children
5. International disaster relief

For more information about International Development, visit [saworldmissions.ca](http://saworldmissions.ca)

When Mahmood arrived with his family of five in Canada in 2017, he hoped they could finally feel safe. Four years earlier, he had no choice but to leave Iraq, relatives, his job and culture.

"In Iraq we faced danger; there was war; our lives were threatened; no one was safe. It was a very hard life," says Mahmood.

While the family lived in Turkey as refugees, the children weren't allowed to go to school. Mahmood worked as a carpenter, earning barely enough for rent and basic food. Then a friend in Canada found them a sponsor.

"We arrived in Vancouver with a bag of clothes," says Mahmood. "After we located a basement apartment to rent in Surrey, we lost our support network. Now we were alone, isolated and spoke no English."

Mahmood went to school to learn English and searched the internet for organizations who help newcomers. He found someone who spoke Arabic. She made an appointment for him with The Salvation Army.

"I showed The Salvation Army worker a picture of our apartment—no windows, no couches or tables, no beds. I couldn't afford to provide complete meals for my family, let alone household items," says Mahmood.

The Salvation Army gave Mahmood food items, chocolate, a thrift store voucher to purchase furniture, school supplies for his three children and \$150 to buy them toys.

"My son was so happy he put all the toys beside his bed and didn't sleep for two days," says Mahmood.

***"We wanted to help others, like The Salvation Army helped us."***

In 2019, Mahmood and his family volunteered with The Salvation Army's Christmas Kettle Campaign. Then Mahmood helped the Army's community and family services by translating Arabic to English. In Surrey, 90% of the people speak Arabic. His wife, Noor, volunteers as the Army's Arabic volunteer co-ordinator.

"We wanted to help others, like The Salvation Army helped us," says Mahmood.

Before long, Mahmood used his computer skills to build a Excel™ program that assisted with client records. He was eventually hired and is now working full time as a family services worker.

"When I had nothing, The Salvation Army gave me hope," says Mahmood. "They changed my whole life, and my family's life. We now live in a home. I have an income and a pay stub. Thanks to The Salvation Army we are thriving as new members to our community."



# VOLUNTEERS UNSUNG HEROES—CHAMPIONS

## Honouring Volunteers Whose Vital Connections Strengthen Communities

Every day, The Salvation Army celebrates the selfless dedication and commitment of its thousands of volunteers who give their time and energy to help others succeed.

"The impact of a volunteer can never be underestimated," says Alice Johansson, The Salvation Army's territorial manager of volunteer services. "We are truly grateful to our volunteers whose care and compassion enables The Salvation Army to extend its reach and help more communities thrive."

### Eva

"Volunteering has made me feel more comfortable in social settings," says Eva, 19. "More importantly, it has helped me gain a better understanding of what poverty looks like and what goes on behind the scenes."

In November 2020, Eva began volunteering at The Salvation Army's Ches Penney Centre of Hope in St. John's, N.L. From an in-house food bank to a health clinic, 20 housing units and chiropractic services, the centre welcomes anyone who has nowhere else to turn.

"I moved to St. John's to attend university," says Eva. "When I heard that The Salvation Army was building a new facility for vulnerable people, I wanted to be part of it."

***"It is rewarding to be able to truly help someone."***

When COVID-19 restrictions aren't in place, Eva can be found in the food bank two afternoons a week sorting food items, stacking shelves, packing hampers or registering clients.

"It is rewarding to be able to truly help someone," says Eva. "Most people who come for assistance don't have sufficient income to access basic needs. And some who have lost employment due to the pandemic would normally be the ones helping others."

### Louise

Louise is also a volunteer at the Ches Penney Centre of Hope in their meal program. A retiree, she has volunteered with The Salvation Army in various food services programs for 12 years.

"Sometimes I go home and cry over what I've seen," says Louise. "When I cook in my own kitchen, I think about the people I have met that day and the challenges they face."

Before retirement, Louise spent 25 years working in a school cafeteria. Her transferable skills are a great asset to the centre. From peeling vegetables to pouring beverages and cleaning tables, Louise's quiet presence ensures her vulnerable neighbours stay safe and have the food they need.

"I'm not going to stay home when there is something I can do to help someone," says Louise.

Louise lost her husband 18 years ago due to a severe stroke. She has since lived alone and says volunteering, motivates her to get out of the house.

***"I'm not going to stay home when there is something I can do to help someone."***

"I really love helping people. That's what volunteering is all about," says Louise.

When asked how she feels after a day of volunteering Louise says: "If you need me another day, I'll do it. I don't want to see people with nothing to eat."

**If you want to be part of  
The Salvation Army's team of  
volunteers or are seeking  
more information, visit  
[SalvationArmy.ca/volunteer](https://www.salvationarmy.ca/volunteer)**





**546,000**  
 VOLUNTEER HOURS  
 WERE PROVIDED TO  
 THE SALVATION ARMY  
 LAST YEAR

# NEW FACILITY

## New Multimillion-dollar Facility in St. John's Boosts the Army's Capacity to Serve

On December 1, 2020, in the middle of a pandemic, The Salvation Army's Ches Penney Centre of Hope in St. John's, N.L., held its grand opening. The long-awaited, multimillion-dollar facility brings the Army's ability to serve the vulnerable to a whole new level.

"Our assistance is needed now more than ever, and we stand ready to meet the needs," says Major Rene Loveless, divisional secretary for public relations and development. "The demand for food assistance, mental-health support, emergency housing and addiction services has never been greater."

For more than a century, The Salvation Army operated programs on Springdale Street in downtown St. John's to meet community needs in the best possible way. At the new location, a five-storey building, we have greater capacity and opportunity to welcome all people who come through the doors, and to be a transforming influence in the community. The services and essential care offered include 20 permanent supportive housing units, health care, employment training, mental-health and addiction services, a kitchen and dining area that serves up hundreds of hot meals every week, and an expanded food bank with refrigerators and freezers.

***"Our assistance is needed now more than ever, and we stand ready to meet the needs."***

"A year ago, at our former location, community food lines would see up to 100 people a week. Now we feed close to 700 people a week and the number keeps growing," says Major Loveless. "In recent months, demand at the food bank has increased almost 100 percent. People who were infrequent guests are coming more often and staff say there are many new faces."

The Centre of Hope has the potential to improve the lives of thousands of struggling families and individuals. By responding to the physical, emotional and spiritual needs of people, personal growth, empowerment and sustainability become real possibilities.

"The centre is a beacon of hope for anyone who has nowhere else to turn," says Major Loveless. "We are grateful to our generous donors and community partners who have made it possible for us to provide a supportive environment, with wrap-around services, that so many people desperately need."

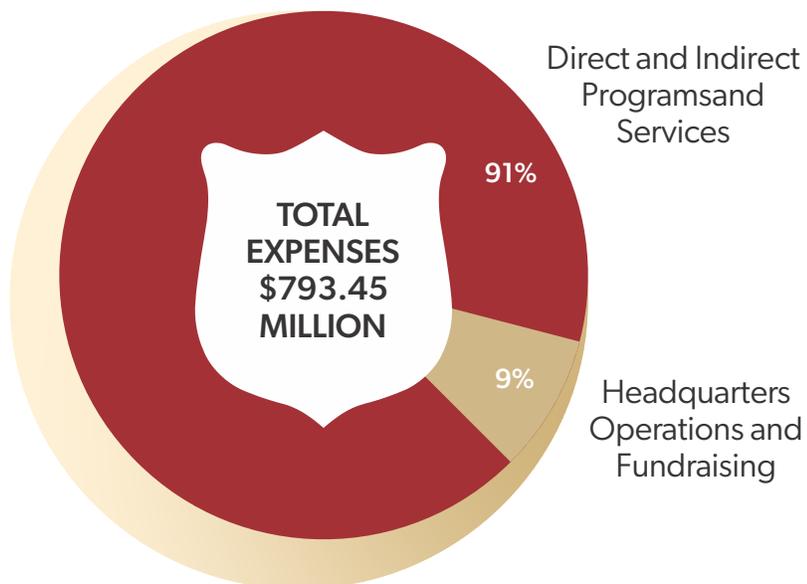
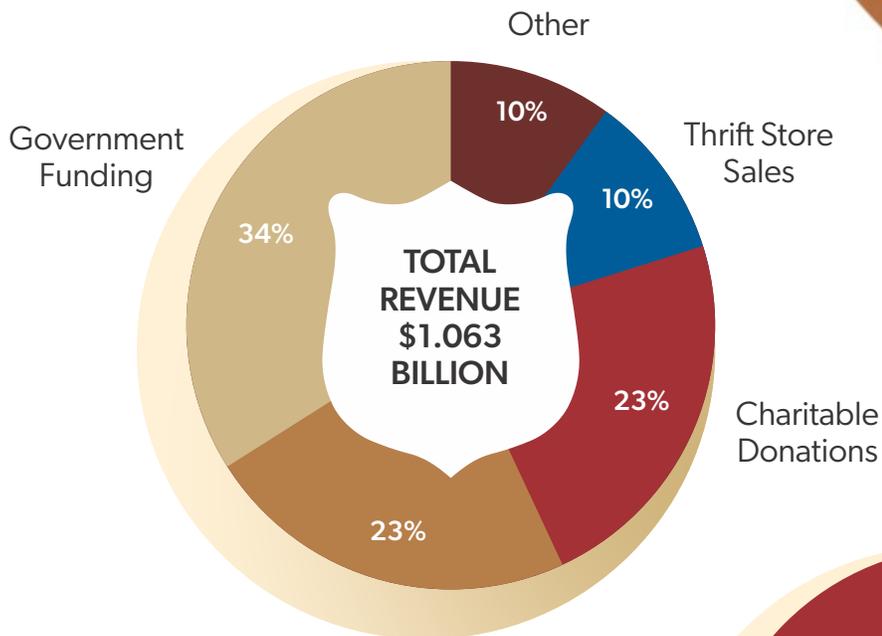


# FINANCIAL OVERVIEW

## Revenue and Expenses

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](http://SalvationArmy.ca/annualreport) for the year ended March 31, 2021, 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 2020/21.

On a consolidated basis, it will be seen that the Army is a large organization with assets of \$2.2 billion, and annual expenses of \$793 million last year. While at face value, it would seem that the Army realized a surplus during 2020/21, a closer look reveals that much of this was as a result of the recovery of long-term investments, which suffered a significant loss in the prior year due to the downturn in the capital markets at the beginning of the pandemic. Allocations from investments are tied to long-term expected rates of return to ensure that the Army can continue to serve communities in times when actual returns are lower than the long-term rate.

The last year 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 year, 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.

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.

- 1) Significant portions of government funding received over the last year are restricted for specific purposes by the funder and cannot be used for other purposes within the organization, while other portions were one-time grants received toward the end of the year that are not expected to recur in future.
- 2) Donations are important to the funding of The Salvation 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.
- 3) 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.
- 4) 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 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 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.

The Salvation Army Annual Report 2020/21 © The Governing Council of The Salvation Army in Canada  
Charitable Registration No. 107951618 RR 0001

Design: Marketing and Communications 8/21 | Financial commentary and data: Finance Department  
Statistics: Program Services | Brigade of Hope ad: Development Department / One & All

#### Contributing writers

Larisa Chis: page 17 | Perron Goodyear: page 18 | Linda Leigh: pages 8, 9, 13, 18, 19, 21, 22, 23 | June Li: page 12  
Geoff Moulton: page 10 | Kathy Nguyen: page 20 | Angela Rafuse: page 14 | Maria Silva: page 15 | May Strutt: page 11

#### Photography

Tony Cicero: page 13 (kettle stand) | Glynden Cross: page 21 | Getty Images: pages 13 (store background), 24  
Graham McCallum: back cover (store) | Angela Rafuse: page 14 | Leigh Rowney: cover (street van)  
Scott Streble: Brigade of Hope ad (clients), back cover (family) | Jordan Thompson: cover (mother daughter)

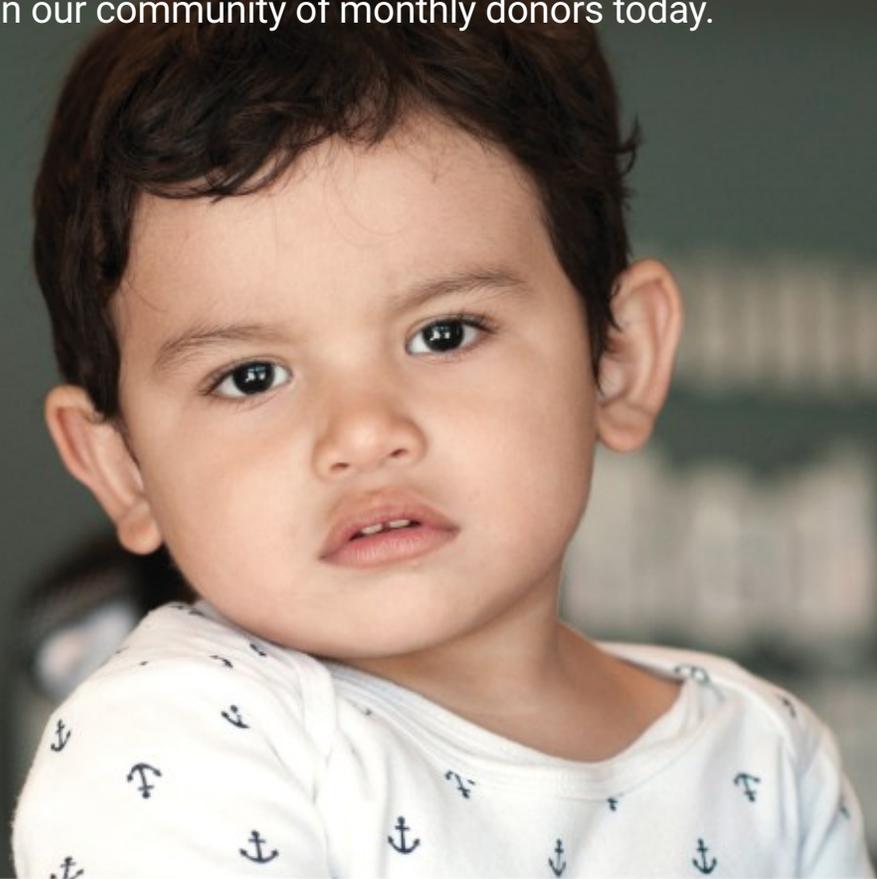
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[imaginecanada.ca](http://imaginecanada.ca)

# BRIGADE OF HOPE

Join our community of monthly donors today.



Now more than ever, our neighbours are struggling to make ends meet.  
**Let's come together to provide help and create lasting change.**



NEARLY

**1 in 7**

Canadians are food insecure.



NEARLY

**20% of families**

in Canada don't have enough food.



MORE THAN

**3 million**

Canadians reported a job loss in 2020.

**Give hope today and every day.**

[SalvationArmy.ca/donations](https://www.salvationarmy.ca/donations)



Giving Hope Today



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416-425-2111 | [SalvationArmy.ca](http://SalvationArmy.ca)  
Charitable Registration No. 107951618 RR 0001