



ANNUAL REPORT

2022/23

CANADA AND BERMUDA TERRITORY



The Salvation Army
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Charitable Registration No. 107951618 RR 0001

The Salvation Army gives hope and dignity to vulnerable people today and every day in more than 400 communities across Canada and Bermuda and in 133 countries around the world!

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1.5 MILLION

PEOPLE WERE ASSISTED WITH FOOD, CLOTHING OR PRACTICAL ASSISTANCE.

GREETINGS

Territorial Commander



Helping People Move from Hardship to Hope

It isn't surprising that this past year the number of people facing hardship grew. As the price of food continued to soar and mortgage and rental rates increased significantly, it was difficult for many to maintain a positive outlook and keep hope alive.

In November 2022, a new survey from The Salvation Army showed a growing number of Canadians were pessimistic about the future, their finances and ability to provide basic needs such as food and housing. Alarmingly, more than half of Canadians polled (52 percent) said they had faced food security challenges in the past year, and one in seven had encountered challenges to housing security that included being late on or missing a rent payment.

Across the country, The Salvation Army's 250 community and family services locations provide food support, which includes food banks. In the past several months, when clients were asked about what brought them in to us, they shared that the rising prices of food and cost of shelter and transportation were the top reasons for seeking our assistance.

Last year, The Salvation Army in Canada and Bermuda served more than 2.7 million people—an amount that would fill Toronto's Rogers Centre 52 times.

What was troubling to us was that many of those helped were no longer the most vulnerable in society—they included friends, neighbours and family members.

In this report, you will read about your donations at work and meet people who sought out our support when hope was hard to cling to—including people who were affected by disaster and war, those who were experiencing homelessness and others who just didn't have enough food to eat.

The Salvation Army's vision statement reads:

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

With your support, we are easing the pain of heartache and poverty and offering stability and hope. I am truly grateful to each of you for believing in our vision and our brand promise of Giving Hope Today.

May God bless you,

Floyd J. Tidd
Commissioner
Territorial Commander

National Advisory Board Chair



A Year of Positive Change

I have been a member of The Salvation Army's National Advisory Board (NAB) since 2018 and chair since 2020. As I enter the final year of my term as chair, it continues to be an immense privilege and joy for me and fellow board members to support the impactful work of the Army in 400 communities across Canada and Bermuda.

Suffice it to say, the pandemic that dominated 2020 and beyond, disrupted social connections and changed how we interacted with friends, family and co-workers.

Gratefully, this past year marked the board's return to in-person meetings, and face-to-face interaction with Army leadership, officers and staff.

In addition, we had opportunity to again witness first-hand the front-line work of the Army, which included visits to Toronto Grace Health Centre and The Gateway in Toronto; and Sunset Lodge, Connection Point, Victoria Citadel and the Addictions and Rehabilitation Centre in Victoria.

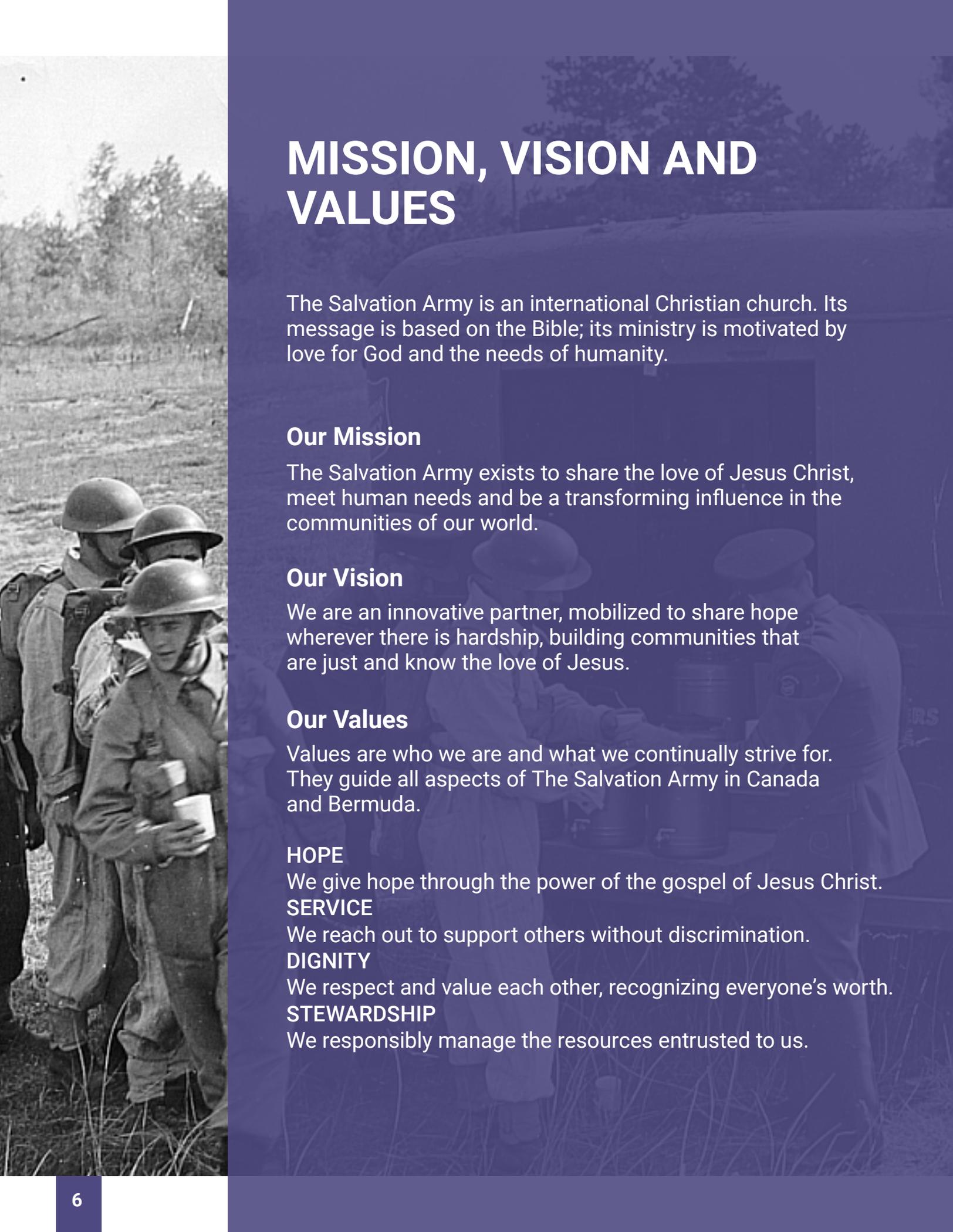
This is an exciting time of board renewal, where we celebrate the contributions of longtime NAB members whose terms are concluding, and welcome new members and their fresh perspectives. Over the past year, this process has

resulted in the addition of several outstanding people who bring a wide range of experience and expertise including HR leadership, change management, government ministry leadership and the social sector. We are thrilled to have them join with our continuing members to provide guidance and insights in relation to both the key strategic issues facing The Salvation Army today and assist in identifying key questions and areas for focus in the future.

As chair, and part of a group motivated by the critical work of the Army, I hope to continue along the path we are already firmly on. One that comes alongside those whose dedication to serve gives countless numbers of people in need hope for a brighter tomorrow.

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 one of the largest non-governmental direct providers of social services in the country. The Salvation Army gives hope and support to vulnerable people in 400 communities across Canada and Bermuda and 133 countries around the world. In Bermuda, the Army has been at work since 1896.

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

- hunger relief for individuals and families through food banks and feeding programs;
- shelter for people experiencing homelessness and support for those needing housing;
- rehabilitation for those struggling with substance-use disorders;
- long-term care and palliative care;
- Christmas assistance such as food hampers and toys;
- after-school programs, camps and school nutrition programs for children and youth;
- life-skills classes such as budgeting, cooking for a family, and anger management.

With 98 thrift stores, 116 donor welcome centres and 11 distribution and recycling centres, The Salvation Army operates one of Canada's largest national clothing recycling operations. Although proceeds from the sale of goods help fund our many social programs, the Army also provides items free of charge to individuals or families who have been referred by our social service programs and other agencies.

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

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

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

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



“ I have no idea where I would be without The Salvation Army. On the street maybe? I don’t know. ”

— Mary

Salvation Army **Shelter** in Bermuda Helps Resident Get Back on Her Feet

For some, coming to a Salvation Army shelter may be a last resort to avoid experiencing homelessness and financial hardship; however, a resident of The Salvation Army’s Emergency Housing Shelter in Pembroke, Bermuda, has used her time at the shelter to gather herself and start over.

Mary (not her real name) has lived in Bermuda for the past five years. During her first year in the country, she met her now husband and they soon got married. At first, they settled in nicely. They lived in a good apartment and both were employed. However, financial troubles soon struck due to a range of factors. Mary’s contract at her work ended and her husband lost his job after the hotel he worked at closed. Soon after, their landlord asked them to vacate the apartment they were living in.

After losing their home, Mary and her husband decided to come to The Salvation Army’s shelter in Pembroke.

“We came to the shelter and we received a great welcome. This is a nice place. It has all the necessary requirements. We have a roof over our heads, we have a bed, showers and breakfast. I am very grateful,” Mary says.

“I have no idea where I would be without The Salvation Army. On the street maybe? I don’t know. I try not to think about that because God blessed me with this opportunity,” she says.

Her ever-present positive outlook has let Mary move forward with her life. She has used her time at the shelter effectively to find work opportunities in hopes of being able to afford a home of her own in the near future.

4,800

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



“ I am so glad that I can now help people. I am so happy to work for The Salvation Army. ”

– Anastasiia

Ukrainian Refugee Once Helped by The Salvation Army Now Supports Others

Based on her calm and easygoing demeanour, you wouldn't imagine that Anastasiia faced so many obstacles this past year. Yet, despite the challenges she encountered, Anastasiia has a new life and now works with The Salvation Army helping others in need.

“When I first arrived in Victoria, I asked around about places where I could go to for help and most people said The Salvation Army. They provided me with groceries and clothing vouchers when I first got here. They were so friendly and kind,” she says.

The Russian occupation of her home nation of Ukraine forced Anastasiia to move abroad and start from scratch. She initially spent three months in Germany and Poland. However, she soon felt she needed to leave Europe, in fear that the war could expand across the continent. In August 2022, Anastasiia arrived in Canada.

While settling in her new home, Anastasiia found a passion for helping others thanks to The Salvation Army, who helped her get on her feet. During one of her visits, Anastasiia heard that they were hiring for a caseworker position. She applied and got the job. Anastasiia now enjoys helping individuals and families in need.

“I am so glad that I can now help people. I am so happy to work for The Salvation Army. I thank the staff every day for hiring me,” she says.

Working at The Salvation Army has not only helped Anastasiia fulfil her passion for helping people, but it has also allowed her to meet new friends and assist fellow Ukrainians who are choosing Canada as their new home.

600

**IMMIGRANTS AND REFUGEES
USED RESETTLEMENT
PROGRAMS
LAST YEAR.**



Newcomers Find **Friendship and Hope** at The Salvation Army in Quebec

There are many challenges that come with moving to Canada. The Salvation Army journeys with people to break down barriers and give them a better tomorrow.

Diego's story

At age 28, Diego left Venezuela and went to the United States as a student with his family—without resident status.

“We became parents of two children during that period,” says Diego. “When the pandemic arrived, we were scared for our safety. With no insurance or a place to go, we came to Canada. We didn’t know the language and had no family here. The reality of our situation hit us hard. We not only lacked food, but felt isolated and frightened.

“As soon as we arrived in Quebec, we searched for a Salvation Army in our area. **The Salvation Army provided us with food assistance, and counselling and advice on how to adapt to our new community.** They constantly encouraged us to persevere and reassured us that everything would be alright. This support has been incredibly important to us, and we give back by volunteering our time. We want to help others in our community.”

Diana's story

Three years ago, Diana’s family left everything behind in Ecuador.

“In Ecuador, our family struggled every day,” says Diana. “We had four children, and the situation was worsening. Eventually, we made the difficult decision to leave our country with little notice. When we arrived at the airport in Canada we didn’t know what to do next, so we took a taxi and asked the driver to take us to a place to spend the night.

“Adapting to a new climate, language and culture was incredibly challenging, especially as the pandemic was just beginning. However, we were fortunate that The Salvation Army opened their doors to us. **We found a sense of brotherhood and community beyond the food bank and donations. People took the time to listen to us, pray with us and support us through the toughest times.**”



Corporate Partnerships Making a Difference

The Salvation Army acknowledges with gratitude the support of our faithful donors. We value our key partners including Walmart Canada, the Weston Family Foundation, the Rogers Foundation, Costco, Sobeys, and more. Their generosity helps to give us the tools we need to fulfil the work we've been doing in Canada since 1882.

Support from our partners comes in many forms. In 1906, the first Christmas kettle appeared on the streets of St. John's, N.L. In 2022, our iconic red kettles were in more than 2,000 locations across Canada during the Christmas season, raising \$21.8 million. We couldn't do this without the help of our grocery and retail partners who invest in the communities where they do business, as all kettle donations stay local and support neighbours in need.

The Salvation Army benefits from gift-in-kind donations from our corporate partners. In 2022, we received contributions of food, clothing, gift cards and emergency supplies in aid of the work we do in more than 400 communities across Canada. These donations play a vital role in our community and

family services and emergency disaster services programs and are critical to the work we do to help vulnerable people.

Since our inception in Canada in 1882, the provision of food has played a central role in our work. In response to the current issue of food insecurity confronting many Canadians, in 2023, we will launch an ambitious three-year fundraising campaign to support people facing hunger. **We are incredibly grateful to all our donors, who recognize the importance of food and nutrition in our work with people at risk of food insecurity.**

The Barbara Mitchell Family Resource Centre in Calgary provides a wide range of programs and services including food hamper distribution, evening sports camps, grief share classes, daycare and family movie nights. Because of the generosity of the Weston Family Foundation, families are brought together for both vital services and fun activities which foster well-being and a strong sense of community.



Community Spirit That Makes a Difference

The 2022 Santa Shuffle, an annual 5K Fun Run and 1K Elf Walk held every December, brought together more than 5,100 runners across Canada, generating more than \$380,000 in revenue. This nationwide event, now in its 32nd year, provides support for individuals and families in need during the holiday season.

Participants of all ages and fitness levels donned festive attire, with many dressing as Santa, elves and reindeer, as they ran through local parks, city streets and picturesque trails. With each stride, the spirit of giving and community support filled the air.

Corey Robert, national race director, speaks of the event's significance: **"The Santa Shuffle brings people together from all walks of life to support those in need. It's a fun, family-friendly event that helps raise awareness and funds for our programs and services, which assist more than 2.7 million Canadians each year."**

In 2022, the Santa Shuffle saw year-over-year increase in both participants and funds raised, reflecting the ever-growing support from local communities. The event's continued success can be attributed to the tireless efforts of numerous volunteers, sponsors and enthusiastic participants.

One of the runners, Sarah Mitchell, shares her thoughts on the day: "I love participating in the Santa Shuffle because it's a fun way to stay active during the winter months while also giving back to the community. The fact that so many people come together for this cause is truly inspiring."

The funds generated through the Santa Shuffle are vital in supporting The Salvation Army's efforts to provide food, shelter and other essential services to struggling individuals and families. As the need for these services continues to grow, the unwavering support from the community remains crucial.





“We are very grateful for this program. A lot of families can't afford what they used to buy.”

— Rikkeen Cardinal

Weekend Backpack **Meal Program** Gives Parents Additional Support

Every week, The Salvation Army in Red Deer, Alta., helps vulnerable families through the Backpack Meal Program, where individual bags filled with six meals and snacks are delivered to participating schools, and distributed to children enrolled in the program.

“We are very grateful for this program. A lot of families can't afford what they used to buy,” says Rikkeen Cardinal.

Rikkeen's family has struggled financially to the point where they limited their grocery list and looked for alternative resources to help make ends meet. This is when Rikkeen found out about the Backpack Meal Program from a social worker at her daughter's school.

Each Friday, Rikkeen's daughter, who is in Grade 3, brings home a bag with enough meals and snacks to last her the whole weekend.

The Backpack Meal Program has been in place since 2014 and serves close to 250 students in 25 participating schools. The Salvation Army staff and volunteers prepare each bag, which is delivered to the schools on Thursdays and given to students on Friday to take home for the weekend.

“When we started the program, I never thought it would grow this much. It is a bit sad to see that the need is so strong, but it is also good to know that we have been able to fill that gap for the students that need this assistance,” says Taylor Poor, community ministries co-ordinator.

“When you are a mom, you sometimes have to put personal needs aside to ensure your children have what they need, so it's nice when there is a bit of help available for parents like me,” says Rikkeen.

When **Christmas** Is Not a Happy Time

For some people, Christmas isn't always the most wonderful time of the year, in spite of what the familiar Christmas song says. Alysse, 34, recalls the times she couldn't afford to put gifts under the tree. But poverty wasn't the only issue. Today, thanks to The Salvation Army's New Choices program in Hamilton, Ont., and hard work and commitment from Alysse, she is in recovery from substance use, studying to be a social worker and is grateful that she won't have a Christmas without.

“*The Salvation Army has everything to do with where I am today.*”

—Alysse

“It eases a lot of pressure knowing I will have toys and books—more than I can offer—for my son to open on Christmas morning,” says Alysse.

At a young age, the effects of her mother's substance-use disorder began to unfold on Alysse. She was 10 when she first smoked weed. By 14, she was addicted to hard drugs. For many years, she struggled with substance use.



“Substance use prevented me from doing well in school and a whole lot more,” says Alysse. “I sold drugs, lived with men who took advantage of me, and stole from my family. Then my daughter was removed from my custody.”

In 2020, shortly after her son was born, Alysse was referred to The Salvation Army's New Choices program.

“New Choices is a community-based program for pregnant and mothering women with children under the age of six who identify as having substance use concerns,” says Kristin Baughan, program manager. “Mothers and their child(ren) attend program one day a week. Services provided include addiction and parenting education, individual counselling, opportunities for women and children to play together, and practical support.”

“The Salvation Army has everything to do with where I am today,” says Alysse. “I can parent my son sober and healthy and I am a better mom because of the program.”



CREATE AN EVERLASTING LEGACY OF HOPE.

LEAVE A GIFT IN YOUR WILL TODAY.
CONTACT THE SALVATION ARMY TO LEARN
HOW YOU CAN PROVIDE HOPE AND SUPPORT
TO THOSE WHO NEED IT MOST.



1-855-546-5556
legacy@salvationarmy.ca
SalvationArmy.ca/wills

Charitable Reg No. 10795 1618 RR0001



YOUR SUPPORT IN ACTION

in more than 400 communities across Canada and Bermuda



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



115,000
MEALS WERE SERVED
IN SCHOOL
MEAL PROGRAMS.



**MORE
2.7 MIL**
PEOPLE WERE
THE SALVAT
IN CANADA A
LAST



82,000
PEOPLE WERE VISITED IN
HOSPITALS, NURSING HOMES,
DAYCARE CENTRES
AND OTHER FACILITIES.



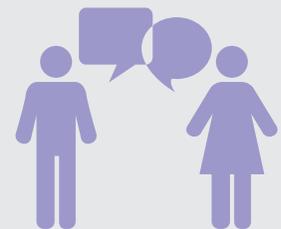
37,000
PEOPLE WERE HELPED IN
NIGHT PATROL, RESCUE AND
SUICIDE PREVENTION.



1,100
PEOPLE WERE HELPED
WHEN AN EMERGENCY
OR DISASTER STRUCK.



8,500
VULNERABLE YOUTH WERE
HELPED IN 45 COMMUNITY
YOUTH PROGRAMS.



2,600
PEOPLE WERE HELPED WITH
LANGUAGE TRAINING
THROUGH IMMIGRANT
AND REFUGEE SERVICES.



Giving Hope Today



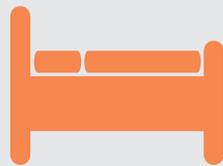
MORE THAN
1 MILLION
PEOPLE WERE HELPED BY
THE SALVATION ARMY
IN THE UNITED STATES AND BERMUDA
THIS YEAR.



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



359,000
PEOPLE WERE HELPED
AT CHRISTMAS WITH
FOOD HAMPERS AND TOYS.



4,800
SHELTER, ADDICTIONS, DETOX
AND MENTAL-HEALTH BEDS
PROVIDED EACH NIGHT.



7,487
CHILDREN WERE HELPED
THROUGH BRIGHTER
FUTURES CHILDREN'S
SPONSORSHIP.



206
PEOPLE COMPLETED
ADDICTIONS AND
REHABILITATION
PROGRAMS.

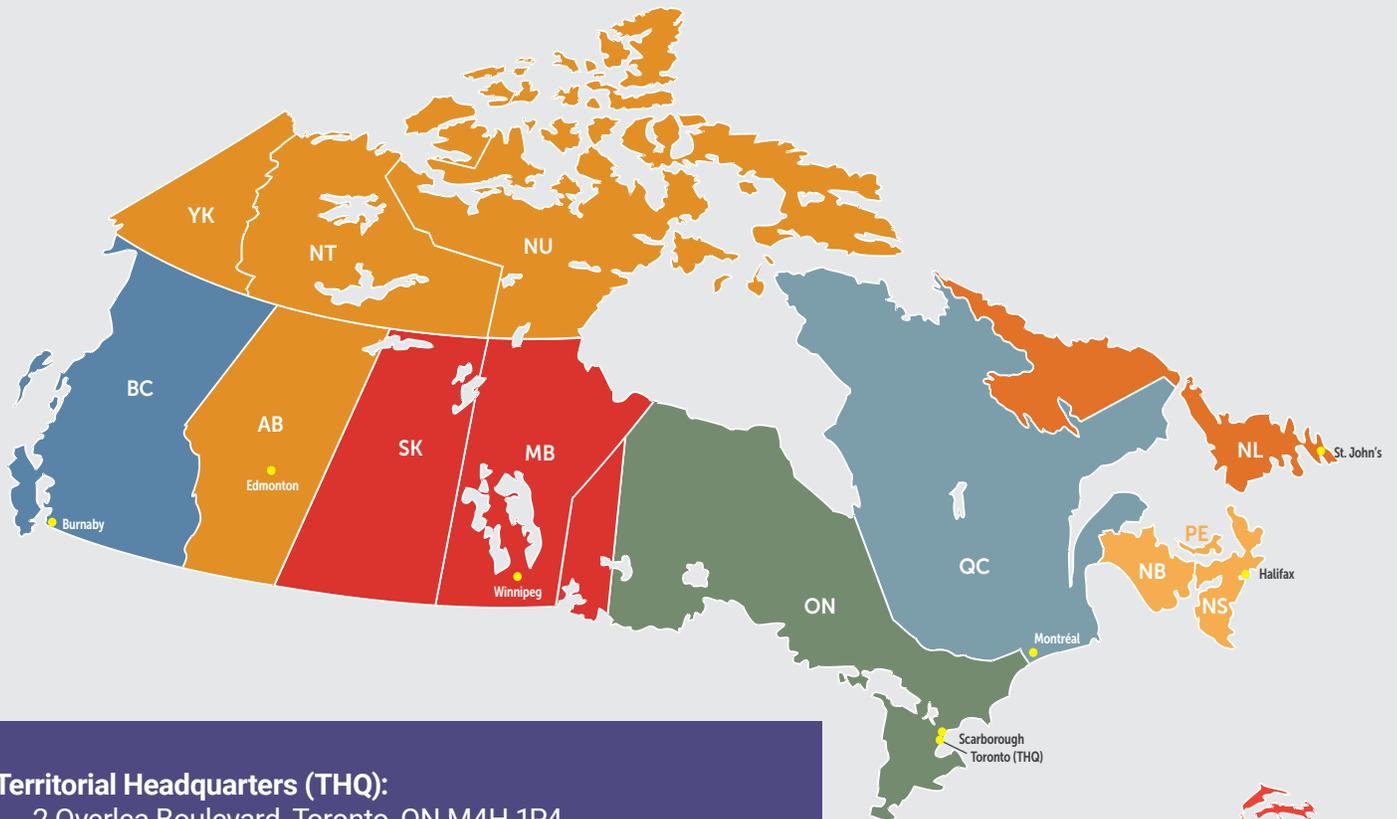


3,415
INDIVIDUALS WERE PROVIDED
WITH EDUCATION AND TRAINING
ABOUT MODERN SLAVERY AND
HUMAN TRAFFICKING.

THE SALVATION ARMY

2022-23

Canada and Bermuda



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Montréal, QC H3A 1K2



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



salvationarmy



salvationarmycanada



“I have a smile on my face thanks to The Salvation Army.”

— Corey

Corey's Homelessness Story

When 43-year-old Corey broke his leg, he had treatment in a hospital away from home and family. Upon his release he had nowhere to go and slept in his wheelchair on the streets of downtown St. John's, N.L. He was alone, hungry and never sure where he would find his next meal. Then he reached out to The Salvation Army.

“I was in a hard predicament,” says Corey. “I had to be near doctors but had nowhere to go.”

Corey came to The Salvation Army's Wiseman Centre where he was provided with a private room, three meals a day and support from professional staff, which includes assistance with finding safe, suitable and affordable housing. “I feel at peace and cared for here,” says Corey.

Throughout his life, Corey has struggled with challenges. Substance abuse took priority over family and friends and epileptic seizures prevented him from staying employed, affecting his emotional and mental health.

“I was young, and drugs were something to try, then my addiction got bad. Once you start, it is hard to get away

from it,” he says. “When I did needles, I knew it had to end. I just gave it up and I'm doing good.”

The Salvation Army believes that everyone deserves compassion and respect.

“I have a smile on my face thanks to The Salvation Army,” says Corey. “It's nice here, but I don't want to live my life here. I want my own apartment I can call home.”

3.9 MILLION

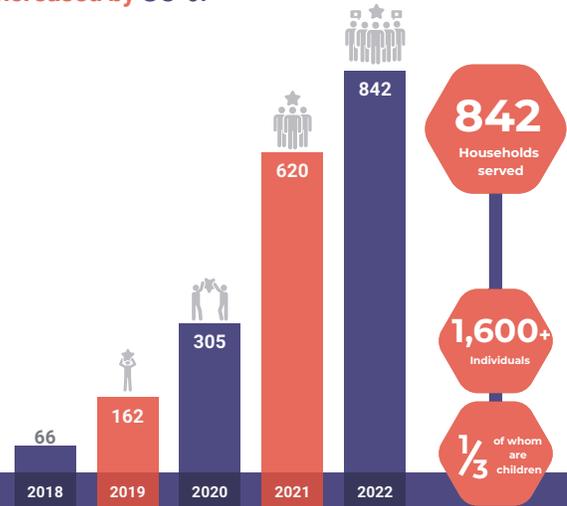
**MEALS PROVIDED
AT SHELTERS AND
IN FEEDING PROGRAMS.**



PATHWAY
OF
HOPE



From 2021 to 2022, the number of enrolled participants increased by 35%.



Confident About the Future

Tony (not his real name) was one of the thousands of people across the country who lost their job during the COVID-19 pandemic.

With his mother in ill health, Tony went from having control of his life to putting everything on hold to take care of his mother—with little resources. This is when he decided to turn to The Salvation Army for support.

After losing his job, Tony knew he had to do something to get back on his feet to provide for himself and his mother. Working alongside his caseworker at The Salvation Army’s Haven of Hope in Regina, he enrolled in Pathway of Hope.

Through Pathway of Hope, intensive individualized supports are given for participants to achieve short- and long-term goals.

In his case, the support focused on providing Tony with a place to live, employment, transportation,

and proper medical attention for him and his mother’s health. Throughout his time in Pathway of Hope, Tony found the week-to-week check-ins with the program’s workers to be very valuable.

After spending four months in the program receiving support and guidance, Tony graduated. He was successfully able to find housing, employment and proper medical care.

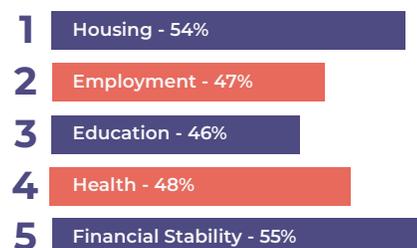
"Pathway of Hope gave me the tools and the faith required to achieve my goals," says Tony.

Today, Tony believes that things are falling into place for him and feels confident about his future. Although he may not know where he will exactly be within a year, he does know that The Salvation Army will be there for him should he ever need support again.

The most significant barriers to Pathway of Hope participants at intake are as follows:



These are the top five goals that were set, with the percentage of goals that were successfully achieved.





Hope After the Hurricane

When hurricane Fiona hit eastern Canada on September 24, 2022, it devastated the coastline, affecting communities in Nova Scotia, Prince Edward Island and Newfoundland and Labrador. Shelter, food and emotional care were immediate needs.

Newfoundland and Labrador

The town of Port Aux Basques has a memorandum of understanding with The Salvation Army that, in the event of an emergency, the Army will provide food services.

But when the Army received a call that the Red Cross could not reach the town for two days due to road closures and damage to infrastructure, they were ready to step in immediately to operate a warming centre and shelter, as well.

"The streets were flooded and people were scrambling," says Beverley Harvey, corps leader, Channel-Port aux Basques.

Cooks and volunteers served up to 800 meals per day. In addition, emergency vehicles and Salvation Army teams from Port aux Basques and Corner Brook were dispatched to the coast to serve and assist the Canadian military and rangers on site.

"The community really came together to help each other," says Beverley. **"For this season, there is a feeling of hope. And they have seen that hope in action."**

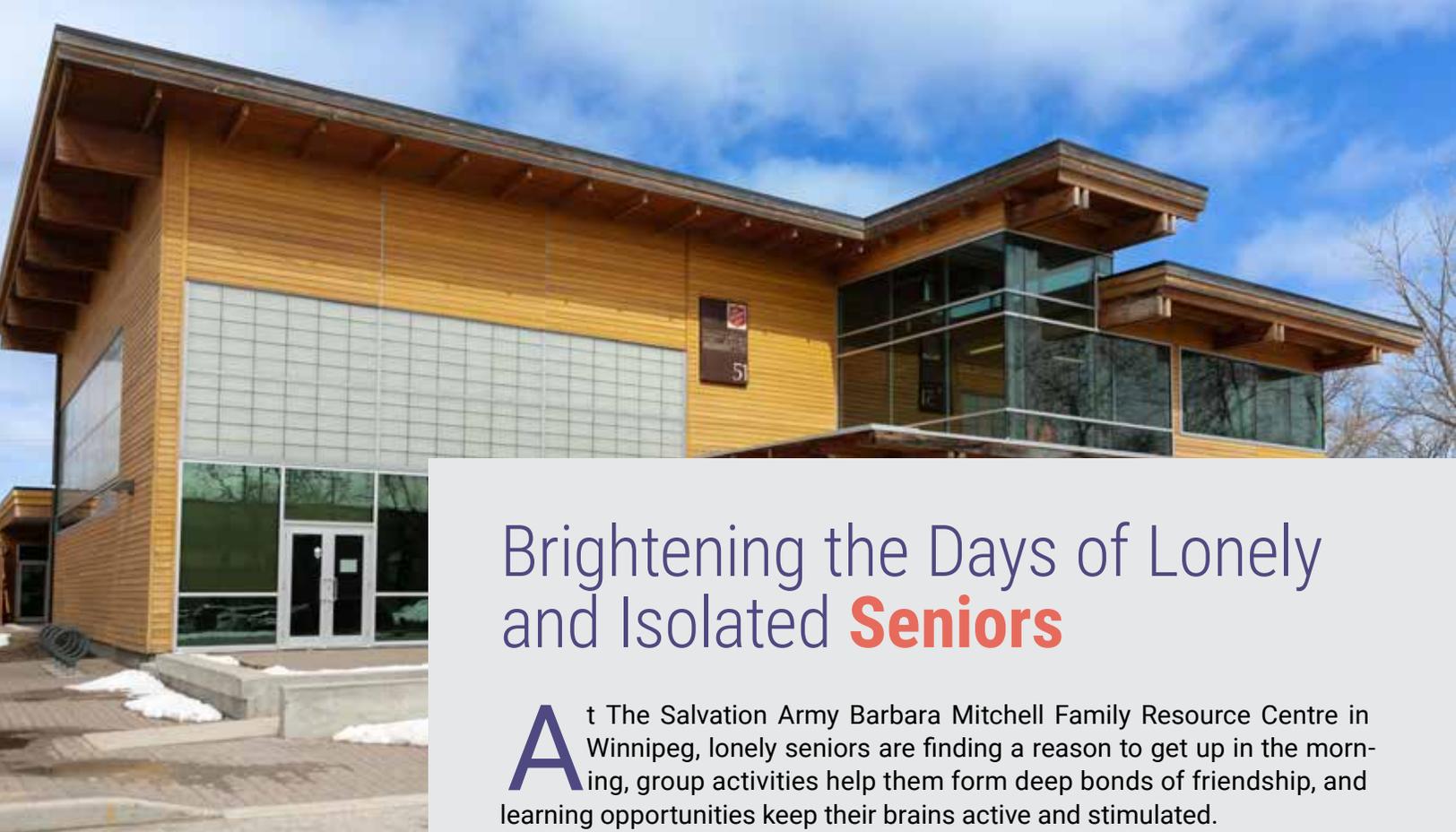
Nova Scotia

A few days before the hurricane hit the Maritimes, the mayor of Sydney called The Salvation Army to request shelter help for the large population of unhoused individuals during the storm. "Our role was to provide food to the local shelters that had been set up by our partners, many of which were over capacity," says John Bignell, emergency disaster services specialist, Maritime Division.

As the storm grew closer on Friday, there were operational sites in Cape Breton, including Sydney and Glace Bay, in Westville, and at four sites in Halifax that served as evacuation routes. With seven kitchens running in corps across the division, volunteers focused on safely delivering hot meals to communities in need.

People came on foot and by car to the community response units, expressing appreciation for the help of The Salvation Army.

"They were just thankful for a prepared meal and someone to chat with," says Dave Watts, volunteer.



Brightening the Days of Lonely and Isolated **Seniors**

At The Salvation Army Barbara Mitchell Family Resource Centre in Winnipeg, lonely seniors are finding a reason to get up in the morning, group activities help them form deep bonds of friendship, and learning opportunities keep their brains active and stimulated.

"When my husband passed, I needed something to fill in my days," says Ayoka, 78. "We did everything together. Then he was gone."

"Isolation is very high in our community," says Sheila Keys, program coordinator. "The program aims to facilitate connections, provide a safe space for seniors to share, meet new friends and give them the hope they have been lacking."

From exercises and outings to learning about iPads, technology and nutrition, socially isolated seniors are improving their general well-being, gaining new friends and enjoying a continued sense of purpose.

"If this program wasn't in place, many participants would be sitting alone in their apartment all day without the opportunity to learn new things, share their knowledge and life experience and feel stronger because of supports and friendships," says Sheila.

"When I came to The Salvation Army, I was isolated and depressed, and wondered if I really wanted to live," says Ayoka. "The program is like a life-support group where I feel better no matter what I am going through, experience new routines and enjoy living. This is everything I was looking for."





Public Affairs

As one of the leading providers of social services in Canada, The Salvation Army takes pride in its commitment to serving the community. Throughout the year, public affairs has focused on strengthening relationships with government partners at all levels, advocating for those in need and increasing participation in legislative processes. With a legacy of more than 140 years of service and expertise, The Salvation Army continues to be a trusted partner in over 400 communities across the country.

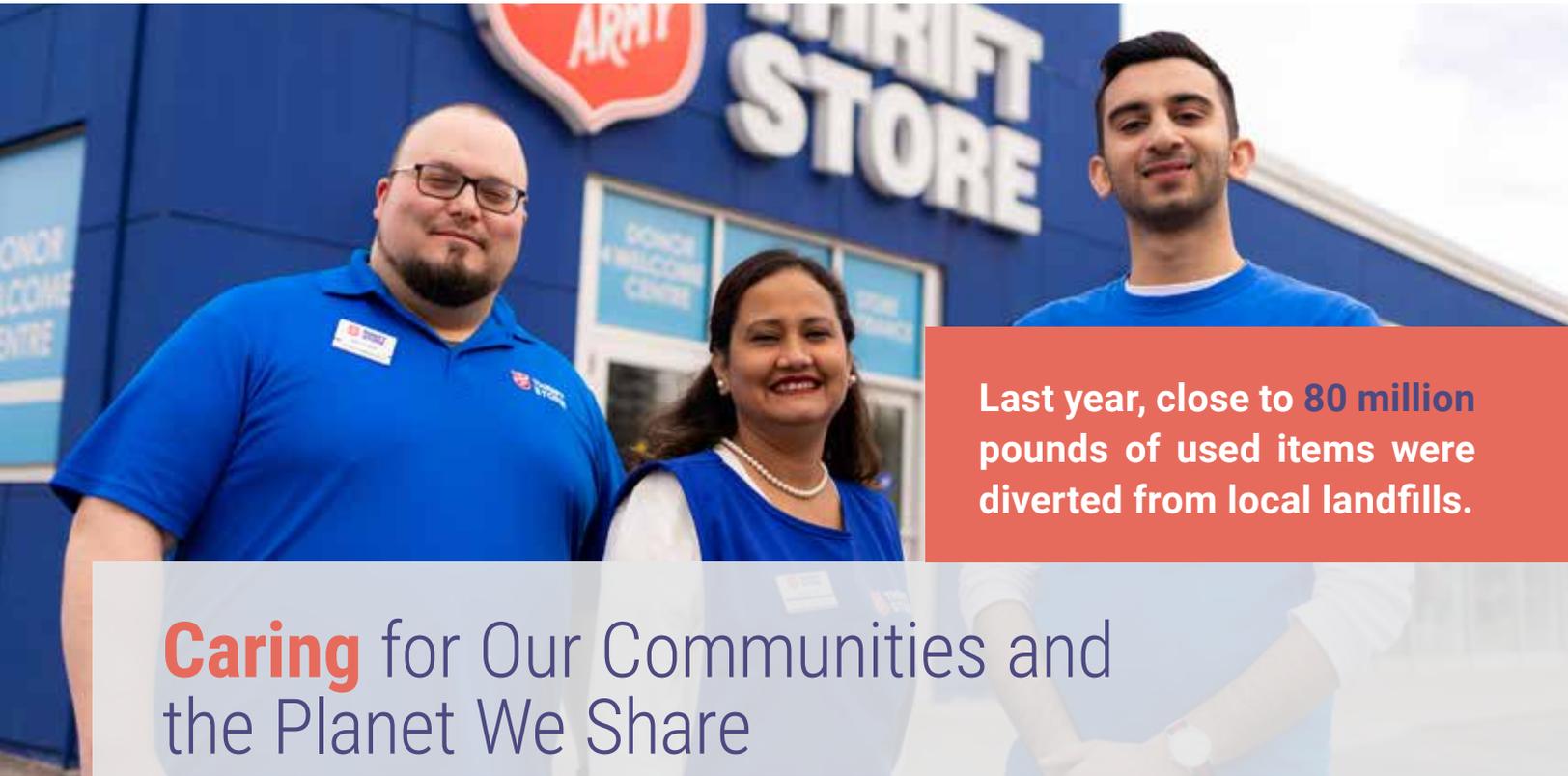
We recognize the importance of effective collaboration with government entities to create positive change. Our public affairs team plays a vital role in establishing and nurturing relationships with government officials, from local engagement to interactions in the halls of Parliament and provincial legislatures nationwide. Through these engagements, we leverage our influence to advocate on behalf of the individuals and communities we serve, sharing stories of hope and healing and seeking assistance for those who call Canada their home.

In 2023, we have taken significant steps to enhance our advocacy efforts. The Salvation Army is in the process of building a dedicated team that will amplify our voice in public affairs. This includes establishing public affairs staff in every division and recruiting analysts who will expand our research

capacity. These measures will enable us to effectively track and respond to legislation that impacts our work, ensuring we remain at the forefront of addressing the evolving needs of those who come to us for help.

This spring, leaders from across the territory, accompanied by specialists in areas such as human trafficking response, social mission, housing, and emergency disaster services engaged in lobby days on Parliament Hill in Ottawa. During this visit, we had the privilege of meeting elected officials and their staff. We expressed our gratitude for their generous support, offered our service and expertise to enhance the lives of those who rely on us, and took the opportunity to offer prayers for the leaders who have dedicated themselves to public service.

As we reflect on the accomplishments of the past year, The Salvation Army remains committed to serving individuals and communities in need. **Through our ongoing collaboration with government partners, we strive to create a positive impact on the lives of those we assist.** With a united and dedicated team, bolstered by a strengthened public affairs department, we are poised to make an even greater difference in the years to come. We express our heartfelt appreciation to all our stakeholders who have supported us in our mission to give hope today.



Last year, close to **80 million** pounds of used items were diverted from local landfills.

Caring for Our Communities and the Planet We Share

A message from the managing director of The Salvation Army's National Recycling Operations

Innovation has always been part of our story here at The Salvation Army Thrift Store, National Recycling Operations (NRO). General William Booth founded The Salvation Army in the 19th century as a response to social concerns and designed it to meet the needs of all humans without discrimination. In response to the need for jobs and affordable merchandise, and with a focus on preserving the land, Booth created the Household Salvage Brigade to collect and redistribute unwanted household items. Ever since, NRO has carried the torch forward, committed to both environmental and social stewardship.

We are excited to share this year's Impact Report with our employees, guests, donors and community partners to recognize and celebrate how our collective efforts are contributing to preserving our planet for future generations, caring for our neighbours and building a sustainable future for all.

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

In this year's report, you will read about the impact of your support through our ever-growing waste

diversion efforts as one of Canada's largest textile collectors and a leader in textile diversion in the charitable sector, our innovative community partnerships to further extend the life cycle of usable goods, and our overall contributions to support The Salvation Army social service programs and emergency disaster services.

As an employer partner of the Canadian Centre for Diversity and Inclusion (CCDI), this past fiscal year, we continued to leverage our partnership by conducting internal surveys to gain a deeper understanding of how diverse our organization is and how our employees are feeling at work. The insights obtained from these surveys will be instrumental for our strategic plan to create a viable and long-term foundation that fosters a safe and inclusive place to work, shop and donate.

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

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

International Development

The Salvation Army international development department provides support to more than 110 active humanitarian relief and development projects in 37 countries, which is only possible due to the generous donations of Canadians.

Over the past year, we have supported a significant response to the Ukraine crisis, providing relief to more than 50,000 displaced individuals, and we continue to support in this way.

In Kenya, we undertook Phase 2 of our integrated mother and child health project that aims to contribute to improved maternal and child health among communities in Western Kenya. This project has 17 live health stations providing medical attention, medicine, nutritional support, livelihood activities and safe, clean water.

In a world that has been consumed by darkness and despair, there is still a glimmer of hope that shines bright. This is the story of one young woman named Catherine.

“I developed a fever and was coughing a lot,” says Catherine. “I bought some pills, but they didn’t work. Later, I was unable to eat anything.”

For Catherine, The Salvation Army’s mother and child health project was a lifeline.

“I was struggling to breathe,” she says. “I heard there was a medical outreach program at the Salvation Army church in Toroso and decided to go. I was immediately attended to.”

Upon arrival, the staff provided Catherine with antibiotics and transported her to a nearby hospital in their ambulance. Fortunately, the quick medical attention relieved her of her fever.

“This project greatly helps the community, and I am one among the many who were assisted.”

— Catherine



“I want to thank the staff for the free medical outreach,” she says. “This project greatly helps the community, and I am one among the many who were assisted.”

The mother and child health project in Kenya continues to educate communities through health awareness programs, provides individuals and families with quality health-care services, and saves lives.

The Salvation Army’s global response to humanitarian relief and development is based on our commitment to serving people in need, promoting dignity and respect, and building sustainable solutions for long-term change.



“Everyone Needs an Army” COVID Exhibit Launched at International Headquarters

On January 12, 2022, a new exhibition was launched at Gallery 101 at International Headquarters (IHQ) in London, England, entitled "Everyone Needs an Army." Produced by the Canada and Bermuda Territory's communications team and Grey Canada, the exhibit features a 15-minute documentary film and corresponding display panels that showcase stories of Salvation Army community response and service throughout the COVID-19 pandemic across Canada and Bermuda.

The exhibition was opened by General Brian Peddle, who commended the Canada and Bermuda Territory's pandemic response and highlighted The Salvation Army's compassionate presence around the world.

His Excellency Ralph Goodale P.C., High Commissioner for Canada in the United Kingdom, brought greetings. Kimberley Durrant, director and UK representative, Government of Bermuda London Office, was also on hand to express her appreciation for the work of The Salvation Army in her home country. Representatives from IHQ, the United Kingdom and Ireland Territory and partner agencies also attended the launch event.

Stories featured in the documentary included a Salvation Army partnership with clothing retailer Joe Fresh of Loblaw Companies Limited and Baffinland Iron Mines to deliver clothing to children in Canada's extreme north; the development of a specialized care centre for seniors in Toronto by the Toronto Grace Health Centre; food delivery to isolated and vulnerable Bermudians; ministry to truckers in Newfoundland and Labrador; and portable showers and outreach for people experiencing homelessness in Victoria.



Lt-Colonel John Murray, territorial secretary for communications, Canada and Bermuda Territory, chaired the exhibit launch. He noted that The Salvation Army's efforts throughout the pandemic were the largest nationally co-ordinated relief effort since the Second World War. Last year alone, 2.6 million Canadians received assistance from The Salvation Army.

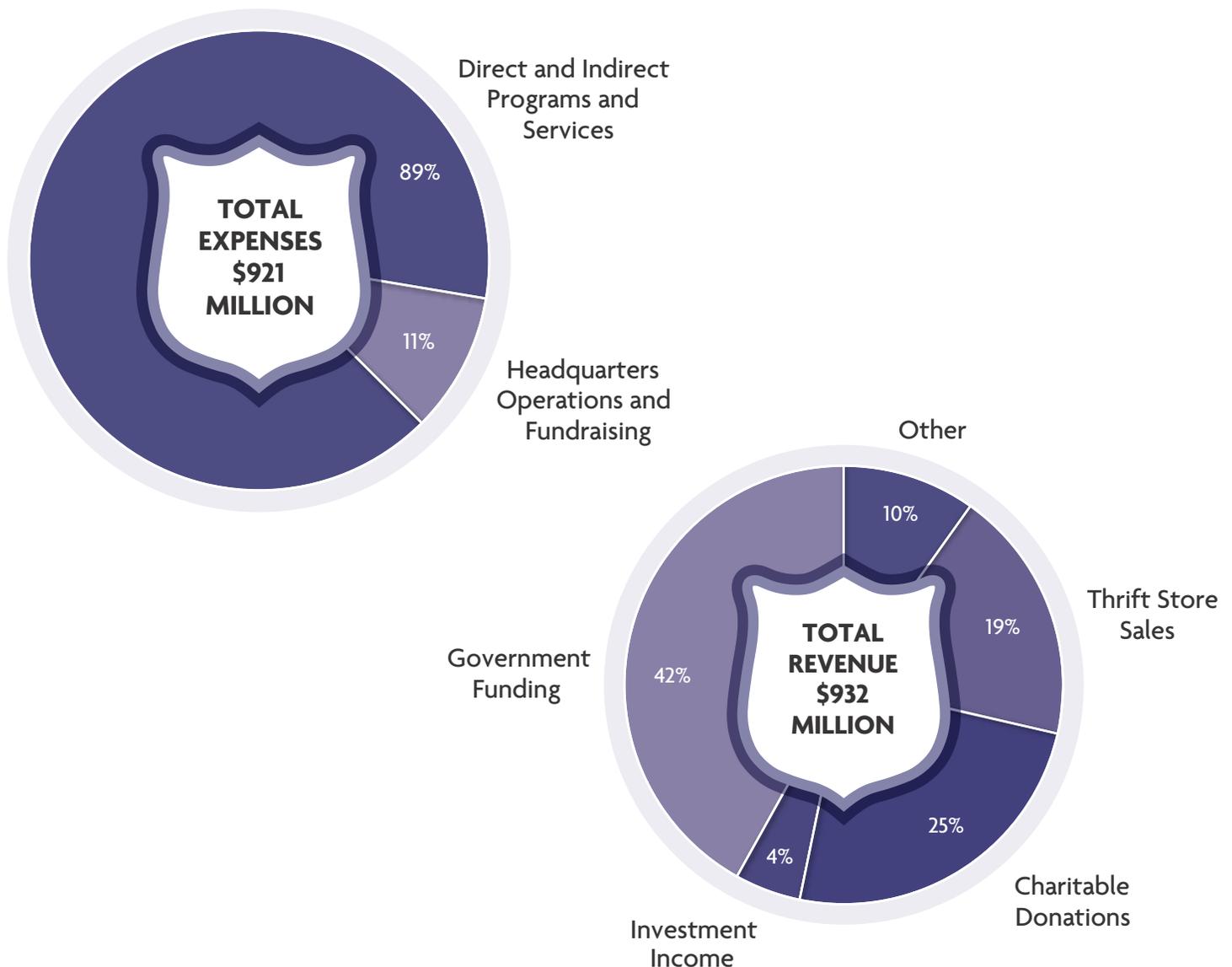
The *Everyone Needs an Army* COVID documentary has won many accolades from international film festivals, including winner of best documentary short at the Orlando International Film Festival.

To view the documentary visit:
[SalvationArmy.ca/documentary](https://www.salvationarmy.ca/documentary).

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 for the year ended March 31, 2023 at [SalvationArmy.ca/annualreport](https://www.salvationarmy.ca/annualreport), 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 of The Salvation Army in Canada and its controlled entities, both incorporated and unincorporated.



FINANCIAL SNAPSHOT

On a consolidated basis, it will be seen that the Army is a large organization with assets of \$2.3 billion, and annual expenses of \$921 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”!

Communities across Canada and Bermuda continue to grapple with a range of challenges, including poverty, homelessness and food insecurity, leading to a significant increase in the demand for the Army’s services. Factors such as rising inflation, worldwide economic instability and other socioeconomic factors have contributed to an alarming increase in food insecurity among vulnerable individuals and families.

We are extremely grateful for the support of various levels of government and other funders who have provided financial resources to assist us in meeting these challenges, but the rate of increased demand for our services presents short falls between the costs we incur and these sources of funding. Donations account for 25% of The Salvation Army’s funding and are vital to our ability to continue to address the increased demand for the services we provide in our communities.

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

- 1) The cost of operating our programs and services rose by 8% during the 2022/2023 fiscal year while total donations decreased by 10%. The Army is heavily reliant on donations to ensure that we can continue to meet the needs of the most disadvantaged members of our communities.
- 2) Donors are increasingly inclined to specify where and how their contributions are to be used. While we understand donors’ interest in their local communities and specific programs, the reality is that as more funds are restricted, the Army relies on a diminishing pool of unrestricted donations and other funds to provide programs and services in communities and regions which are unable to generate sufficient local donations. While the Army desires to provide services to needy Canadians and Bermudians wherever they live, its ability to do so is wholly dependent on sources of unrestricted funds.
- 3) The Salvation Army began its work in Canada in 1882 and as a long-standing service provider of social services, the Army has a number of older buildings that will require revitalization to continue to serve the most vulnerable in our communities. While the Army has some capital reserves in place, recent property assessments show that the capital needs over the next 10 to 15 years are significant and will require significantly more funds than currently available.

REASONS TO SUPPORT THE SALVATION ARMY

- The Salvation Army has a proven track record that goes back more than 140 years in Canada, and more than 150 years internationally. It is now one of the world's largest providers of social services.
- The Salvation Army helps one person at a time, believing that each person is infinitely valuable and equally worthy.
- The Salvation Army is present in 400 communities across Canada and Bermuda and in 133 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 2022/23 © The Governing Council of The Salvation Army in Canada
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ARMY OF
GIVERS
AND
GIVE
HOPE.**



**EVERYONE NEEDS
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Giving Hope Today

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