



PATHWAY  
— OF —  
HOPE



# PATHWAY OF HOPE HIGHLIGHTS

**Vol. 7, Issue 4**  
Canada and Bermuda Territory

2025 NEWSLETTER



# Dear Friends

As you know, Pathway of Hope is a Salvation Army initiative that offers highly personalized case management to individuals and families who are seeking to break cycles of intergenerational poverty. Through this work, people are supported to create positive change in their lives, find community, and build a sense of self-worth. The Pathway of Hope framework intentionally surrounds each person and their family, with holistic care, which includes spiritual and emotional one-on-one support to explore spiritual growth and development.

In this newsletter, you will meet people whose lives are being transformed. They come from different backgrounds, communities, and life circumstances, with different starting points and goals. This diversity is a beautiful thing. Pathway of Hope is not a linear process, and life can be messy, yet the gentle empowerment at the heart of this initiative helps people move toward their goals and calls us to take Jesus at his word when he said, "I have come that you may have life in all its fullness" (John 10:10).

I would also like to express my deep gratitude to the officers, employees, volunteers and Pathway of Hope teams across the territory. Over the years, you have offered more than 80,000 hours of dedicated support to participants, walking alongside individuals and families with compassion, patience, and hope. Your commitment, professionalism, and care are central to the impact of this initiative and a powerful expression of our mission in action.

Sincerely yours,

**Lt. - Col Les Marshall**  
Territorial Secretary for Mission



LIEUT-COLONEL  
LES MARSHALL



# Service Delivery

03

Across the Territory, each Ministry Unit plays a pivotal role, working collectively to provide vital support, foster hope, and create a meaningful impact in the lives of individuals and families in Canada and Bermuda.

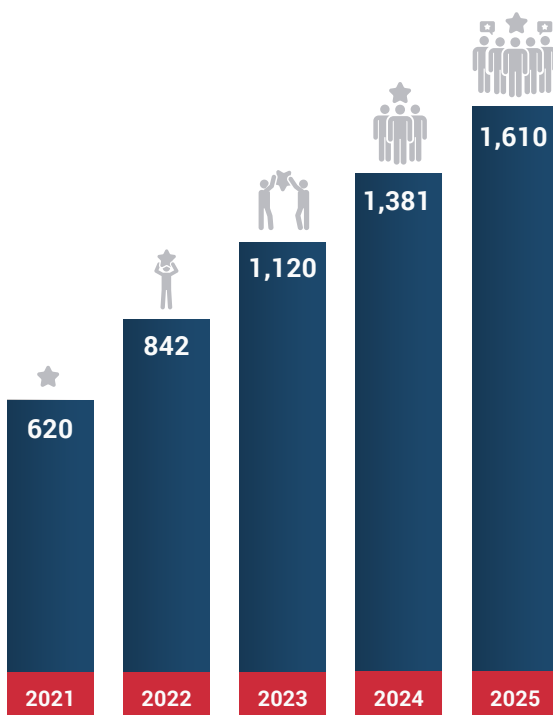


70% of the ministry units actively involved in Pathway of Hope are Corps/church based community service providers. Pathway of Hope can be utilized across all modalities of service provision, with 30% of ministry units implementing through shelter and/or transitional housing settings.

## Hope Grows

Pathway of Hope was officially launched in Canada and Bermuda in 2018. Growing participant enrollment reflects a clear community need for individualized holistic case management support.

This year, we proudly celebrate a milestone: more than 1,600 enrollments, which represents lives touched, families supported, and individuals empowered to carve a path towards a brighter, more hopeful future.



Between 2021 and 2025, the number of households supported through POH increased by an average of **27%** annually.



# Breaking Barriers

To break the cycle of poverty, we partner with individuals and families to develop a customized plan and take action to address root-cause issues and barriers.

As part of the intake process, participants complete the **Client Self-Sufficiency Matrix**. This assessment tool has been tested for both validity and reliability, and it helps the team to identify the barriers that prevent progress, as well as how different issues may be interconnected.

In 2025, the most significant obstacles for Pathway of Hope participants at enrollment were:

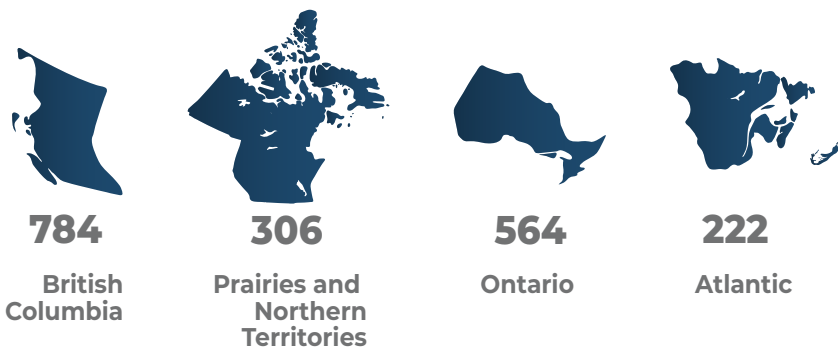


## Impactful Achievements

Pathway of Hope encourages participants to establish measurable and attainable (SMART) goals to create positive changes in their lives.

Goals have been achieved across all four divisions of the Canada and Bermuda Territory, reflecting participants' hard work and the meaningful progress made in overcoming barriers.

### GOALS ACHIEVED IN EACH DIVISION



As we enter 2026, active participants continue to work on 500 goals, striving to achieve meaningful progress in their journeys.



Through Pathway of Hope:

**3,296** goals have been set

**1,876** goals have been achieved

# Community Integration

Pathway of Hope is rooted in collaboration. Lasting change happens when individuals and families are supported by community partners working together. Through strong relationships with service providers and local organizations, Pathway of Hope connects participants to essential supports while strengthening communities.

Since its launch, more than **13,409** referrals have been made to community partners. The following represent the top five referral categories, demonstrating a shared commitment to housing stability, employment, health, and wellbeing.



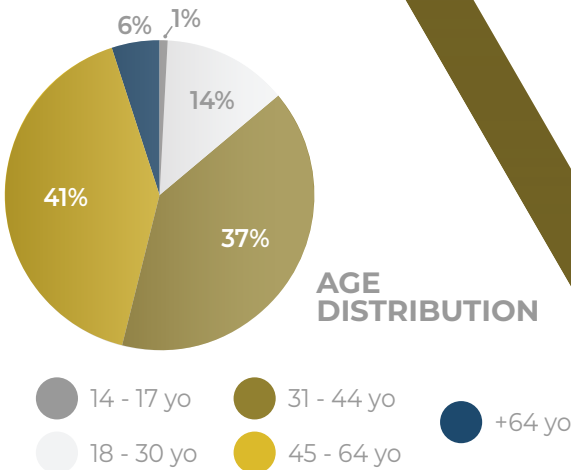
By working together and sharing responsibility, we reduce barriers, build trust, and create stronger pathways toward stability, connection, and hope.



## Participant Snapshot

Pathway of Hope supports individuals and families at many stages of life, each bringing unique experiences, strengths, and goals.

By meeting participants where they are, Pathway of Hope helps people build stability, confidence, and a sense of belonging within their communities.





# Measuring Transformation

Developed by Dr. Kaye Herth in 1992, the Herth Hope Index is a validated and reliable tool used across clinical, research, and educational settings to measure hope. Pathway of Hope applies this tool, along with the Client Self-Sufficiency Matrix, every three months to track participant progress.

**67%**

of successfully completed participants identified they experienced increased **HOPE**

**76%**

of successfully completed participants identified they experienced increased **STABILITY**

Pathway of Hope fulfills The Salvation Army's mission by providing holistic support, helping participants explore connections, meaning, and purpose. Using the **Spiritual Growth Assessment**, spiritual progress is tracked as participants move from crisis to stability.



**Faith Growth**

69% of participants report their faith grew stronger through Pathway of Hope.



**Community Connection**

58% of participants felt more connected to a faith or spiritual community.



**Resilience in Hardship**

76% of participants found their faith or spirituality helpful during hard times.

## Nurturing Faith Connections

While faith and spirituality are considered important to people, often they are not well connected to a faith or spiritual community/group.

**83%**

of Pathway of Hope participants have a faith or spiritual belief that is of importance to them.

**Only 23%**

of individuals participate in religious groups or activities beyond a weekly church service.

Pathway of Hope presents the opportunity for intentional conversation and relationship building that can lead to corps (church) and community integration.



# Personnel Development

07

The Salvation Army's dedication to learning and development is evident through Pathway of Hope, providing ministry units with a strong training framework. Training sessions provide opportunities for fostering meaningful connections among personnel, promoting peer networking and collaborative learning.

Throughout 2025, hundreds of Pathway of Hope providers attended ongoing professional development sessions.



Skills-based Learning

Pathway of Hope providers spent dedicated hours enhancing specific skill sets and acquiring new knowledge. Topics included **relationship based practice, refugee and newcomer support, neurodiversity and inclusion, community engagement, human trafficking response, community needs assessments, and Truth and Reconciliation.**



Ongoing Development

Recognizing the importance of collaboration and specialized skills, Pathway of Hope providers engaged in role-specific training for **Team Lead, Caseworker, and Spiritual Care Provider.** These tailored trainings aim to strengthen foundational knowledge and individual skills.



Coaching

In partnership with the Leadership Department and Harvard University, personnel can sign up for the summer intensive cohort to move through and complete the **Foundational Leadership Certificate** together. This certificate encourages the development of vital leadership and coaching skills as students set personal learning goals, engage in open dialogue with peers, and establish future objectives for ongoing growth.

## Learning Impact

In 2025, POH learning and training strengthened practice across the territory, supporting those who walk alongside individuals and families every day.



19

Sessions Delivered



145

Locations Trained



533

Engaged Attendees



1,600

Hours of Professional Development





*British  
Columbia*

## *Finding Hope in Community*

### **Vernon House of Hope**

When Zack\* first connected with The Salvation Army, Zack was looking for a place where it felt safe to talk and be heard. That sense of safety came through early conversations with Laura, the Pathway of Hope caseworker at Vernon House of Hope in Vernon, British Columbia. Laura took the time to listen, build trust, and create space for honest conversation. What began as a simple connection soon became the foundation for meaningful change.

At the time, Zack was navigating emotional challenges and uncertainty about the future. Some relationships felt strained, and support felt limited. Through Pathway of Hope, Zack worked alongside Laura to focus on goals that mattered most. These included improving mental wellbeing, continuing education, strengthening relationships, and working toward financial stability.

Progress came steadily. Mental health and education goals were achieved, and financial goals continued to progress while government paperwork was being processed. Each step helped strengthen confidence and provide a clearer sense of direction.

A turning point in Zack's journey was the connection to the community at Vernon House of Hope. Through participating in activities and volunteering, Zack became part of a supportive environment where being valued and included felt genuine. This sense of belonging shifted what felt possible and opened new opportunities for growth.

Today, Zack approaches the future with confidence. Career and relationship goals are clearer, living arrangements have improved, and daily life feels more grounded and stable.

Reflecting on the experience, Zack shared, "The amount of support I got from everyone at the House of Hope, and how loved I felt, even when I didn't love myself, was so transformative."

For Zack, belonging did not simply support change. Belonging made change possible.







## Prairies and Northern Territories



### *A New Found Hope*

#### Living Hope Community Church

Simon\* arrived in Winnipeg seeking the freedom to live out his Christian faith. Life had become increasingly difficult in his home country, and while his wife and two children remained there, Simon made the courageous decision to begin a new chapter in Canada.

Upon his arrival, Simon found more than just a new place to live. He discovered a welcoming and supportive community through the Living Hope Community Church, where he was received with open arms. It was there that he was introduced to Pathway of Hope, a connection that became a turning point in his journey.

With the support of the church and the Pathway of Hope program, Simon began rebuilding his life step by step. He secured his driver's licence, obtained a work permit, and found employment, helping him regain stability and independence. Alongside these practical milestones, Simon experienced significant spiritual growth. He became an active member of the church's worship team, where he could express his faith through music, and he volunteered at the English Café and other church activities.

Reflecting on this season of growth, Simon shares, "I have learned and grown in so many ways. All glory to God. The church has played a vital role in my spiritual growth."

Today, Simon continues to serve, worship, and thrive within the Living Hope community. His journey is ongoing, shaped by faith, service, and connection, but he no longer walks it alone. Through Pathway of Hope and the support of a caring faith community, Simon has found belonging, purpose, and the strength to keep moving forward.





\*Name Changed



*Atlantic*

## *One Step at a Time*

### **Moncton Community & Family Services**

When Marcus\* first connected with The Salvation Army in Moncton, he was navigating housing instability and ongoing financial strain. While he was motivated to move forward, the steps required to secure stable housing, employment, and a clear background check felt difficult to manage on his own.

That began to change through Pathway of Hope, where Marcus connected with Amala Ben, the POH caseworker who took the time to listen, build trust, and understand what stability meant for him. Together, they identified clear and achievable goals, creating a plan that reflected Marcus' priorities and strengths. From the beginning, Marcus remained engaged, committed, and open to growth.

With support from community partners, Marcus accessed practical assistance that helped stabilize his situation. This included support through the Rent Bank Program, help with damage deposits and utility bills, and ongoing emergency supports such as food assistance, laundry services, bus tickets and vouchers, and Christmas assistance. These supports eased immediate pressures and allowed Marcus to stay focused on long-term progress.

Over time, Marcus reached two significant milestones. He secured subsidized housing through the New Brunswick Government Housing Program and obtained part time employment as a caretaker. These achievements marked an important turning point, bringing stability, pride, and renewed confidence.

Marcus also found meaning in giving back. During the Christmas season, he worked as a Kettle Worker for two consecutive years, an experience that strengthened his connection to the community and reinforced his sense of purpose.

Today, Marcus remains actively engaged in his journey. Reflecting on how far he has come, Marcus often shares how supported and empowered he feels. What began as a search for stability has become a foundation for confidence, direction, and hope.





Ontario



## *Finding My Way Forward*

### **Mississauga Community Church**

When Brenda\* first connected with The Salvation Army in Mississauga, she was searching for clarity, purpose, and a way forward. At the time, she was accessing the church food bank and quietly carrying a deep sense of loss around her identity and faith. Life felt overwhelming, and hope was beginning to feel distant as she tried to manage everything on her own.

During one of her visits, Brenda noticed a Pathway of Hope flyer. She read it and felt as though the words reflected exactly how she was feeling. At first, she held onto it without taking action. When she saw the flyer again on a later visit, she decided it was time to take a step forward. That decision led her to connect with Jennifer Olmstead, a Pathway of Hope caseworker who created a space where Brenda felt safe, heard, and supported without judgment.

Together, they worked at Brenda's pace to identify goals and develop a clear plan. One of Brenda's long held dreams was to return to school, something she had struggled to pursue for several years. With encouragement and practical support, Jennifer helped Brenda break that goal into manageable steps and connected her with college mentors to prepare for her program. From organizing her schedule to building confidence in her learning, Brenda felt supported through every stage.

Last December, Brenda received her college admission. She went on to complete her diploma and secure employment in a role that now allows her to support and counsel others in her community.

Looking back, Brenda describes her Pathway of Hope journey as life-changing. "It makes it easier when you have a safe space to lean on," she says. Today, she speaks with gratitude, confidence, and a renewed sense of purpose. For Brenda, Pathway of Hope was not just support in a difficult season. It was the foundation for a future she once only dreamed of.







# PATHWAY OF HOPE



## *Our Vision*

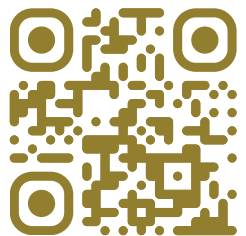
Pathway of Hope isn't just about helping individuals and families find a way out of poverty. It is designed to strengthen whole communities and to provide support regardless of challenging circumstances. It begins with a genuine welcome and the offer of a listening ear to anyone who needs it.

Pathway of Hope is aligned with The Salvation's Army vision statement. Wherever there is hardship, our team is mobilized to share hope. By creating a philosophical and cultural shift in our practice, Pathway of Hope can provide caring service and support to our neighbours in need.

By collaborating closely with community partners and maintaining an optimistic outlook for change and hope, we can create a brighter future.



**FOR MORE  
INFORMATION**



[PathwayOfHope.ca](https://PathwayOfHope.ca)