



# Code of Conduct

for all officers, employees and volunteers  
of The Salvation Army  
in Canada and Bermuda

May 2013

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## **Code of Conduct (the “Code”)**

This Code of Conduct (the “Code”) establishes principles that all staff members of The Salvation Army in Canada and Bermuda are expected to honour in the performance of their work, whether they are officers, employees or volunteers.

As staff members of The Salvation Army, we want to do our work ethically and to the best of our abilities, in ways that honour God, serve our community, add value to our stakeholders, and preserve our reputation for trust.

This Code covers, in general terms, some of the various situations that we may encounter. While it is not possible to cover every situation that we may face, there are certain basic principles to which all of us should adhere.

### ***To whom does this Code apply?***

Every officer, employee and volunteer, without regard to title or position, is required to understand and comply with the principles of this Code. The Code applies in all jurisdictions where the officer, employee or volunteer performs his/her duties on behalf of The Salvation Army.

All officers, employees and volunteers are required to read this Code and to acknowledge in writing each year that they have:

- read the Code;
- understand their obligations under the Code;
- complied with their obligations under the Code, including compliance with all applicable Salvation Army policies; and
- reported any actual or potential breach of the Code of which they are aware.

## **Basic Principles**

All officers, employees and volunteers of The Salvation Army are expected to behave in ways that are aligned with the organization’s mission and values.

### ***Mission statement***

**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.**

### ***Values statements***

The Salvation Army in Canada and Bermuda has seven operational values which guide all aspects of our organization. These seven values are rooted in the three core values of our faith—Salvation, Holiness, and Intimacy with God.

The seven operational values are:

**Compassion:** We reach out to others and care for them.

**Respect:** We promote the dignity of all persons.

**Excellence:** We strive to be the best at what we do and a model for others to emulate.

**Integrity:** We are honest, trustworthy and accountable.

**Relevance:** We are committed to the pursuit of innovation and effectiveness.

**Co-operation:** We encourage and foster teamwork and partnerships.

**Celebration:** We give thanks by marking milestones and successes.

In addition, in all dealings at or on behalf of The Salvation Army, we are expected to:

- Conduct ourselves at all times with honesty and integrity;
- Perform required duties to the best of our ability;
- Treat everyone with whom we have dealings in the course of performing our duties, including other officers, employees and volunteers, with respect, dignity, honesty, fairness and courtesy;
- Avoid acting in any discriminatory, harassing or violent way towards anyone, in accordance with the Respect In The Workplace Policy OP#7907;
- Avoid putting ourselves or The Salvation Army in a real or perceived conflict of interest;
- Follow all applicable laws regardless of where The Salvation Army conducts its operations;
- Comply with all applicable Salvation Army policies and procedures;
- Keep all Salvation Army transactions, communications, and information accurate, up to date, secure and confidential;
- Fully cooperate in any investigation into a breach of this Code.

We must act, and must be seen to act, in accordance with these principles at all times. Salvationists, customers, clients, suppliers, vendors, communities, regulatory authorities, other officers, employees and volunteers and other stakeholders are depending on us.

These principles are intended to:

- Maintain and reinforce The Salvation Army's reputation for integrity;
- Establish the minimum standard of conduct by which we must all abide;
- Protect the interests of The Salvation Army; and
- Ensure that The Salvation Army, through its officers, employees and volunteers, complies with all legal obligations.

Each of us has the responsibility ensure that we understand and follow these principles. In addition, those of us who oversee the work of others are responsible to reinforce and monitor such adherence as necessary.

When in doubt as to what to do in a particular situation, we must exercise proper judgment by seeking additional information and guidance before acting. Such additional information/guidance includes referring to specific Salvation Army policies and procedures and discussing the matter with my supervisor or manager.

### **Following Salvation Army Policies**

In addition to the principles outlined in this code, those of us who are Salvation Army officers are bound by Orders and Regulations. In the event of a conflict between the provisions of this Code of Conduct and Orders and Regulations, the latter shall take precedence.

Some officers, employees and volunteers may also be bound by supplementary codes of conduct or regulatory or other professional standards and guidelines. In addition, there are specific business-related policies, procedures, and guidelines that must be followed.

Officers, employees and volunteers must ensure that they also understand and follow these additional requirements as they may be amended from time to time. When in doubt, speak to your supervisor.

### **Violation of the Code**

Any violation of this Code is viewed as a serious matter regardless of whether or not the actions in question were taken for the sake of convenience, or whether or not there is any actual loss or benefit to The Salvation Army and/or others.

Violations will result in an investigation and, if appropriate, disciplinary action. Depending on the significance of the violation, disciplinary action could include termination, without notice or payment in lieu of such notice. Violations may also result in civil and/or criminal proceedings being initiated.

### **Obligation to Report Known or Suspected Violations of the Code**

All officers, employees and volunteers of The Salvation Army must ensure that they meet the highest standards of ethical conduct.

An officer, employee or volunteer who becomes aware of a violation of the Code is required to report the matter to their supervisor or, if one feels more comfortable in doing so, by contacting employee relations staff at territorial or divisional headquarters so the matter can be properly investigated. In appropriate circumstances, an officer, employee and volunteer who knowingly fails to report a known or suspected violation of the Code may be subject to disciplinary action.

Under no circumstances will any officer, employee or volunteer be disciplined for reporting in good faith a known or suspected violation of the Code. Any officer, employee or volunteer who attempts to retaliate against another officer, employee or volunteer for reporting in good faith any violation will be subject to disciplinary action, up to and including termination of employment for cause.

All officers, employees and volunteers are expected to cooperate in any investigation of a suspected breach of the Code. This includes providing such information as may be relevant to the issue at hand, and answering questions fully and truthfully.

### **Fraud or Dishonesty**

We must not engage in any unethical or improper practices.

- We do not engage in bribery of any kind.
- We do not disburse Salvation Army funds or other property without supporting documents.
- We do not take any action which involves illegal, unethical or otherwise improper payment of money or anything else of value.
- We do not misstate inventory or financial records.
- We do not falsify any document or record (including timekeeping for another person).
- We do not destroy or take for personal use records, furniture, fixtures or equipment without prior written authority.
- We do not misuse or disclose client or customer, officer, employee or volunteer information for personal gain, or otherwise contravene privacy legislation.

- We follow all policies when processing transactions and never process our own transactions.
- We clarify with our supervisors any situation where the appropriate conduct is unclear.

### **Behaviour in the Workplace**

We are expected to conduct ourselves in a professional, ethical and businesslike manner with other officers, employees and volunteers, and with any other individuals with whom we have contact on behalf of The Salvation Army.

The Salvation Army is committed to ensuring a productive work environment where the dignity and worth of all officers, employees and volunteers and others with whom we have contact is respected. We are required to conduct ourselves with respect and dignity in all dealings on behalf of The Salvation Army.

The Salvation Army will not tolerate inappropriate behaviour, discrimination, harassment or violence committed by or against any officer, employee or volunteer while engaged in work on behalf of The Salvation Army.

*For more information, please refer to the Operating Policy 7907 – Respect In The Workplace.*

### **Discrimination and Harassment**

Prohibited grounds of discrimination include race, colour, gender, disability, ethnic or national origin, age, religion, creed, marital or family status, sexual orientation, or any other grounds covered by human rights legislation within Canada.

Harassing or discriminating conduct directed at any officer, employee and volunteer, or any other person, with whom we have dealings on behalf of The Salvation Army, is unacceptable. This includes hiring, training, scheduling, advancement, compensation, benefits, discipline and termination practices.

Harassment, including sexual harassment, is a form of discrimination. It can involve, but is not limited to, unwelcome and offensive comments, persistent pursuit of unwanted relationships, conduct, gestures or any other contact likely to cause offence or humiliation or that might reasonably be perceived to place a condition of a discriminatory nature on employment, training, promotion or the provision of services, and that is related to a prohibited ground of discrimination. Harassment or discrimination may also involve violence.

*For more information, please refer to Operating Policy 7907 – Respect in the Workplace.*

### **Violence**

Workplace violence is any direct or implied threat, intentional act or other conduct that would arouse a reasonable fear for personal safety, or the safety of friends, family, other officers, employees and volunteers, customers, clients, suppliers, or any others doing business with or for The Salvation Army. This includes, but is not limited to, actions, words, communications or gestures, persistent pursuit of unwanted relationships, possession of weapons or any other conduct that could reasonably arouse fear.

The carrying or use of any kind of weapon on Salvation Army property is strictly forbidden.

*For more information, please refer to operating Policy 7921 – Workplace Violence.*

## **Alcohol and Drug Abuse**

While the use of medicinal drugs is clearly acceptable, no officer, employee or volunteer may use, distribute, or be under the influence of alcohol or non-medicinal drugs in the workplace. Anyone with alcohol or drug dependency is encouraged to see treatment. While The Salvation Army is committed to providing support and assistance in dealing with such dependency, anyone who is found to be under the influence of non-medicinal drugs or alcohol will be sent home immediately, and may be subject to further disciplinary action.

## **Improper use of Information Technology, including Internet and Email**

All officers, employees and volunteers to whom The Salvation Army provides access to information technology facilities (including but not limited to computers, mobile digital devices and cell phones), regardless of where that access is from, whether home, a Salvation Army location, or a third-party location, are expected to use them in a professional and appropriate manner, in accordance with the Army's policies.

Under no circumstances may officers, employees or volunteers use Salvation Army information technology facilities in any manner that is illegal, offensive, discriminatory, harassing, or abusive, or in any other way that results in a breach of this Code or The Salvation Army's obligations under the law with respect to privacy and personal information.

It is not acceptable to download or send inappropriate, unprofessional, harassing, discriminatory, pornographic or other unauthorized programs and materials using Salvation Army information technology facilities.

Posting Salvation Army information (e.g., work schedules, financial information, reports, correspondence, etc.) to any collaborative media, such as blogs, chat rooms, etc., or in any other public forum without proper authorization is prohibited.

Under no circumstances should customer/client credit card information be sent in any email unless that email is properly encrypted and sent only to recipients authorized to have access to the credit card information.

Although all Salvation Army information technology facilities remain Salvation Army property, incidental or reasonable personal use is acceptable. However, The Salvation Army reserves the right to access and monitor any stored data (including any hard drive or portable media), both internal and external email and internet use, including stored messages and site visit history, and where necessary, to restrict such use.

## **Health and Safety**

The Salvation Army is committed to providing a safe and healthy environment for our officers, employees and volunteers and all others who come within its sphere of influence. We are all responsible for taking all reasonable steps to prevent injuries, damage and losses due to accident, fire, theft and environmental hazards.

Every officer, employee and volunteer is expected to act in an appropriate and safe manner to prevent injury and property damage. This includes using the equipment and resources provided for performing job tasks appropriately, safely, and in accordance with the training provided, and notifying the supervisor of any actual or potential health and safety issues so they can be promptly rectified.

*For more information, please refer to Operating Policy 0301 – Territorial Health and Safety Policy.*

## **Conflicts of Interest**

When engaged in Salvation Army operations, officers, employees and volunteers are required to act in The Salvation Army's best interests. This means at all times fully and objectively performing our duties and obligations without allowing our personal interests to impair our acting in the best interests of The Salvation Army. In all cases of real or perceived conflict of interest, we must disclose the conflict or perceived conflict, which will be reviewed by appropriate Salvation Army personnel who will render a decision on how the conflict or perceived conflict will be addressed.

Officers, employees and volunteers must avoid becoming involved in situations of real or perceived conflicts of interest in which we might use, or be perceived to have used, our position with The Salvation Army to benefit personally or to benefit someone else at The Salvation Army's expense.

We must also avoid any situations where we might allow or appear to allow our personal interests to impede our ability to make objective decisions in the best interests of The Salvation Army.

In deciding whether any proposed action or decision could be perceived as a real or apparent conflict of interest, we should consider the following:

- Is it clearly related to conducting legitimate business of the organization?
- Is it reasonable in the circumstances?
- Could it lead me to feel pressured to reciprocate or grant special favours in return?
- Am I comfortable openly discussing it with other suppliers, my supervisor, peers, family or the media?

We should never allow any association with family or friends to influence our decisions made in the course of the roles we perform on behalf of The Salvation Army. These decisions must always be made strictly in the best interests of The Salvation Army. Any transactions on behalf of The Salvation Army involving third parties (entities or individuals, including family or friends) with whom we have a relationship outside of the sphere of The Salvation Army must be declared.

Under no circumstances may an officer, employee or volunteer process his or her own sales transaction, or authorize any expenditure for his or her own benefit, or for any other person with whom the officer, employee and volunteer has a non-arm's length relationship. Any such transactions must be authorized in writing by that individual's supervisor, regardless of the level of the officer, employee or volunteer.

## **Gifts**

During the course of performing our roles, we may develop relationships with donors, suppliers (both current and prospective), advisory board members, and others in which a gift, monetary or otherwise is offered.

Great care must be taken to ensure that such gifts do not influence the business relationship between The Salvation Army and the individual or organization concerned.

We must not accept personal gifts, monetary or otherwise, that have a retail value of more than \$100 and which are offered by a donor, supplier, prospective supplier, advisory board member or other individual or organization because of their relationship with The Salvation Army.

Any gifts which do not meet the above criteria are considered inappropriate and should be politely declined and returned to the supplier with a note explaining Salvation Army guidelines on accepting gifts and entertainment. Gifts of alcohol or tobacco should never be accepted, but always politely declined.

## ***Meals and Entertainment***

Invitations to meals may be accepted as long as they are modest and infrequent.

Invitations to sporting or cultural events should be accepted only if the host is present and there is a business reason to attend. If the value of the entertainment is greater than \$100, you must obtain the prior approval of your supervisor.

Travel and accommodation for any personal purpose must not be accepted from any donor, supplier prospective supplier, or Advisory Board member.

## ***Seminars and Meetings***

Travel, accommodations, food and entertainment provided in connection with business meetings, seminars or conferences may be accepted where similar benefits are available to other customers, and full disclosure is made to your supervisor.

## ***No Solicitation of Gifts/Entertainment***

Solicitation of personal gifts or entertainment of any kind (such as tickets to sporting or cultural events) from donors, clients, suppliers, prospective suppliers, advisory board members, or others is prohibited.

*For more information, please refer to Operating Policy 3409 – Staff Expense Policy.*

## **Outside Employment or other Business Interests**

Officers and full-time employees shall not work for any of our competitors, vendors, or other companies doing business with The Salvation Army.

Part-time employees and volunteers who wish to work for a competitor, vendor, or other company doing business with, or in competition with The Salvation Army must seek the prior written approval of their supervisor. Permission may be granted, provided the outside position does not interfere with the person's ability to properly perform his or her role, and does not place the individual in a serious conflict of interest.

Officers, employees and volunteers may not use Salvation Army facilities or equipment to carry on any form of business not directly related to, and authorized by, Salvation Army.

### **Former Officers, Employees and Volunteers**

Former officers, employees and volunteers working with suppliers, consultants, or other firms doing business with The Salvation Army must not receive any special consideration from The Salvation Army. Any business dealings with former officers, employees and volunteers and their firms must be conducted on an impartial “arm’s length” basis, just as with any other Salvation Army supplier, consultant or business partner.

### **Political Contributions and Activities**

Officers, employees and volunteers may not give Salvation Army funds, property or services, directly or indirectly, to any candidate, political organization or political party. We are, however, allowed to be involved in the political process on our own time, using our own means, so long as it does not conflict with our duty to The Salvation Army.

### **Honesty and Integrity**

It is vital that we be truthful in all our business dealings with each other and with third parties. At no time should misleading information be provided to anyone, either verbally or in writing. We must always act in good faith.

### **Misuse of Position**

Officers, employees and volunteers must not misuse their position with The Salvation Army for their own or another person’s benefit.

### **Claiming Improper Expenses**

Claims for travel must be fair and related only to legitimate Salvation Army business, and submitted in accordance with Salvation Army policy.

Credit cards issued for travel and officer and employee expenses must not be used for personal expenses, regardless of any intention to repay those expenses.

*For more information, please refer to Operating Policy 3409 – Staff Expense Policy.*

### **Misuse of Benefits**

Misusing Salvation Army benefits is similar to defrauding The Salvation Army. Officers and employees must not apply for benefits to which they are not entitled.

### **Privacy and Protection of Personal Information**

Personal information is any information that could identify a specific individual. This includes, but is not limited to, social insurance number, date of birth, credit card information, financial data, purchase history, telephone number, and home address.

Personal information may only be collected, used or disclosed with the appropriate prior consent of the individual to whom the personal information pertains, in accordance with Salvation Army privacy policies and the law.

All officers, employees and volunteers must properly protect the privacy of all personal information, and must not disclose any personal information to anyone without the prior approval of the person about whom the information is being disclosed or the legal department.

Under no circumstances is personal information to be left unattended or subject to unauthorized access by leaving such information on counters, desks or shared drives. Filing cabinets and desks containing such information must be properly secured.

*For more information, please refer to Operating Policy 7920 – Privacy*

### **Customer/Client Credit Card information**

Customer/client credit information is the property of the customer/client. There are minimum safeguards and standards that all Salvation Army officers, employees and volunteers who are involved in the storage, processing or transmission of cardholder data must inform themselves of, and with which they must comply.

Unencrypted credit card data or other customer/client financial information is not to be stored on any group drive, laptop, memory stick, USB key, smart phone or other portable device.

Electronic transmission of such information is to be avoided where possible. Where it cannot be avoided, then such information must be properly encrypted before such transmission.

Any data that is redundant or no longer required must be properly destroyed in a secure manner.

### **Salvation Army Assets**

We are responsible for safeguarding and preserving the assets of The Salvation Army. We cannot convert any asset to our own personal use or the use of any other person except as expressly permitted by The Salvation Army.

All Salvation Army assets in our possession, whether or not on Salvation Army property, must be maintained in good working order and safeguarded from theft or loss. Upon termination of our relationship with The Salvation Army, these assets must be returned.

### **Salvation Army Records**

Officers, employees and volunteers who are responsible for creating or maintaining records are also responsible for the integrity and confidentiality of those records.

We must not make any false or misleading entries in any of our systems or records. All Salvation Army financial reports, computer-based records, sales reports, expense accounts, time records and other documents must be completed accurately, completely and in accordance with Salvation Army procedures and any legal requirements governing the maintenance of records.

All Salvation Army records, including paper records, tapes, CDs and DVDs must be stored and disposed of in a secure manner.

*For more information, please refer to Operating Policy 7906 – Retention of Records.*

## **Security Guidelines and Procedures**

We must comply with The Salvation Army's security guidelines, procedures and computer security systems. This includes the requirement to safeguard all combinations, passwords, access badges, and keys entrusted to us.

*For more information, please refer to the IT Access Policy.*

## **Salvation Army Property**

We all have a responsibility to safeguard all Salvation Army property, including merchandise, cash, supplies, facilities, and computer resources. Salvation Army property must only be used for legitimate and authorized business reasons.

If we see or suspect that another officer, employee or volunteer is stealing, misappropriating or otherwise not properly protecting Salvation Army property, we must immediately report the matter.

A confidential e-mail address is available for reporting: [whistleblower\\_hotline@can.salvationarmy.org](mailto:whistleblower_hotline@can.salvationarmy.org).

*For more information, please refer to Operating Policy 0202 – Whistleblower Policy*

## **Confidentiality**

Any information relating to Salvation Army policies, processes, structures or operations acquired in the course of, or as a result of, our service with The Salvation Army is confidential. Such information is confidential, and may not be disclosed to any other person or organization without prior written authorization. Confidential information or material includes, but is not limited to, financial information, plans, strategies, Salvation Army information, and any other information deemed "confidential", unless such information is available to the general public or in the public domain.

## **Signing Authority**

All contractual obligations and commitments must be authorized in advance and executed on behalf of The Salvation Army and its subsidiaries in accordance with Salvation Army policies. Contracts include all agreements, obligations, commitments (indemnities and guarantees), letters of agreement, letters of intent, letters of understanding, letters of comfort, purchase orders, work orders, including amendments to such contracts, which are entered into by The Salvation Army.

All contracts must be properly executed, signed and dated by authorized Salvation Army personnel, within policy limits and with appropriate prior management approval.

Contracts may only be entered into with individuals and businesses that are duly licensed and are "at arm's length" (i.e., the authorizing officer, employee and volunteer has no personal gain, advantage or interest in negotiating or awarding the contract to that business).

## **Legal Compliance**

Violation of any law or regulatory requirement will adversely affect The Salvation Army's reputation and ability to carry on business. As a result, we must ensure that all our dealings and actions on behalf of The Salvation Army comply with all applicable laws. Officers, employees and volunteers must not engage, or assist, in criminal activity of any kind.

### **Competition Act/Consumer Protection Laws**

Our merchandising and marketing practices – buying/procurement, selling, advertising – must conform to Salvation Army standards and be in compliance with all laws applying to the marketplace and the consumer. Officers, employees and volunteers must not engage in deceptive marketing practices or conduct that will reduce competition (e.g., price fixing, bid rigging) in contravention of consumer protection laws of the *Competition Act*. Marketplace and consumer protection laws must be followed and respected.

### **Advertising and Pricing**

Each and every officer, employee and volunteer who has influence or responsibility for procurement, pricing, marketing, advertising, or any function in which Salvation Army products, services and prices are represented to the public, has an obligation to read, understand, and ensure compliance with Salvation Army advertising and pricing policies.

### **Buying Practices**

Officers, employees and volunteers who make buying decisions must be well-informed about the suppliers they select and must always consider their financial condition, trade reputation and reliability. We will only deal with suppliers who share our commitment to the highest ethical standards and who have proven records of supplying safe, quality products or services that comply with the law. When purchasing goods, whether produced domestically or outside of Canada, the production facilities, business and labour practices, and merchandise of our suppliers must comply with all applicable local, provincial, territorial and federal laws.

### **Product Safety**

We are committed to selling quality products that are safe for their intended uses, conform to all laws, and meet relevant industry safety standards. When we learn of a potential product safety problem, we co-operate with manufacturers and government bodies to take appropriate action. Throughout the process, our principal goal is to ensure that consumers are adequately protected. Any officer, employee or volunteer who becomes aware of a safety issue or any nonconformance must advise his/her executive director, corps officer or department head.

### **Copyright Laws**

Officers, employees and volunteers must abide by all copyright laws. We never make unauthorized copies of material from copyrighted sheet music, books, magazines, video tapes, newspapers, drawings or computer programs.

### **Promotional Contests**

Every promotional contest conducted or authorized by The Salvation Army must comply with all applicable federal, provincial and territorial legislation (including the *Competition Act* and the *Criminal Code of Canada*). All promotional contests, whether national or local in scope, must be approved by the legal department.

## **Appendix**

### **Guidelines for Addressing Questions, Concerns and Complaints**

The Salvation Army Code of Conduct (the “Code”) is a guideline to assist officers, employees and volunteers in deciding whether or not a particular course of action is appropriate in given circumstances. The Code covers in general terms, certain basic principles to which every officer, employee and volunteer should adhere. It is designed to address many of the situations that officers, employees and volunteers may encounter, but it is not possible to cover every situation that officers, employees and volunteers will face.

From time to time, you may have questions about how to conduct yourself or may observe inappropriate conduct or breaches of the Code or relevant policies on the part of others that must be reported so that these issues can be properly addressed.

The appropriate resource or resources to which any questions or concerns should be directed may depend upon the issue at hand. ***To assist you in determining where to direct your inquiries, you should first refer to the relevant Salvation Army policy and your supervisor.***

Or, you may write to [Whistleblower\\_Hotline@can.salvationarmy.org](mailto:Whistleblower_Hotline@can.salvationarmy.org).