



THE SALVATION ARMY

CANADA AND BERMUDA TERRITORY

MANUAL

of

GUIDANCE

for

SOCIAL SERVICES

COMMUNITY

COUNCILS

HEADQUARTERS FOR CANADA AND BERMUDA
2 Overlea Blvd., Toronto, ON M4H 1P4
Telephone (416) 425-2111

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By the authority of the Territorial Commander

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MANUAL OF GUIDANCE FOR SOCIAL SERVICE COMMUNITY COUNCILS

1. The Salvation Army Identity Statement

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;

2. The Salvation Army 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.

3. The Salvation Army Core Values

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.

4. The Salvation Army History

The Salvation Army was founded by William and Catherine Booth in 1865, in London, England, and is headed by a General and administered through Territorial Commanders, Divisional Commanders, Department Heads, Corps and Institutional officers.

5. The Salvation Army Governance in Canada and Bermuda

The Salvation Army Canada and Bermuda Territory operates its affairs through:

- a. The Governing Council of The Salvation Army in Canada.
- b. The Salvation Army Corporation of Bermuda.

“The general objects and purposes of these corporations are:

- i. The administration of the temporalities and management of property and real estate of The Salvation Army.

- ii. To receive and hold both real and personal property, to execute trust thereof; to enter into, make, perform and carry out contracts consistent with the charitable, educational, and religious purposes of The Salvation Army.
- iii. To take and hold by lease, gift, purchase, grant, devise, or bequest, any property, real and personal, for the objects of said corporation.

The organization shall be carried on without purpose of gain for its members and any profits of the organization shall be used in promoting its objects.”

6. Community Council

- 6.1 The Community Council is a group of volunteers who support a designated service by providing to the Executive Director administrative advice relating to program, business and policy matters.
- 6.2 A Community Council assists the management in ensuring that the service is effectively and efficiently administered.

7. Responsibilities of a Community Council

- 7.1 To review on a regular basis the mission, goals, objectives, and strategic plan of the institution/program.
- 7.2 To review established policies and procedures to determine if they provide the necessary framework for the management and operation of the program.
- 7.3 To assist management in the areas of fundraising, human resources, planning, property and special projects.
- 7.4 To participate in the THQ accreditation program and external accreditation processes.

8. Membership

8.1 Each Council should consist of seven or more members other than Salvation Army officers. Each member shall serve as a private individual rather than a representative of a specific interest group. Community Council membership reflects a broad-based community representation in respect to background, interest, gender and race. Members should be qualified to assist the community council in achieving its noted aims and include members who are familiar with the programs delivered by the service.

8.2 The following are members of the Council:

- a. Executive Director/Administrator of the institution/program
- b. Divisional Secretary for Public Relations and Development or his/her designate
- c. Salvation Army Advisory Board representative
- d. Seven community members

8.3 The following officers of The Salvation Army shall be ex-officio:

- a. The Territorial Commander
- b. The Chief Secretary
- c. The Divisional Commander/Department Head or designate

9. Remuneration

The members of the Council shall serve without remuneration provided that a member maybe paid reasonable expenses incurred in the performances of duties.

10. Conflict of Interest

A member of the Council who has, directly or indirectly, any interest in any proposed contract or transaction to which the institution/program is to be a party, shall declare their interest at the meeting when the proposed contract or transaction is first considered, and absent themselves during any discussion or voting.

11. Officers

- 11.1 The officers of the Council shall be chairperson, vice-chairperson, secretary and such other officers as may be authorized by resolution of the Council. Their duties are as follows:
- 11.2 The chairperson shall preside at all meetings of the Council and shall be a member ex-officio of all committees except the nominating committee. The chairperson may designate another officer of the Council as a member ex-officio of one or more such committees in his stead.
- 11.3 The vice-chairperson shall perform the duties of the chairperson in the latter's absence. (In the absence of the chairperson and vice-chairperson, Council members shall elect from the meeting a chairperson for that particular meeting).
- 11.4 The Executive Director/Director shall be the secretary of the Community Council. A recording secretary may be invited to take minutes.
- a. In consultation with the chairperson the Executive Director/Director shall prepare the agenda, and may receive items from Council members, Divisional Headquarters, Territorial Headquarters, or the community for inclusion on the agenda.
 - b. The secretary gives notice to members of all meetings of the Council, attends and keeps record of meetings of the Council, transmits copies of the minutes to the members, and assures that copies of minutes are sent within fourteen (14) days to the Department Head or Divisional Commander.
 - c. The Secretary is responsible for ensuring that all recommendations of the Council are reported through the appropriate communication channels.

12. Appointments and Terms of Office

- 12.1 Officers and committees shall be appointed at the annual meeting of the Council (or at a regular annual time as convenient for the institution). The chairperson and vice-chairperson are nominated by the Council members and appointed by the Divisional Commander/ Department Head to serve for a period of one year.
- 12.2 Each member and officer may serve for a maximum of six consecutive years.
- 12.3 The terms for all ex-officio members are determined by Governing Council, and therefore are not elected and hold office for the term of their appointment.

13. Meetings

- 13.1 Council Meetings are held as often as required, with a minimum of three (3) per year. Written notice of date, time and place of all meetings and agendas, are received by each member, at least seven days before each meeting.
- 13.2 At all meetings one-half of the membership, including the Executive Director/Director shall be sufficient to constitute a quorum for the transaction of business. No meeting may be held in the absence of the Executive Director/Director or designate. The act of a majority of the members present at a meeting having a quorum shall be the act of the Council.
- 13.3 Suggested order of business at any meeting:
- Call to Order
 - Prayer
 - Review of Minutes
 - Unfinished business
 - Committee reports
 - Executive Director's/Administrator's Report
 - New Business
 - Other Business
 - Adjournment
- 13.4 Where projects relevant to specific needs and services are included in the agenda, consultants and/or observers may be invited to attend the Council meeting.

14. Committees

14.1 In its operation, the Council may appoint from its membership committees. The following committees may assist the Community Council in its operation.

14.2 Executive Committee:

- a. The members of the executive committee are the officers of the Council. The Council chairperson is the chair of the executive committee.
- b. The Executive Committee acts as the Council in urgent and emergency situations; in business between meetings; and any other matter as directed by the full council. The Executive Committee reports every action at the next meeting of the Council.

14.3 Finance Committee:

- a. To assist in the raising of funds for projects approved by Divisional Headquarters. (Public fund raising for all Salvation Army services comes under the jurisdiction of the Divisional Commander/Development Department.)
- b. To examine and advise on the suitability of the annual budget.
- c. Where fee-for-service funding or contract funding is provided by a government or sponsoring group, the Finance Committee advises and assists the Executive Director/Director in the preparation of the contract proposal and negotiation.

14.4 Property Committee

- a. To make recommendations concerning the facility, property and maintenance of the facility and grounds.
- b. As projects develop and are approved, may assist with the selection of architects, and/ or contractors subject to THQ Property Department procedures.

14.5 Program and Strategic Planning Committees:

- a. To advise and assist in assessment and research related to future services.
- b. To advise and assist in reviewing and evaluating current programs and making recommendations for development, expansion or revitalization of existing services.
- c. To advise and assist in the development and ongoing monitoring of the quality assurance/risk management program.

14.6 *Personnel Committee*

- a. To give advice on staffing policies and guidelines.
- b. To give advice related to staff acquisition and evaluation of management staff.
- c. To give advice if union action or major staff dysfunction exists.
- d. To encourage recruitment of volunteers.

14.7 *Nominating Committee:*

- a. To nominate new members and officers.
- b. To review existing membership on an annual basis.
- c. May be responsible for assisting in the orientation of new members.
- d. Nominations for new members are made to the Council. Following endorsement by the local Council a proposal form, bearing the signature of the Executive Director/Director will be forwarded to Divisional Headquarters who will be responsible for the appointment of new members.
- e. When approval in writing has been received from the Divisional Commander, nominees will be approached by the Divisional Commander/Secretary inviting membership.

14.8 *Ad hoc Committees:*

The Council may elect committees to deal with projects or agenda matters such as human resources, public relations, and liaison with other Salvation Army programs.

15. Indemnity

Each Council member of the institution/program and his or her heirs, executors, administrators or other personal representatives shall, from time to time, and at all times be indemnified and saved harmless out of the funds of the institution/program from and against:

- a. Any liability and all costs, charges and expenses that such person incurs in respect of any action or proceedings that is proposed or commenced against such person for or in respect of anything done or permitted by the person in respect of the execution of the duties of such person's office; and
- b. Any other liability and all costs, charges and expenses that such person sustains or incurs in respect of the affairs of the institution/program except by such person's wilful neglect or default.

DEFINITION OF TERMS

(As used in The Salvation Army Guidelines for
Social Services Community Councils)

Advisory Board	An advisory organization to assist all Salvation Army programs and functions within a specified geographic boundary, usually one city or metropolitan area.
Community Council	An advisory organization that assists one or a group of like Salvation Army programs or Institutions.
Chief Secretary	The Salvation Army officer who is second in command for the Canada/Bermuda Territory.
Officer/Executive Director/ Director	The person authorized by The Salvation Army to be in charge of the program or institution.
Divisional Commander	The leader of all Salvation Army services within a division, with the exception of some hospitals and National Recycling operations.
Ex-Officio	A member of the community council by virtue of the office or position in The Salvation Army.
Institution	A Salvation Army facility that houses Salvation Army Social Services programs.
Program	A specific service or complex of services provided by The Salvation Army to serve the needs of people in a given area or community.
Territorial Commander	The ecclesiastical and administrative head of The Salvation Army in Canada and Bermuda.
Territorial Headquarters	Office from which all Salvation Army programs and functions within the Canada and Bermuda Territory are administered.
Divisional Headquarters	Office from which all Salvation Army programs and functions within the Division are administered.