



GLEBE

Community Association

GCA Board of Directors Manual

2011-2012

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1. Introduction

The Glebe Community Association (GCA) is a voluntary, non-profit, membership-based organization that is dedicated to protecting and improving our community. The main goals of the association are to inform the community of events and issues that may be of concern to them and to voice these concerns. We are active in the areas of neighbourhood planning, traffic, streetscape reconstruction, heritage, environment, libraries, education, and community issues of all sorts. We organize the Great Glebe Garage Sale (GGGS) and work closely with two other non-profit groups in the neighbourhood - GNAG (Glebe Neighbourhood Activities Group) and the Glebe Report, our community newspaper. In addition, the GCA maintains close contact with the business community and the Glebe Business Improvement Area (BIA). The GCA is also a member of the Federation of Citizens' Association (FCA) and the City Centre Coalition (CCC).

The GCA was formed in 1967 and was incorporated under the Ontario Corporations Act in 1981. Any person 18 years of age and over who lives or works in the Glebe is eligible for membership. The annual cost is \$10 per household. The Board of the GCA meets at the Glebe Community Centre on the fourth Tuesday of the month (except in July, August, and December) at 7:30 p.m. These meetings are open to the public and everyone is welcome.

2. GCA By-Law

It should be noted that the following by-law was written at a time when the use of masculine terminology was standard. All references to persons should be interpreted as referring to both males and females, as noted in section 5.

BY-LAW NUMBER 1

A by-law relating generally to the transaction of the affairs of the Glebe Community Association – Association Communautaire du Glebe.

Be it enacted as a by-law of the Glebe Community Association as follows:

Head Office

1. The Head Office of the Corporation shall be in the City of Ottawa in the Province of Ontario, and at such place therein as the Directors from time to time determine.

Glebe Area Defined

2. In these by-laws “Glebe Area” shall mean that part of the City of Ottawa in the Regional Municipality of Ottawa Carleton bounded on the North by the Queensway, on the East and South by the centre line of the Rideau Canal and on the West by Dow’s Lake, Carling Avenue, and Bronson Avenue.

Zones Within The Glebe

3. The Glebe Area shall be divided into six zones, defined as follows:

a) Zone I – Dow’s Lake

Bounded on the East by the centre line of Bronson Avenue, on the South by the centre line of the Rideau Canal, on the West by the Easterly shore of Dow’s Lake and Commissioner’s Park to the centre line of Carling Avenue, and on the North by the centre line of Carling Avenue.

b) Zone II - Southwest

Bounded on the East by the centre line of Bank Street, on the South by the centre line of the Rideau Canal, on the West by the centre line of Bronson Avenue, and on the North by the rear lot of properties on the south side of Fifth Avenue.

c) Zone III - Midwest

Bounded on the East by the centre line of Bank Street, on the South by the rear lot line of those properties on the south side of Fifth Avenue, on the West by the centre line of Bronson Avenue, and on the North by rear lot line of those properties on the north side of Glebe Avenue.

d) Zone IV - Northwest

Bounded on the East by the centre line of Bank Street, on the South by the rear lot line of those properties on the north side of Glebe Avenue, on the West by the centre line of Bronson Avenue, and on the North by the Queensway.

e) Zone V - Southeast

Bounded on the East and South by the centre line of the Rideau Canal, on the West by the centre line of Bank Street, and on the North by the centre line of Central Park and Patterson’s Creek.

f) Zone VI - Northeast

Bounded on the East by the centre line of the Rideau Canal, on the South by the centre lines of Patterson’s Creek and Central Park, on the West by the centre line of Bank Street, and on the North by the Queensway.

Seal

4. The Seal, an impression whereof is stamped in the margin hereof, shall be the corporate seal of the Corporation.

Interpretation

5. In these by-laws and in all other by-laws of the Corporation, hereafter passed unless the context otherwise requires, words importing the singular number or the masculine gender shall include the plural number or the feminine gender as the case may be, and vice versa, and references to persons shall include firms and corporations

Board of Directors and Executive Officers

6. The affairs of the Corporation shall be managed by a board of 40 directors, one of whom shall hold office ex officio as immediate past President of the Corporation. The remaining 39 directors shall be elected, each of whom at the time of his election or within ten days thereafter and throughout his term of office shall be a member of the Corporation. Each director shall be elected to hold office until the first annual meeting after he shall have been elected and qualified. The whole board shall be retired at each annual meeting of members, but directors shall be eligible for re-election if otherwise qualified. The election may be by show of hands unless a ballot be demanded by a member of the Corporation. There shall be a President, two Vice-Presidents, a Treasurer and a Secretary. Directors shall be appointed by the board to bear corporate responsibility for each of the zones referred to in clause 3 above and to head such Committees as the board may from time to time by resolution delegate or create as necessary or appropriate for carrying out the objects of the Corporation.¹

The members of the Corporation may, by Resolution passed by at least two-thirds of the votes cast at a General meeting of which notice specifying the intention to pass such resolution has been given, remove any Director-Officer before the expiration of his term of office, and may, by a majority of votes cast at that meeting, elect any person in his stead for the remainder of the term.

Vacancies on Board of Directors

7. Vacancies on the Board of Directors, however caused, may so long as 50% of the Directors remain in office, shall be filled by the Directors from among the qualified members of the Corporation, if they shall see fit to do so, otherwise such vacancy shall be filled at the next annual meeting of the members at which the Directors for the ensuing year are elected, but if there is not 50% of the Directors, the remaining Directors shall forthwith call a meeting of the members to fill the vacancy. If the number of Directors is increased between the terms, a vacancy or vacancies, to the of the (sic) authorized increase, shall thereby be deemed to have occurred which may be filled in the manner above provided.

Quorum and Meetings, Board of Directors

8. Twelve of the Directors shall form a quorum for the transaction of business.² Except as otherwise required by law, the Board of Directors may hold its meetings at such place or places as it may from time to time determine. Directors' meetings may be formally called by the President or a Vice-President or by the Secretary on direction of the President or a Vice-President, or by the Secretary on direction in writing, of five directors. Notice of such meeting shall be delivered or

¹ The original paragraph was repealed and was replaced by this paragraph on the 24th day of May, 2005.

² The original quorum definition was repealed and was replaced by "twelve" on the 24th day of May, 2005.

telephoned to each Director not less than one day before the meeting is to take place or shall be mailed to each Director not less than four days before the meeting is to take place. The Board may appoint a day or days in any month or months for regular meeting at an hour to be named and of such regular meeting no notice need be sent. A Directors meeting may also be held, without notice, immediately following the annual meeting of the Corporation. The Directors may consider or transact any business either special or general at any meeting of the Board. All meetings shall be open to the public.

Errors in Notice, Board of Directors

9. No error or omission in giving such notice for a meeting of Directors shall invalidate such meeting or invalidate or make void any proceedings taken or had at such meeting and any Director may at any time waive notice of any such meeting and may ratify and approve of any or all proceedings taken or had thereat.

Voting, Board of Directors

10. Questions arising at any meeting of Directors shall be decided by a majority of votes. In case of an equality of votes, the Chairman shall cast the deciding vote.

All votes at any such meeting shall be taken by ballot if so demanded by any three Directors present, but if no demand be made, the vote shall be taken in the usual way by assent or dissent. A declaration by the Chairman that a resolution has been carried and any entry to that effect in the minutes shall be admissible in evidence as prima facie proof of the fact without proof of the number of proportion of the votes recorded in favour of or against such resolution.

Powers

11. The Directors of the Corporation may administer the affairs of the Corporation in all things and make or cause to be made for the Corporation, in its name, any kind of contract which the Corporation may lawfully enter into and, save as hereinafter provided, generally may exercise all such other powers and do all such other acts and things as the Corporation is by its charter or otherwise authorized to exercise and do.

Without in any way derogating from the foregoing, the Directors are expressly empowered, from time to time, to purchase, lease, or otherwise acquire, alienate, sell, exchange or otherwise dispose of shares, stocks, rights, warrants, options and other securities, lands, buildings and other property, movable or immovable, real or personal, or any right or interest therein owned by the Corporation, for such consideration and upon such terms and conditions as they may deem advisable.

Remuneration of Directors

12. The Directors shall receive no remuneration for acting as such.

Duties of President and Vice-President

13. The President shall, when present, preside at all meetings of the members of the Corporation and of the Board of Directors. The President shall also be charged with the general management and

supervision of the affairs and operations of the Corporation. The President with the Secretary or other officer appointed by the Board for the purpose shall sign all By-laws. Membership certificates shall be signed by the President. He shall be the custodian of the seal of the Corporation and of all books, papers, records, correspondence, contracts and other documents belonging to the Corporation. During the absence or inability of the President, his duties and powers may be exercised by a Vice-President.

Duties of Secretary

14. The Secretary shall be ex officio clerk of the Board of Directors. He shall attend all meetings of the Board of Directors and Officers, and record all facts and minutes of all proceedings in the book kept for that purpose. He shall give all notices required to be given to members and to Directors.

Duties of Treasurer

15. The Treasurer shall keep full and accurate accounts of all receipts and disbursements of the Corporation in proper books of account and shall deposit all money or other valuable effects in the name and to the credit of the Corporation in such bank or banks as may from time to time be designated by the Board of Directors. He shall disburse the funds of the Corporation under the direction of the Board of Directors, taking proper vouchers therefore and shall render to the Board of Directors at the regular meetings thereof or whenever required of him, an account of all his transactions as Treasurer, and of the financial position of the Corporation. He shall also perform such other duties as may from time to time be determined by the Board of Directors.

Duties of Other Officers

16. The duties of all other officers of the Corporation shall be as determined from time to time by the Board of Directors.

Nominating Committee

17. The Board of Directors shall appoint a Nominating Committee at least four weeks prior to the annual general meeting. The Nominating Committee will accept any nominations for office endorsed by a member in good standing so long as the Nominee consents to have the nomination stand. Nominations for Officers and Directors will be accepted by the Nominating Committee during the four weeks immediately prior to the annual general meeting. Notice of the members of the Nominating Committee together with their address and telephone numbers will be given to the members together with the notice of the annual general meeting.

Execution of Documents

18. Deeds, transfers, licenses, contracts and engagements on behalf of the Corporation shall be signed by either the President or a Vice President and by the Secretary, and the Secretary shall affix the seal of the Corporation to such instruments as require the same.

Contracts in the ordinary course of the Corporation's operation may be entered into on behalf of the Corporation by the President, a Vice-President, Treasurer or by any person authorized by the Board.

The President, a Vice-President, or Treasurer, or any one of them, or any person or persons from time to time designated by the Board of Directors may transfer any and all shares, bonds or other securities from time to time standing in the name of the Corporation in its individual or any other capacity or as trustee or otherwise and may accept in the name and on behalf of the Corporation transfers of shares, bonds or other securities from time to time transferred to the Corporation, and may affix the corporate seal to any such transfer or acceptance of transfers, and may make, execute and deliver under the corporate seal any and all instructions in writing necessary or proper for such purposes, including the appointment of an attorney or attorneys to make or accept transfers of shares, bonds or other securities on the books of any company or corporation.

Notwithstanding any provisions to the contrary contained in the by-laws of the Corporation, the Board of Directors may at any time by resolution direct the manner in which, and the person or persons by whom, any particular instrument, contract or obligations of the Corporation may or shall be executed.

Books and Records

19. The Directors shall see that all necessary books and records of the Corporation required by the by-laws of the Corporation or by any applicable statute or law are regularly and properly kept.

Membership

20. The membership shall consist of the applicants for the incorporation of the Corporation and such other individuals and such corporations, partnerships and other legal entities as are admitted as members by the Board of Directors. Any person living or working in the Glebe is eligible for membership.

Members may resign by resignation in writing which shall be effective upon acceptance thereof by the Board of Directors.

Membership will lapse in the event any membership dues required are not paid. Each member in good standing shall be entitled to one vote on each question arising at any special or general meeting of the members.

Dues

21. Membership fees shall be fixed from time to time by a majority vote of the Board of Directors, which vote shall become effective only when confirmed by a vote of the members at an annual or other general meeting.

Annual and Other Meetings of Members

22. The annual or any other general meeting of the members shall be held at the head office of the Corporation or elsewhere in Ontario as the Board of Directors may determine and on such day as the said Directors shall appoint.

At every annual meeting, in addition to any other business that may be transacted, the report of the Directors, the financial statement and the report of the accountant shall be presented and a Board of

Directors elected and accountant appointed for the ensuing year and the remuneration of the accountant shall be fixed. The members may consider and transact any business either special or general without any notice thereof at any meeting of the members. The Board of Directors or the President or both of the Vice-Presidents or the Secretary on the direction in writing of 50 members, shall have power to call at any time a general meeting of the members of the Corporation. Notice of a special meeting may be given by advertisement in the local neighbourhood newspaper, so long as the notice is given prior to the date of the meeting. At such a special meeting no election is to be held.

No public notice nor advertisement of the annual general meeting shall be required, but notice of the time and place of every such meeting shall be given to each member by sending the notice by pre-paid mail 14 days before any time fixed for the holding of such meeting; provided that any meetings of the members may be held at any time and place without such notice if all the members of the Corporation are present thereat or represented by proxy duly appointed and at such meetings any business may be transacted which the Corporation at annual or general meetings may transact.

Error or Omission in Notice

23. No error or omission in giving notice of any annual or general meeting or any adjourned meeting, whether annual or general, of the members of the Corporation shall invalidate such meeting or make void any proceedings taken thereat and any member may at any time waive notice of any such meeting and may ratify, approve and confirm any or all proceedings taken or had thereat. For the purpose of sending notice to any member, director or officer for any meeting or otherwise, the address of any member, director or officer shall be his last address recorded on the books of the Corporation.

Adjournments

24. Any meetings of the Corporation or of the Directors may be adjourned to any time and from time to time and such business may be transacted at such adjourned meeting as might have been transacted at the original meeting from which such adjournment took place. No notice shall be required of any such adjournment. Such adjournment may be made notwithstanding that no quorum is present.

Quorum of Members

25. A Quorum for the transaction of business at any meeting of members shall consist of not less than thirty-five members present in person.

Voting of Members

26. Subject to the provisions, if any, contained in the Letters Patent of the Corporation, each member of the Corporation shall at all meetings of members be entitled to one vote and he may vote by proxy. Such proxy must himself be a member and before voting shall produce and deposit with the Secretary sufficient appointment in writing from his constituent or constituents. No member shall be entitled either in person or by proxy to vote at meetings of the Corporation unless he has paid all dues or fees, if any, then payable by him.

No one person may carry more than one proxy.

Candidates for election to the position of Director-Officer may appoint scrutineers.

At all meeting of members every question shall be decided by a majority of the votes of the members present in person and of at least eighteen years of age or represented by duly authorized proxy unless otherwise required by the By-laws of the Corporation or by law. Every question shall be decided in the first instance by a show of hands unless a written ballot be demanded by at least five members present. Upon a show of hands, every member having voting rights shall have one vote and unless a poll be demanded a declaration by the Chairman that the resolution has been carried or not carried and an entry to that effect in the minutes of the Corporation shall be admissible in evidence as prima facie proof of the fact without proof of the number or proportion of the votes accorded in favour of or against such resolution. The demand for a poll may be withdrawn but if a poll be demanded and not withdrawn the question shall be decided by a majority of the votes given by the members present in person or by proxy and such poll shall be taken in such manner as the Chairman shall direct and the result of such poll shall be deemed the decision of the Corporation in general meeting upon the matter in question. In case of an equality of votes at any general meeting, whether upon a show of hands or at a poll, the Chairman shall cast the deciding vote.

Financial Year

27. Unless otherwise ordered by the Board of Directors, the fiscal year of the Corporation shall terminate on the 30th day of April in each year.

Cheques, Etc.

28. All cheques, bills of exchange or other orders for the payment of money, notes or other evidence of indebtedness issued in the name of the Corporation, shall be signed by such officer or officers, agent or agents, of the Corporation and in such manner as shall from time to time be determined by resolution of the Board of Directors and any one of such officers or Agents may alone endorse notes and drafts for collection on account of the Corporation through its bankers, and endorse notes and cheques for deposit with the Corporation's bankers for the credit of the Corporation, or the same may be endorsed "for collection" or "for deposit" with the bankers of the Corporation by using the Corporation's rubber stamp for the purpose. Any one of such officers or agents so appointed may arrange, settle, balance and certify all books and accounts between the Corporation and the Corporation's bankers and may receive all paid cheques and vouchers and sign all the bank's forms or settlement of balances and release or verification slips.

Borrowing

29. The Directors may from time to time

- a) borrow money on the credit of the Corporation; or
- b) issue, sell, or pledge securities of the Corporation; or
- c) charge, mortgage, hypothecate or pledge all or any of the real or personal property of the Corporation, including book debts, rights, powers, franchises and undertakings, to secure any securities or any money borrowed, or other debts, or any other obligation or liability of the Corporation.

From time to time the Directors may authorize any Director, Officer or employee of the Corporation or any other person to make arrangements with reference to the moneys borrowed or to be borrowed as aforesaid and as to the securities to be given therefore, with power to vary or modify such arrangements, terms and conditions and to give such additional securities for any moneys borrowed or remaining due by the Corporation as the Directors may authorize, and generally to manage, transact and settle the borrowing of money by the Corporation.

Deposit of Securities for Safekeeping

30. The securities of the Corporation shall be deposited for safekeeping with one or more bankers, trust companies or other financial institutions to be selected by the Board of Directors. Any and all securities so deposited may be withdrawn, from time to time, only upon the written order of the Corporation signed by such officer or officers, agent or agents of the Corporation, and in such manner as shall from time to time be determined by resolution of the Board of Directors and such authority may be general or confined to specific instances. The institutions which may be so selected as custodians of the Board of Directors shall be fully protected in acting in accordance with the directions of the Board of Directors and shall in no event be liable for the due application of the securities so withdrawn from deposit or the proceeds thereof.
31. Whenever under the provisions of the By-laws of the Corporation, notice is required to be given, such notice may be given either personally or telegraphed or by depositing same in a post office or public letter-box, in a prepaid, sealed envelope addressed to the director, officer or member at his or their address as the same appears on the books of the Corporation. A notice or other document so sent by post shall be held to be sent at the time when the same was deposited in a post office or public letter-box as aforesaid, or if telegraphed shall be held to be sent when the same was handed to the telegraph company or its messenger. For the purpose of sending any notice the address of any member, director or officer shall be his last address as recorded on the books of the Corporation.

PASSED by the Board of Directors and sealed with the Corporate Seal this 27th day of May, 1982.

Original signed by GCA President

3. Board Structure and Responsibilities

3.1 Board Structure

The by-law of the Glebe Community Association allows a Board of up to 40 Directors. This includes the executive, committee chairs, liaisons, and area representatives, which are described in sections 4 through 8.

3.2 Board Meetings

Board meetings are held on the fourth Tuesday of the month (except for the months of July, August, and December) at the Glebe Community Centre starting at 7:30 p.m. Meetings are chaired by the President or a Vice-President and follow Robert's Rules of Order.

3.3 General Responsibilities of the Board

The board's general responsibilities are as follows:

- determine and conduct the work of the corporation;
- determine and regularly review GCA priorities;
- oversee management of finances;
- represent the GCA and its work within the community.

3.4 Responsibilities of Individual Board Members

Individual members of the board are expected to:

- be informed of the GCA's by-laws;
- keep up-to-date on the activities of the GCA;
- avoid real or perceived conflicts of interest, and declare them when necessary;
- maintain solidarity with fellow directors in support of decisions taken and publicly demonstrate acceptance, respect and support of said decisions;
- demonstrate due diligence in all activities.

3.5 Expenses

On occasion, board members may incur costs associated with GCA activities. The following general rules apply:

- each board member is entitled to be reimbursed up to \$50 per year on expenses related to their position (e.g. photocopying, long distance phone calls);
- receipts should be provided to the treasurer in order to be reimbursed;
- once the \$50 limit is reached, the board member may request additional funds from the board at a regular monthly meeting;
- the board will vote on the allocation of funds above the limit of \$50;
- requests for allocation of funds above the limit of \$50 must be sent to the Executive at least one week prior to a board vote on the allocation.

3.6 Voting by Directors

Voting is described in the by-law as follows:

“Questions arising at any meeting of Directors shall be decided by a majority of votes. In case of an equality of votes, the Chairman shall cast the deciding vote.

All votes at any such meeting shall be taken by ballot if so demanded by any three Directors present, but if no demand be made, the vote shall be taken in the usual way by assent or dissent. A declaration by the Chairman that a resolution has been carried and any entry to that effect in the minutes shall be admissible in evidence as prima facie proof of the fact without proof of the number or proportion of the votes recorded in favour of or against such resolution.”

“Twelve of the Directors shall form a quorum for the transaction of business.”

Additional details on voting are as follows:

- votes should be taken for any money to be spent above the \$50 limit per board member;
- votes should be taken for any position that the GCA is taking publicly (e.g. writing a letter or speaking on behalf of the GCA);
- on occasion, when urgent issues arise between meetings, an e-mail vote (e-vote) may be used;
- e-votes should be sent to all board members with a minimum response time of 48 hours;
- at least 12 e-vote responses must be received as per quorum requirements;
- results of the e-votes should be provided at the next monthly meeting of the board and should be recorded in the minutes.

4. Roles of the Executive of the Board

The Executive of the Board is comprised of the President, the two Vice-Presidents, the Secretary, the Treasurer, the Communications Director, and the Past President. On occasion, the Executive may meet to discuss GCA activities and priorities, in advance of discussions by the entire Board. The Executive may also make recommendations to the Board regarding allocations of funds above the limit of \$50 (see section 3.5).

4.1 President

The role of the President is described in the by-law as follows:

“The President shall, when present, preside at all meetings of the members of the Corporation and of the Board of Directors. The President shall also be charged with the general management and supervision of the affairs and operations of the Corporation. The President with the Secretary or other officer appointed by the Board for the purpose shall sign all By-laws. Membership certificates shall be signed by the President. He shall be the custodian of the seal of the Corporation and of all books, papers, records, correspondence, contracts and other documents belonging to the Corporation. During the absence or inability of the President, his duties and powers may be exercised by a Vice-President.”

In addition, the president shall:

- lead and direct the organization by identifying issues, suggesting strategic directions, ensuring that the community is engaged and consulted on issues, providing advice to committee chairs;
- be the main contact and communicator for general GCA issues;
- chair board meetings regularly and ensure a Vice-President is available to chair if unable to attend board meeting;
- seek approval of board for any position that the GCA is to take publicly (e.g. writing a letter or speaking on behalf of the GCA);
- send requests for allocation of funds above the limit of \$50 to the rest of the Executive at least one week prior to a board vote on the allocation;
- at least 48 hours prior to each board meeting, provide the board with a short written summary of the issues to be addressed in the President’s Report, including any motions to be tabled;keep a record of activities (e.g. community meetings organized, letters written);

- sign cheques;
- ensure that the Volunteer Canada membership and directors' liability insurance are maintained;
- ensure that the monthly Glebe Report GCA column is written;
- ensure that the gca@glebeca.ca mailbox is checked on a regular basis and emails are answered;
- ensure that the mail box at the Glebe Community Centre is checked on a regular basis and issues are addressed;
- ensure that the GCA website is kept up-to-date;
- ensure that liaison with the Federation of Citizens' Association (FCA) is maintained;
- ensure that an annual return is filed, as per the Ontario Corporations Information Act;
- ensure that a letter is written to block representatives to be included in their materials for the annual membership campaign;
- ensure that the GCA board of directors' manual is maintained and distributed to board members at the June board meeting.

4.2 Vice-Presidents (two positions)

The role of the Vice-President is described in the by-law as follows:

“During the absence or inability of the President, his duties and powers may be exercised by a Vice-President.”

In addition, the Vice-Presidents shall:

- attend board meetings regularly;
- inform the Secretary if unable to attend a board meeting and, if necessary, send a written update of any ongoing projects in order that it may be read at the meeting;
- seek approval of board for any position that the GCA is to take publicly (e.g. writing a letter or speaking on behalf of the GCA);
- send requests for allocation of funds above the limit of \$50 to the rest of the Executive at least one week prior to a board vote on the allocation;
- keep a record of activities (e.g. community meetings organized, letters written);
- assume such duties as may be delegated by the President.

4.3 Secretary

The role of the Secretary is described in the by-law as follows:

“The Secretary shall be ex officio clerk of the Board of Directors. He shall attend all meetings of the Board of Directors and Officers, and record all facts and minutes of all proceedings in the book kept for that purpose. He shall give all notices required to be given to members and to Directors.”

In addition, the Secretary shall:

- attend board meetings regularly and take notes;
- ensure a replacement is available to take notes if unable to attend a board meeting;
- seek approval of board for any position that the GCA is to take publicly (e.g. writing a letter or speaking on behalf of the GCA);

- send requests for allocation of funds above the limit of \$50 to the rest of the Executive at least one week prior to a board vote on the allocation;
- keep a record of activities (e.g. community meetings organized, letters written);
- prepare agendas for board meetings (with assistance from board members) and send to board members and arrange to have them posted on the website prior to meetings;
- prepare minutes of board meetings, send draft minutes to board members and other attendees in advance of the following meeting, and arrange to have them posted on the website;
- ensure that the Notice Board at the Glebe Community Centre is kept up-to-date.

4.4 Treasurer

The role of the Treasurer is described in the by-law as follows:

“The Treasurer shall keep full and accurate accounts of all receipts and disbursements of the Corporation in proper books of account and shall deposit all money or other valuable effects in the name and to the credit of the Corporation in such bank or banks as may from time to time be designated by the Board of Directors. He shall disburse the funds of the Corporation under the direction of the Board of Directors, taking proper vouchers therefore and shall render to the Board of Directors at the regular meetings thereof or whenever required of him, an account of all his transactions as Treasurer, and of the financial position of the Corporation. He shall also perform such other duties as may from time to time be determined by the Board of Directors.”

In addition, the Treasurer shall:

- attend board meetings regularly;
- provide a verbal financial report at each board meeting;
- inform the Secretary if unable to attend a board meeting and send a written update of finances in order that it may be read at the meeting;
- seek approval of board for any position that the GCA is to take publicly (e.g. writing a letter or speaking on behalf of the GCA);
- send requests for allocation of funds above the limit of \$50 to the rest of the Executive at least one week prior to a board vote on the allocation;
- keep a record of activities (e.g. community meetings organized, letters written);
- keep accounts of all receipts and disbursements;
- deposit money received in the GCA bank account;
- disburse funds as agreed by the board;
- arrange for the annual audit;
- report on finances at the Annual General Meeting.

4.5 Communications Director

The Communications Director shall:

- attend board meetings regularly;
- inform the Secretary if unable to attend a board meeting and, if necessary, send a written update of any ongoing communication projects in order that it may be read at the meeting;

- seek approval of board for any position that the GCA is to take publicly (e.g. writing a letter or speaking on behalf of the GCA);
- send requests for allocation of funds above the limit of \$50 to the rest of the Executive at least one week prior to a board vote on the allocation;
- keep a record of activities (e.g. community meetings organized, letters written);
- check the communications@glebeca.ca mailbox regularly and answer emails;
- maintain the GCA email list;
- send monthly updates to the GCA email list;
- maintain the GCA bulletin board at the Glebe Community Centre;
- update the GCA brochure annually and assist in its distribution throughout the year;
- lead the development of communications strategies;
- assist other board members in writing and issuing media releases;
- review Glebe Report articles written by board members prior to their submission to the Editor.

4.6 Past President

The Past President shall:

- attend board meetings regularly;
- inform the Secretary if unable to attend a board meeting and, if necessary, send a written update of any ongoing projects in order that it may be read at the meeting;
- seek approval of board for any position that the GCA is to take publicly (e.g. writing a letter or speaking on behalf of the GCA);
- send requests for allocation of funds above the limit of \$50 to the rest of the Executive at least one week prior to a board vote on the allocation;
- keep a record of activities (e.g. community meetings organized, letters written);
- provide guidance to board members based on past experience.

5. Role of the Webmaster

The Webmaster shall:

- attend board meetings regularly;
- inform the Secretary if unable to attend a board meeting, and, if necessary, send a written update of any ongoing projects to the secretary in order that it may be read at the meeting;
- seek approval of board for any position that the GCA is to take publicly (e.g. writing a letter or speaking on behalf of the GCA);
- send requests for allocation of funds above the limit of \$50 to the Executive at least one week prior to a board vote on the allocation;
- keep a record of activities (e.g. community meetings organized, letters written);
- maintain and update the GCA website;
- check the webmaster@glebeca.ca mailbox regularly and answer emails;
- ensure appropriate access to GCA email addresses.

6. Roles of the Committee Chairs

6.1 Bank Street Reconstruction

The Bank Street Reconstruction Committee Chair shall:

- attend board meetings regularly;
- inform the Secretary if unable to attend a board meeting, and, if necessary, send a committee member to act as the (voting) chair at the board meeting or send a written update of any ongoing projects to the secretary in order that it may be read at the meeting;
- seek approval of board for any position that the GCA is to take publicly (e.g. writing a letter or speaking on behalf of the GCA);
- send requests for allocation of funds above the limit of \$50 to the Executive at least one week prior to a board vote on the allocation;
- at least 48 hours prior to any board meeting with Bank Street on the agenda, provide the board with a short written summary of the issues to be addressed in the Committee Report, including any motions to be tabled;
- keep a record of activities (e.g. community meetings organized, letters written);
- act as liaison between the City / contractor and the GCA;
- report on Bank Street Reconstruction activities and issues at monthly board meetings;
- make recommendations to the board on issues related to Bank Street Reconstruction;
- set up, recruit members for, lead and chair Bank Street Reconstruction committee meetings as needed;
- ensure that information on Bank Street Reconstruction on the GCA website is kept up-to-date;
- check the bankstreet@glebeca.ca mailbox regularly and answer emails;
- consult with the Communications Director on “hot issues” to determine whether a media release should be issued;
- provide Glebe Report articles to the Communications Director for review prior to submitting them to the Editor.

6.2 Education

The Education Committee Chair shall:

- attend board meetings regularly;
- inform the Secretary if unable to attend a board meeting, and, if necessary, send a committee member to act as the (voting) chair at the board meeting or send a written update of any ongoing projects to the secretary in order that it may be read at the meeting;
- seek approval of board for any position that the GCA is to take publicly (e.g. writing a letter or speaking on behalf of the GCA);
- send requests for allocation of funds above the limit of \$50 to the Executive at least one week prior to a board vote on the allocation;
- at least 48 hours prior to any board meeting with Education on the agenda, provide the board with a short written summary of the issues to be addressed in the Committee Report, including any motions to be tabled;
- keep a record of activities (e.g. community meetings organized, letters written);

- act as liaison between Glebe school councils/private school communities/school board trustees and the GCA;
- report on activities and issues affecting schools and students in the Glebe at monthly board meetings;
- make recommendations to the board on issues related to education and schools;
- when needed, makes presentations of GCA positions to school boards, school councils or other related organizations;
- set up, recruit members for, lead and chair education committee meetings as needed;
- ensure that the Education page of the GCA website is kept up-to-date;
- check the education@glebeca.ca mailbox regularly and answer emails;
- consult with the Communications Director on “hot issues” to determine whether a media release should be issued;
- provide Glebe Report articles to the Communications Director for review prior to submitting them to the Editor.

6.3 Environment

The Environment Committee Chair shall:

- attend board meetings regularly;
- inform the Secretary if unable to attend a board meeting, and, if necessary, send a committee member to act as the (voting) chair at the board meeting or send a written update of any ongoing projects to the secretary in order that it may be read at the meeting;
- seek approval of board for any position that the GCA is to take publicly (e.g. writing a letter or speaking on behalf of the GCA);
- send requests for allocation of funds above the limit of \$50 to the Executive at least one week prior to a board vote on the allocation;
- at least 48 hours prior to any board meeting with Environment on the agenda, provide the board with a short written summary of the issues to be addressed in the Committee Report, including any motions to be tabled;
- keep a record of activities (e.g. community meetings organized, letters written);
- report on environment activities and issues of interest to the community at monthly board meetings;
- make recommendations to the board on issues related to the environment;
- comment on planning and transportation issues from an environmental perspective;
- set up, recruit members for, lead and chair environment committee meetings as needed;
- ensure that the Environment page of the GCA website is kept up-to-date;
- check the environment@glebeca.ca mailbox regularly and answer emails;
- consult with the Communications Director on “hot issues” to determine whether a media release should be issued;
- provide Glebe Report articles to the Communications Director for review prior to submitting them to the Editor.

6.4 Great Glebe Garage Sale

The Great Glebe Garage Sale Committee Chair shall:

- attend board meetings regularly;
- inform the Secretary if unable to attend a board meeting, and, if necessary, send a committee member to act as the (voting) chair at the board meeting or send a written update of any ongoing projects to the secretary in order that it may be read at the meeting;
- seek approval of board for any position that the GCA is to take publicly (e.g. writing a letter or speaking on behalf of the GCA);
- send requests for allocation of funds above the limit of \$50 to the Executive at least one week prior to a board vote on the allocation;
- at least 48 hours prior to any board meeting with the Great Glebe Garage Sale on the agenda, provide the board with a short written summary of the issues to be addressed in the Committee Report, including any motions to be tabled;
- keep a record of activities (e.g. community meetings organized, letters written);
- report on garage sale activities and issues of interest to the community at monthly board meetings;
- make recommendations to the board on issues related to garage sale;
- act as liaison between the City of Ottawa/Glebe businesses and the GCA to ensure safety and permits for the garage sale;
- act as liaison between the Food Bank and the GCA for collecting donations at the garage sale;
- ensure promotion of the garage sale;
- set up, recruit members for, lead and chair garage sale committee meetings as needed;
- ensure that the Garage Sale page of the GCA website is kept up-to-date;
- check the ggs@glebeca.ca mailbox regularly and answer emails;
- consult with the Communications Director on “hot issues” to determine whether a media release should be issued;
- provide Glebe Report articles to the Communications Director for review prior to submitting them to the Editor.

6.5 Health and Social Services

The Social Services Committee Chair shall:

- attend board meetings regularly;
- inform the Secretary if unable to attend a board meeting, and, if necessary, send a committee member to act as the (voting) chair at the board meeting or send a written update of any ongoing projects to the secretary in order that it may be read at the meeting;
- seek approval of board for any position that the GCA is to take publicly (e.g. writing a letter or speaking on behalf of the GCA);
- send requests for allocation of funds above the limit of \$50 to the Executive at least one week prior to a board vote on the allocation;
- at least 48 hours prior to any board meeting with Health and Social Services on the agenda, provide the board with a short written summary of the issues to be addressed in the Committee Report, including any motions to be tabled;
- keep a record of activities (e.g. community meetings organized, letters written);

- become knowledgeable about issues and trends in social development and planning (e.g. poverty reduction, affordable housing, maintenance of quality of life for all residents);
- act as liaison between the Social Planning Council of Ottawa and the GCA;
- act as liaison between the City of Ottawa and the GCA for social services such as park uses and equipment;
- report on social services activities and issues of interest to the community at monthly board meetings;
- make recommendations to the board on issues related to social services;
- set up, recruit members for, lead and chair social services committee meetings as needed;
- ensure that the Social Services page of the GCA website is kept up-to-date;
- check the health@glebeca.ca mailbox regularly and answer emails;
- consult with the Communications Director on “hot issues” to determine whether a media release should be issued;
- provide Glebe Report articles to the Communications Director for review prior to submitting them to the Editor.

6.6 Heritage

The Heritage Committee Chair shall:

- attend board meetings regularly;
- inform the Secretary if unable to attend a board meeting, and, if necessary, send a committee member to act as the (voting) chair at the board meeting or send a written update of any ongoing projects to the secretary in order that it may be read at the meeting;
- seek approval of board for any position that the GCA is to take publicly (e.g. writing a letter or speaking on behalf of the GCA);
- send requests for allocation of funds above the limit of \$50 to the Executive at least one week prior to a board vote on the allocation;
- at least 48 hours prior to any board meeting with Heritage on the agenda, provide the board with a short written summary of the issues to be addressed in the Committee Report, including any motions to be tabled;
- keep a record of activities (e.g. community meetings organized, letters written);
- act as liaison between the Glebe Historical Society and the GCA;
- report on heritage activities and issues of interest to the community at monthly board meetings;
- make recommendations to the board on issues related to heritage;
- comment on planning issues from a heritage perspective;
- become knowledgeable about heritage legislative frameworks, city policies, and the work of Local Architectural Conservation Advisory Committee (LACAC);
- identify issues that affect heritage preservation in the Glebe;
- initiate projects such as heritage designations, history awareness, research projects;
- set up, recruit members for, lead and chair heritage committee meetings as needed;
- ensure that GCA records are transferred to the City of Ottawa archives on annual basis (usually in May);
- ensure that the Heritage page of the GCA website is kept up-to-date;
- check the heritage@glebeca.ca mailbox regularly and answer emails;

- consult with the Communications Director on “hot issues” to determine whether a media release should be issued;
- provide Glebe Report articles to the Communications Director for review prior to submitting them to the Editor.

6.7 Lansdowne Park

The Lansdowne Park Committee Chair shall:

- attend board meetings regularly;
- inform the Secretary if unable to attend a board meeting, and, if necessary, send a committee member to act as the (voting) chair at the board meeting or send a written update of any ongoing projects to the secretary in order that it may be read at the meeting;
- seek approval of board for any position that the GCA is to take publicly (e.g. writing a letter or speaking on behalf of the GCA);
- send requests for allocation of funds above the limit of \$50 to the Executive at least one week prior to a board vote on the allocation;
- at least 48 hours prior to any board meeting with Lansdowne Park on the agenda, provide the board with a short written summary of the issues to be addressed in the Committee Report, including any motions to be tabled;
- act as liaison between the Friends of Lansdowne Park and the GCA;
- keep a record of activities (e.g. community meetings organized, letters written);
- report on Lansdowne Park activities and issues of interest to the community at monthly board meetings;
- make recommendations to the board on issues related to Lansdowne Park;
- set up, recruit members for, lead and chair Lansdowne Park committee meetings as needed;
- ensure that the Lansdowne Park page of the GCA website is kept up-to-date;
- check the lansdowne@glebeca.ca mailbox regularly and answer emails;
- consult with the Communications Director on “hot issues” to determine whether a media release should be issued;
- provide Glebe Report articles to the Communications Director for review prior to submitting them to the Editor.

6.8 Membership

The Membership Committee Chair shall:

- attend board meetings regularly;
- inform the Secretary if unable to attend a board meeting, and, if necessary, send a committee member to act as the (voting) chair at the board meeting or send a written update of any ongoing projects to the secretary in order that it may be read at the meeting;
- seek approval of board for any position that the GCA is to take publicly (e.g. writing a letter or speaking on behalf of the GCA);
- send requests for allocation of funds above the limit of \$50 to the Executive at least one week prior to a board vote on the allocation;

- at least 48 hours prior to any board meeting with Membership on the agenda, provide the board with a short written summary of the issues to be addressed in the Committee Report, including any motions to be tabled;
- keep a record of activities (e.g. community meetings organized, letters written);
- report on membership activities and issues of interest to the community at monthly board meetings;
- make recommendations to the board on issues related to membership;
- assist with planning and execution of special events related to membership (e.g. campaign launch);
- conduct membership campaign and make recommendations as to its efficient operation;
- ensure area representatives are recruited and work with them to recruit block canvassers;
- ensure maintenance of membership database;
- set up, recruit members for, lead and chair membership committee meetings as needed;
- ensure that the Membership and Join the GCA pages of the GCA website are kept up-to-date;
- check the membership@glebeca.ca mailbox regularly and answer emails;
- consult with the Communications Director on “hot issues” to determine whether a media release should be issued;
- provide Glebe Report articles to the Communications Director for review prior to submitting them to the Editor.

6.9 Parks

The Parks Committee Chair shall:

- attend board meetings regularly;
- inform the Secretary if unable to attend a board meeting, and, if necessary, send a committee member to act as the (voting) chair at the board meeting or send a written update of any ongoing projects to the secretary in order that it may be read at the meeting;
- seek approval of board for any position that the GCA is to take publicly (e.g. writing a letter or speaking on behalf of the GCA);
- send requests for allocation of funds above the limit of \$50 to the Executive at least one week prior to a board vote on the allocation;
- at least 48 hours prior to any board meeting with Parks on the agenda, provide the board with a short written summary of the issues to be addressed in the Committee Report, including any motions to be tabled;
- keep a record of activities (e.g. community meetings organized, letters written);
- report on activities and issues of interest to the community about City parks in the Glebe at monthly board meetings;
- make recommendations to the board on issues related to Glebe parks;
- set up, recruit members for, lead and chair parks committee meetings as needed;
- ensure that the Parks page of the GCA website is kept up-to-date;
- check the parks@glebeca.ca mailbox regularly and answer emails;
- consult with the Communications Director on “hot issues” to determine whether a media release should be issued;
- provide Glebe Report articles to the Communications Director for review prior to submitting them to the Editor.

6.10 Planning

The Planning Committee Chair shall:

- attend board meetings regularly;
- inform the Secretary if unable to attend a board meeting, and, if necessary, send a committee member to act as the (voting) chair at the board meeting or send a written update of any ongoing projects to the secretary in order that it may be read at the meeting;
- seek approval of board for any position that the GCA is to take publicly (e.g. writing a letter or speaking on behalf of the GCA);
- send requests for allocation of funds above the limit of \$50 to the Executive at least one week prior to a board vote on the allocation;
- at least 48 hours prior to any board meeting with Planning on the agenda, provide the board with a short written summary of the issues to be addressed in the Committee Report, including any motions to be tabled;
- keep a record of activities (e.g. community meetings organized, letters written);
- act as liaison between the City of Ottawa and the GCA for planning issues;
- report on planning activities and issues of interest to the community at monthly board meetings;
- make recommendations to the board on issues related to planning;
- ensure that the mail box at the Glebe Community Centre is checked on a regular basis for mail addressed to GCA planning, and issues are addressed;
- receive and review planning applications from the City (e.g. variances, zoning, severance, cash-in-lieu of parking), taking into account previous GCA actions and positions;
- receive and review planning-related documentation from the city (e.g. draft guidelines, changes to Official Plan), taking into account previous GCA actions and positions;
- organize consultations with neighbours and owners/developers;
- set up, recruit members for, lead and chair planning committee meetings as needed;
- ensure that the Planning page of the GCA website is kept up-to-date;
- check the planning@glebeca.ca mailbox regularly and answer emails;
- consult with the Communications Director on “hot issues” to determine whether a media release should be issued;
- provide Glebe Report articles to the Communications Director for review prior to submitting them to the Editor.

6.11 Traffic

The Traffic Committee Chair shall:

- attend board meetings regularly;
- inform the Secretary if unable to attend a board meeting, and, if necessary, send a committee member to act as the (voting) chair at the board meeting or send a written update of any ongoing projects to the secretary in order that it may be read at the meeting;
- seek approval of board for any position that the GCA is to take publicly (e.g. writing a letter or speaking on behalf of the GCA);
- send requests for allocation of funds above the limit of \$50 to the Executive at least one week prior to a board vote on the allocation;

- at least 48 hours prior to any board meeting with Traffic on the agenda, provide the board with a short written summary of the issues to be addressed in the Committee Report, including any motions to be tabled;
- keep a record of activities (e.g. community meetings organized, letters written);
- act as liaison between the City of Ottawa/National Capital Commission (NCC)/Province of Ontario and the GCA for traffic issues;
- act as liaison between other community groups and the GCA for traffic issues;
- report on traffic activities and issues of interest to the community at monthly board meetings;
- make recommendations to the board on issues related to traffic;
- provide comments on city improvements to streets;
- monitor issues outside the neighbourhood that bring traffic into the Glebe;
- ensure implementation and regular revision of Glebe Traffic plan;
- organize walkabouts in consultation with area representatives where appropriate;
- set up, recruit members for, lead and chair traffic committee meetings as needed;
- ensure the Traffic page of the GCA website is kept up-to-date;
- check the traffic@glebeca.ca mailbox regularly and answer emails;
- consult with the Communications Director on “hot issues” to determine whether a media release should be issued;
- provide Glebe Report articles to the Communications Director for review prior to submitting them to the Editor

7. Role of the Liaisons

7.1 Glebe Neighbourhood Activities Group (GNAG) Liaison

The GNAG Liaison shall:

- inform the Secretary if unable to attend a board meeting, and, if necessary, send a written update of any ongoing projects to the secretary in order that it may be read at the meeting;
- be a current member of the board of GNAG;
- act as liaison between GNAG and the GCA;
- report on GNAG activities and issues of interest to the community at monthly board meetings;
- report on GCA activities and issues to the GNAG board;
- identify issues of mutual concern and interest and bring to attention of both organizations.

7.2 Glebe Business Improvement Area (BIA) Liaison

The Glebe BIA Liaison shall:

- inform the Secretary if unable to attend a board meeting, and, if necessary, send a written update of any ongoing projects to the secretary in order that it may be read at the meeting;
- be a current member of the board of the Glebe Business Improvement Area (BIA);
- act as liaison between the Glebe BIA and the GCA;
- report on Glebe BIA/business activities and issues of interest to the community at monthly board meetings;
- report on GCA activities and issues to the BIA board;
- identify issues of mutual concern and interest and bring to attention of both organizations.

8. Role of the Area Representatives

The Area Representatives shall:

- attend board meetings regularly;
- inform the Secretary if unable to attend a board meeting, and, if necessary, send a written update of any ongoing projects to the secretary in order that it may be read at the meeting;
- seek approval of board for any position that the GCA is to take publicly (e.g. writing a letter or speaking on behalf of the GCA);
- keep a record of activities (e.g. community meetings organized, letters written);
- live in the area they represent;
- act as liaison between their area/block representatives and the GCA;
- report on their area's activities and issues of interest to the community at monthly board meetings;
- comment on planning and other issues from their area's perspective;
- assist Membership Co-Chairs with the campaign by recruiting block canvassers, delivering/picking up canvass packages, and conducting drop-offs on streets for which canvassers have not been found;
- ensure the membership campaign is carried out in their area in a timely and comprehensive fashion;
- assist Committee Chairs by notifying block representatives/neighbours of issues in the area.

9. Role of Committees

The Committees shall:

- be formed on a permanent or ad hoc basis at the board's discretion;
- include only members who are members of the GCA;
- assist committee chairs in developing recommendations for the board;
- not speak or act for the board unless delegated for a specific purpose (e.g. if the committee chair is unavailable to attend a meeting);
- assist in special events or meetings related to their function.

10. Board Orientation Materials

10.1 Meeting and Special Event Dates

Meeting and special event dates for 2011-2012 are as follows:

Regular monthly board meetings:

June 28, 2011
September 27, 2011
October 25, 2011
November 22, 2011
January 24, 2012
February 28, 2012
March 27, 2012
April 24, 2012
May 22, 2012

Annual General Meeting:

Tuesday, June 12, 2012

All meetings are held at 7:30 p.m. at the Glebe Community Centre.

Special Events:

Great Glebe Garage Sale: Saturday, May 26, 2012

10.2 General Information

- GCA website: <http://www.glebeca.ca/>
- FCA website: <http://www.fca-fac.ca/>
- City of Ottawa website: <http://www.ottawa.ca/>
- Official Robert's Rules of Order: <http://www.robertsrules.com/>
- Summary of Robert's Rules of Order: <http://www.robertsrules.org/>
- Ontario Corporations Information Act:
<http://www.canlii.ca/on/laws/sta/c-39/20080821/whole.html#BK3>
- Volunteer Canada: <http://www.volunteer.ca/>