



**CSLA/AAPC
BOARD OF DIRECTORS TELECONFERENCE MEETING**

**Draft Minutes
August 11 – 12, 2009 Toronto Sheraton Centre Hotel**

Attendees:

**Cathy Sears, AALA, CSLA President,
Linda Irvine, OALA, CSLA President-elect**

**Arnis Budrevics, OALA
Peter Briggs, NWTALA
Jim Floyd, NLALA
Pawel Gradowski, BCLSA**

**Chris Grosset, NUALA
Claude Potvin, AAPQ
Gordon Smith APALA
Laureen Snook, SALA
Dean Spearman, MALA**

Paulette Vinette, CAE Executive Director (Recording)

Absent:

Carol Craig, AALA

ACTIONS

(No items to carry forward from prior meetings)

1. Item 5 b. It was agreed that CSLA should move to adopt an electronic voting practice and produce the required bylaw change recommendations. Irvine/Vinette
2. Item 5 b. It was agreed that CSLA needs an Operations Manual that sets out program implementation practices to support new staff. Sears/Vinette
3. Item 9 a. Budrevics added that our Bylaws should be amended to require monies be held in an "interest-bearing account". Irvine/Vinette
4. Motion 2009.8.6. That the Executive Director open an ING savings account and arrange the transfer of reserve funds into that account. Transfer of funds in this account must require two authorized signatures who have access to required passwords and other security features available. Vinette/Budrevics
5. Motion 2009.8.7 That commencing 2010, CSLA will make members dues and all operations taxable. If feasible, CSLA will reduce Component Organization fees to offset the new GST payment members will have to make for this transition year. ExCom.
6. Motion 2009.8.8. That CSLA take consideration of CSLA's reduced expenses (due to eligible ITC credits) when setting 2010 member dues.
7. Item 9 a. It was agreed that a GST Task Force led by Budrevics and including Spearman and the Executive Director be set up to work on implementation, logistics and a communication plan to Component Organizations. Budrevics.
8. Motion 2009.8.9 That the CSLA Board recommend that the Annual General Meeting appoint Welch LLP as CSLA's auditors of the 2009 financial records. Budrevics.
9. Item 9 c. Sears reported that she will lead a Task Force to update CSLA's Board Manual and develop an Operating Policies and Procedures Manual. Sears.
10. Item 9 d. Sears reported that CSLA needs to work with its Component Organizations to move forward with the development of a proposed Code of Ethics. Sears.
11. Item 9 e. Irvine agreed to review the outcomes of the LeaderQuest contract (to identify a qualified Executive Director) prior to the November one-year anniversary. Irvine.
12. Item 9 e. Grosset offered to assist the Executive Director to draft some Communications Protocol content. Directors were invited to suggest priority areas. Grosset/Vinette



13. Item 9 e. It was also suggested that CSLA separate the President-Elect voting timing from that of the Congress, and that the roles and responsibilities of the Nominating Committee be reviewed. Sears agreed to do this in her pending role as Nominating Committee Chair. Sears.
14. Item 10 a. It was agreed that planning is a CSLA ExCom responsibility and that Advocacy should be a top priority. It was agreed that the ExCom prepare a updated Strategic Plan and budget to present to the Board. ExCom.
15. Item 10 a. The Executive Director reported that she will be creating a 2010 Work plan to schedule resources and support the budgeting process. Vinette.
16. Item 13 a. Board members were asked to complete and return the CSLA Speakers' Bureau nomination form promptly. Board/Snook
17. Item 13 b. Irvine indicated she would work closely with the 2010 Congress Planning Committee to ensure we offer sessions that qualify for LA CES points. Irvine.
18. Item 13 c. A final 2009 CSLA Congress report will be provided to the Board. Budrevics.
19. Item 13 c. Budrevics suggested that CSLA needs to review the existing Congress hosting model, and he, Irvin and the Executive Director agreed to begin this review as they work with the 2010 Edmonton Congress Executive Organizing Committee. Budrevics/Irvine/Vinette.
20. Item 13 e. It was agreed that CSLA and LA history should be posted on the website, including a complete history of CSLA awards. Gradowski raised the "Atlas" approach to recording history and agreed to explore this for CSLA. Briggs agreed to explore developing an LA Wiki. These activities could be scheduled for 2010. Vinette/Gradowski/Briggs.
21. Item 13 f. The national 2010 CSLA Congress Executive Organizing Committee will begin working together in the fall. Irvine.
22. Item 13 g. The CSLA Executive Director to create a Congress operating policies and procedures manual.
23. Item 14 a. It was agreed that a CSLA Awards roles and responsibilities document with timelines would be produced. Spearman/Grosset
24. Item 14 a. It was agreed that CSLA should select experienced jurors for its Awards programs. Spearman/Grosset.
25. Item 14 a. It was agreed that CSLA's regional awards deserve a higher profile. Spearman.
26. Item 14 a. It was agreed that a CSLA Awards juror manual be developed providing them guidelines. Spearman/Grosset.
27. Item 14 a. It was agreed that the cost of Awards submissions not change in 2010, and that GST would now be applied. Spearman.
28. Item 14 a. It was agreed that Awards submissions should be web-based to avert transporting design boards, requiring CSLA to re-purpose digital submissions. A group of Peter Briggs, Dean Spearman and Pawel Gradowski to work on a new approach (which would not likely be ready for 2010). Spearman/Gradowski/Briggs.
29. Item 14 a. Spearman agreed to explore a web-friendly format for award submissions (vs. PDF). Spearman.
30. Item 14 a. It was agreed that Awards committees are working committees and that the Executive Director is not the secretariat. Spearman/Grosset
31. Item 14 a. It was agreed that the NWTALA, NUALA and NLALA would rotate providing a juror for the Awards of Excellence and that the 2010 juror should come from the NUALA component. Spearman/Grosset.
32. Item 14 b. The Executive Director reported that a bilingual Press Release would be issued on the first business day following the announcement of the CSLA Recognition and Honours Awards on Saturday, August 15, 2009. Vinette.
33. Item 14 b. Grosset announced that his term as Chair of the CSLA Honours and Recognition Awards is ending and that he will work with Claude Potvin to develop a 2010 draft work plan. Grosset/Potvin.
34. Item 14 b. Potvin agreed to draft Terms of Reference for the Honours and Awards Committee. Potvin.
35. Item 14 c. Grosset agreed to clarify WLAM roles and create fact sheets and information sheets to support the Component Organizations for the 2010 campaign. Grosset.
36. Item 14 c. Grosset agreed to develop a WLAM logo for CSLA and possibly develop a 2010 campaign theme. Grosset.
37. Item 15 a. Irvine agreed to revise the draft Reciprocity Agreement document and circulate it to the Board for comments. Irvine.
38. Item 15 b. Smith to share the consultant's feasibility report for an Atlantic LA academic program with the CSLA Board. Smith.



39. Item 15 c. Gradowski stated he needed LA Community demographics and agreed to continue to develop a CSLA national sponsorship program for the Board's consideration. Gradowski.
 40. Item 15 d. Sears agreed to study changes to membership categories and report to the Board as Past President. Sears.
 41. Item 17 e. It was agreed that CSLA should develop a media kit, and develop fact sheets on each of its strategic priorities. Snook.
 42. Item 17 f. It was agreed that CSLA should explore using new media (e.g. a President's Blog) and that the Bulletin could include regional news in 2010. Snook.
 43. Item 17 f. It was agreed that CSLA should have a communications audit conducted, and a member survey in 2010. Snook.
 44. Motion 2009.08.13 That the CSLA Video Contest deadline be **extended** (October 31st). Briggs.
 45. Item 18 c. Smith asked to have his report on an Advocacy Action Plan deferred to the next meeting.
 46. Item 18 d. The CSLA ExCom was directed to appoint a NUDA juror. ExCom.
 47. Item 18 e. Irvine will be delivering an official CSLA update at the ASLA Board meeting in Chicago in September.
 48. It was agreed that the Executive Director would circulate a list of proposed dates and then announce the 2009/2010 Board meeting schedule. Vinette.
 49. The Executive Director reported that the next BOD meeting will be a teleconference October 21, 2009 at noon EST. Irvine.
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1. Call to Order

The President, Cathy Sears, called the meeting to order at 8:06 a.m. explaining that Messrs. Grosset and Smith would be arriving later in the morning.

2. Approval of Agenda

MOTION 2009-8-1

Motion to accept the agenda

Moved by Gradowski and seconded by Budrevics that the agenda be accepted. Motion carried.
It was agreed that item 9 (c) "Nominations and Elections be moved up to the beginning of the agenda.

3. Approval of Minutes

MOTION 2009-8-2

Motion to approve the minutes

Moved by Gradowski and seconded by Snook "that the Minutes of the June 23, 2009 teleconference meeting of the CSLA Board of Directors are approved as presented." Motion carried.

4. Consent Agenda Reports

The president reported that none were received..

5. Nominations and Elections

5 a) Election of CSLA President-Elect

The Executive Director confirmed that Neil Dawe, NLALA, CSLA has been acclaimed as CSLA's new President-Elect by the membership.

5 b) Electronic Voting

The Executive Director reported that further to the Board's unanimous agreement to accept electronic voting for the election of the President-Elect (given staff's omission to send out hard copy ballot), hundreds of votes had been registered, comparable to previous years' participation. It was agreed that CSLA should move to adopt an electronic voting practice and produce the required bylaw change



recommendations. It was agreed that CSLA needs an Operations Manual that sets out program implementation practices to support new staff.

6. President's Report

Sears remarked that CSLA has enjoyed many accomplishments over the past year, which reflects strong Board leadership and engagement. Details are published in the 2008 Annual Report which was posted to the website in July and will be distributed at the August 15th AGM.

MOTION 2009-8-3

Motion to approve the President's Report

Moved by Budrevics and seconded by Spearman that the President's Report be approved. Motion carried.

7. Executive Director's Report

The Executive Director referred to her written report published in the Annual Report, adding that she had received tremendous support from Arnis Budrevics to deliver the numerous CSLA aspects of the 2009 Congress. Budrevics reported that CSLA had invested in four new, large, portable banners to brand CSLA/AAPC in photo ops.

MOTION 2009-8-4

Motion to accept the Executive Director's report

Moved by Gradowski and seconded by Potvin that the Executive Director's Report be accepted. Motion carried.

8. Governance & Administration

9 a) Financial Report

- **Year-to-Date**

Budrevics reported that when comparing budget versus actual to-date, CSLA is an excellent financial position. He stated that bank accounts had been merged into one CSLA account, and that Component Organizations had paid members' dues to CSLA.

MOTION 2009-8-5

Motion to Accept the Year-to-Date Financial Report

Moved by Budrevics and seconded by Floyd that the Year-to-Date Financial Report be accepted. Motion carried.

Sears thanked Budrevics for his significant contributions in reorganizing CSLA financial reporting systems.

- **Reserve Funds**

Budrevics stated that he would like CSLA to transfer its reserve funds to an ING account to increase interest earned. Budrevics added that our Bylaws should be amended to require monies be held in an "interest-bearing account". Such investments would require two signatures to move; our Executive Director has a \$5,000 single signature limit.

MOTION 2009-8-6

Motion to transfer CSLA funds to an ING savings account

Moved by Budrevics and seconded by Floyd that the Executive Director open an ING savings account and arrange the transfer of reserve funds into that account. Motion carried and subsequently amended.

Amendment to Motion 2009.8.6

Motion to transfer CSLA funds to an ING savings account

Moved by Budrevics and seconded by Floyd that the Executive Director open an ING savings account and arrange the transfer of reserve funds into that account. Transfer of funds in this account must



require two authorized signatures who have access to required passwords and other security features available. Motion carried as amended.

- **GST & Membership Dues Communication Plan**

Budrevics reported that CSLA is losing significant revenue (approximately \$15,000) from GST input tax credits by not charging GST on member dues and fees. It was agreed that CSLA should plan to begin charging GST in 2010. The Component invoice to members charging GST would serve as the official receipt.

MOTION 2009.8.7

Motion to make CSLA member dues and operations taxable

Moved by Budrevics and seconded by Gradowski that commencing 2010, CSLA will make members dues and all operations taxable. If feasible, CSLA will reduce Component Organization fees to offset the new GST payment members will have to make for this transition year.

Motion 2009.8.8

Motion to take consideration of reduced expenses when setting 2010 member dues

Moved by Gradowski and seconded by Budrevics that CSLA take consideration of CSLA's reduced expenses (due to eligible ITC credits) when setting 2010 member dues.

It was agreed that a GST Task Force led by Budrevics and including Spearman and the Executive Director be set up to work on implementation, logistics and a communication plan to Component Organizations. It was agreed that the Board could hold an electronic vote in September on next steps if required.

- **Confirm 2009 Records' Auditors**

Budrevics reported that the CSLA ExCom was satisfied with the work of the current auditors who helped manage the 2008 management transition records.

Motion 2009.8.9

Motion to recommend Welch LLP as 2009 auditors to Annual General Meeting August 15 09

Moved by Budrevics and seconded by Floyd that the CSLA Board recommend that the Annual General Meeting appoint Welch LLP as CSLA's auditors of the 2009 financial records. Motion carried.

9 b) Executive Committee Members

Sears reported that Budrevics had been appointed to the CSLA Executive Committee (ExCom) to oversee the support needed by the new Executive Director during the transition.

Motion 2009.8.10

Motion to Appoint Budrevics to the 2009 – 2010 Executive Committee

Moved by Sears and seconded by Floyd that the CSLA Board appoint Arnis Budrevics to serve on the 2009 – 2010 Executive Committee. Motion carried.

9 c) Board Manual / Operating Policies and Procedures

Sears reported that she will lead a Task Force to update CSLA's Board Manual and develop an Operating Policies and Procedures Manual.

9 d) Code of Ethics

Sears reported that CSLA needs to work with its Component Organizations to move forward with the development of a proposed Code of Ethics.



9 e) Contractor Performance Review & Communications Protocol

Sears stated that CSLA conducts an annual performance review of contractors and Irvine agreed to review the outcomes of the LeaderQuest contract (to identify a qualified Executive Director) prior to the November one-year anniversary.

During the discussion it was agreed that CSLA needs a Communications Protocol for staff and volunteer leaders to follow; Grosset offered to assist the Executive Director to draft some Communications Protocol content. Directors were invited to suggest priority areas.

It was also suggested that CSLA separate the President-Elect voting timing from that of the Congress, and that the roles and responsibilities of the Nominating Committee be reviewed. Sears agreed to do this in her pending role as Nominating Committee Chair. It was suggested that the Board be invited to submit nominees and that the importance of ensuring geographical representation over time be stressed. It was also suggested that members be invited to volunteer on CSLA Committees.

10. Strategic Planning Process

10 a) Strategic Plan

Sears reminded the Board that we need to schedule priority area refinements for the implementation of the existing Strategic Plan in 2010.

A brief review of the status of the Strategic Plan implementation was conducted. It was agreed that the order of the strategic priorities should now be as follows, and that we use bullets over numbers:

- Advocacy
- Programs & Activities
- Growth
- Communications
- Governance & Administration

It was suggested that CSLA seek Component feedback.

It was agreed that planning is a CSLA ExCom responsibility and that Advocacy should be a top priority.

It was agreed that the ExCom prepare a updated Strategic Plan and budget to present to the Board.

10 b) 2010 Planning Cycle

The Executive Director reported that she will be creating a 2010 Work plan to schedule resources and support the budgeting process.

11. CSLA College of Fellows

Sears reported that CSLA needs to strengthen its relationship with the College (and vice-versa) and stated that she and the Executive Director would be going to their meeting this week to deliver this message.

12. Accreditation Council (LAAC)

Irvine reported that the Quebec member who is the appointed educator on the LAAC has resigned and invited suggestions for her replacement.

13. Professional Development

13 a) CSLA Speakers' Bureau



Snook distributed a form recording nominees who she could approach to begin to populate a CSLA Speakers' Bureau. Board members were asked to complete and return the CSLA Speakers' Bureau nomination form promptly.

13 b) LA CES

Irvine reported that CSLA has qualified as an official Landscape Architect Continuing Education System (LA CES) provider. Irvine indicated she would work closely with the 2010 Congress Planning Committee to ensure we offer sessions that qualify for LA CES points.

13 c) Congress 2009 Update

Budrevics reported that over 150 members have registered and the total registration (including exhibitors and sponsors) is closed to 250. A final 2009 CSLA Congress report will be provided to the Board. Delegates will be sent an electronic evaluation invite immediately following the Toronto Congress. Budrevics suggested that CSLA needs to review the existing Congress hosting model, and he, Irvin and the Executive Director agreed to begin this review as they work with the 2010 Edmonton Congress Executive Organizing Committee.

13 d) Presidents' Round Table

Irvine indicated plans were in place for an interactive discussion with the Component Organization Presidents on Wednesday afternoon following the close of this Board meeting. AAPQ has prepared a letter which they will ask to have discussed there, and CLARB representative Dennis Wilkinson will make a brief presentation on CLARB's new directions.

13 e) Congress Legacy Task Force

Irvine reported that all 56 speakers were being given a copy of "Love Every Leaf" as their gift. Floyd then talked about the "Murmur" initiative which records oral histories and makes it available in public places. During the discussion it was suggested CSLA explore whether a grant to record LA history in Canada could be obtained from either Heritage Canada or Parks Canada. It was also suggested that this approach could be built into future Awards submissions, and that we should ensure our LA history is part of the national archives.

It was agreed that CSLA and LA history should be posted on the website, including a complete history of CSLA awards. Gradowski raised the "Atlas" approach to recording history and agreed to explore this for CSLA. Briggs agreed to explore developing an LA Wiki. These activities could be scheduled for 2010.

13 f) 2010 Congress Update

The 2010 CSLA national Congress, hosted by AALA, will take place August 19 – 21. The national 2010 CSLA Congress Executive Organizing Committee will begin working together in the fall.

13 g) 2011 Congress Update

Grosset showed a short presentation on Nunavut; the NUALA is ready to work with CSLA to put on the 2011 Congress there. Grosset would co-chair with Richard Wyma, NUALA, CSLA.

Motion 2009.8.11

Motion to confirm the 2011 CSLA Congress to be held in Nunavut

Moved by Grosset and seconded by Gradowski that the CSLA Congress and AGM will be hosted by NUALA and the CSLA in Iqaluit, Nunavut in July 2011. Motion carried.

Motion 2009.8.12

Motion to approve the financial assistance of the CSLA for the 2011 Congress



Moved by Grosset and seconded by Budrevics that the CSLA and NUALA 2011 Congress Organization Committee will negotiate the terms and conditions of a contract for financial support of up to \$25,000.00 paid in instalments during fiscal years 2010 and 2011; and for administrative support from the CSLA for Congress organization. Motion carried.

The CSLA Executive Director to create a Congress operating policies and procedures manual.

14. Programs

14 a) Professional Awards of Excellence

Review of 2009 Program/Jurors

Spearman reported that he has prepared a written report reviewing the 2009 experience.

2010 Recommended Changes

It was agreed that a CSLA Awards roles and responsibilities document with timelines would be produced.

It was agreed that CSLA should select experienced jurors for its Awards programs.

It was agreed that CSLA's regional awards deserve a higher profile.

It was agreed that a CSLA Awards juror manual be developed providing them guidelines.

It was agreed that the cost of Awards submissions not change in 2010, and that GST would now be applied.

It was agreed that Awards submissions should be web-based to avert transporting design boards, requiring CSLA to re-purpose digital submissions. A group of Peter Briggs, Dean Spearman and Pawel Gradowski to work on a new approach (which would not likely be ready for 2010).

Spearman agreed to explore a web-friendly format for award submissions (vs. PDF).

It was agreed that Awards committees are working committees and that the Executive Director is not the secretariat.

NUALA Juror 2010

It was agreed that the NWTALA, NUALA and NLALA would rotate providing a juror for the Awards of Excellence and that the 2010 juror should come from the NUALA component.

14 b) Recognition and Honours Awards

Communication Updates/ Media

The Executive Director reported that a bilingual Press Release would be issued on the first business day following the announcement of the CSLA Recognition and Honours Awards on Saturday, August 15, 2009.

Grosset announced that his term as Chair of the CSLA Honours and Recognition Awards is ending and that he will work with Claude Potvin to develop a 2010 draft work plan.

Potvin agreed to draft Terms of Reference for the Honours and Awards Committee.

14 c) World LA Month (WLAM)

Grosset reported that while the WLAM online evaluation survey response rate from Components was lower than hoped for, it showed that Components need more direction on how to deliver the WLAM program intended to be a grassroots effort. Grosset agreed to clarify WLAM roles and create fact sheets and information sheets to support the Component Organizations for the 2010 campaign.

Grosset agreed to develop a WLAM logo for CSLA and possibly develop a 2010 campaign theme.

Motion 2009.8.13



Motion to make WLAM an annual CSLA core program
Moved by Grosset and seconded by Briggs that World Landscape Architect Month (WLAM) become a core, annual CSLA program. Motion carried.

15. Growing the Profession

15 a) Reciprocity

Irvine reported that there is no one-size fits all solution that will satisfy all Canadian Landscape Architects. It was stated that under the new Labour Mobility provisions, Components cannot test for proficiency but can administer a test focused on unique, local issues. Irvine agreed to revise the draft Reciprocity Agreement document and circulate it to the Board for comments.

15 b) Atlantic Canada LA Program

Smith reported that the cross-Canada survey conducted by a consultant confirmed that demand exists for an Atlantic-based LA academic program. Smith to share the consultant's feasibility report for an Atlantic LA academic program with the CSLA Board.

15 c) Sponsorship

Gradowski distributed a report on his approach to a national sponsorship program which requires that it not compete with existing Component programs and that it focus on large, national corporations offering exposure (and beyond only LAs) as value. Gradowski stated he needed LA Community demographics and agreed to continue to develop a CSLA national sponsorship program for the Board's consideration.

15 d) Membership Categories

Sears agreed to study changes to membership categories and report to the Board as Past President.

16. AAPQ Presentation

Potvin reported that AAPQ President Robert Murphy, AAPQ, CSLA has prepared a written letter proposing a discussion at the Presidents' Round Table meeting about CSLA's relationship with its Component Organizations. The Board agreed it would be up to the meeting participants whether to add AAPQ's letter to the proposed agenda.

17. Communications/Member Services

17 a) Web Job Posting Charges

The Executive Director reported that CSLA is now charging for job postings (members \$150 for one month and \$300 for three; non-members \$500 for three months) and that we have not received any complaints.

17 b) Web – Member /Board Sites

The Executive Director reported that CSLA's website had very recently been transferred to a new server and that work is ongoing to creating member and board pages on the site.

17 c) L/P

Update Administration

The Executive Director reported that administration of producing and distributing the CSLA's L/P magazine was now going smoothly.

Sustainable Program



Budrevics reported that he and the Executive Director are having discussions with other publishers and Naylor to ensure our magazine investments are sustainable.

17 d) CSLA Bulletin / Directory

The Executive Director reported that the **CSLA 2009 Membership Directory** is a good publication, that has not attracted any criticism. She report the same of the CSLA bi-monthly **Bulletin**

17 e) Media Strategy

It was agreed that CSLA should develop a media kit, and develop fact sheets on each of its strategic priorities.

17 f) Communications Plan Priorities

It was agreed that CSLA should explore using new media (e.g. a President's Blog) and that the Bulletin could include regional news in 2010.

It was agreed that CSLA should have a communications audit conducted, and a member survey in 2010.

18. Advocacy and Outreach

18 a) International

CSLA will be hosting the Presidents' Council meeting in 2010; the date/location has not yet been determined.

18 b) Youth & Students

Scholarships vs. Awards of Merit

It was suggested that CSLA's Student Awards of Merit should be tied to scholarships

You Tube® Video Contest

Motion 2009.09.14

Motion to Extend CSLA Video Contest Deadline

Moved by Smith and seconded by Briggs that the CSLA Video Contest deadline be extended (October 31st). Motion carried.

18 c) Government

Priority & Action Plan

Smith asked to have his report on an Advocacy Action Plan deferred to the next meeting.

18 d) Allied Organizations

2010 National Urban Design Awards (NUDA)

The Executive Director reported that CSLA will be an equal partner with the Royal Architectural Institute of Canada (RAIC) and the Canadian Institute of Planners (CIP) and that CSLA needs to appoint a juror. The CSLA ExCom was directed to appoint a NUDA juror.

18 e) ASLA

The new CSLA President and President-Elect and the Executive Director will attend ASLA Annual General Meeting and Irvine will be delivering an official CSLA update at the ASLA Board meeting in Chicago in September.



20. Future Meetings

20 a) AGM Details

The Executive Director reported that the AGM will be held on Saturday, August 15th at 2 p.m.

20 b) 2009/2010 Board Schedule

It was agreed that the Executive Director would circulate a list of proposed dates and then announce the 2009/2010 Board meeting schedule. The Executive Director reported that the next BOD meeting will be a teleconference October 21, 2009 at noon EST.

21. New/Other Business

None was raised.

22. Adjournment

The meeting was adjourned at 11:45 a.m.