



CSLA/AAPC  
BOARD OF GOVERNORS MEETING

June 14 & 15, 2004  
MINUTES

**Present:**

Colleen Mercer Clarke, CSLA President  
Jim Paterson, CSLA President –elect  
Fran Pauzé, CSLA Executive Director  
Liane McKenna, BCSLA  
Cathy Sears, AALA

Chantal de Menezes, AAPQ  
Bob Halfyard, NLALA  
Cam Patterson SALA  
John Zuck, APALA  
Richard Moore

Joined meeting in progress: Cynthia Cohlmeier, MALA

Regrets: Alexandra Borowiecka, NWTALA, James Vafiades, OALA  
Richard Wyma, NUALA

**TUESDAY JUNE 14**

**1. Call to Order; Welcome & Introductions**

Halfyard welcomed the BoG members to St John's. President Mercer Clarke welcomed new BoG members Liane McKenna and Chantal de Menezes.

**2. Approval of Agenda**

**Motion 2004-4-1**

**Moved by Cohlmeier and seconded by Patterson "that the agenda be approved as presented."  
Motion carried**

**3. Approval of Minutes of Previous Meetings**

Sears sought the revision of **Motion 2004-3-3** from the April 2004 meeting

(Moved by Adrienne Brown and seconded by Cathy Sears "that the Governance Task Force look into grants available in order to be able hire a consultant and will report back to the BoG prior to the June meeting.")

to read "that the BoG supports in principle the allocation of financial resources for the work of the committee."

**Motion 2004-4-2**

**Moved by Halfyard and seconded by de Menezes, "that the Minutes of the April 28, 2004 meeting of the CSLA BoG be accepted as amended."  
Motion carried**

**4. Review of Action Items**

President Mercer Clarke reviewed the Actions from the previous meeting. She provided background information on the formation of the President's Roundtable and proposed that in future the Past President be added to the invitees.

**5. President's Report**

**a) Governor General's Award**

President Mercer Clarke provided an update on the Governor General's award. She noted that CSLA had sought to create this award and contacted the Canada Council as recommended by the Governor General's office. The Council has stated that they are not prepared to create a new award at this time



**CSLA/AAPC  
BOARD OF GOVERNORS MEETING**

and proposed that the CSLA awards be added to those given by the RAIC. Thus the President and Fran Pauzé met with Bonnie Maples, RAIC President to discuss this and the RAIC responded that the time is not opportune to create this now due to recent adjustments with the program at RAIC. The President recommended that the CSLA set aside the award and possibly revisit it in 1 to 2 years.

**b) National Masters Specification**

The CSLA Board of Governors met with Thomas Dunbar of the National Masters Specification in Ottawa in November 2003. At present landscape architects are not actively involved in revisions.

**ACTION**

*President Mercer Clarke requested that a member of the CSLA Board volunteer to serve as a leader on this initiative.*

**c) Silver Medals**

President Mercer Clarke stated that the CSLA's involvement in this program had diminished in recent years and she proposed that this involvement should now increase. The current medals are in poor condition and CSLA must replace them. Margot Long, the previous chair of the committee has resigned and the President asked that members of the BoG consider this opportunity. President Mercer Clarke noted that a volunteer had come forward who is not a full member of CSLA. Following discussion the BoG determined that the Chair of a CSLA committee should be a full member or member of the Board. As well, the possibility of a monetary prize was discussed.

A student awards program was discussed:

- Possibility of inclusion with Professional Awards Program.
- Student competition is a great deal of work
- Sponsorship could be available
- A travelling display of Student projects is proposed.

**ACTION**

*Colleen Mercer Clarke will discuss this program with members of ACLA.*

**d) LACF**

The LACF has requested assistance from CSLA in recruiting members to sit on the LACF board of directors. President Mercer Clarke informed the BoG that both the President (Taylor) and the chair of the grants committee (Macleod) had resigned.

**e) IFLA Representative Policy**

The President noted that revisions to the policy have been made and she will circulate the new version for BoG approval.

Zuck requested information on the CSLA's policy on record keeping. He noted that revisions are needed to existing policies and for many of these policies the provenance is unknown. There is also concern expressed by APALA members as to the availability of some CSLA documents.

**Action**

*Colleen Mercer Clarke responded that Excom will be undertaking a review of the 1983 documents and that website revisions will be undertaken soon.*



**CSLA/AAPC  
BOARD OF GOVERNORS MEETING**

**6. Executive Director's Report**

Fran Pauzé provided a written report giving information on recent activities in CSLA programs.

**a) L-P**

The latest issue is complete and was printed on time as per the MediaEdge (ME) schedule. However, Pauzé advised the BoG that there were still concerns regarding ME's response time on requests for subscriptions. As well she noted that the magazine is still not distributed to news stands although this was something that was requested in the original negotiations in January 2003.

Further, the publisher did not review page count or images in a timely manner during the production of this most recent issue. This caused the guest editors and editor in chief much concern as they were given just 24 hours to provide updated images and to revise the content to comply with the page count ME provided.

Pauzé will discuss these issues with ME and will provide an update to the BoG as to actions taken by ME to resolve.

**b) Membership Roster**

The 2004 roster is also available. It was produced by Naylor publications and the process was very efficient and professional.

**c) Election**

The CSLA election of President elect is now complete and Richard Moore received the majority of the votes cast. President Mercer Clarke congratulated Moore and welcomed him to the BoG and said she was grateful he was able to join the meeting.

Pauzé recommended that the BoG study possible ways to streamline the election process and thus encourage more people to vote. This year only 293 people voted- just 23.4% of the membership.

***ACTION***

*Fran Pauzé will research methods by which the election process can be changed.*

**7. 2004 Financial report**

Fran Pauzé provided a year to date statement and details of all variances.

Jim Paterson reviewed the 2004 budget for all new BoG members.

**8. CSLA Strategic Plan**

Jim Paterson provided an update on the 2004 Strategic plan which was adopted in principle at the February 2004 meeting in Winnipeg and noted that it is a dynamic document. He outlined the three main areas of focus:

1. Governance and Administration
  - Governance is being addressed with revisions to the role of the Executive Director and clearer expectations being set for BoG members through the Governance Committee chaired by Cathy Sears.
  - Paterson stressed that the recognition from the BoG of the expanded and strengthened role and responsibility of the Executive Director was an essential component before the BoG could move forward towards its evolving role as a more policy based Board.
2. Communication
  - Paterson noted that the CSLA is addressing the communications area with the committee's work and that many of the tools including the Magazine, the Bulletin, and the Roster are now working well.



**CSLA/AAPC  
BOARD OF GOVERNORS MEETING**

- The Urban Agenda would be one of those areas that the CSLA would focus on with a targeted Communications package.
  - The Web Site was identified as one of those opportunity areas that required additional consideration to bring it up to a more up to date standard.
3. Professional development
- It is important that CSLA develop and encourage common professional standards for membership (i.e. code of ethics, continuing professional development, gateways to membership) at the component level.

**9. CSLA Awards for Service to the Profession**

President Mercer Clarke reported that CSLA has received a report requesting changes from the chair of the jury. This report has also been sent to Alan Tate.

**ACTION**

*Paузé will forward this document to BoG and will ask Alan for his feedback. This will be forwarded to BoG so that changes can be approved by the BoG in the September teleconference and thus those changes can be implemented for the 2005 program. Alan Tate will be invited to participate in the teleconference call.*

**CSLA President's Award**

President Mercer Clarke stated that there is no formal procedure for this award. She noted that ASLA has a range of awards given each year to recognize members.

**ACTION**

*Colleen Mercer Clarke will write a policy for the CSLA President's Award.*

**ACTION**

*Fran Paузé will post information on President Awards to Website where available and will include a listing in the 2005 Membership Roster.*

**10. Revised CSLA Privacy Policy**

The policy was presented to the BoG in February but the current policy has no process for appeal.

**ACTION**

*Mercer Clarke will amend the policy and Excom will send it out to BoG for approval.*

**11. Component reports**

**NLALA**

Bob Halfyard presented a written report and provided an update on the Congress. Currently registration stands at 102 delegates.

**MOTION 2004-4-3**

**Moved by Colleen Mercer Clarke and seconded by Cam Patterson "that the CSLA congratulates the members of NLALA for their hard work and the excellent program for the CSLA Congress 2004."**

**Motion carried.**



**CSLA/AAPC  
BOARD OF GOVERNORS MEETING**

**APALA**

John Zuck provided a written report and noted that APALA is still pursuing a Name Act. As well the Halifax Regional Municipality has established a design award.

**ACTION**

*Zuck will forward information to the BoG on the 2004 winners.*

**AAPQ**

Chantal provided a written report and outlined the AAPQ'S activity in recruiting new members. She stated that AAPQ provides an information kit for all students and provides special events for students during the year. They also provide a 25% rebate to all students who register at the beginning of the year. The AAPQ will be overseeing an issue of L-P in January 2005.

**ACTION**

*CSLA will work on creating stronger student liaisons and will adopt some of the programs of the AAPQ to develop a rapport with students.*

**MALA**

Cynthia Cohlmeier provided a brief report and noted that plans are progressing well for the 2005 Congress in Winnipeg.

**SALA**

Cam Patterson stated that SALA membership grew by 25% last year. The profession is vibrant and busy in Saskatchewan.

**AALA**

Cathy Sears provided a written report and noted that the final report on the IFLA World Congress is posted to the CSLA Website. As well, she indicated that AALA members have responded to the National Standards document.

**BCSLA**

McKenna provided a written report and updated BoG members on activities there. BCSLA has a new member category- these new members are also CSLA members and are termed Practising landscape architects not Registered. They can be academic or administrative who, although not practising, want to retain membership but are not permitted to stamp drawings.

**12. Governance Task Force**

Sears presented an outline to the BoG of the current status of governance for CSLA. She reviewed the recent history and noted that the Strategic plan has included governance as a priority since 1999. In 2002 the BoG adopted the Carver model. Revisions to roles and responsibilities were made in November 2003. Sears determined that the task at hand now was to review what has been addressed and analyze how CSLA is currently operating.

CSLA needs clear roles and responsibilities for Board members and staff alike. Establishment of a clear reporting structure and a review / appraisal system is needed.

Sears queried whether the current committee structure captures the goals of the organization. As well, the titles of CEO and COO created confusion and Sears suggested that it is more important to understand the roles and then to assign titles should they be appropriate.



**CSLA/AAPC  
BOARD OF GOVERNORS MEETING**

Changes to Bylaws will be drafted once a policy is approved. These changes should include a method of dismissal for both the Board and executive.

President Mercer Clarke noted that the BoG has been moving from an operations board to a policy board and that thru the Carver model committees would report to the Executive Director. In reality the Board can not review all material received or it would spend the majority of its on administration.

The context would be for the BoG to take the "Big Picture" approach and devolve administration to the administrator- not to divorce the BoG from management but not to micro manage, as the Board works to achieve transparency. The Board must also respect the work that's been done and must learn to delegate to staff or committees.

BoG identified that the most important role of CSLA is communications

We currently have a stable platform and continuity with the Executive Director. This role should be empowered to have more autonomy and greater decision making capacity. Currently CSLA has devolved the running of L-P to the Executive Director who is also serving as chair of the Communications committee.

It is important that the policy be simple and that it recognize the division of duties- the Board formulates policy and the Executive Director is responsible for implementing these policies through day to day activities.

**ACTION**

*Sears will identify key issues and create a draft policy which will define roles and responsibilities.*

**13. National Standards and Membership**

This agenda item was deferred to the next meeting. Paterson noted that OALA is in a period of change and that this item required the participation of Vafiades, the OALA BoG representative, who is absent.

Discussion

The CSLA should determine what designation it wishes to use and must be informed as to legal liabilities of this designation. It is important not to create confusion for the public.

The Standards committee should work on opportunities to expand membership of CSLA.

CSLA should also endeavour to harmonize membership categories with component associations.

**14. World Urban Forum**

Colleen Mercer Clarke provided a brief outline of the history of CSLA's involvement.

- December 03 a letter of intent was sent by Colleen Mercer Clarke to Peter Oberlander stating the CSLA's desire to be involved in the World Urban Forum.
- February 04 President Mercer Clarke met with Oberlander and Brown in Vancouver to discuss this involvement.
- Feb. 03 Mercer Clarke & Pauzé met with Bonnie Maples, President of RAIC to discuss joint activities.
- Sept. 03 Paterson & Pauzé met with CIP President Ron Shisheido to discuss the event.
- June 04 Pauzé discussed the World Urban Forum with Steve Braisier, Executive Director of CIP and indicated CSLA's desire to collaborate with CIP on combined sessions.

**ACTION**

*Colleen Mercer Clarke requested that Liane McKenna make a formal request to the BCSLA to host the CSLA Congress in 2006 in conjunction with the World Urban Forum. Colleen Mercer Clarke will serve as interim chair of the CSLA committee which will collaborate with BCSLA on the coordination of the event.*



**CSLA/AAPC  
BOARD OF GOVERNORS MEETING**

**WEDNESDAY, JUNE 15**

**15. Communications Task Force**

Pauzé submitted a report from the Communications committee detailing recent activities:

- The Committee met by teleconference on June 10 to discuss its future strategy
- No feedback was received from the BoG on the logo submissions following the April teleconference
- Decision on the logo submissions from Larry Freisen has been postponed as the committee determined that a plan was a priority
- Pauzé requested a proposal for the communications plan from Tim Stutt which was received on June 14.
- The committee will review this proposal and determine if it wishes to proceed at a meeting in early July
- The committee will pursue review of two selected websites (OALA & ASLA) to determine what elements should be included in the CSLA site.

The Board accepted the report and noted that they are happy to set aside the logo decision for the time being.

President Mercer Clarke informed the Board that she will step down from the committee and believes that Pauzé's role as administrator makes her the ideal person to chair the committee.

Moore stated that he wished to be involved in the communications initiative.

**16. Urban Agenda**

Paterson briefly reviewed the issue and noted that Winnipeg, with its former Mayor Glen Murray, was at the forefront in advocating a New Deal for Canadian cities. Paterson informed the Board that CSLA recently met with representatives of Federation of Canadian Municipalities (FCM) in Ottawa and subsequently registered as a corporate member of the FCM.

Future actions include:

- Development of a key message for transmission to all FCM members.
- Creation of an information piece (postcard or brochure) to convey this message.
- Paterson's urban agenda text to be included in *Landscapes- Paysages*.
- Copies of the above issue of L-P to be sent to municipalities.
- Use of FCM publications to communicate CSLA's message.
- Active participation with FCM in their strategies for advocacy.
- BoG representatives should work on this initiative at component level, engaging politicians to provide support.

Liane McKenna indicated her support for the initiative and agreed to participate. She noted that healthy cities and sustainability are major issues at the municipal level and it is important to position the landscape architecture profession and communicate both internally and externally. CSLA must inform the membership and solicit support.

**17. Recap Governance**

Sears stated that she had reviewed her notes of the previous day's session and was prepared to take the information and create an organizational structure. She referenced the Institute on Governance website and their description of the traditional model of governance which Sears believes applies to CSLA with small modifications.



**CSLA/AAPC  
BOARD OF GOVERNORS MEETING**

**ACTION**

*Sears will write up a description of the chain of command and reporting structure including checks and balances. She will provide a terms of reference for all positions and will provide this document to the BoG in time for its review prior to the September BoG teleconference.*

Sears recommended that CSLA then recruit legal assistance for the Bylaws revisions.

- President Mercer Clarke offered to review the report.
- McKenna and Wyma will also review the document.
- Pausé will review the Executive Director portion.

**18. Future Meetings**

The next meeting of the CSLA Board will be a teleconference in early September. Following that there will be a BoG meeting in Regina in November, date and time to be decided.

In 2005 the first meeting of the BoG will take place in Montreal in conjunction with the AAPQ's celebration activities. This will be followed by a teleconference and the Congress, AGM and BoG meetings in August, 2005 in Winnipeg.

**19. Adjournment**

**There was no further business.**

**MOTION 2004-4-4**

**Moved by Liane McKenna "that the June 2004 meeting of the CSLA BoG is adjourned."**