

DRAFT MINUTES

CSLA Board of Directors

May 28-29, 2014, Executive Boardroom, Fairmont Château Laurier Hotel, Ottawa

Present: Michelle Legault (Recording Secretary), Peter Alexander, Bob Somers, Joanne Moran, Cameron DeLong, Jean Landry, Claude Potvin, Peter Briggs, Carol Craig, Robert Norman, Gordon Kraushaar, Trevor Tumach, Nastaran Moradinejad, Pawel Gradwoski, Margaret Ferguson, Raquel Penalosa

Guests: Alex Topps, Colleen Mercer Clarke, Steven Sunderland and Gérald Lajeunesse

No.:	Item:
1	<p>Call to Order and Welcome</p> <p>Peter Briggs welcomed the board and new members Nastaran Moradinejad (BCSLA), Bob Somers (MALA), Joanne Moran (OALA) and Peter Alexander (AALA).</p>
2	<p>Approval of Proposed Agenda</p> <p>MOTION 2014-5-1: Moved by Gordon Kraushaar and seconded by Joanne Moran that the agenda for the 28-29 May 2014 Board meetings be approved as presented. Motion unanimously approved.</p>
3 a)	<p>Approval of the Minutes of the Meeting of January 7th, 2014</p> <p>MOTION 2014-5-2: Moved by Peter Alexander and seconded by Trevor Tumach that the minutes of the meeting of 7 January 2014 be approved as presented. Motion unanimously approved.</p>
3 b)	<p>Approval of the Minutes of the Meeting of February 26th, 2014</p> <p>MOTION 2014-5-3: Moved by Jean Landry and seconded by Margaret Ferguson that the minutes of the meeting of 26 February 2014 be approved as presented. Motion unanimously approved.</p>
3 c)	<p>Approval of the Minutes of the Meeting of March 18th, 2014</p>

	<p>MOTION 2014-5-4: Moved by Jean Landry and seconded by Gordon Kraushaar that the minutes of the meeting of March 18th, 2014 be approved as presented. Motion unanimously approved.</p>
3 d)	<p>Approval of the Minutes of the Meeting of May 9th, 2014</p> <p>MOTION 2014-5-5: Moved by Cameron DeLong and seconded by Trevor Tumach that the minutes of the meeting of May 9th, 2014 be approved as presented. Motion unanimously approved.</p>
4	<p>President's Report</p> <p>Peter Briggs reported that this will be his last meeting, and thanked all for their support during his presidency. He noted that the board is operating at a high level because our operations are very solid. He believes the CSLA has a very good momentum and that we should focus on grooming board members, developing leadership skills and focusing on member services. The board has been transitioning from a working to a leading board, and the level of planning is very impressive. We can begin being proactive instead of responsive, and we can now focus on things which matter to our members. We should be thought leaders and firebrands, and our structure ensures that our messages and our cooperation with the component associations become vital relationships. Peter Briggs encourages all members to think of what they would like to see accomplished in the next strategic plan. Peter Briggs emphasized that he has gained much from being on the CSLA board. He asks - what is the highest use of our time at this table? He also notes that having consistency in the board is essential, and he believes we should review board tenures. Peter Briggs then offered a book, <i>Good to Great</i>, as a gift to the members.</p>
5	<p>Component Updates</p> <p>a) APALA APALA held their first continuing education session in May in cooperation with Landscape New Brunswick. In addition, APALA was invited to address a grade 9 class in Stanley during World Landscape Architecture Month. Finally, the procurement of LA services is moving from procurement to commodity base in the region, and APALA will be looking at this issue in the near future.</p> <p>b) AAPQ Jean Landry reported that 2013-2014 was a year of change for AAPQ, with a new executive director and new perspectives and changes within the organization, all while a new strategic plan was put in place. In addition, the AAPQ has launched a new internship process - the information on the process is on the AAPQ website. Jean Landry also noted that the AAPQ signed the</p>



reciprocity agreement, and that ongoing governance is a priority. He noted that the component agreement document was well-received by the AAPQ, but that there will still be some discussion required. He noted that the AAPQ will be celebrating its 50th anniversary next year, and that Ron Williams' book will be launching at the CCA in June. He commended the partnership between the AAPQ, CSLA and LACF for the book launch.

c) OALA

Joanne Moran reported that OALA had approved a mandatory continuing education program. She noted that that largest OALA AGM and conference was held in March with 250 participants. She notes that OALA members are making more requests on policy issues and the OALA will be working on this in the future. In addition, there is more representation across the province, outside of Southern Ontario. The OALA is also experiencing a high turnover in board members, and it's difficult to maintain continuity in the board. There are 865 full members currently. Her concerns on this board are maintaining the attitude that the CSLA and components are the same people, and is interested in position papers.

d) MALA

MALA continues to struggle in achieving Name Act legislation and with the Code of Conduct. A legal case is now closed, but the Code of Conduct will be re-invented in response to the legal issues MALA experienced. Over 100 people attended the recent MALA Annual General Meeting, and many of those participants were students. In addition, MALA is gearing up for WLAM in September, in conjunction with Winnipeg Design Week.

e) SALA

Trevor Tumach reported that SALA has a full membership of 30 in province members and 40 out of province members, and 28 attended the recent AGM. Name Act Legislation and continuing education are priorities for SALA, and Laureen Snook has recently become president.

f) AALA

Peter Alexander reported that advocacy, the LARE, and working with government regulations, along with a second part of a membership survey, are priorities for the AALA in its upcoming strategic plan. AALA is looking to have a full-time executive position to administer the association. Practice review structures have also been addressed recently. The University of Calgary is pursuing a MLA program and NAIT is pursuing a BLA program in landscape architecture.

g) BCSLA

BCSLA's office has moved and the website has been updated. This year, the BCSLA celebrated its 50th anniversary in conjunction with the Land Summit, and had a green tie gala to celebrate the anniversary with 225 people in attendance. BCSLA members are asking the association to take positions on issues and how to respond to these issues and whether the CSLA has a role will be a priority for the year. In addition, the BCSLA is working through reciprocity agreements, and has joined a CLARB pilot project, the Regulating Welfare Pilot Project. BCSLA admits 25-30 new members every year and is currently at 581 full members.

h) NuALA

	<p>NuALA has 4 members of which one lives in Nunavut. Nunavut has provided comments on the landscape charter initiative, and the component agreement process. In addition, NuALA will work with the CSLA executive director on creating a web site for the association. Board engagement will be a priority for the upcoming year.</p> <p><i>i) NWTALA</i></p> <p>Margaret Ferguson reported that NWTALA members are spread across the country, and capacity is a challenge with 6 full members. The Association circulated WLAM posters in NWT, commented on the component agreements and have moved forward in terms of the Canadian Landscape Charter Initiative. The NWTALA has also launched a website hosted via the CSLA's site.</p>
6	<p>Executive Director's Report, Review of the CSLA Website and Review of the May 2014 Evergreen Action List</p> <p>Michelle Legault reviewed the Evergreen Action List for May 2014, the website changes since the last meeting, and highlighted the Ron Williams Book Tour, President's Pins, GGMLA, World Landscape Architecture Month and the Congress.</p> <p>Arnis Budrevics suggested that the 20k held in trust by the Ratcliffe Foundation should be funneled through the LACF, in their role as supporting research and publication.</p>
7	<p>Finance Committee Report</p> <p>Arnis Budrevics presented the updated financials.</p> <p>Arnis Budrevics explained that the CSLA budget has now increased by 100,000\$, and according to our Reserve Fund Policy, we need to have a minimum of one-third of our operating expenses in reserve.</p> <p>MOTION 2014-5-6: Moved by Joanne Moran and seconded by Nastaran Moradinejad that the CSLA Reserve Fund be increased by \$55 000 from Unallocated Net Assets to maintain compliance with the Reserve Fund Policy. Motion unanimously approved.</p>
8	<p>By-Law Review Update</p> <p>Michelle Legault provided an update on what will be expected at the Annual General Meeting and summarized the changes in the classes of membership.</p>
9	<p>Advocacy Task Force Update</p>

	<p>a) Update Carol Craig reported that the Climate Change Position Paper has been approved and circulated. She encouraged members to seek out other potential position papers. She also encouraged members to bring forward any items which would be useful in the advocacy toolkit. A media relations kit is in development, as is the Speakers' Bureau promotion, via a pamphlet. Carol Craig encouraged members to suggest or approach members who would be suitable speakers.</p> <p>b) Study on the Value of Landscape Architecture What is the value of LA? What are we contributing to our society? To the economics of Canada? These are questions which will be addressed by the study. A draft RFP is being drafted for the Board's approval.</p> <p>Members discussed the importance of other initiatives such as the Canadian Landscape Charter Initiative in advocacy, and helping define the role of the profession in more detail.</p> <p>To a question by Margaret Ferguson, Michelle Legault explained that a framework should be developed to deal with requests, and that different issues require different approaches. Joanne Moran suggested that the process of mediation would be useful.</p>
10	<p>Governance Task Force Report: Component Agreements</p> <p>Claude Potvin provided some background on this initiative and encouraged the board members to work with their components. A second draft will be circulated after the president component's roundtable on Thursday. Claude Potvin summarized the comments received by components: using an equal language (avoiding small, medium and large), bringing the regional perspective to the board, maintaining flexibility in the Congress planning model, making advocacy a national program with the CSLA in a leadership role, CSLA providing resources, such as website development and management services, establishing and maintaining standards of professional contact nationally. Peter Briggs emphasized that the document was meant to be a high-level agreement of exchange between component associations and the CSLA.</p> <p>Jean Landry suggested that the CSLA's type of governance should be reviewed, in addition to the current working relationship. Members discussed the CSLA's review of governance models, noting that the federative model has been previously ruled out. Jean Landry suggested that the information on previous governance reviews be brought forward. Michelle Legault described previous governance reviews and noted that the main agreement that had members' accord were the by-laws. Claude Potvin suggested adding a preamble to the component agreement to that effect. Joanne Moran suggested softening the language of the agreement to emphasize the collaborative aspect of the agreement. Nastaran Moradinejad suggested that the agreement should not overlap with</p>

	<p>the CSLA by-laws. Gordon Kraushaar suggested adding text about the role of a national association and a provincial association, that in Canada, legally, professional associations are under the jurisdiction of the province.</p>
11	<p>Congress 2014</p> <p>Michelle Legault provided an update on the Congress and spoke of the registration, the tours, the program and the trade show. Steven Sunderland reported that the format used for planning this congress was certainly successful. Gérald Lajeunesse noted that previous Congresses required much effort from volunteers. Steven Sunderland and Gérald Lajeunesse recognized Michelle Legault's logistical and administrative support. The new formula ensured an updated Congress with an emphasis on a complex program with many outdoor events. Colleen Mercer Clarke reported that she was grateful to the chairs for supporting the theme of climate change. She described the process for selecting the program's speakers. She indicated that climate change could be described as "clear and present danger". She is hopeful that this Congress will encourage landscape architects to take leadership in this issue.</p>
12	<p>Congress 2015 - Update</p> <p>Claude Potvin provided an update on the 2015 Congress theme, location, tours and keynote speakers. He noted that a call for papers would be done in the late summer. Michelle Legault indicated that this would be a large Congress, which much interest from delegates and trade show exhibitors.</p>
13	<p>IFLA Update</p> <p>a) <i>2017 Summit in Montréal and agreement</i> Raquel Penalosa presented the 2017 Congress and summit to be held in Montreal. A meeting will be held in 2015 in Korea in preparation for 2017 - defining the themes and topics. Michelle Legault then provided an overview of the status of the various agreements and Mission Design's involvement.</p> <p>b) <i>Canadian Landscape Charter Initiative Update</i> Jean Landry provided background on the Canadian Landscape Charter Initiative and reported that the project was entering in a crucial phase, with a final product in sight. He indicated that the following day, a session would be held to further the development of the document. We need to identify where we stand as landscape architects in regards to stewardship, our clients, etc. The next steps are to integrate the comments of Thursday's work session to arrive at a final draft, post the information on the web site, and board approval. In addition, Jean Landry noted that an action plan and budget is required for this initiative. To a question by Gordon Kraushaar, Jean Landry reported that there is a proposal to create a council to maintain the charter in the long term and that this council would be a function of the CSLA.</p> <p>c) <i>IFLA World and Regional Update</i></p>

	<p>Raquel Penalosa will be president of IFLA Americas as of next week for a 2 year term. She reported that the IFLA has restructured its governance substantially in the past few years. The regional structure was maintained and the IFLA itself was highly de-centralized, giving more autonomy to the regions, including financial autonomy: Americas, Europe, Africa, Asia-Pacific, and Middle East. For the Americas, Raquel Penalosa reported that there are 17 associations in North America and that the US is not a voting member because of lack of dues payment. Her goals as president of the IFLA Americas will be to focus on governance, engage members, and improve communications by creating an IFLA Americas web page and sort out finances. She suggests that a committee composed of Claude, Jean, Arnis, Peter, Michelle and Raquel be created to act as an advisory group to expand CSLA role within IFLA.</p>
14	<p>Awards of Excellence Task Force Report</p> <p>Michelle Legault provided an overview of the changes proposed – electronic submissions, revamped categories, a list of finalists with a select group of winners, a best of award category, and a legacy award. In addition, she reported on the communications strategies to maximize the awards.</p> <p>Raquel Penalosa suggested that the advocacy task force undertake projects to promote the winners, such as videos, etc. Peter Alexander suggested that the People’s Choice Award was very popular in Alberta. Robert Norman has asked to join the task force.</p>
15	<p>CE Committee Report</p> <p>Gordon Kraushaar provided background on this item, and reported that many components are actively pursuing continuing education systems. The CE Committee undertook an environmental scan which is to be completed. Gordon Kraushaar indicated that many questions were still in place: who will regulate, who will approve the content, who will hold the information? Pawel Gradowski suggested that this item be discussed at the component president’s roundtable. Pawel Gradowski to remain on the committee and Peter Alexander agrees to join it.</p>
16	<p>Code of Conduct for CSLA Members</p> <p>Peter Briggs reported that a consultant had drafted a code of conduct for the CSLA. Members suggested the following modifications:</p> <ul style="list-style-type: none"> • Replace “shall” with “is expected” in all bullets • Remove the three bullets referring to cultural and historical context, materials and products, and human health • Add sub-headers in the bullets

17	<p>Fall, 2014 CSLA Board Meeting</p> <p>Peter Briggs provided background on this event, noting that the ASLA holds a board meeting and a chapter presidents meeting, where he believes there would be the greatest opportunity for the CSLA board. Michelle Legault noted that she will ask all members for their availability to ensure early registration by next week.</p>
18	<p>Policy on Invoicing</p> <p>Michelle Legault provided background on this item and presented the proposed policy. Members suggested involving the components. Joanne Moran suggests adding an appeal process.</p> <p>MOTION 2014-5-6: Moved by Cameron DeLong and seconded by Bob Somers that the Policy on Invoicing be approved as modified. Motion unanimously approved.</p>
19	<p>Election Policy</p> <p>Peter Briggs described the modifications made to the election policy.</p> <p>MOTION 2014-5-7: Moved by Margaret Ferguson and seconded by Gordon Kraushaar that the Election Policy be approved as presented. Motion unanimously approved.</p>
20	<p>CSLA Salary Survey</p> <p>Michelle Legault provided background on this item. Pawel Gradowski suggested that tablets could be made available at the Congress to encourage members to take the survey. Cameron DeLong encouraged us to phrase questions very carefully to obtain reliable data. The survey should be a maximum of 10 minutes, and we should offer this information to firms for free. Ensure that its lifelong projection is established – that the study is repeated every few years. Should we consider selling the information to firms? If so, we can integrate that in the RFP. For a group our size, what response would be statistically valid? Do a comparison with ASLA and BC.</p> <p>MOTION 2014-5-8: Moved by Bob Somers and seconded by Margaret Ferguson that the CSLA undertake a compensation survey and analysis and instruct the Executive Director to draft an RFP for approval. Motion unanimously approved.</p>
21	<p>Mirroring the Nation Declaration</p>

	<p>Peter Briggs presented this item. Members discussed the validity of this declaration in the Canadian context – that this is not a Canadian problem, and isn't relevant to the Canadian reality.</p>
22	<p>Strategic Planning Session</p> <p>Carol Craig and Peter Briggs summarized the process for the session.</p> <p>What do the Board members want to achieve during their tenure?</p> <p>GORDON KRAUSHAAR: How to make best use of the advocacy tools and contributing to continuing education</p> <p>NASTARAN MORADINEJAD: Internal and external communications – correcting the disconnect between CSLA and the BCSLA. CSLA should start engaging other levels of government and allied professions. Equip the components to move forward with tools to achieve their objectives.</p> <p>PAWEL GRADOWSKI: Reduce the duplication in components and CSLA's role as a leader and clearinghouse.</p> <p>MARGARET FERGUSON: Communicating effectively to the membership. Advocacy. Continuing education.</p> <p>PETER ALEXANDER: Salary survey.</p> <p>BOB SOMERS: Awards program modernization. Do a business plan for the awards program?</p> <p>JOANNE MORAN: Shift the thinking at the component so that we are not in competition with but the CSLA is seen as an added resource. Member relations and communications. Continuing education program. Involve practitioners with the universities. Develop position papers. Communication with other professions.</p> <p>CAMERON DELONG: Communication and advocacy. Sharing knowledge with the students who are up and coming.</p> <p>ARNIS: Finances. No longer focusing on admin and gone beyond the numbers.</p> <p>CLAUDE POTVIN: Relationships with the components. Suggests that ExCom meets with components boards on occasion.</p> <p>ROBERT NORMAN: Salary survey. Evaluating the strategic plan using smart goals. Communications, public relations and marketing. Consider a student member category. Getting involved in other organizations.</p> <p>PETER BRIGGS: Communications, LP and member services, streamlining our organization.</p> <p>CAROL CRAIG: Advocacy. Finding our voice. Education.</p> <p>ORGANIZATIONAL HEALTH</p> <ul style="list-style-type: none"> - Organization, continuity plan, admin with related orgs - Board: leadership planning, new board and new ideas, skill development - Volunteer: engagement and planning - Internal relationships: LACF, LAAC, COF, Components, Universities and external relationships: IFLA

	<p>ADVOCACY</p> <ul style="list-style-type: none"> - CLCI, GG medal, study on value of LA - Government advocacy <p>MEMBER SERVICES</p> <ul style="list-style-type: none"> - Salary survey, component services (web and directory), economies of scale, landscape standard, media support, continuing education <p>COMMUNICATIONS</p> <ul style="list-style-type: none"> - Communications Policy: internal and external - Resources: training, staff, web, social media, volunteers, etc. , resources for LP <p>Ensure all strategies are measurable.</p> <p>Nastaran, Joanne and Cameron to join Peter and Rob on a strategic plan committee.</p>
23	<p>LAAC Update</p> <p>Alex Topps reported that the LAAC would move to a 6-year accreditation cycle, and noted that their standards would eventually resemble the US accreditation system. In addition, the accreditation manual is being developed and a system of digital previews will be implemented, as well as a tutorial system for evaluators and visitors. Finally, Alex suggested that the Board consider the membership of the LAAC – for example, CLARB is a participant of the US council, and more members are required on the council.</p> <p>In terms of budget, there are 5 new programs in development, and a new program fee, such as a candidacy fee, is important. The LAAC currently is under-funded. Alex Topps suggests that a workshop or session with the board would be beneficial. He also suggests that administrative support is in great need for the LAAC. He suggests that the Board should begin to think of succession in terms of leadership for the LAAC.</p> <p>In terms of budget, Alex Topps noted that by next year, there would be a need for 10,000\$. For next steps, we would ask Alex Topps to prepare a formal budget requirement for 2015-2018 before the Fall 2014 board meeting.</p> <p>MOTION 2014-5-9: Moved by Joanne Moran and seconded by Cameron DeLong to move 15k from UNA to support LAAC. Motion unanimously approved.</p>
24	<p>Budget Review</p>

	<p>Arnis Budrevics presented the budget modifications</p> <p>MOTION 2014-5-10: Moved by Margaret Ferguson and seconded by Peter Alexander to support the Canadian Landscape Charter Initiative by \$5000. Motion unanimously approved.</p> <p>MOTION 2014-5-11: Moved by Joanne Moran and seconded by Nastaran Moradinejad to increase the board expenses line by \$7500 to accommodate advocacy activities at the fall, 2014, board meeting in Denver. Motion unanimously approved.</p> <p>MOTION 2014-5-12: Moved by Bob Somers and seconded by Margaret Ferguson to transfer 12 500\$ from UNA for special project support and balancing the budget. Motion unanimously approved.</p>
25	<p>Adjournment</p> <p>The meeting adjourned at 11:45.</p>

Next CSLA Meetings:

Executive Committee Meeting	Tuesday, September 9 th , 2014 at 12 pm EST
CSLA Board Meeting (by teleconference)	Tuesday, September 23 rd , 2014 from 12 pm to 2 pm EST
Executive Committee Meeting	Tuesday, October 21 st , 2014 at 12 EST
CSLA Board Meeting and ASLA Meeting (Denver)	November 20-24, 2014 (time and dates to be confirmed)