

# ANNUAL REPORT 2004



The Canadian Public Relations Society , Inc.

## NOTICE OF CPRS ANNUAL GENERAL MEETING

The Annual General Meeting of The Canadian Public Relations Society, Inc. will be held on Friday, June 11, 2004, 4:00 p.m. to 6:00 p.m., at the Hilton Hotel in Québec City, Québec for the following purposes:

- A. To approve the Minutes of the 2003 Annual General Meeting;
- B. To approve audited financial statements for the year ending March 31, 2004;
- C. To appoint auditors for 2004 – 2005;
- D. To approve the acts of the Directors and Officers of the Society;
- E. To approve any proposed change to the Bylaws and Regulations;
- F. To receive reports of the Committees and Council;
- G. To elect Officers for the 2004 – 2005 term;
- H. To transact any other business which may legitimately come before the meeting.

### ANNUAL MEETING AGENDA

1. Call to order
2. Recognition of procedures
3. Approval of the agenda
4. Approval of Minutes of previous meeting, June 18, 2003, held in Charlottetown, PEI
5. President's remarks
6. Treasurer's Report/Auditors' Report
7. Appointment of the 2004-2005 Auditors
8. Membership Dues
9. Bylaws and Regulations changes
10. Committees/Council annual reports
  11. Confirmation of acts
  12. Nominating Committee report
  13. Message from the incoming National President
  14. Introduction of Directors
  15. Introduction of Committee and Task Force chairs
  16. Any other business
  17. Adjournment

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# PRESIDENT'S MESSAGE

BY LISA HOMER APR, NATIONAL PRESIDENT

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This particular AGM marks a bittersweet milestone for me. While I am proud of the accomplishments achieved over this year, I am also a little melancholy about wrapping up my term after more than 15 years of volunteering for the Society. It has been a challenging, meaningful, fun and sometimes wild ride, but I wouldn't change one moment of it. I am especially thankful for the committed, effective and hard-working National Boards and Executive Committees I have worked with over the years. Of course, I am most proud of the National Board and Executive Committee of 2003/04. This team has volunteered many hours on your behalf and they have consistently made good decisions and taken action on those decisions to implement some incredibly important initiatives. I am also extremely pleased with the support and efforts of many of you – "members-at-large" who have made significant contributions to accreditation improvements, the governance activity, new educational initiatives, the presidential tour and Global Alliance (GA) efforts, to name a few.

And with the support and efforts of our National Office, we have been able to make some large strides this year. Although there is always more work to do and we know that priorities will change in the coming years, especially now that we are moving forward on a new governance model, I am pleased with what we have been able to accomplish in the last year.

We have achieved a number of initiatives, from internal housekeeping items to a very intense, and member supported, governance effort. These efforts build upon the many initiatives and accomplishments the National Board, the Executive Committee and the National Office have achieved over the last several years. I think the best way to highlight our achievements and challenges is by framing them within the three areas of priorities we identified for 2003/04.

## **CONTINUOUS IMPROVEMENT ON MEMBERSHIP SERVICES**

We have added an on-line, searchable directory, which I have used many times already, as well as the on-line capability to become a member or to renew your existing membership. You can also update your information within the directory on-line...we have come a long way in our ability to maintain a current, accurate membership database. We have also made many improvements

to accreditation, resulting from the recommendations of the Accreditation Process Improvements Implementation Team, chaired by Colleen Killingsworth APR. These improvements included the research of a web-based examination which proved to be too costly and too risky to implement at this time; however, we piloted a new way of conducting the oral examination using three-way calling voice technology. This proved very successful in 2003. We had an astounding success rate of 83 per cent in 2003 with 24 of 29 candidates from 10 different Member Societies achieving their APR designation. Thirty-seven candidates applied for accreditation in 2004.

We also offered a variety of new professional development opportunities through our new sponsorship arrangements and, we continue to offer new resources and sources of information through our expanded web site. We have added a number of features and new content to our web site (including the addition of Board minutes) and started providing web trending reports to the National Board to share with members. We added a new student award in partnership with Frontline Corporate Communications. We created a privacy policy to comply with Federal regulations and our College of Fellows is up to 32 members and 12 honorary members.

We have sustained our commitment to more frequent and more effective communications with you. We continue to do this through timely updates to our web site, direct emails when warranted, regular Communiqués, and other key documents such as those required for consultation with you on the new governance model.

Our challenge continues to be membership retention and growth. To that end, we conducted a brief survey to help us determine why some members don't renew. We will continue to focus on this area in the coming years.

## **IMPROVED FINANCIAL MANAGEMENT AND DEVELOPMENT OF NEW REVENUE STREAMS**

As was explained at last year's AGM, the Society faced a challenging year and ended with a debt. We have taken the bull by the horns and the Executive Committee approved a plan to eliminate our \$66,000 debt over two years. This will ensure we maintain membership value while helping us to set the foundation for establishing a healthy contingency fund. We are on track with

this plan and it's thanks to everyone involved taking a cost/value approach to every line item in the budget. Some of the initiatives contributing to our success have been reducing our Board meeting expenses, delaying the publishing of a hard-copy directory until after the AGM when the membership database should be its most accurate (and offering an on-line version in the meantime). We planned to apply 50 per cent of the membership fee increase to debt reduction, practice true cost accounting, and eliminate the inclusion of surpluses from conferences in our revenue stream .

Currently, our revenue comes primarily from membership dues. While we are committed to reducing our debt, we have made great strides in the development of new revenue streams. For the first time, we have a national sponsorship program which will help our national conference planning teams get a significant head start and which aligns with local Member Society efforts. This program not only provides a new source of revenue to our Society, but it also ensures that potential sponsors have opportunities at local and national levels. We have secured four major sponsorship agreements to date – **Canada NewsWire, CCN Matthews, CP Images and the Canadian Institute** – with several of these agreements in place for three-year terms.

We are pleased with the progress we have made and we are committed to continued sound, open and effective financial practices.

#### **P.R. FOR P.R.**

We can be a little like the “shoemaker’s children” in this area, but we have made some progress and will continue to focus on this area now that our extensive governance consultation effort is wrapping up. One of our major initiatives which achieves a number of objectives, including PR for PR is our Global Alliance effort. Jean Valin APR, Fellow CPRS is the new chairman of the GA and he has some ambitious goals. We have set the standard for a universal code of ethics to be adopted by the 150,000 PR practitioners involved worldwide in the GA through member organizations like CPRS. The Global Alliance also worked with Edelman to implement a study on the hard/soft regulations affecting our profession in Italy, South Africa and the U.K. Results of this study and more information on the GA can be found on our web site.

It was great to meet so many of you when I was on the “presidential tour.” Unfortunately, I didn’t get to all member societies, but I was able to visit

Montreal, Calgary, Regina, Ottawa, Toronto, Vancouver, Victoria, Prince George and Edmonton. In some cases, I was a guest at some great events and in other cases, I presented my thoughts on corporate social responsibility. If you want to see my presentation, it’s posted on our web site in the “updates” section.

With financial assistance from CPRS (Toronto), we negotiated an advertising campaign with *Marketing Magazine* for four ads which ran in various issues promoting the APR designation and a double-page spread in the *Public Relations Resource Book* published in June 2003.

We have continued to build relationships with the media through news releases on our initiatives/events (Global Alliance announcements, accreditation candidates, award winners, the national conference, and so forth) and local efforts including a mention of my presentation in Calgary by “Around Town’s” columnist, David Parker (*Calgary Herald*, March 2004).

#### **GOVERNANCE REVIEW**

We started reviewing our governance structure several years ago with the hopes of improving decision making, increasing member involvement and improving cost control. A Governance Review Task Force was struck with a cross-Canada team made up of Colleen Killingsworth APR (Calgary), Guy Litalien, ARP (SRQ), Grace Diffey APR (Hamilton), Richard Sparkes APR (Newfoundland), Pierre Pointbrand APR (Ottawa) and Joan Yates APR (Vancouver Island). This incredible team took on the entire process of developing the proposed governance model, the member consultation tools and incorporating your feedback into final recommendations for Board approval. At a Special General Meeting held March 31<sup>st</sup>, 2004, 418 eligible proxies voted 99.3 per cent in favour of the governance resolution. Thanks to all of you for taking an important step forward and for truly making history for our Society.

We continue to count on you to complete this important effort by taking part in our AGM at the national conference in Quebec City. Hopefully, you can participate in person, but if you can’t, be sure to get your proxies in to vote on the bylaw changes required to make this new governance model a reality for our Society.

And, speaking of our national conference...I personally can’t wait to visit the historic and beautiful Quebec City in June. In addition to what I expect will be some great opportunities to enjoy

all the social aspects Quebec City has to offer; I am excited to hear the timely topics covered through case studies, panels and sessions. A number of excellent, international speakers are on the roster, with James E. Grunig being one of my most anticipated.

Congratulations to Richard Fournier, ARP and his volunteer conference planning team for all of their efforts to date and for what I am sure will be an invigorating and special national conference.

#### **ACKNOWLEDGEMENTS**

I would like to acknowledge and thank the Executive Committee who has continually demonstrated a team commitment to improving the Society for all members. And, while I was on tour, I received kudos from every single Member Society about our Executive Director, Karen Dalton APR, Phil Boyd, Elizabeth Tang, Wendy Wellington and Val Boyd from Philip Boyd & Associates Inc. We simply could not have made this year's strides without their dedication, expertise and guidance. We look forward to

## **NATIONAL OFFICE REPORT**

BY KAREN DALTON APR, EXECUTIVE DIRECTOR

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The National Office provides strategic planning and administrative services to the Board, its Committees and Council and their programs. In addition, the National Office is responsible for the administration of membership renewals, new member processing, web site maintenance and all member communications. Working with a small, dedicated team we faced a demanding year. Here is a summary of our activities:

#### **ACCREDITATION**

We administer the Accreditation program providing support to the National Council on Accreditation for teleconference meetings from September until June. We worked closely with the Chief Examiner English and the Chief Examiner French to provide administration for the five regional examiners who were responsible for planning and overseeing the written and oral examinations for accreditation candidates in October. Also under the guidance of the Chief Examiners and working with 17 local Society Accreditation Presiding Officers we processed 37 applications for the 2003-2004 accreditation candidates in December and handled the distribution of the accreditation work examples to the volunteer graders in April. We have prepared the new APR certificates, which were distributed

continued support under the new governance model.

I want to express my gratitude to all of you – including all of those on the National Board of Directors – for your ongoing support and for your feedback. You have told us what you feel we are doing right and what you feel we need to be doing more or less of, and yes, sometimes this can be a bit of a challenge. However, your continued involvement in the direction of our Society tells me that you care and that you are passionate about our profession and about how we as professionals support public relations. The volunteers who will be part of the new governance model will continue to count on your involvement.

I am honoured to have served this organization in a leadership capacity and I know that the friendships I have made and the experiences I have shared with many of you will not soon be forgotten.

Thank you.

to local Member Society Presidents for presentation to candidates locally. We have also provided administration support for organization and implementation of the Accreditation Training Day held during the national conference.

#### **AWARDS**

We provided administrative support to the Co-Chairs of the Awards Committee and designed the 2004 Awards brochure, which was sent electronically to all members and posted on the web site. We also prepared and distributed the applications for the Special Awards and the Major Awards. The National Office received 77 Awards of Excellence entries in 10 categories by the April 5th deadline and distributed them to eight judging teams across the country. All entrants have been notified of the results and sculptures and certificates are being prepared for the Gala Awards night in June. The finalists in each category are posted on the web site.

#### **BOARD**

The Executive Director works closely with the Executive Committee of the Board coordinating, arranging and taking minutes for the monthly Executive Committee teleconferences and meetings prior to and following the Board

meetings. We were responsible for all arrangements for the October, February and upcoming June Board meetings. The National Office prepares monthly financial statements and assists the auditors in preparing the Audited Financial Statements for the year ending March 31st. We also provide full support for the Annual General Meeting and to the Nominating Committee for the election of officers. We worked closely with the President to coordinate and arrange travel for the Presidential Tour.

### **GOVERNANCE AND FINANCIAL CONTROL**

We continued to refine our financial statements, which has improved the reporting of the financial data to the Board, Executive Committee and Member Societies. We continued to provide Member Societies with timely payment of their local membership dues. In May 2003, we facilitated the first meeting of the Governance Review Task Force held in Hamilton and assisted with the preparation of all of the documents relating the Task Force's meetings, recommendations and communications with members. We engaged legal counsel and provided administrative support for the Special Meeting held March 31, 2004 including mailing the notice and assignment of proxy vote to all members. We still believe that it is prudent for the Society to place significant emphasis on improving its financial performance and the effectiveness with which it delivers member services.

### **NATIONAL CONFERENCE**

The National Office is responsible for managing the financial records for the National Conference including the collection of delegate registration fees, issuing receipts and providing the Organizing Committee led by Richard Fournier, ARP with timely reports on registrations and sponsorship revenues. Again, this year we designed and implemented an on line registration form for the Québec City conference which has proven to be widely used by the membership. We undertook to develop standardized contracts for sponsors and exhibitors, which will also be used

for future conferences. We provided administrative support to the Organizing Committee for communications with members, speakers and sponsors. This included numerous email blasts and fax communications and we coordinated and administered the mailing of the preliminary program to members. We are also responsible for managing the registration desk at the conference.

### **MEMBERSHIP PROCESSING**

We were extremely busy this year processing 287 new member applications during the fiscal year. We continued to invest in the database management system which allows us to provide better record keeping and reporting capabilities to ensure that Member Societies have accurate and timely information on new members, renewing members and expired memberships. In February, we implemented a new on line renewal form to allow members to access a secure site to renew their membership using a credit card. Our membership renewal notice process and member receipt form are automated and we processed and mailed membership cards to all members again this year. We continue to provide monthly membership reports of current and expired members to Membership Presiding Officers in each Member Society.

### **COMMUNICATIONS**

The National Office is responsible for the maintaining the CPRS web site. In January, we invested in the programming required to post a searchable Membership Directory in the Member Only area online. We wrote and distributed Communiqués via email to our membership highlighting our new members, our awards and accreditation program updates and information on the National conference and Board activities. We also responded to dozens of requests for information on the public relations profession and handled media requests for interviews with the President. We received many requests for information on public relations courses in Canada.

## **ACCREDITATION COUNCIL REPORT**

BY DERRICK PIETERS APR, FELLOW CPRS, PRESIDING OFFICER

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### **OVERVIEW**

The Accreditation Council is pleased to report that during 2003/2004 there was evidence of the membership's continued interest in achieving and maintaining accreditation. Council members, chief

examiners (English and French), regional examiners, graders, accreditation chairs of Member Societies and the National Executive Director and Administrative Assistant Elizabeth Tang worked collaboratively to ensure the smooth

and effective function of the accreditation process.

### ACCREDITATION EXAMINATION RESULTS

During the year under review, 29 candidates approached accreditation. Of this number, 24 were successful, including six from previous attempts. This represents a pass rate of 83 per cent compared to 66 per cent for the previous year — an indication that the candidates were better prepared, and also an encouraging sign for colleagues who are determined to pursue their APR. It is also my pleasure to recognize from among the group of this year's candidates, two individuals who distinguished themselves by their high marks: **Robyn Osgood** APR, from the Ottawa/Gatineau Society, obtained the highest overall average, as well as highest marks in the written and oral examinations. **Hélène Gagnon** APR, from the SRQ, attained the highest score for her work example. Congratulations to both!

For the current year, a total of 30 candidates have indicated an interest in approaching accreditation and have submitted work examples — the first component of the three-part process.

### APPEALS

There were no appeals.

### ACCREDITATION PROCESS IMPROVEMENTS

Implementation Team. Functioning as an extension of the Accreditation Council, the Accreditation Process Improvements Implementation Team (APIIT) successfully completed its task of implementing the recommendations of the Accreditation Task Force and requested it be dissolved. On behalf of the Council, I wish to express our appreciation to the APIIT members for their outstanding work and contribution to improving the accreditation process.

Scoring Guideline Review. In 2003, Council undertook a review of the scoring guidelines used to evaluate all three components of the accreditation process: work example, written exam and oral exam. The purpose of the review was to evaluate the effectiveness, usefulness, applicability and practicality of the scoring guidelines. To conduct the review, a questionnaire was sent to the past two year's accreditation candidates, a sample of potential candidates, graders and accreditation chairs. Although seen to be practical and effective, the scoring guidelines were not perceived to be as fair as they should be. As a result, Council is currently revising the scoring guidelines for this fall's oral and written exams.

On-Line Exam Proposal. Through the work of the Accreditation Task Force in 2002, a decision was made to research the feasibility and effects of offering on-line capabilities for the written exam and videoconferencing for the oral exam for candidates as an option to making candidates or examiners travel. This feasibility study was conducted in 2003.

A cost benefit analysis of putting the written exam on-line was done that concluded it was not feasible to move in this direction; however, the Council has adopted new approaches to conducting the written exam that minimize the requirement for candidates and examiners to travel and maximize the opportunity for candidates to write the invigilated exam locally.

Although video conferencing was determined not to be feasible for the oral exams, Council decided to change the way some oral exams are conducted. Where a limited number of candidates reside in a centre, oral exams will be conducted using three-way phone calling technology whereby one examiner is on-site and two others are on a speaker phone. Plans are currently underway to arrange local examination centres for this year's written examination to further minimize candidates' time, travel and expense in challenging the examinations for the APR designation.

### MAINTENANCE OF ACCREDITATION

With the assistance of Council members, the Executive Director and Elizabeth Tang were successful in re-establishing a Maintenance database and including in it as much historic information as was available. This enabled the Accreditation Council to actively pursue a policy of encouraging voluntary APR maintenance for all accredited CPRS members. The Council is pleased to report that during the year, 36 members representing 14 Member Societies maintained their accreditation.

### RECOGNITION OF ACCREDITATION AND THE APR DESIGNATION

Recognition of accreditation as a measure of professionalism in the practice of public relations continues to be a priority for the Council. In 2002, the National Board of Directors endorsed supporting the design and development of a Graduate Certificate in Public Relations Management at Royal Roads University in Victoria. The endorsement was provided on the basis that the program would be designed to support ladering into CPRS' accreditation. (*Ladering* is a teaching philosophy that addresses

the balance between what is to be taught within the various school systems and its relevance to the 'real' world). As a result, a liaison with the Accreditation Council was established and the program launched in the fall of 2003. The curriculum for the six-month program (two brief on-site residencies and two distance learning courses) supports the public relations body of knowledge established for accreditation. Assessment (how participants are graded) replicates the accreditation process - work example, oral exam, and written exam. A total of 24 people from across Canada graduated from the Royal Roads program in March; six of them are going through the current accreditation cycle.

#### **ACKNOWLEDGEMENTS**

Without the generous contributions of the many volunteers in the CPRS the accreditation process could not function as it does. On behalf of the Accreditation Council, I wish to express sincerely our thankful recognition to all the volunteers in the CPRS across Canada who willingly give their time and expertise to maintain and improve the accreditation process.

#### **REGIONAL EXAMINERS**

Thank you to our Regional Examiners for 2003-2004. Susan Jamieson-McLarnon APR (Vancouver) Region 1, Robin Alford APR, (Winnipeg) Region 2, Theresa Dickson APR, (Toronto) Region 3, Beatrice Pepper APR, (SRQ) Region 4 and Richard Sparkes APR

(Newfoundland) Region 5. Special thanks to Theresa Dickson APR who, after many long years of dedicated service as a grader and regional examiner for CPRS, resigned her position in April. David Magil APR (Toronto) was selected to fill Theresa's big shoes and has already assumed his new responsibilities to ensure a smooth transition with the spring 2004 grading of work samples.

#### **GRADERS FOR 2003-2004**

Terry Aseltine APR (Manitoba), Cindy Bickerton APR (Ottawa), Neil Bousquet APR (Calgary), Lydia Boyko APR (Toronto), Donald Boynton APR (Calgary), John Challinor II APR (Toronto), Lorie Chortyk APR (Vancouver), Marjje Cohn Zacks APR (Toronto), Robert Ellis APR, Fellow CPRS (Regina), Merle Emms APR (Nova Scotia), Deborah Folka APR (Vancouver), Jean Freeman APR, Honourary Fellow CPRS (Regina), Francine Gaudet APR (Vancouver), Dianne George APR (Victoria), Grant Kaiser APR (Calgary), Randy Kilburn APR (Edmonton), Melanie Lee Lockhart APR (Manitoba), David Magil APR (Toronto), Kathy Malley APR (New Brunswick), Susan McDougall APR (Toronto), Barbara Mekelburg APR, Fellow CPRS (Manitoba), Penelope Noble APR (Vancouver), Janice Robertson APR (Calgary), Nancy Rodrigues APR (Toronto), Nancy Saul-Demers APR (Edmonton), Bob Scott APR (New Brunswick), Monique Vézina APR (Hamilton), Jim Wood APR (Calgary).

## **NATIONAL AWARDS COMMITTEE REPORT**

BY GUY LITALIEN APR, AND PIERRE PONTBRIAND APR

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As co-presiding officers for the 2004 National Awards Program, we are pleased to have been actively involved in this long-standing program that celebrates outstanding member achievements and exceptional professional service. This has been particularly rewarding as this year we will celebrate member achievements at a combined CPRS SRQ Gala evening during the Canadian Public Relations Conference in Quebec City.

Our objective this year was to ensure increased participation by members from across Canada. In order to achieve this objective, a complete promotion campaign was put in place that involved sending a brochure to all CPRS members in January and followed up with communications directly with members and through the local Societies.

As a result, this year we received 77 entries in

10 categories, an increase of 13 submissions from last year, and an increase in participation from French speaking members. As a reflection of the level of quality and professionalism of the submissions received, the judging teams retained 36 submissions as finalists that will result in Excellence and Merit awards and Honourable Mentions being presented in June.

In order to ensure professional assessment of the submissions received, seven judging coordinators had been recruited from across Canada. Their responsibility was to bring together local judging teams. One additional coordinator had to be added once the deadline passed and the number of submissions received was known.

As co-presiding officers, we started the consultation early with the coordinators in order to ensure clear understanding of the challenge at

hand and ensure consistent criteria were applied across Canada in all categories. In total, we had three conference calls with all coordinators leading up to the judging itself. Issues covered included criteria for submissions, scoresheets, confidentiality and Q & A's.

The final conference call followed the judging process as a post-mortem, and addressed some issues experienced by various teams and identified lessons learned for the future. As a result, a small committee will review a proposal to standardize grading tools used by judges. Recommendations will be made to the National Board in the Fall 2004 for next year's participants.

Three judging coordinators also participated in the selection of the CPRS/CNW student award of excellence and the CPRS/Frontline Risk and Crisis Communication Student award recipients.

We want to acknowledge the commitment and dedication of the judging coordinators, and they are: Mary Barker APR, Nova Scotia; Deanna Drendel APR, Montreal; Pierre Pontbriand APR, Ottawa/Gatineau; David Rowney APR, Toronto; Tony Iavarone APR, Hamilton; Adele Stevens-Beeston, Winnipeg; Don LaBelle APR, Fellow

## NATIONAL CONFERENCE REPORT

BY RICHARD FOURNIER APR, CHAIR

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It gives us great pleasure to host the CPRS 2004 Annual Conference and AGM in Québec City. Our volunteer team of organizers has spared no effort over the past three years to make this conference a memorable event.

Our outstanding program includes 20 top-rated speakers from Québec and all across Canada, the United States, France, the United Kingdom, Spain, and South Africa. It is likely the most international conference the Canadian Public Relations Society has ever held.

Beautiful Québec City is one of the most

## COMMUNICATIONS REPORT

BY ROD STANLEY APR PRESIDING OFFICER

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I am pleased with the continued development of our member communications and more specifically our enhanced web presence. We have received very positive feedback on the ease of function and value of our web site as a communications tool for members across the country.

CPRS, Edmonton; and Anita Wasiuta APR, Victoria.

Judging Coordinators have also ensured that their teams provide constructive and detailed feedback for each one of the submissions they have assessed. Comments also touch on how the presentations were made and whether they have met all required criteria for the evaluation of the submissions.

The CPRS web site will also include the executive summary of the Award of Excellence winning entries for the benefit of all members. Moreover, with permission for the applicants, the award-winning entries will be sent to CPRS Resource Library for reference by members.

As co-presiding officers, we would like to thank all of the members of the judging teams, especially the coordinators whose commitment and interest in the program was unwavering. The program could not have been completed without the assistance we received from Committee volunteers and the National Office. We particularly appreciated the time and efforts of Karen Dalton APR and Wendy Wellington who succeeded in keeping us on track!

popular destinations in North America, and provides a unique and enchanting setting for each of the three social activities we have planned.

Our volunteers and generous sponsors have made this conference possible. On your behalf, I warmly thank them. I invite you to thank and encourage them personally.

We are presenting Perspectives on Perspective", which we invite you to explore over the next few days. We wish you a most pleasant stay and hope that you will enjoy the conference!

National Office has ensured ongoing attention to web site maintenance and upgrades. Over the past year we have seen the development of an online interactive membership directory, further development of easy to follow drop down menus, a better profile for Member Society links, an enhanced member's only area, timely Communiqué postings and ongoing news updates.

Generally the web site is much more interactive these days. We have also begun the practice of distributing web tracking reports at national board meetings. As we studied web site utilization, some surprising stats have emerged on the many locations around the world which have accessed the site for information gathering.

Naturally with the area of communications there is always more work to be done. Over the past year, a number of Communiqués were issued and included detail on a variety of initiatives underway. We have also encouraged Board members to ensure they keep the lines of communications open among member societies, the National Board and National Office.

We have made efforts this year to be more

responsive to member input when the Society is making significant decisions. The recent efforts of the Governance Review Task force revealed a much more comprehensive consultative model than previously seen by the Society. This group created an excellent two-way member communications template for the Society during the change management process. All Societies were encouraged to host town halls to ensure all members had the opportunity to offer a voice in how the Society is governed. Although many members did not respond to the request for their input, they had the option. Those who did attend town halls and voice support or concerns relating to governance were valued and their opinions contributed greatly to directions taken in the final governance report.

## GOVERNANCE REVIEW TASK FORCE REPORT

BY RICHARD SPARKES APR, NEWFOUNDLAND; GUY LITALIEN, ARP, SRQ; PIERRE PONTBRIAND APR, OTTAWA/GATINEAU; GRACE DIFFEY APR, HAMILTON; COLLEEN KILLINGSWORTH APR, CALGARY; JOAN YATES APR, VANCOUVER ISLAND

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### OVERVIEW

The CPRS Governance Review Task Force was struck in May 2003 and given the mandate to review CPRS' national governance structure, and recommend changes that would more accurately reflect and support the work of CPRS as a whole. The timing made sense. CPRS has undertaken reviews in previous years, but with the changes in our operational support, the Board needed to ensure stability within the National Office before undertaking yet more changes.

The issue of governance was not new to CPRS Boards. The Advantage Group Report (1999) highlighted many issues and recommended that major change take place within a five-year period, including reducing the size of the Board. A subsequent report from the Society's management company presented another possible governance model, which was tabled with the Board in February 2003.

As a volunteer-driven organization, time and clarity of task are required to undertake the necessary work. Decision-making should be undertaken by a Board whose members are engaged in the ongoing issues of the national organization.

The GRTF wanted to ensure our volunteers' time is valued and used effectively both for their benefit and the benefit of the membership.

### PROCESS

Based on the significant research material available and the management expertise provided by CPRS administration, the GRTF developed the following objective to guide its work:

To develop recommendations and to begin a plan to implement changes that will ensure CPRS' long-term operational efficiency, better decision-making, and professional and financial viability. Planning must include short, medium and long-term strategies.

During its June 2003 meeting after considerable discussion and debate, the National Board accepted in principle the GRTF's proposed governance model to allow the GRTF to move forward with member consultation. The GRTF then presented its proposed governance model and plans for consultation to the membership during the 2003 AGM.

Based on the input provided during these sessions, the GRTF refined the proposed governance model to ensure clarity and ease of implementation operationally, all of which is reflected in a discussion paper outlining key changes in direction and the process required to establish the model.

### GOVERNANCE CONSULTATION

In October 2003, the membership of CPRS was asked to participate in the consultation process for developing a new governance model for the

Society. Members were e-mailed information on the proposed governance model developed by the Governance Review Task Force and asked to provide feedback by December 4, 2003 through a feedback form on the web site.

The GRTF received 31 individual member responses as well as input from the following Societies and Committees:

- ▶ Vancouver Island
- ▶ Calgary
- ▶ Regina
- ▶ Hamilton
- ▶ Ottawa
- ▶ Société des relationnistes du Québec
- ▶ PEI
- ▶ Nova Scotia
- ▶ Global Alliance
- ▶ Judicial and Ethics Committee
- ▶ College of Fellows

The Governance Review Task Force reviewed the feedback, which was overwhelmingly positive, and revised the proposed model accordingly. A second email was sent to all members on January 19th to provide an opportunity for final comment on the new governance model.

The Governance Review Task Force, National Board and National Office worked diligently to ensure that the members received the key information they needed to provide their views.

#### REVISED GOVERNANCE MODEL

*Items in italics indicate changes that were made to the initial model based on member feedback.*

##### CPRS National Board

- ▶ The National Board will be made up of 12 Directors.
- ▶ The National Board of Directors will be elected by the membership to fill expiring terms.
- ▶ Each Director's term will be three years. (Terms will be staggered at the outset to ensure continuity during the transition).
- ▶ The Board composition will reflect the geographic diversity of the membership. Accordingly, the Board election process will ensure that of the 12 Directors there will be at least one Director from each of six newly designated geographic areas: Atlantic, Quebec, Ontario, the Prairies, Alberta and BC.
- ▶ Board members must be accredited *or have a minimum of five years membership in CPRS National and a minimum of one year experience on a Member Society Board or*

*National Council/Committee/Task Force, and be current CPRS National members in good standing. Executive Committee members and Accreditation Council Presiding Officer must be accredited.*

- ▶ There will be four face-to-face meetings and eight teleconferences per year.

##### Role of the National Board

- ▶ Directors responsible for issues of National Society concern
- ▶ Provide leadership
- ▶ Set strategic direction
- ▶ Oversee management of Society
- ▶ Directly responsible for, engaged in and actively accountable for the business of the organization
- ▶ Directors are expected to attend, at a minimum, 66 per cent of Board meetings; no alternates. The existing bylaw, "Executive Committee members may be removed by a vote of not less than two-thirds of the Board" *will be extended to include all Directors.*
- ▶ *The National Board of Directors will have the responsibility to establish National Councils/Committees/Task Forces as required. The President, with the approval of the Board, will appoint the Presiding Officer(s) to each Council, Committee, Task Force. Directors will be assigned responsibility for Councils, Committees, Task Forces to ensure they establish goals and objectives that reflect the overall strategic plan; facilitate communication between the Councils, Committees, Task Forces and the Board; and ensure they are fiscally responsible. Directors will sit on Councils/Committees/Task Forces, but not act as chair or co-chair.*
- ▶ Actively accountable in measurable ways to the National Member Society, as established in the strategic plan
- ▶ Participate in the planning and approve strategic, operational and financial plans
- ▶ Authority to make decisions with National Office input
- ▶ President to liaise with *Presidents' Council*

##### The Executive Committee

- ▶ The Board will be responsible for electing (by *secret ballot*) the Executive Committee from its membership - President, Vice President/Treasurer and Vice President/Corporate Secretary. The Executive Director will serve on the Executive Committee in an ex-officio capacity. Executive Committee members must be accredited. The newly elected Board and Executive will be

announced during the annual conference following the election.

- ▶ President: elected for a one-year term, which may be renewed once. Pre-established conditions (including re-election to the Board if required) must be met for the term to be renewed. Role is to be the face /spokesperson of the organization, to respond to strategic issues.
- ▶ Vice-President and Treasurer: one-year term. Responsible for financial issues.
- ▶ Vice-President and Corporate Secretary: one-year term. Ensures bylaws and regulations are enforced, liaises with Judicial and Ethics Presiding Officer, ensures Board action items are implemented, and oversees transition and governance.
- ▶ Executive Director/CEO - ex-officio

#### Role of the Executive Committee

- ▶ Set Board meeting agenda with input of National Office
- ▶ Monitor progress - ensure plans are implemented
- ▶ Identify gaps in policy, programs, administration
- ▶ Fiscal management with National Office input
- ▶ Crisis management/response
- ▶ Help in the smooth administration of the Society
- ▶ Set agenda for annual strategic, operational and financial planning session
- ▶ Monitor the Society's agenda and make recommendations for Board ratification, including special meetings.
- ▶ Meetings will be held predominantly by teleconference, three weeks prior to scheduled Board meetings. Purpose of meeting is to determine agenda and to confirm status of operational plan.

#### Presidents' Council Role

- ▶ *Under the aegis of the National President, a Presidents' Council comprised of Presidents of CPRS Member Societies or their designates will be established to ensure best practices are shared between Member Societies.*
- ▶ Minimum of one face-to-face meeting a year prior to the AGM.
- ▶ Teleconferences with members of the Executive Committee as required.
- ▶ *The National President and Executive Director will be ex-officio members of the Presidents' Council to ensure local level issues are heard at the National Board level.*

#### President's Council Role

- ▶ Further explanation
  - Similar to Accreditation Council
  - Can bring issues forward to the Board and table recommendations
  - CPRS National President and Executive Director ex-officio members
  - National Board Director liaison facilitates communication

#### **RESOLUTION**

At the Board meeting in Vancouver on February 21, 2004, the National Board of Directors unanimously ratified a resolution presented by the Governance Review Task Force to adopt the recommendations for a new governance model. The CPRS National Office mailed a proxy ballot to each voting member of the Society on February 21, 2004, which contained information on the final recommendations for a new governance model. Voting members were asked to sign and return to the National Office by mail or fax by noon on March 24, 2004.

#### **SPECIAL MEETING**

A Special Meeting of CPRS was held at 12 noon on March 31st 2004 to vote on the resolution submitted by the Governance Review Task Force, which included a reduction in the size of the CPRS National Board to 12 members, each to serve three-year terms, and the formation of a Presidents' Council.

CPRS Secretary Blair Peberdy APR chaired the meeting. Executive Director Karen Dalton APR reviewed the meeting procedures as per the CPRS bylaws and stated the purpose of the meeting. She announced that 434 proxies had been received and that the number of proxies and members present far exceeded quorum requirements.

Peberdy then read the resolution being put before the membership. Philip Boyd, Valerie Boyd and Wendy Wellington, of Philip Boyd & Associates, acting as scrutineers, declared that while 434 proxies had been received from members of all 17 Member Societies, six were unsigned and seven were received after the noon March 24th deadline. Of the remaining 421 eligible proxies, 418 voted in favour of the resolution and three against. Members present, Peberdy and Dalton, also voted in favour of the resolution. Peberdy declared the resolution carried with 99.3 per cent of eligible votes being cast in favour of the resolution.

Appropriate bylaw amendments are now being prepared by the Society's legal counsel for ratification at the annual general meeting in June.

## BYLAWS AND REGULATIONS COMMITTEE REPORT

BY MALCOLM FRENCH, APR, PRESIDING OFFICER

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The Bylaws and Regulations Committee reviewed the changes which were prepared with legal counsel and required to implement the new

governance model resolution approved by the membership at a Special Meeting held March 31, 2004.

## COLLEGE OF FELLOWS REPORT

BY LUC BEAUREGARD APR, FELLOW CPRS, PRESIDING OFFICER

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The Review Committee of CPRS' College of Fellows recommended to the Board of Directors that seven members be admitted to the College of Fellows in 2004. The Committee also recommended that two retired members be appointed as Honourary members.

The names of these new members and honorary members will be officially announced at the National Conference in Quebec City, June 10-12, 2004.

These appointments bring to 32 the number of Fellows and 12 the number of Honourary Fellows of CPRS.

College of Fellows nominations for 2005 will be accepted up to February 1<sup>st</sup> 2005. To obtain an application form and for more information, please contact Karen Dalton APR, Executive Director, at (416) 239-7034. An applicant must be a member of CPRS with APR status, have 20 years experience as a public relations practitioner and/or educator, have been a CPRS member of at least 10 years,

and have made a proven contribution to the advancement of public relations.

In partnership with the Communications and Public Relations Foundation, the College of Fellows is co-sponsoring the development of the Jack Yocom Public Relations Profile Collection. This collection will include profiles of the pioneers of our profession and traces the history and evolution of public relations in Canada. A first phase of interviews is currently under way.

To ensure the success of this project, members of the College of Fellows made individual donations of more than \$3,000 to the Foundation. I am proud of their contribution and thank them for their generosity.

Finally, I wish to thank Don LaBelle APR, Fellow CPRS, Bart Mindszenty APR, Fellow CPRS and Barbara Sheffield APR, Fellow CPRS for their collaboration as members of the Review Committee.

## JUDICIAL & ETHICS COMMITTEE REPORT

BY DONALD J. LABELLE APR, FELLOW CPRS, PRESIDING OFFICER

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The CPRS Judicial and Ethics Committee had a quiet time during the 2003-2004 fiscal year. There were no reports of any ethical wrong-doings.

The Committee chairperson is working in an advisory capacity with the SRQ Ethics Committee established two years ago.

In December 2003, the CPRS Board approved the **CPRS Ethics Network**, an initiative put forward by Deanna Drendel APR (SRQ) who will also facilitate this e-group. Many CPRS members have already joined the Network as a result of promotion done through the CPRS web site and articles in the CPRS Communiqué. The Network, which will be officially launched at the annual June Conference in Québec City, will allow members to share material (ethics case studies,

decision-making tools, bibliography, teaching curriculum, etc.), initiate local awareness activities, maintain international contacts and generally ensure that ethics is kept high on the CPRS agenda.

Among its first initiatives, a small group of Founding Members will contribute to the organization of the Ethics Network's first annual meeting to be held on June 12th at the Québec Conference, and will organize a display in collaboration with the Accreditation Council and the Education Committee.

**Founding Members:** Patricia Parsons APR (Halifax), Gabrielle Collu, PhD APR (Québec/SRQ), Deanna Drendel APR (Québec/SRQ), Jean Valin APR, Fellow CPRS

(Ottawa/Gatineau), Barbara Sheffield APR, Fellow CPRS (Toronto), Diane Rennie APR (Calgary), Don LaBelle APR, Fellow CPRS

(Edmonton), Sharlene Smith APR, CPRS Fellow (Victoria).

## NOMINATING COMMITTEE REPORT

BY DANIEL GRANGER APR, CHAIR

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The Nominating Committee consists of Daniel Granger APR (Québec) Chair, Catherine Robertson (Vancouver), Kim West APR (Nova Scotia), Angela Street, (Regina) Melanie Lee Lockhart APR (Winnipeg), Rick Mauro APR (Hamilton)

The Committee presents the following slate to the membership:

**President:**

Robyn Quinn APR (Vancouver Island)

**President Elect:**

Colleen Killingsworth APR (Calgary)

**Vice President:**

Rod Stanley APR (PEI)

**Treasurer:**

Blair Peberdy APR (Toronto)

**Secretary:**

Beatrice Pepper, ARP (Quebec)

**Past President:**

Lisa Homer APR (Calgary)

## GLOBAL ALLIANCE REPORT

BY JEAN VALIN APR, FELLOW CPRS, PRESIDING OFFICER

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### ACTIVITIES

Martin Luther King is known worldwide for his inspiring and resonating words...“I have a dream.” It is this notion that inspired many of us to dedicate the greater part of the past five years to the creation and development of a collaborative of public relations associations from across the world: **The Global Alliance for Public Relations and Communication Management** of which I became Chairman in January of 2004 for a two year term.

Currently, 60 national and non-national public relations associations representing more than 150,000 public relations practitioners on every continent are members of the Alliance. CPRS is a founding member and has provided leadership to the GA effort. This year, the GA set out a planning process; canvassed its partners and drafted its first three-year strategic plan. The document will be adopted during our meetings in Quebec this June.

Here are some of the GA accomplishments to date:

### SETTING STANDARDS

A universal protocol on ethics was adopted as a first-ever world standard to be adopted by all partners by the end of 2006. CPRS complied with this requirement in early 2004.

- ▶ Work groups for agreed areas of interest were

established – specifically; Corporate social responsibility, accreditation, certification of curriculum, professional development and body of knowledge.

### SERVICES FOR MEMBERS

- ▶ The Global Alliance **web site** <http://www.globalpr.org>, contains the latest research reports and articles of interest to professionals. We also have added **PR Landscapes** a series of profiles describing how PR is practiced around the world. Bookmark the site and use it as a resource. It is yours to discover. More content is added regularly.
- ▶ An **ethics consultation service ‘Ask the experts’** was added on the web site allowing you to seek advice from world ethics leaders in strict confidence.
- ▶ **Member rates** for seminars, conferences, reports and toolkits are offered reciprocally to the members of every national GA association. Take advantage of it ! A membership in CPRS entitles you to many of the benefits of membership **in any of the national** associations that are members of the GA. All you have to do is ask!
- ▶ We will also explore the feasibility of linking together Fellows and other senior practitioners from other associations and involving them in our work.

## ADVOCACY

- ▶ Edelman Worldwide provided seed funding to support the GA and its **comparative regulatory study** which is now available. This will serve as a base for arriving at a common position on whether the profession should be regulated.
- ▶ The **June 2004 meeting** will be held in Quebec, in connection with the annual CPRS conference. Many international caliber speakers have been provided to the CPRS conference free of charge by the GA.

The vision of the GA is “one profession-one voice”. By working together, setting standards, pooling resources for our members and advocating

for the profession, we can accomplish what none of us could do alone. In the end this makes for a stronger more respected profession and that is the ultimate outcome of the GA efforts.

Moreover, as a result of our contacts with other public relations associations, CPRS have negotiated ten (10) reciprocity agreements which allow portability of membership status to 10 countries that met our conditions.

It is truly an honor to serve on the executive board of the Global Alliance and to represent CPRS. Many CPRS members have supported and contributed to our efforts and I wish to thank my CPRS colleagues for their support and suggestions.

## TREASURER'S REPORT

BY ROD STANLEY APR, NATIONAL TREASURER

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The past year has been a great learning experience for me as National Treasurer for CPRS. In my role, I worked closely with our National Office to monitor and oversee all expenditures for the Society. I entered the year with a challenging \$66,000 deficit but quickly recognized many key factors which would soon change this situation.

At our AGM last year in PEI, the membership approved a dues increase which was designed to enhance our financial stability and increase value for membership. This was the first step towards our financial recovery.

Along with the professional guidance of Phil Boyd, I developed a two-year debt reduction plan which was approved by our National Executive. The plan detailed fiscal management measures to be carried out by our National Office and Board with the goal of attaining a stable financial climate and ultimate build up of contingency funds.

Effective this year, we will no longer rely on national CPRS conferences as an annual revenue generator. Local Society conference planners must ensure quality programming, top notch networking opportunities and, at minimum, a break even budget. However, some recent conferences have turned out to be resounding

financial successes with considerable budget surplus at the end of the day.

Over the year, our National Office carried out prudent financial management with numerous and effective cost control measures. Costs were more efficiently tracked by program area and expenditures were well examined for their benefit to members and further development of the Society. Along the way, much work in the areas of governance, communications, accreditation, awards, ethics and a host of other initiatives have contributed to ongoing member value.

I am pleased to say that debt reduction initiatives, a PEI conference budget surplus and a healthy membership base over the past year have succeeded in almost wiping out the debt in just one year and we are well on our way to being in a surplus position by next year. At that time we will be well positioned to introduce new member value initiatives emanating from our new governance model. It is also our goal to begin rebuilding contingency fund investments to ensure the financial stability of the Society for years to come.

I extend many thanks to Phil and Val Boyd, Karen Dalton APR, Elizabeth Tang and Wendy Wellington in the National Office for providing sound financial guidance, efficient and cost effective national operations over the past year.

**CANADIAN PUBLIC RELATIONS SOCIETY – PROPOSED BUDGET**

<b>REVENUES:</b>	<b>2004/2005</b>		
1 Membership fees	\$341,550	23 Printing & Graphic Design	\$3,650
2 Initiation fees	\$12,500	24 Supplies	\$2,633
3 Strategist	\$14,170	25 Travel & Staff Expenses	\$1,256
4 Tactics	\$17,150	26 Telephone & Fax	\$2,410
5 Awards	\$15,400	27 Translation	-
6 College of Fellows	450	<b>ACCREDITATION</b>	
7 Directory advertising	-	28 Administration	\$14,305
8 Web site revenue	-	<b>MEMBERSHIP:</b>	
9 Accreditation	\$14,800	29 Awards	\$10,500
10 Lists	-	30 College of Fellows	\$850
11 Interest	-	31 Communiqué	\$3,600
12 Sponsorship	\$20,000	32 Directory	\$26,000
13 Canadian Institute	\$2,500	34 Public Relations & Advertising	\$15,000
14 National Conference - Reserve Fund	\$15,648	35 Strategist	\$7,203
15 National Conference - Prof. Dev. Fund	\$15,000	36 Tactics	\$7,935
16 National Conference	-	37 Web site Maintenance and Design	\$7,450
<b>TOTAL REVENUES</b>	<b>\$469,168</b>	<b>BOARD OF DIRECTORS &amp; EXECUTIVE COMMITTEE</b>	
<b>EXPENSES:</b>	<b>2004/2005</b>	38 Board of Directors	\$25,000
<b>NATIONAL OFFICE:</b>		39 Governance	\$10,000
17 Management	\$235,296	40 Presidential Tour	\$4,000
18 Auditing Fees	\$9,500	41 <b>GLOBAL ALLIANCE PROJECT</b>	\$5,000
19 Bank & Credit Card Charges	\$5,725	42 <b>Ethics Network</b>	\$2,000
20 Insurance Policies	\$4,647	43 <b>Contingency 2per cent of Revenue</b>	<b>\$9,383</b>
21 Membership Documents	\$14,850	<b>TOTAL EXPENSES</b>	<b>\$431,473</b>
22 Postage & Shipping	\$3,280	<b>NET PROFIT / (LOSS) FOR THE PERIOD</b>	<b>\$37,695</b>

## THE CANADIAN PUBLIC RELATIONS SOCIETY, INC. 2003 -- 2004

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### NATIONAL EXECUTIVE COMMITTEE

**President:** Lisa Homer APR  
**President Elect:** Robyn Quinn APR  
**Vice President:** Colleen Killingsworth APR  
**Treasurer:** Rod Stanley APR  
**Secretary:** Blair Peberdy APR  
**Past-President:** Daniel Granger APR

### NATIONAL BOARD OF DIRECTORS

**Vancouver Island:** Joan Yates APR  
**Vancouver:** Catherine Robertson  
**Northern Lights:** Dionne Olsen  
**Calgary:** Shawn Kelly, APR  
**Lethbridge:** Lorne J. Darlington APR  
**Edmonton:** Tamara Magnan  
**Saskatoon:** Mona Etcheverry  
**Regina:** Angela D. Street  
**Manitoba:** Melanie Lee Lockhart APR  
**Hamilton:** Rick Mauro APR  
**Toronto:** Mark Hunter LaVigne APR  
**Ottawa:** Pierre Pontbriand APR  
**Québec:** Lucie-Anne Fabien APR  
**New Brunswick:** W. Robert Scott APR  
**Prince Edward Island:** Douglas Shackell  
**Nova Scotia:** Kim West APR  
**Newfoundland:** Richard F. Sparkes APR

### COUNCIL ON ACCREDITATION

**Presiding Officer:** Derrick Pieters APR, Fellow CPRS  
**Deputy Presiding Officer (Appeals):** TAG Watson APR  
**Deputy Presiding Officer (Eligibility):** Gracey Diffey APR  
**Chief Examiner (English):** Pierrette Leonard APR  
**Chief Examiner (French):** Beatrice Pepper APR  
**Members:** Kim West APR, Colleen Killingsworth APR, Scott Bonikowsky APR, Kathleen Malley APR, Sharlene Smith APR, Fellow CPRS

### COMMITTEES

**Awards:**  
Guy Litalien APR, Pierre Pontbriand APR, Presiding Officers  
**Bylaws and Regulations:**  
Malcolm French, Presiding Officer  
**Fellowship Program:**  
Luc Beauregard APR, Fellow CPRS, Presiding

Officer

### Education:

Janice Robertson APR, Presiding Officer

### Global Alliance:

Jean Valin APR, Fellow CPRS, Presiding Officer

**Judicial & Ethics:** Donald LaBelle APR, Fellow CPRS, Presiding Officer

**Novikoff Memorial:** Barb Pollock APR, Coordinator

### Membership Recruitment & Retention:

National Office

**National Resource Library:** Pam Bannister, Presiding Officer

### MEMBER SOCIETIES

Vancouver Island

Vancouver

Northern Lights (Prince George)

Calgary

Lethbridge

Edmonton

Saskatoon

Regina

Manitoba

Hamilton

Toronto

Ottawa

La Sociétés des relationnistes du Québec

New Brunswick

Prince Edward Island

Nova Scotia

Newfoundland

### NATIONAL OFFICE

**Executive Director:** Karen Dalton APR

**Strategic/Financial Planning & Control:**

Philip J. Boyd

**Administrative Assistant:** Elizabeth Tang

**Web site Manager/Awards:** Wendy Wellington

**Accounting Services Manager:** Valerie E. Boyd

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