

CANADIAN SOCIETY OF LANDSCAPE ARCHITECTS

STRATEGIC PLAN 2015_17



CSLA | AAPC

Canadian Society of Landscape Architects
Association des architectes paysagistes du Canada

about the CSLA



The Canadian Society of Landscape Architects was founded in 1934. By that time, landscape architects were active in all major centres across Canada in the design and planning of parks, open spaces, public institutions, roadways, neighbourhoods and communities. Landscape architect Frederick Todd, for example, was instrumental in the early 1900s in the design of Mount Royal Park in Montreal and the design of Ottawa's scenic driveways and urban green spaces. Later he designed the neighbourhood of Mount Royal in Montreal.

Following World War II, landscape architects became involved in the design and planning of new communities, national and provincial parks, tourism facilities, institutions and corporate sites. Landscape architects played lead roles in the design of Expo 67 in Montreal.

In the mid-1960's, professional programs in landscape architecture were initiated at the Universities of Guelph, Manitoba, and Toronto. A few years later, programs were established at the University of British Columbia and the University of Montreal, and a program in landscape architectural technology was initiated at Ryerson Polytechnical University.

Demand for the services of landscape architects has grown steadily in Canada, particularly over the past two decades. Landscape architects today are engaged in the design, planning and management of urban, rural and natural environments in all Canadian provinces and territories and in many countries worldwide. Canadian landscape architects are well-regarded for their creativity, their sensitivity and their practicality in all aspects of professional practice.

purpose



The Canadian Society of Landscape Architects (CSLA) is a professional organization with over 1,980 landscape architects as members. As the voice of the profession in Canada, the CSLA is an advocate for its members on issues such as urban design, urban renewal, sustainable development and cultural heritage.

The CSLA delivers programs and services for its members that:

_increase public awareness and promote the profession - the CSLA communication tools include the website (www.csla-aapc.ca), the membership directory, a monthly bulletin, social media sites and *LANDSCAPES/PAYSAGES*, the national magazine;

_provide opportunities for professional development - the CSLA holds an Annual General Meeting and Congress, provides information year round to members about industry and professional learning opportunities and coordinates continuing education programs and opportunities nationally;

_recognize members and celebrate member achievements within the profession through the CSLA Awards of Excellence, the Recognition Awards Programs, the College of Fellows and by administering the Governor General's Medal in Landscape Architecture;

_support education and research through the accreditation of undergraduate and graduate landscape architecture programs, recognition of student achievement and provision of scholarships.

Since it was founded in 1934, the CSLA has increased awareness and appreciation of landscape architecture and the vitality of the profession in Canada and throughout the world. The CSLA is dedicated to advancing the art, the science and the practice of landscape architecture.

the CSLA's vision, mission & values



VISION

The CSLA is the champion and voice for Canadian landscape architects and landscape architecture nationally and abroad.

MISSION

The CSLA is the advocate for landscape architecture in Canada. In collaboration with our component partner organizations, the CSLA is dedicated to advancing the art, the science and the practice of landscape architecture.

VALUES

Strategic Vision

The CSLA identifies opportunities and challenges for the profession and develops strategies to respond.

Leadership

The CSLA advances the profession through communication with strategic partners and organizations.

Collaboration

The CSLA seeks opportunities to work with its component partner organizations and others in the fulfilment of its roles.

Accountability

The CSLA is accountable to its membership for the programs it provides, their effectiveness and their costs. The CSLA plans for the future activities with the input of its members

Ethics

The CSLA conducts its operations, relationships, goals and promotion activities in a professional and ethical manner.

Sustainability

The CSLA operates in a manner which promotes sustainability.

Honesty

The CSLA Staff, Executive Committee and Board members are truthful and act with integrity.

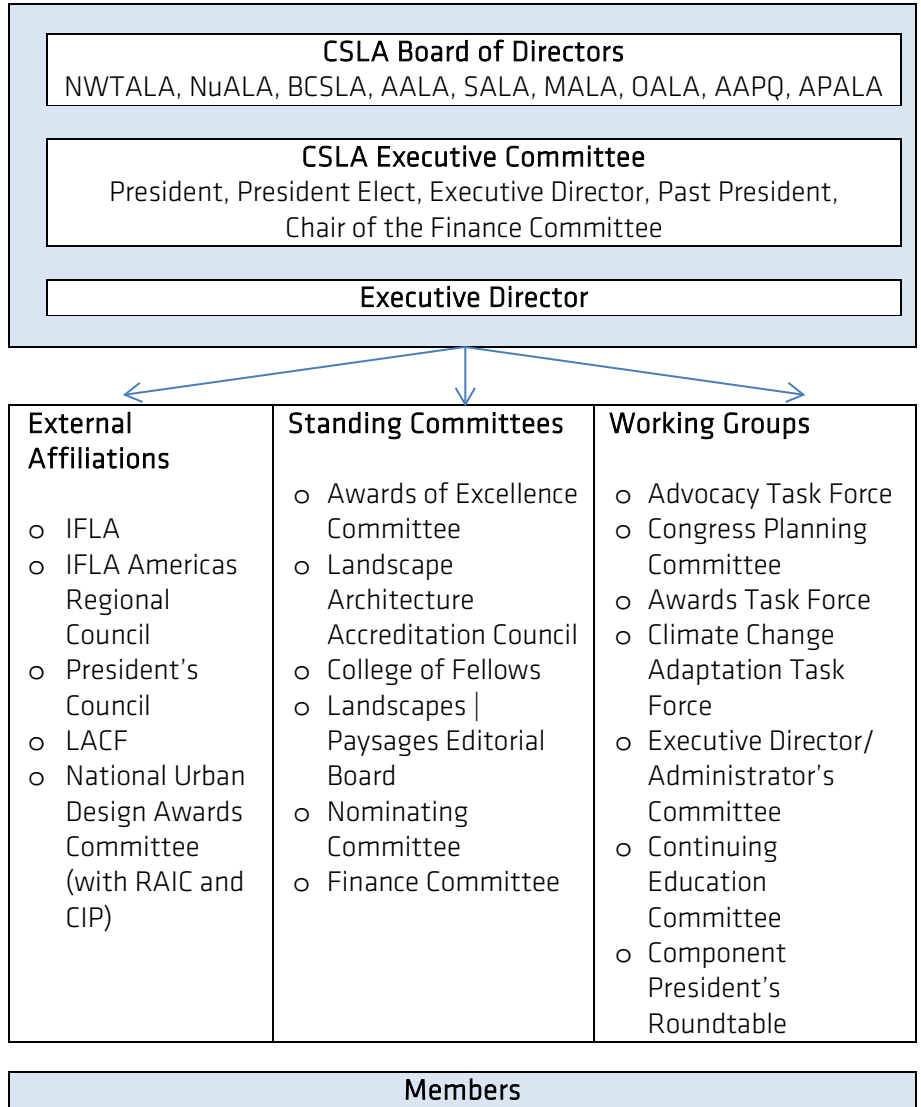
Excellence

The CSLA Staff, Executive Committee and Board members provide services through a commitment to meeting and exceeding identified standards.

CSLA's organizational chart



Michelle Legault, CSLA Executive Director



Component Associations

- NWTALA* - Northwest Territories Association of Landscape Architects
- NuALA* - Nunavut Association of Landscape Architects
- BCSLA* - British Columbia Society of Landscape Architects
- AALA* - Alberta Association of Landscape Architects
- SALA* - Saskatchewan Association of Landscape Architects
- MALA* - Manitoba Association of Landscape Architects
- OALA* - Ontario Association of Landscape Architects
- AAPQ* - Association des architectes paysagistes du Québec
- APALA* - Atlantic Provinces Association of Landscape Architects





CSLA Board of Directors

External Affiliations

IFLA - International Federation of Landscape Architects, promotes the landscape architecture profession within a collaborative partnership of the allied built-environment professions, demanding the highest standards of education, training, research and professional practice, and providing leadership and stewardship in all matters. The CSLA also belongs to the *IFLA Americas Regional Council*.

President's Council - network of presidents and executive directors of the American Society of Landscape Architects, the Council of Landscape Architecture Registration Boards, the Landscape Architecture Foundation, the Council for Educators in Landscape Architecture, the Landscape Architecture Accreditation Board and the CSLA

LACF - Landscape Architecture Canada Foundation, raises funds to support research, communication and scholarship activities and has awarded over 100 grants and scholarships to projects and people that reflect the core values of the profession of landscape architecture.

National Urban Design Awards Committee (with RAIC and CIP) - committee composed of the CSLA, the Royal Architecture Institute of Canada and the Canadian Institute of Planners mandated to deliver the National Urban Design Awards.

Standing Committees

Awards of Excellence Committee - responsible for administering the awards of excellence program

Landscape Architecture Accreditation Council - responsible for administering the accreditation of educational systems at arms' length from the CSLA

College of Fellows - responsible for administering the process by which members are nominated, selected and inducted into the College of Fellows, the highest honour the society can bestow on a member

LANDSCAPES/PAYSAGES Editorial Board - responsible for the editorial content and monitoring the production of the society's magazine

Nominating Committee - yearly committee tasked with identifying potential candidates to stand for president-elect

Finance Committee - responsible for overseeing the integrity of the CSLA's finances



Working Groups

Advocacy Task Force – responsible for proposing and implementing advocacy and promotion projects

Congress Planning Committees – responsible for the planning and execution of the annual Congress

Awards Task Force – responsible for proposing a revised approach to the Awards of Excellence Program

Climate Change Adaptation Task Force – responsible for developing and leading an action plan for climate change adaptation

Executive Director/Administrator's Committee – a network of executive directors and administrators of the CSLA and component associations

Continuing Education Committee – responsible for proposing a centralized, national continuing education template program

Component President's Roundtable – a yearly meeting of the CSLA Board and the presidents of the component associations

summary of strategic objectives for 2015-17



1_LEAD A HEALTHY SOCIETY

1.1_develop and implement a business continuity plan

1.2_foster a mutually beneficial and close working relationship with component associations

1.3_create opportunities for Board member development

1.4_establish continuity and entrench the CSLA's roles and responsibilities towards the College of Fellows and the Landscape Architecture Accreditation Council

1.5_develop a long term plan for increasing membership

2_RAISE THE PROFILE OF LANDSCAPE ARCHITECTURE IN CANADA AND ABROAD

2.1_support the development of new landscape architecture programs

2.2_develop a high level of collaboration with IFLA and ASLA

2.3_maximize the opportunities presented by the first Governor General's Medal in Landscape Architecture

2.4_entrench the CSLA's role as an advocate and as the national voice for the profession

2.5_enhance CSLA communications

2.6_deliver revised awards of excellence program

3_PROVIDE DIRECT SERVICE TO MEMBERS

3.1_undertake a compensation and benefits survey for the profession

3.2_explore continuing education opportunities for members

3.3_develop a national landscape standard

strategic actions, timelines and key performance indicators for 2015-2017

an explanation of terms

objective, purpose and priority	reason for effort, and priority in relation to other objectives (1=high, 2=medium-high, 3=medium)
timeline	expected date of activity or completion
lead	responsibility
target	desired long-term outcome of the objective
deliverable	project or initiative proposed to achieve objective
performance measures	metric by which we will measure the ability of the deliverable in reaching the objective

review of the strategic plan

The Strategic Plan 2015-2017 will be reviewed annually at the CSLA's Annual General Meeting, with results identified, quantified and explained. The Board of the CSLA is responsible for this yearly review. In addition, the members of the CSLA will be surveyed on an annual basis to ensure the strategic plan's continued relevance.

strategic actions, timelines and key performance indicators for 2015-2017

OBJECTIVE, PURPOSE & PRIORITY	TIME-LINE	LEAD	TARGET	DELIVERABLE	PERFORMANCE MEASURES
1_LEAD A HEALTHY SOCIETY					
<p>1.1_develop and implement a business continuity plan: to prepare the CSLA in the event of extended service outages caused by factors beyond our control (e.g., natural disasters, man-made events), and to restore services to the widest extent possible in a minimum time frame</p> <p>PRIORITY: 1</p>	2015	Executive Director Finance Committee	To have a plan in place to prepare the CSLA in the event of extended service outages caused by factors beyond our control (e.g., natural disasters, man-made events), and to restore services to the widest extent possible in a minimum time frame. The plan should identify vulnerabilities and recommend necessary measures to prevent extended service outages and should encompass all CSLA system sites and operations facilities. A system for updating and maintaining the plan with Board approval every year should also be included.	a) business continuity plan	<p>a) the completion of the plan by December, 2015</p> <p>b) the quality and thoroughness of the plan</p> <p>c) the ability of the plan to guide the CSLA through a business interruption</p> <p>d) the rigorousness of the system of updating and maintaining the plan</p>
<p>1.2_foster a mutually beneficial and close working relationship with component associations: to build on existing relationships, provide support, and assist each other in achieving our goals</p> <p>PRIORITY: 1</p>	Ongoing	Board Components Executive Director	To have a harmonious, efficient and productive relationship with component associations with an objective of maximizing each other's efforts in achieving mutual goals, consolidate activities and eliminate redundancies. Coordinate component and CSLA staff activities wherever possible.	<p>a) component association and CSLA terms of reference</p> <p>b) component/affiliate advocacy grant program</p> <p>c) executive director/administrator's committee</p> <p>d) shared initiatives and communications</p>	<p>a) ratification of terms of reference by all components and CSLA</p> <p>b) number of applications/projects supported through the component/affiliate advocacy grant program</p> <p>c) regular ED/administrator committee meetings</p> <p>d) mechanisms for sharing initiatives and communications</p> <p>e) reduction in common component/CSLA expenditures</p>

OBJECTIVE, PURPOSE & PRIORITY	TIME-LINE	LEAD	TARGET	DELIVERABLE	PERFORMANCE MEASURES
<p>1.3_create opportunities for Board member development: to grow our Board members to develop their abilities to guide our organization, and to spread skills into component organizations</p> <p>PRIORITY: 3</p>	2016-17	Board Executive Director	To create a forum for CSLA Board members where emphasis on the development of Board skills is a priority, and becomes integrated into the Board's regular work routine.	<ul style="list-style-type: none"> a) Board professional development opportunities integrated into Board activities b) cross-pollination with other organizations c) enhanced Board manual 	<ul style="list-style-type: none"> a) number, quality and relevance of professional development opportunities b) completion of development activities as part of Board efforts c) usefulness and relevance of enhanced Board manual
<p>1.4_establish continuity and entrench the CSLA's roles and responsibilities towards the College of Fellows and the Landscape Architecture Accreditation Council: to confirm and strengthen ties, reaffirm roles and responsibilities, examine opportunities for growth and mutual support of goals</p> <p>PRIORITY: 2</p>	2015	Board LAAC COF	Integrate the communications, branding and administration of the COF and the LAAC into the CSLA with a view to reducing duplication of effort and maximizing the relationships. Fellows should be celebrated as prestigious contributors to the profession and become a resource for the emerging generation of landscape architects. The LAAC should be the lens through which the CSLA views, monitors and contributes to the landscape architecture education system in Canada.	<ul style="list-style-type: none"> a) update COF by-laws b) integrate LAAC administration into the CSLA's c) explore more regular reporting from LAAC and COF to the CSLA Board, via reports, in person, or by teleconference d) update the COF and LAAC sub-brand 	<ul style="list-style-type: none"> a) updated, approved COF by-laws b) streamlined and integrated COF and LAAC administration c) regularity of reports from COF and LAAC in Board agenda d) availability and use of an updated sub-brand e) level of integration of COF and LAAC into CSLA systems
<p>1.5_develop a long term plan for increasing membership: to ensure that our efforts create a climate for the expansion of academic programs, reaches out to students and emerging professionals ensuring that they are familiar with the CSLA, and consider new categories of membership or organizational structure that maximize our relevance to a broad range of people who are within our field</p> <p>PRIORITY: 2</p>	2016-17	Board Components Executive Director	5% to 10% yearly increase in members.	<ul style="list-style-type: none"> a) review potential for emerging professionals membership category b) review potential for a corporate membership category c) enhance honorary membership program d) yearly member survey e) regular visits from Board members to schools of landscape architecture 	<ul style="list-style-type: none"> a) measurable growth in CSLA and component membership b) completion of reviews for other categories of memberships, and feasibility of proposed actions c) number and relevance of enhancements to the honorary membership program d) yearly member survey results e) number of visits by Board members to schools of landscape architecture

OBJECTIVE, PURPOSE & PRIORITY	TIME-LINE	LEAD	TARGET	DELIVERABLE	PERFORMANCE MEASURES
2_RAISE THE PROFILE OF LANDSCAPE ARCHITECTURE IN CANADA AND ABROAD					
<p>2.1_support the development of new landscape architecture programs: to encourage the availability of accredited programs across the country</p> <p>PRIORITY: 2</p>	2016-17	LAAC Board	To achieve the vision of accredited education in landscape architecture being available across the country. That a sufficient number of high-quality programs are in place to accept the growing number of students interested in the profession.	<ul style="list-style-type: none"> a) providing encouragement and support whenever possible b) close collaboration and information sharing with LAAC and Board c) shared communications initiatives 	<ul style="list-style-type: none"> a) establishment of new programs b) meetings between Board and schools c) number and quality of support initiatives
<p>2.2_develop a high level of collaboration with IFLA and ASLA: to benefit landscape architecture in North America and internationally, share resources and provide value to all organizations</p> <p>PRIORITY: 3</p>	2016-17	Board Executive Director IFLA Delegate	To maximize our relationship to the ASLA and the IFLA by sharing resources and cross-promoting events, and leveraging the existing relationships, such as the IFLA delegate, President's Council and commitment to host the 2017 IFLA World Congress.	<ul style="list-style-type: none"> a) deliver 2017 IFLA World Congress b) CSLA president to regularly attend ASLA meeting c) further integrate the IFLA delegate's work into the CSLA Board d) maintain strong formal and informal connections with organizations e) host the 2016 President's Council meeting and maximize the opportunity 	<ul style="list-style-type: none"> a) attendance of CSLA president at ASLA conference b) CSLA representation at IFLA World Congress c) number and relevance of invitations, partnerships and opportunities d) quality of 2017 IFLA World Congress e) relevance and success of the 2016 President's Council meeting
<p>2.3_maximize the opportunities presented by the first Governor General's Medal in Landscape Architecture: to capture the medal's ability to influence strategic goals and celebrate the profession at the highest level of recognition</p> <p>PRIORITY: 1</p>	2015-16	Executive Director Board Medal recipient Governor General's Medal Jury	Establishment of the Governor General's Medal in Landscape Architecture as the highest form of recognition in Canada. Recipient of the award should become a spokesperson and model for the success of the profession.	<ul style="list-style-type: none"> a) media plan b) plan and deliver call for nominations, judging and ceremony at Rideau Hall c) work in close collaboration with RAIC to maximize communications d) celebrate the recipient in a public venue 	<ul style="list-style-type: none"> a) number of media hits b) number and relevance of communications projects c) impact on the recipient

OBJECTIVE, PURPOSE & PRIORITY	TIME-LINE	LEAD	TARGET	DELIVERABLE	PERFORMANCE MEASURES
<p>2.4_entrench the CSLA's role as an advocate and as the national voice for the profession: to effectively advocate for the profession on issues of national importance and, on behalf of our members, engage with the public to promote the profession</p> <p>PRIORITY: 1</p>	ongoing	Board Executive Director Advocacy Task Force Climate Change Adaptation Task Force	Establishment of the CSLA as having the main communications role for the profession nationally, with a number of resources and effective and interesting projects to support the advocacy goals. The CSLA should be aligned with allied professions and other groups on issues of national relevance, such as climate change adaptation.	a) advance the Canadian Landscape Charter Initiative and Portfolio b) undertake a study on the value and the impact of the landscape architecture profession c) undertake shared initiatives with allied professions, academe or other groups, such as workshops, meetings, etc.	a) number, relevance and effectiveness of initiatives in advocating b) completion of the Canadian Landscape Charter Initiative and Portfolio
<p>2.5_enhance CSLA communications: to entrench the CSLA's role as the national voice of the profession and maximize communications efforts for all components, especially the advocacy and promotion efforts</p> <p>PRIORITY: 1</p>	2015-17 and ongoing	Executive Director Board Landscapes Paysages Editorial Committee	Establish further systems within the CSLA to offer greater support for and enhanced communications. In the long-term, see the CSLA's role become a national clearinghouse for information on the profession and for having closer ties with the media.	a) develop a communications policy and plan b) explore establishing a communications committee c) enhance and confirm the CSLA's brand and sub-brands d) explore the possibility of adding staff and resources to communications which could be accessible by all components e) create and distribute communications tools for use by members and components f) create strategies to cross-promote the CSLA's communications tools, such as L P, website, social media, etc. along with the components' communications tools	a) approval of a communications policy and plan b) rigorousness of the examination of the role of a communications committee c) delivery and usage of enhanced brand and sub-brands d) rigorousness of review of communications resources` e) number, relevance and quality of communications tools, such as promotional documents and position papers f) quality and effectiveness of cross-promotion strategies and systems

OBJECTIVE, PURPOSE & PRIORITY	TIME-LINE	LEAD	TARGET	DELIVERABLE	PERFORMANCE MEASURES
<p>2.6_deliver revised awards of excellence program: to continue to improve our awards program in order to celebrate our profession and highlight our achievements locally, regionally and nationally</p> <p>PRIORITY: 1</p>	2016	Board Executive Director Awards Task Force Awards of Excellence Committee	A streamlined and modernized program which is relevant to the profession currently and reflects the best of the profession nationally, with an eye to highlighting one project which exemplifies excellence in every aspect.	a) modernized, simplified and streamlined awards of excellence program b) communications strategy that supports the revised program	a) number of entries b) media hits c) feedback on modernized program
<h3>3_ PROVIDE DIRECT SERVICE TO MEMBERS</h3>					
<p>3.1_undertake a compensation and benefits survey for the profession: to better understand the profession in Canada, and to provide information useful to our members in the private and public sectors</p> <p>PRIORITY: 2</p>	2015-16	Board Executive Director	Deliver a compensation and benefits survey and develop a systematic approach to delivering updated compensation and benefits data to the profession every 2-3 years.	a) compensation and benefits survey and analysis b) systematic approach to delivering data every 2-3 years.	a) completion of survey and report b) quality and relevance of survey and report c) feedback on survey and report
<p>3.2_explore continuing education opportunities for members: to maximize the opportunities for all members to access continuing education</p> <p>PRIORITY: 2</p>	2016-17	Board Congress Planning Committee Continuing Education Committee Components	Develop a role for the CSLA in the continuing education discussion. CSLA should act as a clearinghouse for national initiatives, such as a common program and access to CLARB nationally.	a) enhance the provision of continuing education opportunities through the congress b) support the work of the CSLA's continuing education committee c) through the Continuing Education Committee, draft a common, national continuing education program for use by component associations d) investigate the opportunity for all component associations to access to the LARE exam	a) quality and rigorousness of congress programming b) congress attendance c) resources in support of the continuing education committee d) availability and quality of a national continuing education program e) results of negotiations with CLARB to access LARE exam nationally

OBJECTIVE, PURPOSE & PRIORITY	TIME-LINE	LEAD	TARGET	DELIVERABLE	PERFORMANCE MEASURES
<p>3.3_develop a national landscape standard: to provide all members with access to a national landscape standard modeled on the BC landscape standard in collaboration with the Canadian Nursery Landscape Association</p> <p>PRIORITY: 1</p>	2015-17	Executive Director Board CNLA	That a national landscape standard be developed in collaboration with the CNLA, modeled on the BC landscape standard, and a plan for its long-term maintenance be put in place.	<ul style="list-style-type: none"> a) National Landscape Standard b) long-term maintenance plan 	<ul style="list-style-type: none"> a) result of negotiations with BC landscape standard team b) completion of national standard c) quality/rigorousness of standard d) effectiveness of long-term maintenance plan

For further information, or to obtain a printed copy of the CSLA Strategic Plan 2015-17, contact:

Michelle Legault, Executive Director
Canadian Society of Landscape Architects
12 Forillon, Ottawa ON K2M 2W5
1-866-781-9799
executive-director@csla-aapc.ca

www.csla-aapc.ca

