

CANADIAN SOCIETY OF LANDSCAPE ARCHITECTS

STRATEGIC PLAN 2018_20



Approved by the CSLA Members at the
7 April 2018 Annual General Meeting



CSLA | AAPC

Canadian Society of Landscape Architects
Association des architectes paysagistes du Canada

about the CSLA



The Canadian Society of Landscape Architects (CSLA) is a professional organization with over 2,800 landscape architects, associate or intern landscape architects, and landscape architecture students 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), a monthly bulletin, social media sites and LANDSCAPES|PAYSAGES, the national magazine;

_provide opportunities for professional development - the CSLA holds a yearly congress, provides information year-round to members about industry and professional learning opportunities and coordinates continuing education 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, the National Urban Design Awards 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 awards.

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

Citizens and governments should turn to the practice of landscape architecture to create and improve a sustainable living environment for all.

MISSION

The CSLA is the champion, advocate and voice for Canadian landscape architects and landscape architecture nationally. In collaboration with our component and partner organizations, the CSLA is dedicated to advancing the art, the science and the practice of landscape architecture.

VALUES

Strategic Vision and Leadership

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

Collaboration

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

Accountability

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

Ethics and Honesty

The CSLA conducts its operations, relationships, goals and promotion activities in a professional and ethical manner. Staff and Board members act with honesty and integrity.

Sustainability

The CSLA operates in a manner which promotes environmental sustainability.

Excellence

The CSLA provides services through a commitment to meeting and exceeding identified standards.



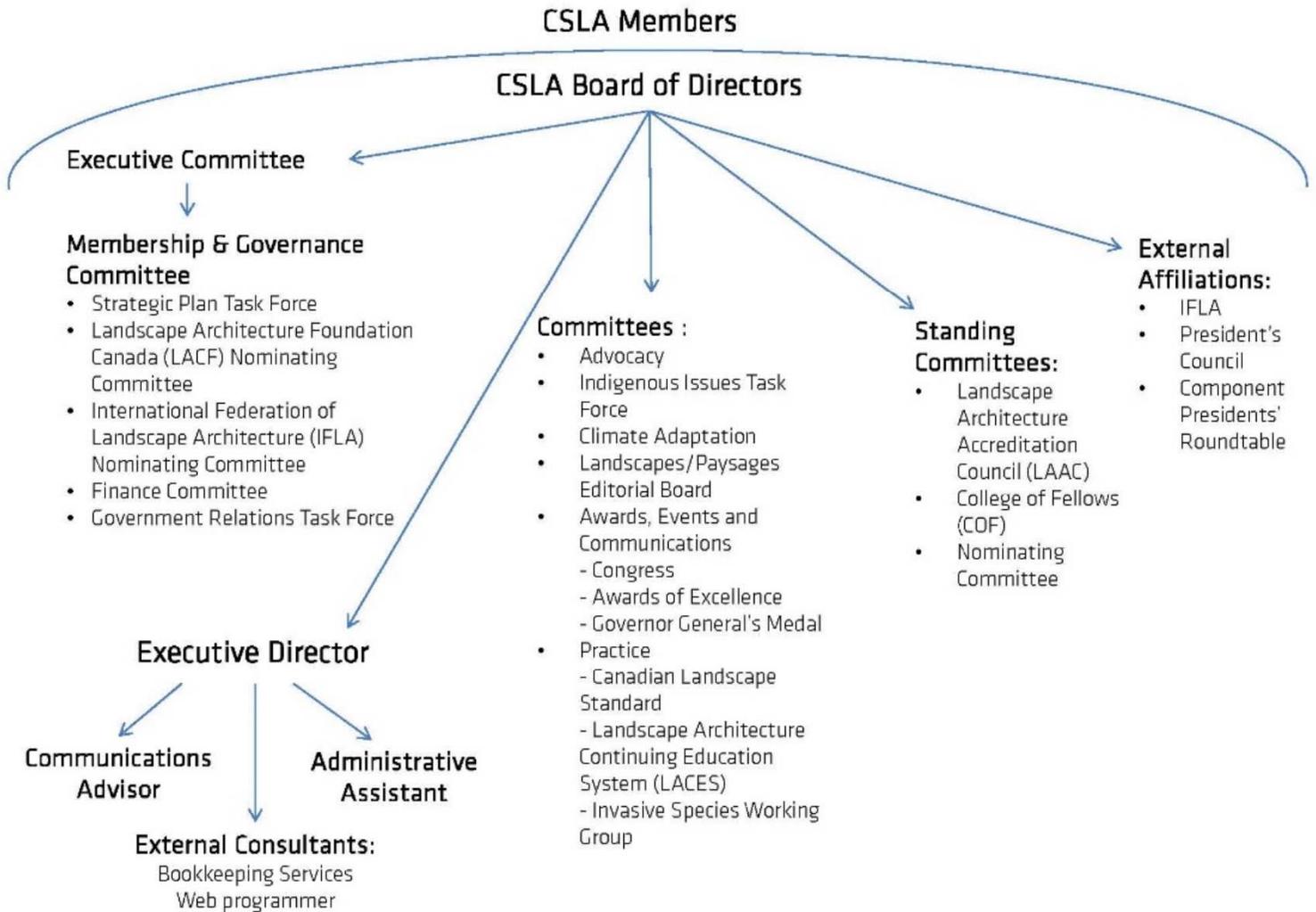
THE CANADIAN LANDSCAPE CHARTER – EXPRESSING THE CORE VALUES OF THE PROFESSION

The CSLA and all the component organizations have adopted the Canadian Landscape Charter, which seeks to uphold the following core principles:

- Recognize landscapes as vital
- Consider all people
- Inspire stewardship
- Expand knowledge
- Show leadership

By signing the Charter, the CSLA adopted these as the guiding principles for the society and committed to building a practice of landscape architecture that creates and improved and sustainable living environment for all.

CSLA's organizational chart



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

summary of strategic objectives for 2018-20



1_LEAD COLLABORATION: The CSLA will focus on building strong, collaborative relationships which will enable the society to position itself as a leader in the profession.

1.1_Participate in initiatives which would benefit from the input of landscape architects and seek opportunities to collaborate with partners, such as our components, allied professions, and related organizations, on issues which are important to landscape architects

1.2_Maximize our relationship with component associations

1.3_Evaluate our external relationships and maximize them wherever possible

2_RAISE THE PROFILE OF LANDSCAPE ARCHITECTURE IN CANADA AND ABROAD: The CSLA will enhance its communication of and commitment to raising the profile of the profession.

2.1_Support and sustain new and existing landscape architecture programs in Canada and the students enrolled in those programs

2.2_Entrench the CSLA's role as an advocate and as the national voice for the profession on current issues and the values expressed by the Canadian Landscape Charter

3_PROVIDE DIRECT SERVICE TO MEMBERS: The CSLA will provide services and tools to members which will build the profession's capacity.

3.1_Update the compensation and benefits survey for the profession

3.2_Deliver an enhanced second edition of the Canadian Landscape Standard

3.3_Update the Reciprocity Agreement

3.4_Commission a report on the value of landscape architecture projects

3.5_Review the CSLA's financial reporting mechanisms

strategic actions, timelines and key performance indicators for 2018-20

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 2018-20 will be reviewed annually at the CSLA's Annual General Meeting, with results identified, quantified and explained. The Board is responsible for this yearly review.

2015-17 strategic plan

The results of the 2015-17 Strategic Plan can be consulted in the 2015-17 CSLA Strategic Plan Report Card: <http://www.csla-aapc.ca/society/annual-reports> The "Report Card" provides a description of the results achieved during the period of the Strategic Plan for each objective identified.

strategic actions, timelines and key performance indicators for 2018-20

OBJECTIVE, PURPOSE & PRIORITY	TIME-LINE	LEAD	TARGET	DELIVERABLE	PERFORMANCE MEASURES
1_LEAD COLLABORATION The CSLA will focus on building strong, collaborative relationships which will enable the society to position itself as a leader in the profession.					
1.1_Participate in initiatives which would benefit from the input of landscape architects and seek opportunities to collaborate with partners on issues which are important to landscape architects	ongoing	Board Government Relations Task Force	Ensure that the expertise of landscape architects is called upon where required and the CSLA is involved in strategic initiatives, such as government policy development, university research, allied professions' initiatives.	_ Investigate the lobby for Qualifications Based Selection and determine the CSLA's involvement _Participate in the Invasive Species workgroup _Identify opportunities to be heard at the federal level	_Relevance of initiatives _Effectiveness of CSLA involvement _Demonstrable improvement in the status of landscape architects _Greater involvement of landscape architects at the federal level
1.2_Maximize our relationship with component associations	ongoing	Board Components Executive Director Advocacy Committee	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 and volunteer activities wherever possible.	_Shared initiatives, such as member surveys and communications _Regular communication between staff _Regular component president's roundtable with CSLA Board and use of that meeting as a feedback loop _Involvement of the component associations in the development and implementation of strategic plans _Congress partnership agreements _Sharing advocacy initiatives	_Number of applications/projects supported through the component/affiliate advocacy grant program _Mechanisms for sharing initiatives and communications _Reduction in common component/CSLA expenditures _Management efficiencies _Streamlined communications _Shared advocacy initiatives _Qualitative feedback opportunities
1.3_Evaluate our external relationships and maximize them wherever possible	Fall 2018- Fall 2019	President's Council ExCom Executive Director IFLA Delegate	To maximize our relationship with external related organizations by sharing resources and cross-promoting events, leveraging existing relationships and evaluating membership opportunities in international organizations. Focus on the organizations that provide opportunities for the association and	_ CSLA president to regularly attend ASLA and CLARB meetings. Evaluate whether we should attend based on the program and the opportunities for the CSLA. _Maintain strong formal and informal connections with organizations	_Attendance of CSLA president or representative at ASLA and CLARB conference _Report on attendance at the Board _Effectiveness of our attendance and involvement in ASLA and CLARB meetings.

			the profession.	_Enhance our involvement with the President's Council organizations _Define our expectations and measurement of IFLA membership and evaluate our role within IFLA	_Number and relevance of invitations, partnerships and opportunities _Invitations, partnerships and opportunities given to our partners, _Better-defined relationships with and clear expectations of our partners
2_RAISE THE PROFILE OF LANDSCAPE ARCHITECTURE IN CANADA AND ABROAD: The CSLA will enhance its communication of and commitment to raising the profile of the profession.					
2.1_Support and sustain new and existing landscape architecture programs in Canada and the students enrolled in those programs	ongoing	LAAC Board	To ensure the availability of accredited programs across the country and the availability of a work force which will efficiently integrate into the profession.	_Provide support whenever possible _Regular reports from LAAC _Advocate to have landscape architecture programs recognized as STEM programs _Advocate for the availability of research funding for university professors _Plan CSLA visits to the programs of landscape architecture to meet students, in coordination with existing component programs _Work with the programs to further promote the CSLA's student initiatives	_Establishment of new programs _Meetings between Board members and programs _Number and quality of support initiatives
2.2_Entrench the CSLA's role as an advocate and as the national voice for the profession on current issues and the values expressed by the Canadian Landscape Charter	ongoing	Board Executive Director Advocacy Committee Climate Adaptation Committee Government Relations Task Force	To effectively advocate for the profession on issues of national importance and, on behalf of our members, engage with the public, the government to promote the profession. To have the Canadian Landscape Charter recognized as the prime expression of landscape architecture's values throughout Canada, and to promote those values.	_Seek opportunities for government advocacy, such as meetings with MPs and ministers, events highlighting the profession on Parliament Hill _Submitting briefs to the various parliamentary committees on issues of importance to landscape architecture, including the finance committee pre-budget consultations, build on the work of and reinforce the messaging of our task forces and working groups.	_Number, relevance and effectiveness of advocacy initiatives _Number of signatures _Number of references

				<ul style="list-style-type: none"> _Undertake shared initiatives with allied professions, academe or other groups, such as workshops, meetings, etc. _Produce reference materials to support our role as the voice of the profession which emphasize, visually, the profession's outputs _Write and promote position papers _Build strong relationships with partners and allied professions _Investigate a strategic relationship with the Federation of Canadian Municipalities _Renew the CSLA's World Landscape Architecture Month plan _Use the opportunity of the Governor General's Medal in Landscape Architecture to highlight the profession _Update and modernize the National Urban Design Awards, in cooperation with RAIC and CIP _Endorsement of Charter by landscape architects, allied professions and organizations, public _Use and reference of Charter by component organizations _Use of the Portfolio project to further demonstrate the values of the Charter 	
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3_PROVIDE DIRECT SERVICE TO MEMBERS:

The CSLA will provide services and tools to members which will build the profession's capacity.

3.1_Update the compensation and benefits survey for the profession	Winter 2019-Winter 2020	Executive Director	To deliver a compensation and benefits survey which helps us to better understand the profession in Canada, and to provide information useful to our members in the private and public sectors.	_Compensation and benefits survey and analysis communicated to all members.	_Completion of survey and report _Quality and relevance of survey and report _Feedback on survey and report
3.2_Deliver an enhanced second edition of the Canadian Landscape Standard	Fall 2019	Executive Director CLS Steering Committee	To provide all members with access to an enhanced second edition of the Canadian Landscape Standard.	_Second edition of the Canadian Landscape Standard	_Completion of second edition _Quality/rigorousness of second edition enhancements
3.3_Update the Reciprocity Agreement	Fall 2018	Board Component Associations	To update the Reciprocity Agreement.	_Revised and signed agreement between all component associations, if applicable	_Revision of agreement, if applicable _Inclusion of all component associations
3.4_Commission a report on the value of landscape architecture projects	Spring 2019-Fall 2020	Advocacy Committee	To provide all members with quantifiable data on the value of the profession.	_Report	_Completion of report _Images and case studies of projects _Relevance of data
3.5_Review the CSLA's financial reporting mechanisms	Fall 2018-Spring 2019	Finance Committee Board	To provide members with a consistent template for financial reporting which demonstrates value of membership dues.	_Consistent template for financial reporting _Policy or guidelines on how dues are set	_Policy or checklist on items which need to be reported on at the Board, the AGM _Investigate the role of the Finance Committee and whether it should be integrated into the CSLA by-laws _Policy or guideline on how dues are set

For further information, or to obtain a printed copy of the CSLA Strategic Plan 2018-20, contact:

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