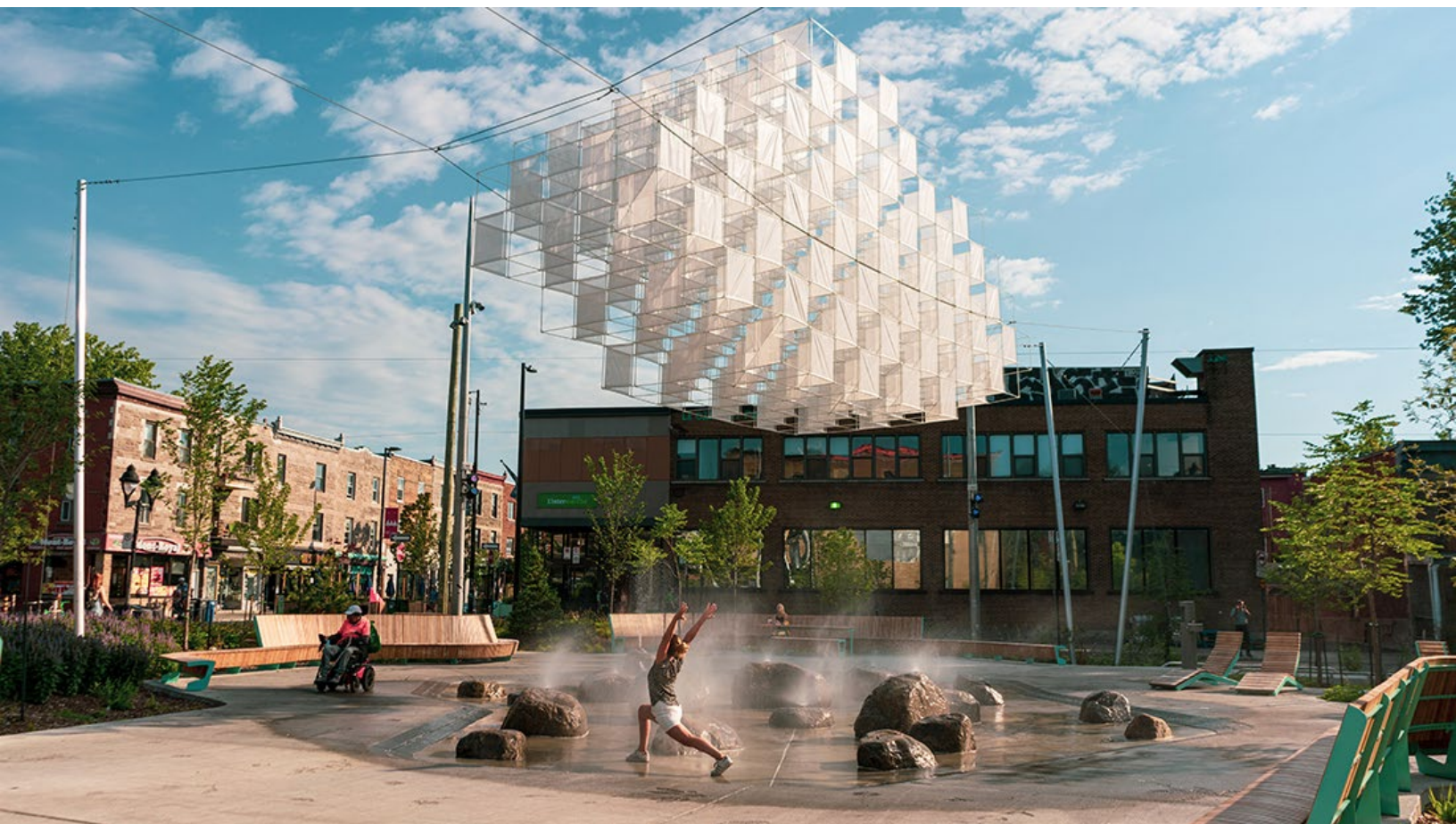


CANADIAN SOCIETY OF LANDSCAPE ARCHITECTS

COMMITTEE & APPOINTMENTS MANUAL



Fleurs de Macadame – 2023 Award of Excellence Recipient

Approved by the CSLA Board of Directors on 21 November 2023.



CSLA
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1. Context

Volunteers are the backbone of the CSLA, and committees are the structure through which our volunteers contribute. The work done by volunteers on committees makes it possible for the CSLA to achieve high levels of performance not otherwise possible.

The CSLA's Strategic Plan 2023-2026 is a roadmap for the CSLA's objectives and strategies, providing the foundation for the CSLA's programs and activities. The CSLA's Committees play a key role in the achievement of the Strategic Plan, through its key programs, policies, and CSLA's liaisons with other organizations. In 2017, the CSLA undertook a Committee Review to address the number, complexity, and roles of the CSLA's working groups, task forces and committees. The review's objectives were to:

- better manage volunteer time;
- better manage the Executive Director's time;
- improve the link between committees and the Board;
- better structure the committees;
- evaluate whether the correct committees were in place;
- better define the scope of the committees and identify their timeline.

2. Role and Function of CSLA Committees, Task Forces and Work Groups

Committees have an advisory function to the Board. The Board may from time to time establish committees with duties and powers as it deems to be in the interest of the Society.

Each committee shall have the committee membership and terms of reference approved by resolution of the Board, consider matters as are referenced to it by the Board, shall keep records of its activities and recommendations, and shall report to the Board at such intervals as require by the Board.

The composition of the committees shall be generally representative of the Board and, where possible and appropriate, include staff and members of the Society and of the community at large. This is an effective way to add expertise, involve more of the community in the work of the Society and bring to the Society a reflection of public opinion. It shall also serve as a means of recruiting, orienting, and screening prospective candidates for the Board. Committees should aim to represent each category of CSLA membership, including fellows, students, associates, and full members. Calls to the members at large are encouraged to staff committees.

A committee's function is to bring the experience, expertise, and judgment of an individual or group of interested and informed persons to bear on a specific area of the Society's responsibility. Overall, a committee is tasked with managing projects and contributing to advocacy and communications initiatives related to the committee's area of responsibility. Its job is to assist the Board by considering matters referred to it in greater depth than would be possible by the whole Board. Committees isolate the key issues requiring Board consideration, propose alternative actions, present the implications, and make recommendations to the Board for decision. The Board will not review the matter in the same detail as the committee but must be satisfied that all pertinent information was considered or refer the issue back to the committee for further study. The Board will consider the recommendations of the committee and adopt or amend these recommendations or make such other disposition as it deems advisable.

2.1 Types and Overall Rules of CSLA Committees, Task Forces, Working Groups, Networks or Roundtables

2.1.1 Standing Committees

Standing Committees are established by the CSLA and enshrined within the CSLA's By-laws.

2.1.2 Committees

Committees are established by the CSLA Board of Directors. Their scope of activity may be more global and have longer-term objectives related to the strategic plan. They are composed of a chair or co-chairs and 2-5 members who lead the activities of the committee.

2.1.3 Task Forces, Working Groups, Networks and Roundtables

Task forces and working groups can be established either by the Board or by the Committees to undertake short-term activities, initiatives, or projects. The establishment of a task force would require approval of either the Board or the Committee under which it finds itself, or a task force could also be established and managed directly by the Board. Typically, these would be short-term groups related to specific projects.

Networks and roundtables may also be established and are usually done so under the aegis of a committee (though not exclusively). Staff, Board Members or volunteers lead networks and roundtables, and they are usually established as communities of practice on a short or long-term basis.

2.1.3 Overall Rules and Operation of Committees

Approvals: All publications, statements, positions or other publications or products must be developed in consultation with the CSLA staff and require Board approval before being made available publicly. All documents must be available in both languages, carry the CSLA branding and be laid out and/or reviewed by the CSLA staff.

Budget: Every Fall, a budget recommendation should be made to the Board (usually via the staff) for the following year budgetary approval.

Staff Role: A CSLA Staff member (usually the Executive Director of the Manager, Advocacy and Strategic Affairs, participate in the committee in an ex-officio capacity. The staff are responsible for scheduling meetings, circulating agendas, tracking member participation, liaison with the Executive Committee and Board (in collaboration with the Board Champion), and overall administration, management, and communications of the committee.

Committee Performance Metrics: The committees' effectiveness is essential to ensure the CSLA is reaching its objectives and utilizing its resources (volunteer, staff and financial) effectively. As such, the committee should *establish SMART Objectives and Metrics via its Operational Action Plan*. The specific objectives should align with the CSLA's strategic plan, and the committee's approved terms of reference. Use key performance indicators (KPIs) that directly reflect the success of each committee's objectives. KPIs could include metrics like engagement levels, event attendance, membership retention rates, survey responses, or other relevant measures.

Performance Review of Committee Chairs and Members/Removal: At the time of the renewal of the Chair's mandate, or upon request by the Board of the CSLA or committee members, a performance review of the Chair and/or member of a committee may be required. Additionally, the Board reserves the right to periodically check in and assess the committee's performance by attending meetings or getting feedback from other committee members and the staff. Any member of a Standing Committee may be removed by a Super Majority Vote of the Board. Reasons might include a breach in the CSLA's code of conduct, consistent non-compliance with responsibilities, unethical behavior, conflicts of interest, failure to attend meetings, failure to achieve the objectives of the committee or actions that harm the organization's reputation. Due process will be followed, and fairness will be used to address performance-related concerns, and an individual will be given an opportunity to respond to any accusations. It is the responsibility of the president of the CSLA to initiate a removal process, and steps should include documenting issues, investigating issues giving warnings, and removing the chair or member from the committee. Board approval is required to remove a Chair or a member from a committee, and the Board should consider how the information will be communicated, how the association's best interests will be protected, any legal or ethical considerations, and maintaining confidentiality as required. Members are expected to uphold high standards of professionalism and ethical conduct when serving on a CSLA Committee, Task Force, Working Group, Network or Roundtable.

CSLA Committee Restructuring: On occasion, and as part of the CSLA's operational planning, a restructuring of committees and their management may occur. For example, Task Forces may become committees, committees may be dissolved to improve internal management and administration, or because of a lack of effectiveness, resources, interest, focus, budget or staff and volunteer resources.

Remuneration: No member of a Committee shall receive remuneration for duties performed on behalf of the Society but may be reimbursed for reasonable expenses incurred while performing such duties with the approval of the Committee Chair and Executive Director.

2.2 Terms of Reference

A Term of Reference must be established for each committee, approved by the Board, and circulated to all committee members. It should be reviewed by the committee annually. The Term of Reference should include:

- objectives;
- composition of committee, or members;
- frequency of meetings.

2.3 Reporting

All committees must provide written reports at the Spring and Fall Board meetings (please refer to *Appendix A: CSLA Board Meeting Report Template*). Task forces, networks and roundtables should report under the aegis of the parent committee, or via the representative verbally at the Board meetings.

2.4 Composition

2.4.1 Committee Chair

The Committee Chair is appointed by the Board and may be composed of Board members, staff, and/or CSLA members. Committee Chairs are appointed for a three-year term and is renewable once. The Board reserves the right to thank a Committee Chair before the end of their term (except in the case of the College of Fellows, where the Chair is elected by the Fellows). The appointments must be approved by the Board.

The Chairs of CSLA Committees are responsible for the operation of the Committee, including:

- ensuring meetings are held as required;
- chairing the meetings;
- proposing the meeting agendas;
- drafting and advancing committee work plans;
- reporting on the committee's activities at quarterly Board meetings both in writing (on the committee report template) and orally;
- advancing the action plans;
- checking in with committee members to ensure they have all the resources required to accomplish their objectives.

In addition, the Committee Chair will be called upon to speak on the related subject matter and become a spokesperson for the CSLA as required. This may include presentations to members, related professionals, or to government representatives.

The Committee Chair is expected to:

- **Provide Leadership:** The chairperson provides leadership to the committee members, setting the tone and direction for the committee's work.
- **Facilitate:** The chair facilitates discussions by allowing members to express their opinions, ensuring that all viewpoints are considered, and guiding the conversation toward productive outcomes.
- **Guide Decision-Making:** The chair often plays a key role in guiding the committee's decision-making process. They may help frame the issues, summarize discussions, and call for votes on various matters.
- **Coordinate:** In some cases, the chair may need to coordinate with other committees, departments, or organizations to align efforts and share information.
- **Resolve Conflicts:** If conflicts or disagreements arise among committee members, the chair may step in to mediate or facilitate resolution in a fair and impartial manner.
- **Coordinate with Staff:** The chair must work in close cooperation with the CSLA staff, who will take the lead on issues relating to management, administration, human resources and budgetary issues.

The Chair must also liaise with the staff and the president of the CSLA on a regular basis, especially in cases of approvals, removals, or complaints about the activities and/or members of the committee.

2.4.2 Committee Members

Committee members are selected via application to the committee with CV. They are appointed for a three-year term, renewable once. Committee members are responsible for:

- participating in committee meetings on a regular basis;
- volunteering to take on tasks and actions as determined by the committee.

Note that member participation is vital to ensure committees achieve their objectives. As such, if a member is absent from three consecutive committee meetings (*unmotivated), the committee member will be thanked from the committee. ** Absences are considered unmotivated when the member does not respond to an electronic meeting invitation.*

2.4.3 Board Champion

A member of the CSLA Board of Directors is appointed to participate in every committee. Their role on the committee is to provide liaison between the committee and the Board of directors, to provide direction to the committee in keeping with the overall Board objectives, and support as required.

3. Standing Committees

3.1 Finance and Risk Management Committee

3.1.1 Objectives of the Committee

According to the CSLA's By-laws, the role of the Finance and Risk Management Committee is to:

- review the Society's financial well-being;
- oversee management's process for the identification, evaluation, and mitigation of related risks, including insurance programs;
- to meet with the Society's Auditor to review the scope and details of the audit plan and approach, and review the auditor the Corporation's policies to govern the process of risk assessment;
- to recommend a cost-of-living adjustment to the Executive Committee to apply to staff salaries on a yearly basis;
- review and approve other matters that may be delegated by the Board;
- annually evaluate the performance of the committee;
- perform such other duties and responsibilities as are consistent with the purpose of the Committee and as the Board deems appropriate].

3.1.2 Reporting

The Committee shall provide a report to the Board no less than four times per year {quarterly} approving or recommending changes to the Board in furtherance the purposes outlined above. In practice, the Chair of the Finance and Risk Management Committee provides a financial report at every Executive Committee Meeting and Board Meeting and presents the yearly audited financial statements at the CSLA's Annual General Meeting.

The Chair of the Finance and Risk Management Committee works in close collaboration with the CSLA's Executive Director and bookkeeper.

3.1.3 Mandate of the Chair and Membership of the Committee

The Finance and Risk Management Committee is comprised of:

- the Chair, appointed yearly by the Board for maximum term of four years;
- two (2) CSLA Board Members, appointed for the duration of their Board mandate, but not to exceed four years;
- one (1) member at large, appointed for a three-year term, renewable once, as described in the Committee Manual;
- the Executive Director (ex-officio).

3.1.4 Role of the Chair

The Chair of the Finance and Risk Management Committee (the Treasurer) role includes:

- Chairing the Finance and Risk Management Committee;
- monitoring the financial activities of the Society and the monthly financial statements;
- reviewing and signing the audited financial statements;
- ensuring that complete and accurate records are kept of all the Society's financial matters in accordance with generally accepted accounting practices;
- overseeing the Executive Director's leave and salary reviews;
- presenting the financial statements and proposed budgets for approval at Board, executive and annual general meetings of the Society;
- ensuring compliance with staffing and finance policies and procedures of the CSLA;
- reviewing and proposes Congress budgets for approval by the Board;
- participating in the Executive Committee and Board Meetings as a voting member.

3.1.5 Meeting Frequency and Travel of Chair

The Chair of the Finance and Risk Management Committee is expected to attend:

- all Board meetings: a minimum of four Board meetings per year (two meetings by videoconference of approximately 2 hours each, and two in-person meetings lasting two days each, plus optional attendance at Congress);
- all Executive Committee meetings: a minimum of four Executive Committee meetings per year (approximately 2 hours each);
- two to three Finance and Risk Management Committee meetings per year (approximately 1 hour each)

3.2 Executive Committee

The Executive Committee shall:

- comprise the President who shall act as committee chair, the President-Elect, the Past President, the Chair of the Finance and Risk Management Committee, additional members as approved by the Board, and the Executive Director who shall be a non-voting ex officio member of the committee;
- be provided a budget for annual operating expenses;
- undertake such duties as assigned by the Board;
- exercise such powers as are authorized by the Board;
- hold meetings at any time and place to be determined by the President provided that each committee member shall be given reasonable notice of meetings, and such notice may be provided by electronic means. No error or omission in giving notice of any meeting of the Executive Committee or any adjourned meetings of the Executive Committee of the corporation shall invalidate such meeting or make void any proceedings taken thereat, and any member of such committee may at any time waive notice of any such meeting and may ratify, approve, and confirm any or all proceedings taken or had thereat.

3.3 Nominating Committee

The Nominating Committee shall:

- comprise the immediate Past-President who shall act as committee chair, the President, and additional Voting Members appointed by the Board who are ineligible for nomination;
- prepare a list of names, drawing from Voting Members, designating at least one nominee to be considered for the position of the next President-Elect;
- ensure that the chair of the Nominating Committee has verified that the nominees are willing to stand for election prior to submitting the nomination list to the Board;
- undertake the duties as assigned in the By-laws and for greater certainty, as set out at s. 3.1.2 and s. 4.1.3 of these By-laws.

3.4 Landscape Architecture Accreditation Council (LAAC)

The Accreditation Council shall (according to the CSLA by-laws):

- be the body of the Society responsible for accrediting professional university undergraduate and graduate degree programs in landscape architecture;
- comprise six members, appointed by the Board for a normal term of office of five years, and including two landscape architecture educators and one non-landscape architect;
- elect a chair whose term of office shall be three years;
- keep funds received for accreditation in an account separate from those of the Society and shall only apply those funds to activities of the Accreditation Council;
- appoint teams to undertake accreditation;
- recruit and train accreditation team members;
- review and approve accreditation team reports and annual reports from universities;
- advise the Board of decisions;
- maintain contact with the American Society of Landscape Architects' Landscape Architectural Accreditation Board and other accrediting bodies to ensure consistency of standards.

3.4.1 About the CSLA's Landscape Architecture Accreditation Council (LAAC)

Mission

The mission of the Landscape Architecture Accreditation Council (LAAC) is to evaluate, advocate for and advance the quality of education in Canadian landscape architecture programs.

In pursuit of this mission, it is the policy of the Council to ensure a minimum level of achievement of commonly accepted professional skills while encouraging experimentation, innovation and flexibility in curriculum. It is also intended that the LAAC work pro-actively to assist the programs to define their intended learning outcomes, evaluate their programs, and refine their curricula on an on-going basis.

Mandate

The LAAC has operated continuously since its inception in 1978 as a Standing Committee of the Canadian Society of Landscape Architects (CSLA). The LAAC is the body of the Society responsible for accrediting professional university undergraduate and graduate degree programs in landscape architecture in Canada. It is responsible for:

- appointing teams to undertake accreditation;
- recruiting and training accreditation team members;
- reviewing and approving accreditation reports;
- reviewing and approving annual reports from universities;
- advising the Board of its decisions;
- periodically reviewing applicable accreditation standards and procedures, and
- maintaining contact with the American Society of Landscape Architects' Landscape Architectural Accreditation Board and other accrediting bodies to ensure consistency of standards.

Decision-making authority in all accreditation matters rests solely with LAAC, which operates independently of the CSLA and its Component Associations. This authority includes: determination of accreditation standards, policies and procedures; establishment of program fees; and allocation of all accreditation revenues to the achievement of its mission.

The LAAC is designed to be financially self-sustaining; however, it can appeal to the CSLA in the event of funding shortfalls or to undertake special initiatives. The CSLA is also committed to provide in-kind staffing support and overhead for the administration of the LAAC, which typically includes accounting, banking services, meeting planning, record-keeping, Internet/web access, and routine communications with the Association's membership. LAAC members and volunteers are also covered by the applicable CSLA insurance policies.

The duties of the Council Chair are: to act as President of the Council; co-ordinate the work of the Council on all accreditation matters; and be responsible for liaison with the CSLA Board of Directors, other accrediting bodies, and the directors of the various Landscape Architecture programs across Canada.

3.4.2 LAAC Roles and Responsibilities

LAAC members must be formally approved by the CSLA Board of Directors and are limited to two consecutive five-year terms without a break in service. Both practitioner and educator members should have served on at least one accreditation visit prior to being appointed to the Board, with consideration also given to diverse experiences and regional representation. Practitioners should have at least 10-years of relevant experience and be a member of CSLA. The non-landscape architecture member of the Council shall be drawn from a related design or planning discipline.

The Accreditation Council is required to meet at least once each year but can meet as often as required to review and decide on all questions of accreditation.

3.4.3 Scope

LAAC is a specialized, non-governmental evaluating body that accredits educational programs leading to first-professional degrees at the Bachelor's or Master's level in Canada. Other programs, such as technical, pre-professional, and advanced professional programs, lie outside LAAC's scope.

In addition to assessing how well programs meet their own specific and institutional educational mission and objectives, accreditation evaluates programs against published standards to ensure that the essential educational components leading to entry-level professional competence are continuously achieved. The Landscape Architecture Accreditation Council formally reviews and assesses the Standards and Procedures every six years and seeks advice and input from landscape architecture educators and practitioners during the process.

Minor changes can be reviewed annually, and the document can be amended to reflect those changes at any time.

3.4.4 Values

To achieve its mission, the Landscape Architecture Accreditation Council seeks to:

- Uphold the standards it establishes in an ethical, non-discriminatory, and non-punitive manner.
- Promote transparency and clarity in its decisions and actions.
- Support diversity in all its varied forms.
- Encourage experimentation, innovation and flexibility in curriculum.
- Promote self-examination and self-analysis of programs and their curriculum by accredited programs. Aspire to achieve educational excellence as the foundation of professional practice.
- Encourage education that prepares students to succeed in a complex and dynamic global context.

3.4.5 Definitions and Interpretations

Accreditation – A non-governmental, voluntary process of peer review designed to evaluate programs based on their stated mission, objectives and learning outcomes and the accreditation standards that follow.

Action Letter – Official communication from LAAC to a Program reporting the accreditation decision and providing a summary of recommendations affecting accreditation of the program.

Assessment – Each criterion has one or more questions that seek qualitative and quantitative evidence that is used to assess the level of compliance with, or achievement of, the related criteria.

Candidacy Status – An academic unit that has enrolled in a working relationship with the Landscape Architecture Accreditation Council to ensure that it is properly positioned for a successful Initial Accreditation Review and approval.

Compliance – Achieved when the LAAC concludes, after review of relevant indicators or other evidence, that a standard is "met" or "met with recommendation" as defined below. To achieve accreditation a program must demonstrate to the LAAC, through the Self-Evaluation Report, site visit, and technical accuracy review of the visiting team report, that it complies with published standards.

Continuing Accreditation Status – An established academic unit that has already achieved Initial Accreditation and is working towards its second (or subsequent) accreditation renewal.

Criteria – Each standard has one or more criteria statements that define the components needed to satisfy the related standard. Not satisfying a criterion does not automatically lead to an assessment of a standard as "not met". To be accredited, a program demonstrates progress towards meeting the criteria. In this document, criteria are identified by letters (e.g., A. Program Mission).

New Program Status – A program that has successfully completed its initial Accreditation review and has commenced its first review cycle.

First-Professional Landscape Architecture Program – A "first-professional program" in landscape architecture encompasses the body of knowledge common to the landscape architecture profession and promotes acquisition of knowledge and abilities necessary to enter the professional practice of landscape architecture:

- a) At the Bachelor's level – in a context that is enriched by a broad foundation in the Humanities, Social Sciences and Natural Sciences,
- b) At the Master's level – by providing instruction in and application of research and or/scholarly methods.

Full-Time Equivalent Faculty (FTE) – FTE is a figure representing the aggregated time committed by full- and part-time faculty members to teaching in a department or program, including faculty who have their duties or teaching assignments split between an undergraduate and a graduate program and faculty who have their assignments split between disciplines. For purposes of calculation, a faculty member with a part-time appointment of 50 percent (and, presumably, a teaching/scholarship/service assignment roughly equivalent to half that of a full-time faculty member) would be assigned to a 0.5 FTE. A full-time faculty member with duties in only one department would be assigned to an FTE of 1.0 for that department.

Full-Time Faculty – Members of the faculty engaged in a full course load of instruction as defined by the norms of the governing institution and accepted practice within the Canadian university context.

Initial Accreditation–The first accreditation for a program leading to a degree in landscape architecture. Initial Accreditation applies retroactively to degrees awarded by the program in the year in which the review takes place, as well as degrees granted in the immediately preceding year.

Intent–Explains the purpose of the standard.

Learning Outcomes – Learning Outcomes are statements that describe significant and essential knowledge, abilities (skills) and values that students are expected to achieve and reliably demonstrate at the end of a course or program.

Part-Time Faculty – Members of the faculty without a full course load of instruction, typically characterized as Adjunct, Affiliate, and/or Sessional Lecturers, but not including Teaching Assistants drawn from the student body.

Program – An inclusive term for the coursework and other learning experiences leading to a degree and the supporting administration, faculty, facilities, and student services that sponsor and provide those experiences.

Program Administrator – An individual holding a full academic appointment and exercising the leadership and management functions of the program. Note, this is an all-inclusive term used in this text to describe an administrative position that may be characterized in the particular institution as: Head, Director, Coordinator, Chairperson, or equivalent.

Recommendations Affecting Accreditation–are issues of serious concern, directly affecting the quality of the program. Recommendations Affecting Accreditation are only made when the visiting team assesses a standard as met with recommendation or not met. Recommendations are derived from the identified areas of weakness in meeting a standard that are described in the rationale sections of the visiting team report. The program is required to report progress regularly on these issues. Recommendations Affecting Accreditation identify issues and do not prescribe solutions.

Self-Evaluation Report (SER) – An SER is a document prepared by a program that describes its expectations, operations, and resources; assesses its progress toward meeting its mission, goals, and objectives; and measures its performance against the criteria for accreditation.

Shall – Wherever used in the Standards is defined as "mandatory".

Should – Wherever used in the Standards is defined as "prescriptive".

Standards – Qualitative and quantitative statements of the essential conditions that an accredited program must continuously meet. A program must demonstrate adequate evidence of compliance with all LAAC standards to achieve and maintain accreditation.

Standard Met – Is employed when evidence shows that overall program performance in this area meets LAAC minimum standards. Note, a standard may be judged as met even though one or more indicators are not minimally met.

Standard Met with Recommendation – Is employed when deficiencies exist in an area directly bearing on accreditation. The problem or problems are determined to have observable effects on the overall quality of the Program.

Standard Not Met – Indicates that the cited deficiency is so severe that the overall quality of the program is compromised and the program's ability to deliver adequate landscape architecture education is impaired.

Suggestions for Improvement – Areas where the program can build on a strength or address an area of concern that does not directly affect accreditation at the time of the LAAC review.

3.5 College of Fellows (COF)

The College of Fellows shall:

- comprise Fellows of the Society;
- elect a chair, vice-chair and secretary;
- adopt, subject to approval of the Board, rules of conduct for the operation of the College;
- notify the Board of the election of new Fellows;
- make other such recommendations to the Board, as it may deem appropriate.

3.5.1 College of Fellows Governance Documents

The following governance documents are available at <https://www.csla-aapc.ca/awards/college-fellows>

- Terms of Reference for the Chair
- Terms of Reference for the Secretary
- Protocol and Procedures for the CSLA Fellows Investiture Ceremony
- By-laws for the Conduct of the College
- College of Fellows Conflict of Interest Policy
- Order of Precedence for Title Designations

4. Committees

4.1 Reconciliation Advisory Committee

4.1.1 Mandate

The mission of the Reconciliation Advisory Committee is to support and advise the profession of landscape architecture on Indigenous issues and Reconciliation. The RAC recognizes that the CSLA contributes to the national effort towards Reconciliation between Indigenous and non-indigenous Canadians.

4.1.2 Vision

When the RAC was established as the Indigenous Issues Task Force in 2016, the goal was to start conversations on Indigenous issues as they relate to the profession of landscape architecture. Since then, the RAC has brought in more Indigenous representation, started a national scholarship through the Landscape Architecture Canada Foundation and has begun granting honorary CSLA membership to influential Indigenous people. Moving forward, the RAC finds itself in a position to help create new stories. The vision for the next two years is to help change the way we as landscape architects think about the relationship between people and the environment. There is significant recognition when it comes to Indigenous issues. Our vision for this Action Plan is to sustain the momentum beyond what has been established so that we may enter a resilient future for Reconciliation and Landscape Architecture.

4.1.1 Objectives

The objectives of the Reconciliation Advisory Committee are:

- to provide advice to the Board;
- to promote awareness of Reconciliation in landscape architecture and respond to the Truth and Reconciliation Commission's Calls to Action on behalf of the profession;
- to create tools and resources to support increased knowledge and awareness of Reconciliation and Indigenous issues amongst landscape architects.

4.1.2 Members

The committee is composed of:

- 3-6 CSLA members;
- one (1) chair or two co-chairs;
- CSLA Staff, in ex-officio capacities;
- CSLA Board Champion;
- advisory members as required and by invitation from the Committee, to ensure that the requisite specialist perspective is drawn upon to advise the Committee. This could include BIPOC, Indigenous and regional representation as required;
- members from other relevant CSLA committees as required.

4.1.3. Meetings

Meetings are held every 4-6 weeks by tele or video conference. In-person meetings are held as required.

4.2 Committee on Climate Adaptation

4.2.1 Objectives

The mission of the Committee on Climate Adaptation (CoCA) is to support the profession of landscape architecture on all issues relating to climate adaptation. Our goal is to advocate for a more equitable future within a changing climate by creating a society which has: an enhanced capacity for resilience, a willingness to transform to a better state, and a commitment to ensuring the long-term sustainability of environments, cultures and well-being. The objectives of the CoCA are to:

- provide leadership nationally;
- increase the profession's capacity to respond to climate change and advance climate adaptation;
- collaborate and partner with academia, industry and related professions in strategic partnerships to advance climate adaptation and the role of landscape architecture in achieving this objective and to address interdisciplinary issues;
- seek opportunities to engage with the federal government to advance mutual objectives and create awareness of the role landscape architects in climate adaptation;
- raise awareness about climate justice and ensure a JEDI lens on the committee's activities.

The CoCA's mission will also draw on the core principles expressed in the Canadian Landscape Charter, which are:

- recognize landscapes as vital;
- consider all people;
- inspire stewardship;
- expand knowledge;
- show leadership.

4.2.1 Members

The committee is composed of:

- 3-6 CSLA members;
- one (1) chair or two co-chairs;
- CSLA Staff, in ex-officio capacities;
- CSLA Board Champion.

4.2.2. Meetings

Meetings are held every 4-6 weeks by tele or video conference. In-person meetings are held as required.

4.3 Landscapes/Paysages Editorial Board

The Editorial Board is intended to represent the CSLA's Board of Directors and component associations, the landscape architecture academic programs, and the broader landscape architecture professional community. A review of the policies regulating the Editorial Board and the magazine can be found in the CSLA's Communications Policy and Communications Strategy (available upon request).

The present summarizes the various activities and responsibilities of L|P's Editorial Board members. Other documents include the [L|P Guidelines for Guest Editors](#) and the [L|P Guidelines for Contributors](#) for detailed information regarding magazine content, planning, and editing standards.

4.3.1 Editorial Board Mandate

The Editorial Board's mandate is to provide the overall editorial direction for Landscapes | Paysages Magazine. This includes:

- prepare an annual editorial plan, including direction as to topics, features, and special issues, and publish this plan to the membership;
- appoint a Guest Editor and Editorial Board Liaison for each issue;
- prepare and publish Calls for Submissions;
- encourage the CSLA membership and others interested in Canadian landscape architecture to contribute to the magazine, ensuring that content targets are achieved and that all regions of Canada are represented;
- participate, when needed, in the review of the material submitted;
- provide feedback on published issues regarding content and graphic presentation;
- establish guidelines and terms of reference for the various aspects of magazine coordination and production;
- provide advice to the CSLA Board of Directors regarding the Landscapes | Paysages Magazine Policy.

The Editorial Board also assists the Editor in the production of the magazine, most directly regarding graphic layout, cover page composition, and the magazine's general "look-and-feel". In certain instances, Board members may also assist with the review and editing of submitted articles and with the coordination of contributors.

4.3.2 Composition of the Editorial Board

Membership of the Editorial Board is composed as follows:

- up to two persons appointed by each component association from its membership;
- the Executive Director of the CSLA, ex officio;
- the Editor, ex officio;
- the CSLA Board of Directors Champion, ex officio;
- up to two interns from the landscape architecture student community (optional).

All members of the Editorial Board shall be Members or Associate Members in good standing of the component associations (except for the interns). At least two members of the Editorial Board shall be French-speaking and two members shall be English-speaking.

Editorial Board members are appointed for three-year terms, subject to renewal. When practical, terms for both representatives of a component association should be staggered to ensure there is always at least one member per component.

4.3.3 Process – Members

Editorial Board members shall be identified by their component organization when requested by the Editorial Board to fill a vacant position. The component organization will confirm the appointment by vote of executive council (or equivalent) of the component organization.

4.3.4 Process – Student Interns

Student interns should be selected by a Canada-wide search of the accredited landscape architecture programs (University of British Columbia, University of Calgary, University of Manitoba, University of Guelph, University of Toronto, Université de Montréal).

Prospective interns should submit a letter of introduction and CV to the Chair of the editorial Board, outlining their interest in the magazine, their field of study, and skills and experience they would bring to the position.

A subcommittee consisting of the Editor, the Chair of the Board and two (2) additional Board members will review the applications and select up to two candidates for inclusion on the Board.

The letters of introduction and CVs will then be shared with the Board and voted on via email for approval. The vote should then be confirmed at the next Board meeting for the record and the candidates welcomed to the Board.

4.3.5 Editorial Board Members Responsibilities

Board members are expected to contribute to all activities required to meet the Editorial Board's mandate, including:

- attend monthly coordination meetings;
- proactively reach out to members of their component associations for contributions to the magazine
- stay abreast of regional projects, events, and initiatives related to the magazine's mandate;
- assist with the review and editing of submitted articles and the coordination with contributors;
- provide feedback on published issues regarding content and graphic presentation;
- suggest themes and guest editors for upcoming issues and participate in the annual planning session.

In addition, Editorial Board members are encouraged to serve as Guest Editor or Editorial Board Liaison for specific issues. They may also contribute directly to the magazine's editorial content via articles, interviews, discussion panels, etc., or help coordinate special areas of the magazine's content such as book and events reviews, recurring columns on selected topics, etc.

4.3.6 Chair

The Chair of the Editorial Board is elected by the Board members for a two-year term, subject to renewal. This nomination must be approved by the CSLA Board of Directors. The Chair assumes the ongoing coordination of the Editorial Board activities as well as the coordination with the magazine's Editor and the CSLA Board of Directors. The Chair's responsibilities include:

- chair Editorial Board meetings (or nominate a designate) and assist the Editor with the preparation of meeting agendas and minutes;
- produce an annual report for the CSLA Board of Directors;
- fulfill other CSLA coordinating activities such as produce quarterly reports to the Board of directors and attend the Component Presidents' Roundtable meetings;
- assist the CSLA Executive Director in the hiring of an Editor;
- assist the CSLA Executive Director in the renewal of the magazine's publishing contract;
- assist the Editor with ongoing activities related to editorial content, including, communication with contributors and readers;
- assist, as needed, the Editorial Board Liaison with the planning of individual issues;
- generally ensure that the Editorial Board achieves its mandate.

4.3.7 Editorial Board Liaison

Except for the annual Awards of Excellence issue, which is edited by the Editor, each issue is assigned one Editorial Board Liaison. The role of the EB Liaison is to assist Guest Editors with their responsibilities and to facilitate coordination with the Editorial Board and the Editor. EB Liaisons may also elect to serve as Guest Editor for the issue they supervise. Their responsibilities include:

- clarify the thematic focus of the issue;
- find a Guest Editor (or, alternately, serve as Guest Editor) for the issue and support the Guest Editor at all stages of the issue planning and development process;
- help draft the Topic Description and the Call for Submissions;
- assist the Guest Editor in reaching out to main contributors;
- assist the preparation of the issue's Planning Summary;
- review and comment draft main articles and assist, on a as-needed basis, the Editor with follow up editing and coordination with authors;
- provide the Editor with feedback and comments regarding first proofs of the issue's graphic layout and cover page;
- update the Editorial Board of the status of the issue at the monthly coordination meetings.

4.3.8 Guest Editor

The Editorial Board may assign a Guest Editor to specific issues of the magazine. Guest Editors work with the EB Liaison and the magazine's Editor to develop a Topic Description for their issue, put out a Call for Submissions, gather feature articles by reaching out to main contributors, and confirm that the material gathered is in line with the issue's topic and, in general, is written in a manner suitable for publication. Guest Editors are also responsible for writing the issue's introduction and may choose a more proactive role in writing one of the articles, facilitating interviews or panel discussions, and /or providing editorial feedback to contributors.

The magazine's Editor will retain the overall planning coordination of the issue and assume primary responsibility for all production stages of the issue, including the editing of articles, the coordination with authors regarding final texts and illustrations, the graphic layout and production of the issue, and the coordination with the Publisher.

Guest Editors shall normally be members of the CSLA. In instances where the Guest Editor is not a member of the CSLA, or is from outside of Canada, the EB Liaison will serve as Co-Guest Editor for the issue.

See the [LP Guidelines for Guest Editors](#) for a more exhaustive description of the Guest Editor's responsibilities.

4.3.9 Meetings and time commitment

The Editorial Board meets once monthly, for an hour, via tele-conferencing. When practical, an in-person meeting is also held at the annual CSLA Congress. Meetings are normally held on the first Monday of each month, between 12 Noon and 1 P.M. Central Time.

The most important – and time consuming – activity is to stay abreast of regional projects, initiative, and people deserving inclusion in the magazine and to then find someone to write about them. Board members are expected to reach out to potential contributors on an ongoing basis for contributions to planned thematic issues and to help replenish the bank of reserve articles.

Board members are not expected to read and comment every article submitted for publication but may volunteer to do so when the Editor requires assistance with a particular article, or to help fulfill the language policy of the magazine.

Board members that elect to serve as EB Liaison or Guest Editor for a particular issue should expect to allocate a few hours a week to the magazine throughout the usual six-month planning and production sequence (see Appendix 1).

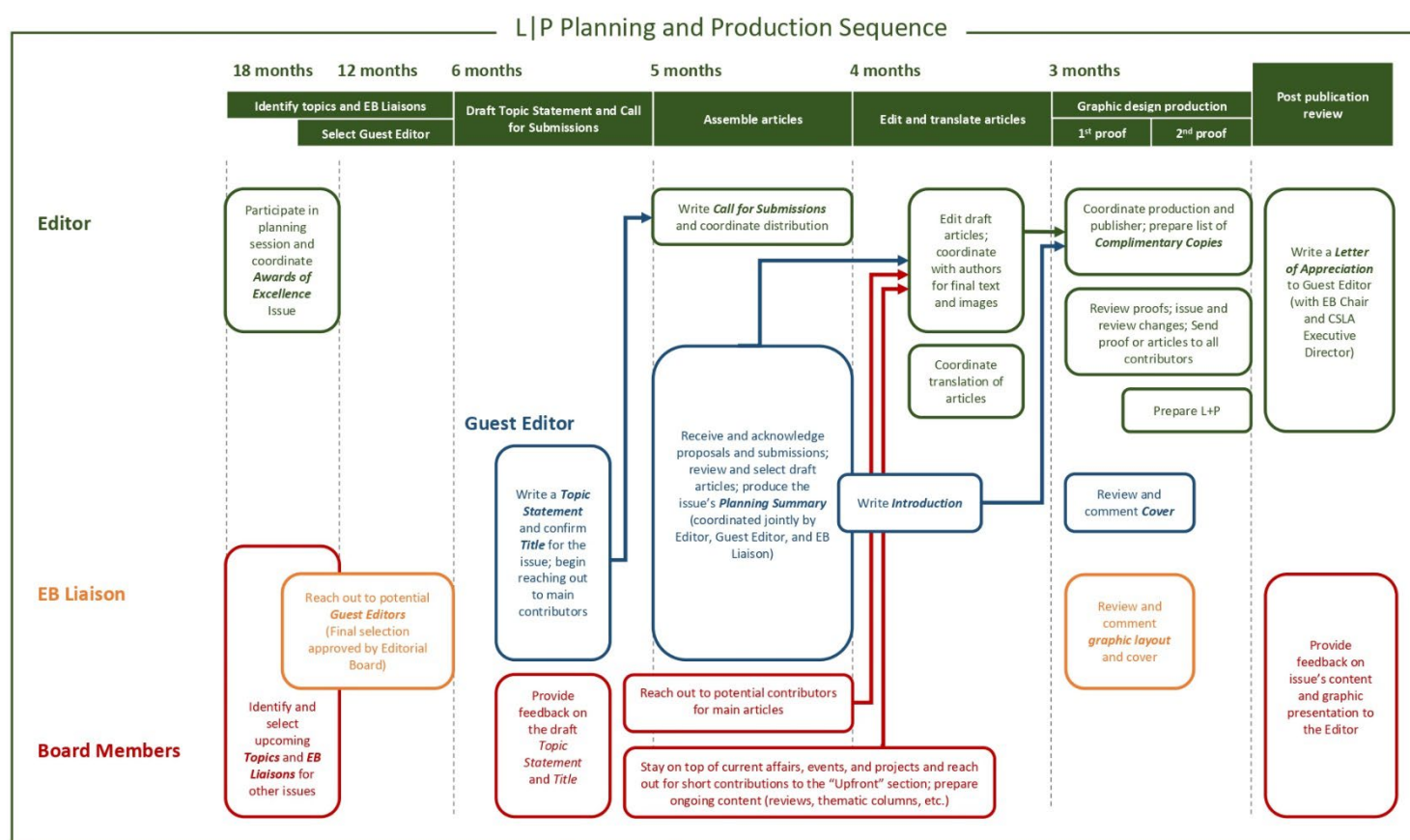
Finally, Board Members that volunteer to assume primary responsibility for one component of the magazine's content -- such as reviews or recurring thematic columns -- should set aside a few hours every month for communication, coordination, composition, and editing.

4.3.10 Typical Planning and Production Sequence

Landscapes | Paysages Magazine is published four times a year. The annual Awards of Excellence issue is published in the summer and coordinated by the Editor. Each of the remaining three issues is coordinated by their Guest Editor and EB Liaison. Board members are expected to support these lead coordinators throughout the planning and production process.

Editorial topics, EB Liaisons, and Guest Editors are identified eighteen to twelve months prior to the expected date of an issue's publication, at an annual Editorial Board planning session. Once Guest Editors have been identified each issue involves a six-month planning and development process in which Guest Editor, EB Liaison, Editor, and Board members assume specific responsibilities (see the chart in Appendix A).

Appendix 1: Typical Sequence of Magazine Planning and Production



4.4 Congress Planning Committee

4.4.1 Objectives of the Committee

To plan the yearly CSLA Congress.

4.4.2 Composition of the Committee

The CSLA and a component association will generally share the responsibility for the planning and a Planning Committee Chair should be appointed by the component association and CSLA. A call for volunteers from across the country should be undertaken to join three sub-committees to help in the development of the event. They are:

- Program (Scientific) Committee: this committee will develop a theme, suggest keynote speakers, promote the Call for Abstracts, and evaluate proposed sessions. The involvement of the members of the Program Committee will also be required during the event;
- Tours Committee: to develop and coordinate a series of 4-6 tours during the event;
- Trade Show and Sponsorship Coordinator: to work with the CSLA Executive Director and Communications Coordinator to promote the call for exhibitors and sponsors and be an on-site resource for exhibitors during the trade show.

4.4.2 Meetings

Meetings are held by videoconference. Initial meetings are held monthly, then are to be approximately every 2-3 weeks until the Congress, or as needed.

4.5 Canadian Landscape Standard Steering Group

(under review)

4.6 Cultural and Historic Landscapes Committee

4.6.1 Objectives of the Committee

The objectives of the committee are to:

- refine the mandate and scope of the Committee;
- build awareness about the importance of legacy to the profession;
- establish a national database of landscape assets, identifying those cultural landscapes and landscape architects that merit celebration;
- provide research resources and build awareness within the profession and the broader community;
- employ tools so to advocate for threatened cultural landscapes on a national basis through political engagement and public awareness;
- showcase, through various means, landscapes of cultural interest from across the country and/or bodies of work to a broader public and professional audience.

4.6.2 Members

The committee is composed of:

- 3-6 CSLA members;
- one (1) chair or two co-chairs;
- CSLA Staff, in ex-officio capacities;
- CSLA Board Champion.

4.6.3. Meetings

Meetings are held every 4-6 weeks by tele or video conference. In-person meetings are held as required.

4.7 Human Health and Well-Being Committee

4.7.1 Objectives of the Committee

The Committee on Human Health and Well-Being was established in June 2020. The Committee was tasked with addressing UN Sustainable Development Goal #3 Good Health and Well-Being for all living on this planet by 2030. The Canadian Landscape Charter recognizes that landscapes are a major contributor to the quality of life for all people living in urban or rural areas, whether the landscapes are of high quality or degraded, or are seen as familiar and common, or recognized for their exceptional beauty or value. One of the Charter's core values is to: Consider all people: > By ensuring that all landscape interventions contribute to how people experience their physical and sensory environment, while protecting and/or enhancing Canada's heritage and creating a better place to live now and in the future.

With the Canadian Landscape Charter as our foundation, the Committee on Human Health and Well-Being proposes the following committee objectives:

The Committee on Human Health and Well-Being proposes the following objectives:

- Advocate for and build awareness of the relationship between landscape architecture and human health and well-being.
- Promote the health and well-being of all people involved in the practice of landscape architecture in Canada.
- Develop formal, long-lasting partnerships with other organizations with similar goals and commitments.

Ongoing activities

Responsibilities for ALL committee members:

- Read: CSLA Committee Manual: Governance Documents | CSLA ([csla-aapc.ca](https://www.csla-aapc.ca))
- Update Committee Terms of Reference and Action Plan for second term 2024-2026 (Timeline: Board of Directors - November 2023)
- Review and contribute to the resources page on website: <https://www.csla-aapc.ca/mission-areas/human-health-well-being-resources> (Timeline: ONGOING)
- Share news items that could serve as social media content, bulletin content, website resources, etc. (Timeline: ONGOING)
- Contribute to the shared resources document (in Google Drive): add links to resources, organizations and/or events relevant to the work of the Committee (Timeline: ONGOING)

Advocate and build awareness of the relationship between landscape architecture and human health and well-being.

- Review list of National Recognition Days and prepare appropriate social media posts linking issue to landscape architecture
- Identify relevant existing resources from allied professions and related associations (ASLA, LI, AILA, LAF)
- Identify experts in the field as potential future speakers (keynotes, webinars, etc.)
- Prepare original white paper(s) and/or article(s) on relevant topics (i.e., aging and design for ltc)

Promote the health and well-being of all people involved in the practice of landscape architecture.

- Identify relevant existing resources to promote healthy workplace environments (i.e., work-life balance, how to avoid burnout,
- Identify experts in the field as potential future speakers (keynotes, webinars, etc.)
- Undertake a membership survey on the health of landscape architecture workplace environments - seek input on how the Committee can provide support to employees/employers and what types of resources are needed

Develop formal, long-lasting partnerships with other organizations with similar goals and commitments.

- Identify other organizations that share similar goals and commitments and build a network to follow their activities and events (register for newsletters, social media posts, linkedin)
- Attend (virtual or local) and participate in relevant events, committees, and roundtables to contribute landscape architecture perspectives

4.7.2 Members

The committee is composed of:

- 3-6 CSLA members;
- one (1) chair or two co-chairs;
- CSLA Staff, in ex-officio capacities;
- CSLA Board Champion;
- advisory members as required and by invitation from the Committee, to ensure that the requisite specialist perspective is drawn upon to advise the Committee. This could include BIPOC, Indigenous and regional representation as required.

4.7.3 Meetings

Every 4-6 weeks by tele or video conference. In-person meetings as required.

4.8 Justice, Equity, Diversity and Inclusion Committee

4.8.1 General Purpose

The CSLA acknowledges the need for a united national effort, committed to creating positive change and a more equitable future in the profession of landscape architecture. The Justice, Equity, Diversity, and Inclusion Committee was created in early 2023 with the purpose of implementing changes across the nation that will enhance equity, diversity, and inclusion in the field. The Committee has identified six opportunity areas in the Action Plan driving the CSLA Justice, Equity, Diversity, and Inclusion strategy:

- raising Professional Awareness;
- external Stakeholder Outreach;
- focused Community Inclusion;
- accountability and Metrics;
- building Equitable Practices;
- tools and Training.

4.8.2 Terms and Definitions

The term “Justice, Equity, Diversity and Inclusion” represents a framework for how we can cultivate a fair and dynamic culture in our profession that is connected to and reflective of our varied communities in Canada. The framework extends across academia, in the workplace and through our project work, and is based on the following values:

“Justice” means dismantling barriers so that all individuals and communities can have fair and reasonable access to resources and opportunities in the profession;

“Equity” means the fair and respectful treatment of all individuals and communities, acknowledging that we do not all start from the same place, and that the creation of opportunities and reduction of disparities may be required for diverse groups to overcome systemic structures and/or biases;

“Diversity” means embracing differences in our age, race, ethnicity, gender identity, sexual orientation, physical or mental ability, neurocognition, lived experiences, and more; and

“Inclusion” means ensuring that all voices are part of the conversation, including those who might otherwise be marginalized or excluded.

4.8.3 Objectives of the Committee

The objectives of the Justice, Equity, Diversity and Inclusion Committee are to:

- operationalize the Justice, Equity, Diversity and Inclusion Action Plan on behalf of the CSLA;
- provide liaison with LACF and component associations on an ongoing basis;
- advocate for and build awareness of Justice, Equity, Diversity and Inclusion within our profession and our professional associations;
- create and promote resources for members;
- explore the importance of the intersectionality of Justice, Equity, Diversity and Inclusion with the work of all other CSLA Committees, Task Forces, and Working Groups, especially the Reconciliation Advisory Committee.

4.8.4 Members

The Justice, Equity, Diversity and Inclusion Committee shall be composed of a team from all categories of membership. The members will be:

- one chair;
- one CSLA Board Champion;
- up to 12 members appointed from LACF and component associations (special consideration will be given to component associations who may want to send more than one representative);
- up to 2 members from the College of Fellows;
- CSLA staff and component staff to serve as ex-officio;
- Sub-groups and additional volunteers as required.

The role of the members of the CSLA Justice, Equity, Diversity and Inclusion Committee would be to:

- report component Justice, Equity, Diversity, and Inclusion activities to the national committee;
- provide liaison to work on regional initiatives in line with the overall action plan;
- contribute to the national initiatives.

4.8.5 Meetings

Every 4-6 weeks by tele or video conference. In-person meetings as required.

4.8.6 Reports and Evaluation of Progress

A yearly Justice, Equity, Diversity and Inclusion report and dashboard, with contributions from LACF, College of Fellows, and component associations, will be published on the CSLA website in conjunction with the CSLA Annual Report. The report should contain any data collected, indications on changes in that data from year to year, and a report card of Justice, Equity, Diversity and Inclusion initiatives and progress on the action plan. The report should also feature impactful stories to understand the importance of Justice, Equity, Diversity, and Inclusion in our profession.

LACF, College of Fellows, and component association representatives are encouraged to report back to the foundation and associations, sharing information on national initiatives and progress from the CSLA Justice, Equity, Diversity, and Inclusion Committee. Representatives are also encouraged to bring any relevant matters relating to Justice, Equity, Diversity, and Inclusion back to the National Committee for support and/or information.

5. Board-Approved Appointments

On occasion, the CSLA Board may make appointments. These include, but are not limited to:

- envoys;
- advisors;
- delegates;
- representatives.

These appointments are often made when dealing with partner organizations, such as the International Federation of Landscape Architects, and the International Union for the Conservation of Nature. It is also a function which allows members to continue their ongoing work on behalf of the CSLA once their terms on the Board or on a Committee have ended.

All written materials produced by the appointee, and policy statements have oversight by the CSLA, and staff are responsible for ensuring the regular reporting on initiatives.

Committee-Made Appointments

Additionally, Committees can appoint representatives to serve on strategic committees, working groups or reviews. These are often coordinated by the Federal government or Crown Corporations, have specific objectives related to the Committee and are limited in their duration. CSLA Representatives should report to the Committee, and the Committee Chair should include updates of their work in their Board reports.

5.1 Appointments and Term

Appointments: Candidates must be approved by the Board following a recommendation by a Committee, the Executive Director, or the Executive Committee. In some instances, a call for nominations may be circulated to the membership. In these cases, the Executive Committee is tasked with reviewing, interviewing and screening candidates to make a recommendation to the Board.

Term: Appointments may be made for three-year terms, renewable once.

5.2 Reporting

All appointed positions must report to the Board and any associated committees at least once yearly, via a presentation to the Board and a report to be published in the CSLA Annual Report.

Appendix A – Committee Report to the Board Template



Spring and Fall Committee Report to the Board

Notes on Completing this Report: Thank you for completing this report for the Board! As Chair of a national committee, the CSLA Board is tasking you with keeping the members updated on developing issues and initiatives. Going forward, these updates will be helpful in providing your yearly report for the Annual Report in January of each year. Please be as succinct as possible; the Board can ask for further information if required. In addition, when completing this report, please indicate which information would be helpful to share with the component association Boards. [The form will be provided to you by the Executive Director two weeks before the deadline.](#)

In-Person Presentations to the Board: In addition to quarterly reporting, part of your responsibilities as Chair of a national committee will be to present to the Board in person or by videoconference. You will receive an invitation to these meetings.

Please return the completed form to Michelle Legault at executive-director@csla-aapc.ca

Committee Update

Name of Committee	
Date of Board Meeting	
Deadline for Update:	
Current Committee Members	
Old Business: Update (point form)	
New Business: Update (point form)	
Questions to Board or Advice Sought	