







THE CANADIAN SOCIETY OF LANDSCAPE ARCHITECTS

ANNUAL REPORT 1990

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This is your Congress '91
edition of the CSLA **Bulletin**,
vol. 6, No. 1, March, 1991.

Si vous desirez un exemplaire
du **Bulletin** en francais,
veuillez aviser le secretariat.

Notes

Lined area for notes.

IN SOME WAYS IT SEEMS LIKE MY YEAR AS President is just beginning. There are so many things that need to be done and so little time to try and do them all. As I sit in the Winnipeg airport, weary from a long two day Executive Committee meeting and reflecting on the quality of projects that have been adjudicated for the 1990 Awards Program - the most successful ever, I can't help but feel that we're a lucky group. From our very modest beginnings in 1934, we have continued on an ever expanding journey to accomplish a record of practice able to stand proudly in the arena of design professionals. We have achieved this because of the hard work and dedication of all those who have taken the time to serve in the interests of Landscape Architecture.



Hard work by a large group of individuals has allowed me to be a more effective President. Their efforts have also allowed our Society to grow financially and to provide an expanding program of member services.

The dedication and inspiration of members of the Board of Governors and the many others who assist on committees and special tasks ensures the success of the Society.

Over the past year we have been able to establish the principle of reciprocity among components, we have broken the one thousand barrier with our membership numbers and we have established a new component - The Northwest Territories Association of Landscape Architects. Our participation in the federal government Design Forum, recently held with other design professionals, and our continuing liaison with our counterparts in the U.S.A. and with professional groups such as the R.A.I.C. and C.I.P., have raised the visibility of Landscape Architecture across the country. Details of these accomplishments and others are noted throughout this annual report.

My term of office has included the tasks of President and Treasurer. The combination of these two positions has divided my time and perhaps not allowed me to be as actively

involved in the delivery of member programs as I would have liked. However, it has allowed me to gain a sound understanding of society finances and help put a system in place to guide future administrations.

As many of you know, the business of the CSLA/AAPC is divided into two sectors, administration and member services. The Executive Committee and Board of Governors are mandated by operations guidelines to devote a greater proportion of annual income to member services. Society finances are now governed by a Three Year Plan first set in place in 1989 and annually reviewed and updated. Five percent of the gross annual income is now being set aside in a special account to build for our future. As we move towards the turn of the century, and plan for the next one hundred years, we can reflect upon our past achievements knowing that they made a positive contribution to the world in which we live.

I would like to thank all those who donated freely of their time to help the CSLA achieve its goals and the Board the Governors for their support and foresight. I would especially like to thank the Executive Director, Jim Taylor, for his untiring efforts in the management of the day-to-day business affairs of the Society. I would also like to thank you the membership for allowing me to be President.

L.R. Paterson

PRESIDENT'S REPORT

page one

PRESIDENT ELECT'S REPORT

page two

THE UPBEAT WORLD OF EARLY 1990 IS being rapidly transformed. The challenges facing the profession now present themselves in the context of a deepening recession, international conflict and uncertainty. However, the skilful planning and management of the past Executive Committee and Board of Governors have placed the CSLA in a positive financial position in 1991, from which we can confidently launch the next stage of our program to enhance the visibility and strengths of the profession in Canada and abroad.

To Larry Paterson, in his double role of President and Treasurer, and to Jim Taylor, our Executive Director, we all owe a tremendous debt of gratitude. Through their leadership and constant efforts, in collaboration with the Board and its committees, the Three-Year Plan undertaken in 1989 by then-President Estyl Mooney, has been in large measure accomplished. Both Larry and Jim will continue to serve the Society this year as Treasurer and Executive Director, respectively, and will continue to enrich the Executive Committee and the Board with the knowledge gained through their long service to the profession.

The past year has been a ripe one for me as I have been immersed in Board and Committee activities. Early in the year, I had the honour of presenting student and professional awards during the AAPQ's highly successful 25th anniversary celebrations in Montreal. Later, other national and regional events in Alberta, Saskatchewan, Manitoba, Ontario and the NWT (welcome to our new component!) offered occasions to sense the regional dynamics of the profession and the challenges facing it. During the coming year, the Board of Governors will meet on the east and west coasts as we strive to distribute the visibility offered by the national body's meetings, and at the same time, stimulate exchange between our colleagues throughout the country.

Opportunities to represent the Society at various interprofessional and international events were particularly rewarding, the highlight being a lecture tour of the Soviet Union last fall as a guest of the Soviet Association of Landscape Architects.

As we head towards the last year of the CSLA's first Three-Year Plan, our efforts will be concentrated on strategic planning issues related to our professional status, raising public and government awareness of the profession and constant improvement of member services.

At its fall meeting in Yellowknife, the Board of Governors identified its priorities for action during the coming year. The most important of these are:

Continuing Education

The Board will explore ways of making continuing Education programs available at both national Congresses (starting in 1992) and at regional meetings to support proposed new membership requirements.

Reciprocity

Now that most of the component associations by-laws have been amended to enable reciprocity with the other components, the Board will closely examine the feasibility of a uniform national examination.

Membership participation

Through increased member services, improved communications between headquarters (the Board) and the membership, continuing education and a proposed service awards program, the Board will encourage participation of members in the society's work.

Increased visibility

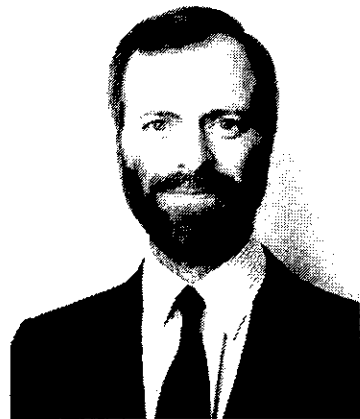
This major focus during the coming year will be developed through a wide range of activities on different fronts, including:

Professional Awards:

-continued development of this successful and growing program by drawing highly visible "mover and shaker" clients into the limelight.

Community Service:

-more dynamic interaction with our local communities and, most important, spreading the word of successful projects.



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CSLA BOARD OF GOVERNORS

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- 3.2. IFLA
- 3.2.1. Select second representative.
 - 3.2.2. Encourage greater participation on inter-national committees.
 - 3.2.3. Improve communication among IFLA, the IFLA delegate(s), the Board of Governors and the general membership. Examine means for distribution of IFLA yearbooks.
 - 3.2.4. Support and assist reorganization of IFLA through our IFLA delegate.

- 3.3. ASLA
- 3.3.1. Support CSLA/ASLA Joint Committee to examine ASLA organizational role and status in Canada.
 - 3.3.2. Explore U.S./Canada issues including Free Trade and Acid Rain.

- 3.4. Visibility
- 3.4.1. Public Relations. Establish a direction relative to media access, communications and public relations. Make greater use of the Bulletin in publicizing the profession.
 - 3.4.2. Community Service. Initiate a community service policy and consider programs in this area.

GOAL 4: FACILITATE INTERPROVINCIAL COMMUNICATION

- 4.1. Reciprocity
- 4.1.1. National. Acquire Provincial membership and practice standards to serve as a data base. Develop recommendations and guidelines to facilitate reciprocity.
 - 4.1.2. North American. Enter into discussions with the ASLA regarding concepts of reciprocity under the Free Trade Agreement.
- 4.2. Support Provincial Registration
- 4.2.1. Information and assistance. Provide information and support to Component Associations in their effort to achieve Provincial Acts governing Landscape Architecture. Alberta, Manitoba and Quebec are considering legislation within the period of the Plan.
- 4.3. Identify and Coordinate Issues of Common Interest
- 4.3.1. B.C.S.L.A. Strategy Plan
 - 4.3.2. O.A.L.A. Revised Ethics
 - 4.3.3. Environment Committees
 - 4.3.4. Guidelines for Hiring Landscape Architects

Media Access:
 -getting the valuable promotional materials produced over the last few years out into the field,
 - using Congress, the Professional Awards program, Community Service projects and current affairs to promote the profession.

Publications:
 -widening distribution of the Bulletin to include new contacts outside the profession, in government, industry and allied professions.
 -further development of LAR Magazine through the new Editorial Board; distribution of a special Awards Issue in 1991
 -encouragement of component sponsored publications such as the AAPQ's two award-winning 25th anniversary projects (Continuité and Le paysage et l'art dans la ville).
 -distribution of the IFLA Yearbook and the IFLA-sponsored presentation volume Contemporary Landscapes in the World.
 -production and distribution of a new high-quality brochure on the profession.
 -collaboration with Landscape Architecture Canada Foundation and government agencies in sponsoring research on landscape architecture as a cultural and environmental pursuit.

Policy development:
 -using IFLA and ASLA resources as models to develop positions on current issues such as sustainable development.

Links to other design professions:
 -pursue contacts with the Royal Architectural Institute of Canada (RAIC) and other professional associations (Interior Design, Graphic Arts, Industrial Design, etc.) in order to cultivate mutual awareness and explore the potential for common promotional activities and administrative services.

Links to Federal Ministries:
 -develop contacts established through the Design Strategy Forum (Montebello, Quebec, December 1990) with a view to upgrading federal government recognition of the profession and securing assistance in developing descriptive and promotional materials. (Ministries of Communications and Industry, Science and Technology).

The CSLA will continue to develop its relationship with the ASLA through the joint committee of the two associations which meets regularly in conjunction with the two national congresses: in Toronto in February and next autumn in Kansas City.
 On the larger, international scene, Peter

Jacobs will continue as our senior delegate to IFLA, overseeing our efforts to render the international federation a more visible and viable voice for the profession. Members are encouraged to attend this year's Congress in Cartagena, Colombia, August 16-19. In addition to support for this Congress, new initiatives such as regular student and professional exchanges will be explored in order for the CSLA to assist in the development of the profession both in Latin America and in Eastern Europe.

The new Accreditation Council will be encouraging the remaining academic programs, not yet visited, to seek its recognition.

The Education Committee will pursue the coordination of the student Merit Awards program and promote dialogue and reporting amongst the six academic programs in Canada. Several outstanding housekeeping tasks will be targeted for completion in the coming months: the member roster, CSLA by-laws update and the Congress planning manual.

Finally, with the Three-Year Plan nearing successful completion, the Board will have the task of establishing a new plan of action to guide the Society's evolution over the next years with the same fiscal responsibility that has characterized the current plan.

While each Board member assumes responsibility for different dossiers, there still remains a tremendous amount to be done by others. I urge all members of the Society to discuss the possibility of their involvement with their Board member, and to "plug in" to committees and activities where their competence and interest would be put to valuable use.

Most of all, I hope that this year will be one of continued growth for the Society; that our potential, as landscape architects, to manage and improve the quality of the world in which our fellow citizens play out their lives, will be increasingly fulfilled and correspondingly recognized.

I look forward to uniting my efforts with those of the Board of Governors and the membership in order to achieve the goals we have set for ourselves.

John MacLeod

**PRESIDENT
ELECT'S
REPORT**

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TREASURER'S REPORT

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THE FINANCIAL AFFAIRS OF THE society for the period January 1, 1990, to December 31, 1990, are reported on the unaudited financial statements which follow. Notes to the statements are outlined below.

Revenue:

1. Membership fees increased significantly over 1989 due to the payment of \$4600 in 1988 and 1989 member dues. Actual membership revenue for the year was based on 1035 members.
2. Awards income is from awards applications and additional certificate fees. The income is offset by the expenditures noted.
3. Interest was gained from short term Roymor bank investments and interest on savings account.
4. Heritage Trust income to CSLA is based on services rendered in administration of the programme.
5. Congress '90 income for 1990 is \$0 as the \$1000 loan advanced to the Organising Committee has yet to be returned and will therefore be included in the 1991 statement.

Expenses:

1. Executive Director's expenses for 1989 were not divided between the various programme budgets as noted in the breakdown for 1990. Total Executive Director's expenses for 1989 are \$12,795.00 and for 1990 \$15,205.00. The increase recognizes the additional services provided.
2. Costs for the Bulletin are less than budgeted for the year.
3. Office expenses include postage and courier - shown separately in 1989 statement, plus they reflect the additional level of service provided.
4. Congress expenses are for Congress '91 and reflect the B.O.G. direction of equal cost sharing. Funds noted are a loan and their return is anticipated.
5. Treasurer's expenses for 1989 were incorporated in the President-Elect's

expenses. Those for 1990 are separated from the President's expenses. Treasurer's budget for 1990 was \$3,000.

6. NWTALA funds noted are a start-up grant from the CSLA.
7. Media kits were produced and have been distributed. Kit covers are available for future media use.
8. Scholarships are awarded on an annual basis to students in Canadian Schools of Landscape Architecture.
9. ASLA/CSLA Joint Committee costs represent the costs for the President to attend meeting in November in San Diego.
10. Insurance - the B.O.G. authorized the Executive Committee to initiate Board liability insurance coverage.
11. Publications - Several publications on landscape architecture were purchased to support promotion of the profession.
12. Funds for ICOMOS were transferred to the Foundation in support of a grant to the publication, Pollen.
13. Net earnings for the year include the funds set aside in the reserve account.

The 1989 financial year was one of recovery for the CSLA and services throughout that period were curtailed as required to ensure financial stability. The 1990 statement is a more true reflection of the real costs to provide member services and administer the CSLA. Monies currently held in the reserve account have been invested in a long term Roymor certificate at 9.25%.

As previously agreed by the membership, fees for 1991 are set at \$100 per member and in 1992, at \$105 per member.

L.R. Paterson, Treasurer

1.2 Expand the Revenue Base

- 1.2.1. Dues increase. Install an inflationary dues increase after 1990 of 5% in 1991 and 5% in 1992
- 1.2.2. Increase non-dues revenue. The Executive Committee to establish a plan and targets for each of the next three years. Revenue associated with the Congress, advertising, sponsorships, publishing, trade shows, etc., to be considered.
- 1.2.3. Self-sustaining programs. Institute a policy of self-sustaining programs over the next three years for the Professional Awards Programme, Accreditation Council, Bulletin, Congress, College of Fellows, mailing labels & Roster.
- 1.2.4. Membership. Increase membership through assistance of Component association in membership promotion. Explore alternative membership categories.

1.3 Develop a long range plan for 'Headquarters'

- 1.3.1. Location. The Executive Committee will continue to explore options for the effective operation of the CSLA.
- 1.3.2. Role of Headquarters and the Executive Director. The Executive Committee will establish goals and policies for Headquarters and evolve the role of the Executive Director during the Plan period for adoption by the Board.

GOAL 2: IMPROVE MEMBERSHIP SERVICES AND COMMUNICATIONS

2.1. Support and Promote Existing Effective Programs

- 2.1.1. Professional Awards. Continue current program on an annual basis. Improve promotion of results.
- 2.1.2. Accreditation Council. Encourage all Universities to participate during the Plan period.
- 2.1.3. Roster. Establish computer data base of membership and provide to all members in 1992.
- 2.1.4. Bulletin. Continue to improve content and format. To be published by CSLA Headquarters four times per annum. French and English parallel issues to be produced with the assistance of English and French editors. Consideration will be given to increase the number of issues per year in 1992.
- 2.1.5. Congress. The CSLA will play an increasingly important role in the annual Congress beginning in 1991. A policy manual will be developed to detail format, organization, financing, responsibilities and cost sharing.
- 2.1.6. Education. Establish an effective, representative committee structure to establish goals and improved liaison with Schools of Landscape Architecture. Coordinate the Scholarship Program. Institute a program for continuing education during the Plan period.
- 2.1.7. Priorities. Establish terms of reference and the priority for programs Environment, Communication, Media Access and Public Relations, and other identified programs to be initiated during the period of the Plan.

2.2. Improve Program Efficiency

- 2.2.1. Decentralize major programs. Complete a plan for program decentralization in 1989 to broaden the base for member participation, reduce costs, increase efficiency and minimize the scale of operations at Headquarters in line with Society resources.
- 2.2.2. Increase Board responsibility. Increase the accountability of Board members in program delivery, membership liaison, and decentralization of major programs.
- 2.2.3. Refine BY-LAWS and operating procedures to reflect revised structure. Update and computerize the BY-LAWS and the Operating Handbook of the CSLA to allow for ease of ongoing revisions.

2.3. Increase Member Participation

- 2.3.1. Improved communication. Promote the activities of the Board of Governors, Committees and Task Forces by using the Bulletin. Advise the membership of issues and activities of the Component Associations.
- 2.3.2. Networking and decentralizing. Headquarters to foster and encourage networking among members.
- 2.3.3. Involvement on CSLA Committees. Develop a strategy for increased membership involvement through 2.3.1. and 2.3.2., and other methods.
- 2.3.4. Congress. Improve content relevance, scope, promotion and social importance of the Annual Congress.
- 2.3.5. Awards and recognition. Develop and promote awards and other forms of recognition to those members that have made a contribution to the Profession and to the CSLA.

GOAL 3: PROVIDE FOR EFFECTIVE REPRESENTATION AND VISIBILITY AT THE NATIONAL AND INTERNATIONAL LEVELS

3.1. Establish Issues and Their Rank

- 3.1.1. The profession and its practice in Canada. Monitor trends, agency recognition, legislation, events in the field of Landscape Architecture. Encourage research, liaison and communication and establish Task Forces to deal with issues of significance.
- 3.1.2. Environment. Develop a process to achieve a national perspective to allow for the formation of proactive CSLA policies.
- 3.1.3. Government and legislation. Headquarters with the assistance of the general membership to monitor federal and relevant provincial legislation impacting the environment and/or the profession.

THE THREE YEAR PLAN

1989-1992

THE CANADIAN SOCIETY OF LANDSCAPE ARCHITECTS

ADOPTED OCTOBER 1989

updated: September 1990

BACKGROUND

The Executive Committee of the Canadian Society of Landscape Architects met in April, 1989, to establish a framework for a Three Year Plan for the Society. The need for a longer range plan has grown out of expressed financial concerns from our members, requests for more information from the Component Associations, and our deficit which has increased over the past two years.

The benefits of a Three Year Plan include: 1) an improved basis for financial control, 2) better communication of program activity and direction for our members and Component Associations, 3) consistency in program development and delivery, and 4) an improved means for achieving Society goals.

In October, 1989, the Board of Governors approved the Plan. An annual review has been completed by the Board in September, 1990, and programming priorities for the CSLA were updated as follows for the Plan period ending in 1992: 1) Community Service, 2) Continuing Education, 3) Environment, 4) Membership Participation and Involvement, 5) Policy Development, 6) Promotion of Professional Excellence, 7) Reciprocity and Uniform National Examinations, 8) Strategic Planning for the CSLA, 9) Status of the Profession, and 10) Visibility.

BASIS FOR THE PLAN

The Goals for the Three Year Plan must give due consideration to the Society OBJECTIVES (BY-LAW III) listed as follows:

1. To support continuing activities which include coordination (items of common interest to component associations); information (receipt and dissemination of information of concern to component associations); and representation of Canadian landscape architects at the national and international levels. The continuing activities shall be financed by all component associations based on membership and fixed annually.
2. To support certain special activities which shall be financed by special levy of participating component associations based on membership and fixed when necessary. These activities are referred to as Core Programs and Elective Programs. Presently, Core Programs include Administration, External Affairs including IFLA, the Membership Roster, Scholarships, the Bulletin, the Annual Congress, the College of Fellows and the Accreditation Council. The Elective Programs include Awards; LAR subscriptions; Liability Insurance; and the Committees on Education, Reciprocity, Free Trade, Continuing Education, Community Service, ASLA/CSLA Joint Committee, Environment, L.A.R. Editorial Board, and Media Access.

FORM OF THE THREE YEAR PLAN

The Three Year Plan for the CSLA will initially include the current budget year (1989), as well as the subsequent three years (1990, 1991, and 1992). The Plan will be a "rolling" Three Year Plan which will be revised at the annual Fall Board of Governors meeting. The Plan outlined as follows will include a general Goal statement and specific Goals for implementation during the Three Period. Each Goal will be supported by defined, measurable programs for achievement during the period of the Plan.

GOALS

The Three Year Plan will focus upon improved coordination and administration, improved communication of information and more effective representation of Canadian landscape architects at the national and international levels. More effective and consistent elective programs will be supported to address the needs of component associations and the general membership. The following Goals will guide program development during the period of the Plan:

GOAL 1: PROVIDE FOR SOCIETY STABILITY AND GROWTH

1.1 Achieve Financial Stability

- 1.1.1. Eliminate the deficit by the end of 1989.
- 1.1.2. Install a cost control system in 1989.
- 1.1.3. Build cash reserve starting in 1990. Set aside 3% of the projected net revenue in 1990 on a graduated basis up to 5% in 1992.
- 1.1.4. Improve cash flow by establishing dates for receipt of dues from Component Associations and a schedule of payment of dues to IFLA.

FINANCIAL REPORT 1990

Werner Haag

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REVIEW ENGAGEMENT REPORT

We have reviewed the balance sheet of The Canadian Society of Landscape Architects as at December 31, 1990 and the statements of earnings and members' equity and changes in financial position for the year then ended. Our review was made in accordance with generally accepted standards for review engagements and accordingly consisted primarily of enquiry, analytical procedures and discussion related to information supplied to us by the society.

A review does not constitute an audit and consequently we do not express an audit opinion on these financial statements.

Based on our review, nothing has come to our attention that causes us to believe that these financial statements are not, in all material respects, in accordance with generally accepted accounting principles.

Werner Haag
Chartered Accountants

February 7, 1991

Chartered Accountants

THE CANADIAN SOCIETY OF LANDSCAPE ARCHITECTS

BALANCE SHEET (UNAUDITED)

	December 31,	
	1990	1989
ASSETS		
CURRENT ASSETS		
Cash	\$ 28,169	\$ 20,293
Term deposit	10,000	-
	<u>\$ 38,169</u>	<u>\$ 20,293</u>
LIABILITIES AND MEMBERS' EQUITY		
CURRENT LIABILITIES		
Accounts payable and accrued liabilities	\$ 13,093	\$ 7,800
Unexpended Heritage Trust funds	3,200	4,212
	<u>16,293</u>	<u>12,012</u>
MEMBERS' EQUITY	<u>21,876</u>	<u>8,281</u>
	<u>\$ 38,169</u>	<u>\$ 20,293</u>