

CANADIAN SOCIETY OF LANDSCAPE ARCHITECTS

COMMITTEE & APPOINTMENTS MANUAL



Approved by the CSLA Board of Directors (June 2025)



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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.

2.1.4 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* according to the CSLA's Guide to SMART Objectives: <https://www.csla-aapc.ca/about-csla/governance-documents>. 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 or committee member'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 chair or 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.

In the case of complaints from staff, chairs or members, 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.

Professional Conduct of Committee Members: Committee members are expected to uphold the highest standards of professional conduct during their mandate. In their role as committee members, they are expected to uphold the values of the CSLA, and to abide by the CSLA code of conduct: <https://www.csla-aapc.ca/members/professional-conduct>. A member who does not uphold these values and principles may be asked to step down from the committee by the Board of Directors.

Confidentiality Agreement for Committee Chairs and Members

Occasionally, sensitive information will be presented and discussed by committee chairs and members. By joining a CSLA Committee, the member or chair agrees to the following confidentiality policy.

Committee chairs and members are responsible to protect and safeguard the information of members, employees and CSLA. All information relating to CSLA, its members, its personnel,

and to other businesses or individuals that committee chairs or members receive or have access to in the course of their work is to be treated as confidential. Such information shall not be used for any purpose other than that for which it was obtained.

Committee members may only disclose confidential information to external third parties when use or disclosure is authorized or required by an enactment or in court proceedings. Any other external disclosure of confidential information requires the prior approval of the President.

This confidentiality provision continues to apply to all information gained while a Committee member of CSLA even after the person is no longer an active member of the Committee.

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;
- presenting the financial statements and proposed budgets for approval at Board and executive committee meetings;
- ensuring compliance with staffing and finance policies and procedures of the CSLA;
- reviewing 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 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.

3.4.2 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.

3.4.3 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.

3.4.4 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.

3.4.5 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.

3.4.6. 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:

1. At the Bachelor's level – in a context that is enriched by a broad foundation in the Humanities, Social Sciences and Natural Sciences,
2. 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 and Task Forces

4.1 Joint Reconciliation Advisory Committee and Justice, Equity, Diversity and Inclusion Committee

4.1.1 Background and Purpose

The CSLA recognizes that reconciliation, justice, equity, diversity, and inclusion (JEDI) are fundamental to the future of the profession and must be embedded across all aspects of its work. The Reconciliation Advisory Committee (RAC) and the Justice, Equity, Diversity, and Inclusion (JEDI) Committee were each established to provide leadership, guidance, and accountability in advancing these values within the association and the profession. While each committee has a distinct mandate they share many aligned goals and overlapping areas of work. Both are committed to transforming the culture of the profession, supporting inclusive education and governance, and creating more equitable, just, and representative landscapes.

This joint Terms of Reference and Action Plan has been developed to:

- Acknowledge and support the distinct priorities of each committee, ensuring that the scope and responsibilities of both RAC and JEDI remain clear and respected.
- Identify and support areas of intersection, where joint initiatives and shared leadership can increase impact, streamline resources, and improve collaboration.
- Provide a shared governance structure to support coordination, communication, and accountability between the two committees, while allowing for flexibility in the delivery of individual and joint initiatives.

4.1.2 Objectives of the Committee

The CSLA's RAC and JEDI Committees serve as advisory and action-oriented bodies to pursue the following Joint Committee Objectives:

1. Use our Voice: Take positions on issues of national importance
2. Promote and deliver training opportunities
3. Promote the use of inclusive language
4. Support improved engagement with BIPOC Communities
5. Support Reconciliation and JEDI action at the local/component level
6. Promote specialized and local Networks of Support
7. Advance Strategic Recruitment Strategies
8. Document and Share Stories: JEDI and Reconciliation in practice and landscape architecture

And to:

9. Review governance documents with an Equity lens (JEDI-led)
10. Advance reconciliation in landscape architecture education (RAC-led)

4.1.3 Members

Each committee will include the following members:

- One (1) chair or two (2) co-chairs to be appointed by the CSLA Board serving a three-year term renewable once
- CSLA Board Champion
- 8-10 CSLA members serving 3-year terms renewable once
- CSLA Executive Director, in ex-officio capacity
- CSLA Manager of Advocacy and Strategic Affairs, in ex-officio capacity
- Advisory members as required and by invitation from the Committee

Both committees will aim to include:

- Representation from across the CSLA Component Associations
- Representation from allied organizations such LACF and CoF
- A balance of perspectives including early-career, educators, practitioners, and individuals with lived experience and marginalization in the profession

4.1.4 Meetings

- Committees: Once monthly (Sept - June) by video conference
- Joint Committee Meetings: Bi-annual meeting by video conference
- In-person meetings as required

4.2 Committee on Climate and Biodiversity (CoCAB)

4.2.1 Objectives of the Committee

The CSLA recognizes the deep interconnection between the global biodiversity crisis and climate change. The mission of the Committee is to empower the landscape architecture profession to address all aspects of climate action, including adaptation, decarbonization, and a resilient recovery from climate impacts, and to protect, restore and enhance biodiversity.

The objectives of the Committee are to:

1. Increase the Profession's Capacity
2. Elevate the Profession's Role in Climate Action
3. Foster Strategic Partnerships and Interdisciplinary Collaboration
4. Engage in Government Advocacy and Policy Development
5. Apply a JEDI and Reconciliation Lens to all Climate Action Initiatives
6. Strengthen Committee Governance and Member Engagement

4.2.4 Members

Each committee will include the following members:

- 8-10 CSLA members serving 3-year terms renewable once
- One (1) chair or two (2) co-chairs to be appointed by the CSLA Board serving a three-year term renewable once
- CSLA Manager of Advocacy and Strategic Affairs, in ex-officio capacity
- CSLA Board Champion

- Advisory members as required and by invitation from the Committee, to ensure that the requisite specialist perspective is drawn upon. This could include BIPOC, Indigenous and regional representation as required.

Meetings

- Once monthly (Sept - June) by video conference
- In-person meetings 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.

Refer to *Appendix B: Guest Editor Guidelines* for a detailed summary of the coordination and production responsibilities undertaken by the Guest Editor.

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).

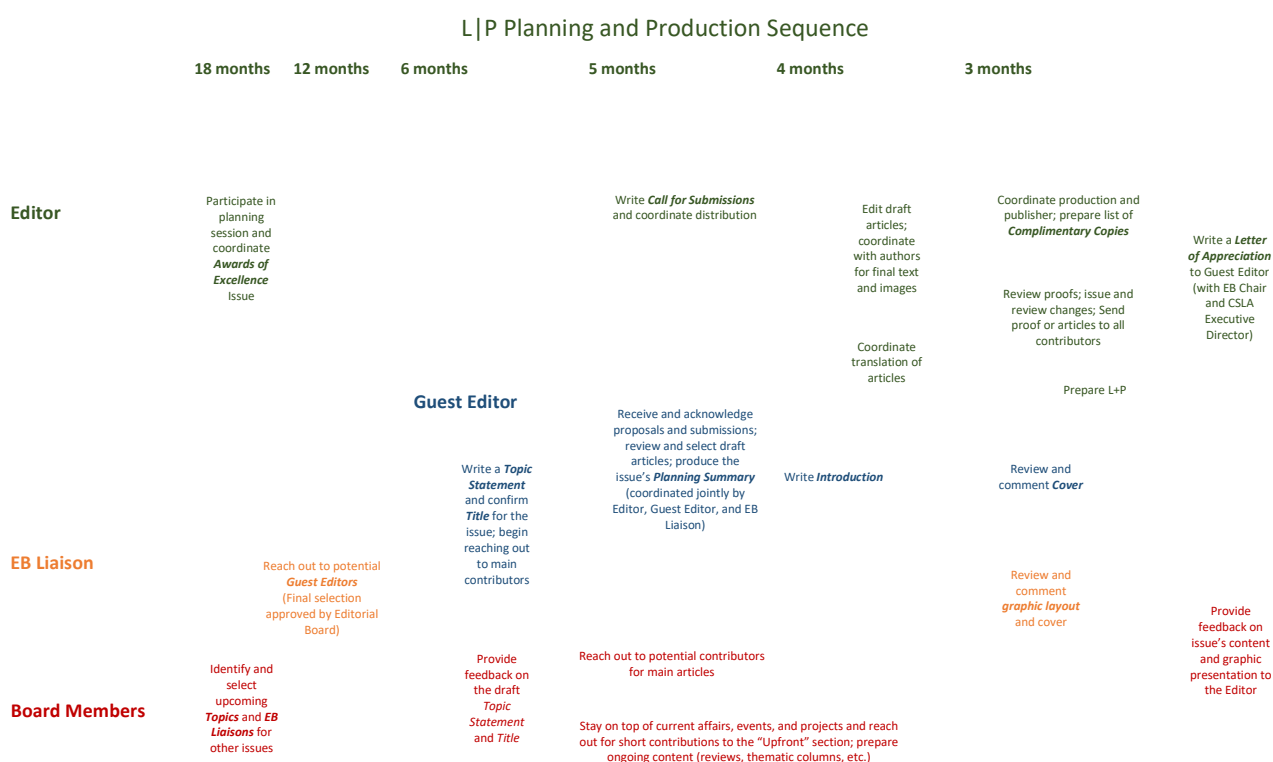
Finally, Board Members that volunteer to assume primary responsibility for one component of the magazine's content -- such as reviews or recurring thematic columns -- should set aside a few hours every month for communication, coordination, composition, and editing.

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 1).

Appendix 1: Typical Sequence of Magazine Planning and Production



4.3.11 Contributor Guidelines

Contributors to Landscapes | Paysages are asked to follow the set of guidelines outlined in *Appendix C: Guidelines for L|P Contributors*. This document provides direction for effective storytelling, accepted image and file formats, and contributor biographies.

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.

4.4.3 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.

4.4.4 Policies

Reference:

- a) Conflict of Interest Policy for Congress Planning Committee

4.5 Canadian Landscape Standard Steering Group



Canadian Landscape Standard (CLS) Joint Steering Committee Terms of Reference

Approved by the CNLA Board: August 13th, 2019

Approved by the CSLA Board: September 3rd, 2019

2023 Update Approved by the CNLA Board: February 8, 2024

2023 Update Approved by the CSLA Board: 21 November 2023

GENERAL PURPOSE:

The Canadian Landscape Standard Committee (CLSC) is a joint committee made up of members of both the Canadian Society of Landscape Architects (CSLA) and the Canadian Nursery Landscape Association (CNLA). While operating at arm's length from the CNLA and CSLA according to its duties and assignments, the CLSC reports to the Board of Directors of the CSLA and CNLA.

Intent:

- The Canadian Landscape Standard will be the single authoritative resource in Canada with the goal of having it sit on the desk of every landscape industry professional. The CLS will be available in both hardcopy and digital format - sales will be done digitally, and the hardcopy version will be used for marketing or specific distribution purposes.
- The CLS will be user friendly and relevant to conditions of landscape work in all climactic and geographic regions in Canada.
- The standard will be available in both French and English
- The Canadian Landscape Standard will support the professional designations and accreditations of both associations.
- The level of detail, authenticity, and accuracy established for the BC Landscape Standard must be maintained in the national version.

DUTIES/ASSIGNMENTS

The CLSC is responsible for the overall management of the CLS. As such, the CLSC has the following mandate:

- to produce and distribute the Canadian Landscape Standard
- to maintain oversight and stewardship of the project
- to maintain editorial control on the content and determine and approve its content
- to administer the CLS review process, including the scheduling of the reviews and establishing a review process
- to manage the operations and finances of the CLS, including reviewing monthly financials, setting a pricing structure, and contributing to the marketing and sales of the CLS
- to maintain an active and engaged CLSC

Canadian Landscape Standard Terms of Reference

Page 1

- to maintain, update and renew this Terms of Reference.

APPOINTMENTS AND COMPOSITION

The Canadian Landscape Standard Committee shall be comprised of 10 representatives, in equal representation of landscape contractors and landscape architects, appointed from our associations' membership.

CNLA National Representative	Peter Guinane (2019-present) - Serving a second term as of 2022 until 2025
CSLA National Representative	Nastaran Moradinejad (2018 to present) - Appointed national representative in June 2020. Will renew in June 2023 for two years.
CSLA Regional Representative - BC	Meredith Mitchell (2019-present) - Serving a second term as of 2022 until 2025
CSLA Regional Representative - Central	Ron Koudys (2014-present) - Has served two terms (will likely serve a third if approved)
CSLA Regional Representative - Atlantic	Tim Murray (2014-present) - Has served two terms
CSLA Regional Representative - Prairies	William Hrycan (2019-present) - Serving a second term as of 2022 until 2025
CNLA Regional Representative - BC	Mike Mills (2018-present) - Serving a second term as of 2021 until 2023
CNLA Regional Representative - Central	Paul Doornbos (2014-present) - Has served two terms (will likely serve a third if approved)
CNLA Regional Representative - Atlantic	Christene Levatte (2014- present) - Has served two terms
CNLA Regional Representative - Prairies	Kris Sloan (2023-present)
CSLA Board Representative	Laureen Snook

CLSC member vacancies will be identified to and selected for nomination by each Association [CSLA and CNLA], at their sole discretion.

The positions of Chair and Vice-Chair of the joint committee will be elected by the committee members to ensure succession and continuity. They rotate from CNLA to CSLA.

If a committee member needs to be removed or replaced, a supermajority vote (75%) is required.

REVIEWS BY NuALA AND NWTALA

It shall be the responsibility of the CSLA National Representative to ensure that all CLS amendments are reviewed by representatives of the NuALA and the NWTALA, or to reviewers assigned by those associations.

DURATION OF APPOINTMENT

The term of appointment for all positions shall be three years (maximum of 3 terms).

Note that the duration of these terms may be exceptionally extended to ensure continuity from one review period to another. Furthermore, the committee may invite co-member positions to ensure proper orientation and continuity. In this case, the two representatives would count as one vote, if applicable.

RESOURCES

The Committee will require the services of CSLA and CNLA staff.

The Committee will require an operating budget to cover the development and revisions of the Canadian Landscape Standard, which will be funded equally by CNLA and CSLA. The CLSC should make a yearly request to the CNLA and the CSLA Boards of Directors for any funding which may be required above the CLS budget.

REVIEW OF AGREEMENT

This agreement should be reviewed every 5 years or as required.

4.6 Cultural Landscapes and Legacy Committee

4.6.1 Objectives of the Committee

Champion Cultural Landscape Conservation: Advocate for the recognition, protection, and stewardship of Canada's cultural landscapes, highlighting their ecological, historical, and social significance.

Celebrate Landscape Heritage: Lead efforts to celebrate Canada's cultural landscape legacy, recognizing historical landscapes and landscape architects, for their value in contemporary society.

Enhance Public and Professional Awareness: Foster a greater understanding and appreciation of cultural landscapes among the public and professionals.

Promote Excellence in Cultural Landscape Practice: Support best practices in conservation practice when planning for, intervening on and using historic places.

4.6.2 Members

- 8 - 10 CSLA members serving 3-year terms renewable once, including:
- One (1) chair to be appointed by the CSLA Board serving a three-year term renewable once
- One (1) CSLA Board Champion
- CSLA Manager of Advocacy and Strategic Affairs, in ex-officio capacity
- Advisory members as required and by invitation from the Committee, to ensure that the requisite specialist perspective is drawn upon. This could include BIPOC, Indigenous and regional representation as required.

4.6.3 Meetings

- Every 6-8 weeks by video conference
- In-person meetings as required

4.7 Recognition Awards Committee

4.7.1 Composition of the Committee

Past-President (Chair) and President-Elect, CSLA Executive Director (Ex-Officio)

4.7.2 Objectives of the Committee

Periodically review the Award of Recognition categories and nomination criteria posted on the CSLA website.

The role of the Recognition Awards Committee is to review nominees submitted via our call for nominations, encourage nominations from CSLA Committees, and make recommendations to the CSLA Board for a nominee in each category through a motion.

The guide describes the process for nominations received through the open call to members, and the role of the Committee if no nominations are received in a category.

4.7.3 Meetings

This Committee meets 1-2 times per year, as required, by videoconference, usually during the winter and early spring.

4.7.4 Nominations from Membership

Annually: CSLA opens and advertises the nomination period for each category to the membership. Members upload nominees' packages to the Good Grants portal.

When the nomination period closes, the Committee will review the submissions by the following steps:

1. Create an account or login here: <https://csla.grantplatform.com/>
2. Click on review tab at the top
3. Click "start" on the program you need to review
4. Click on the application you want to start reviewing
5. Read through the application - there will be answers to form questions on the left, and any attachments will show on the right
6. At the bottom of the completed form, you will see options to vote for the application you are reviewing. Select ONLY ONE vote per application (yes, no, or maybe). You can also change your vote.
7. (Optional) Include a comment with additional information that you can refer back to
8. Click "save and next" to move on to the next application
9. You can log in and out of the platform and your work will be saved, so no need to do it all at once.

When no nominations received

The Committee may nominate candidates for categories where no nomination is received from the membership. The committee may consult the 'evergreen' list below for possible candidates, seek external input to solicit candidates, or nominate their own candidate.

Recommended Motions to the Board

The Committee will prepare motions for each award category nominee and present these to the Board for consideration.

Each year the Committee shall review and update the 'evergreen' list of candidates for each category.

4.8 Municipal Roundtable

4.8.1 Objectives of the Committee

The CSLA Municipal Roundtable provides a national platform for landscape architects working in Canadian municipalities to share knowledge, discuss best practices, and address issues critical to public practice. Originally formed in 2019 as a subcommittee of the Committee for Climate Adaptation, the Roundtable will now cover a broader range of municipal priorities, including accessibility, infrastructure, procurement, environmental justice, and public health. The group promotes interdisciplinary collaboration, knowledge-sharing, and professional development to enhance municipal landscape architecture and contribute to policies supporting public benefit.

The objectives of the Committee are to:

Facilitate Knowledge Sharing: Host monthly discussions and presentations to share insights, research, and case studies on public practice landscape architecture, and to address the unique challenges and skills relevant to landscape architects in public practice.

Interdisciplinary Learning: Members are encouraged to invite other municipal colleagues to support interdisciplinary learning opportunities.

Explore opportunities for collaboration: Staff will monitor for opportunities to collaborate with and share resources of the ASLA's Public Practice Advisory Committee.

4.8.2 Members

Open to landscape architects and allied professionals working for Canadian municipalities or with a focus on public practice. To become a member and to be added to the mailing list, participants are asked to complete a registration form and survey.

Current composition:

Jane Welsh (Chair)

Hope Parnham (Staff, Ex-Officio)

38 individuals, working across approximately 15 different Canadian municipalities

4.8.3 Meetings

Monthly presentations (Sept-June) and discussions on a rotating set of topics.

4.9 100th Anniversary Task Force

4.9.1 Background

With the CSLA's founding in 1934 as the Canadian Society of Landscape Architects and Town Planners, 2034 will see the association celebrating its 100th anniversary. In addition:

- the MALA will be celebrating its 60th anniversary
- the BCSLA will be celebrating its 70th anniversary
- the APALA will be celebrating its 60th anniversary
- the OALA will celebrate 50 years of its title act
- the LACF will be celebrating 45 years since its first scholarship

This milestone presents an opportunity to reflect on its history, celebrate its contributions to the profession, and inspire future generations. To ensure the success of this significant occasion, a dedicated task force will be established to plan and oversee the anniversary celebration.

4.9.2 Objective: Celebrating to Create Awareness

Celebrating the profession and its representation through the CSLA will provide the opportunity to generate awareness about the profession and its impact on our society. Our plan is informed by the Canadian Landscape Charter, in that we recognize that landscapes are of public interest, entailing geographical, cultural, heritage, social, aesthetic, ecological, economic and environmental dimensions and are integral to the Canadian identity and to its diverse cultures, including the First Nations, Inuit and Métis Peoples, and that they are a fundamental component of Canada's natural and cultural heritage, which contributes to human well-being. Finally, celebrating this milestone is an especially important opportunity for the CSLA:

- It builds morale - by bringing people together makes the connection people have with the CSLA even stronger. Organizational milestones (and really, milestones in general) are VERY much emotional-based and getting people to connect emotionally with the CSLA is invaluable, particularly from a retention standpoint.
- It showcases our track record - Milestones take time to achieve. That is why they're celebration-worthy to begin with. Showcasing our record will give the CSLA credibility and can also allude to a bright future. It is worth acknowledging positive messages related to the association.

4.9.3 Mandate of the 100th Anniversary Task Force

The primary purpose of the Task Force is to conceptualize, plan, and coordinate events and initiatives to commemorate the 100th anniversary of the CSLA. The Task Force will:

1. Develop a comprehensive plan for the 100th-anniversary celebration, including events, programs, and communications.
2. Ensure the celebration reflects the history, diversity, and innovation of the CSLA and its members.
3. Foster engagement with members, partners, and the broader public.
4. Align the celebration with the values and strategic priorities of the CSLA.
5. Identify and secure necessary resources, partnerships, committee involvement, and funding for the celebration.

The strategies to be developed in an action plan should:

- promote awareness of the profession, landscapes and landscape architects,
- celebrate the profession's contribution to our society, and
- provide a forum for a dialogue about the future of the profession.

Archiving sub-group: The committee will include a sub-group focused on archiving in the profession. This includes creating a list of archival collections and guides on archiving works of

landscape architecture, to create awareness amongst members and encourage the preservation of critical historical documents.

Additional actions could include:

- developing a budget for the celebration, for the board's approval;
- organizing a national gala;
- providing direction on the location of the yearly Congress for 2034;
- developing content for the website;
- creating a celebration communications strategy;
- developing graphic design for the unique celebration;
- proposing a commemorative stamp to Canada Post;
- proposing a commemorative coin to the Royal Canadian Mint;
- recognizing component association and LACF anniversaries and contributions;
- proposing notable landscape architects to the National Persons of Historic Significance;
- proposing notable cultural landscapes to the National Register of Historic Places;
- liaising with LP Magazine for a commemorative issue, or a year of commemorative issues.

4.9.4 Members

The task force is composed of:

- 5-10 CSLA members;
- one (1) chair or two co-chairs;
- one chair of the archiving sub-group;
- the CSLA Executive Director;
- other CSLA Staff;
- a CSLA Board Champion;
- members from other relevant CSLA committees as required;
- members to participate in specific working groups, as required.

4.9.5 Meetings

Meetings are held every 6-8 weeks by video conference, or as required, for 60 to 90 minutes. In-person meetings are held as required.

4.10 CSLA Public Practice Task Force

4.10.1 Background and Purpose of the Task Force

Landscape architects working in public service—including at the municipal, provincial, and federal levels—often navigate bureaucracies, manage public assets, shape policy, and lead multidisciplinary projects with high public visibility and accountability. The CSLA acknowledges that public practice landscape architects have unique needs that may not be fully addressed by some of the programs and services of the CSLA.

4.10.2 Objectives of the Committee

Define the Role and Needs of Public Practice Landscape Architects

Identify the unique priorities, challenges, and contributions of landscape architects in public service roles across levels of government and different departments, and develop a role framework that reflects the diversity and value of their work.

Evaluate CSLA Programs and Services

Assess how well current CSLA programs serve public practice members and make recommendations on areas for expansion, adaptation, or new service delivery.

Support and strengthen the Municipal Roundtable

The Municipal Roundtable is a longstanding but informal peer-to-peer initiative that developed under the CSLA Climate Adaptation Committee in 2019. The Task Force will develop a term of reference to sustain and grow the Municipal Roundtable as a program that supports professional development for public practice members.

4.10.3 Members

- 6–8 CSLA members with experience in public sector roles (municipal, provincial, or federal)
- One (1) Chair or two (2) Co-Chairs, appointed by the CSLA Board, serving a two-year renewable term
- CSLA Board Champion (if applicable to any current Board members)
- CSLA Manager of Advocacy and Strategic Affairs (ex-officio)

4.10.4 Meetings

- Monthly virtual meetings (September to June)
- Additional working groups or ad hoc sessions as needed
- Interim report to CSLA Board in Winter/Spring 2025-26, final recommendations by Fall/Winter 2026-27.

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.

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	

Appendix B - Guest Editor Guidelines



Guest Editor Guidelines

Last updated January 2022

"Some editors are failed writers, but so are most writers."

T.S. Eliot

Thank you for agreeing to serve as a Guest Editor for *Landscapes / Paysages Magazine*. As the primary publication of the Canadian Society of Landscape Architects (CSLA) *Landscapes / Paysages* provides a national platform for the exchange of ideas related to the profession of landscape architecture. Its mandate is to communicate, educate, document, and otherwise increase awareness of the profession's role in the design, planning, and management of Canadian built and natural environments.

We recognize that all Guest Editors of *Landscapes / Paysages* are volunteers who generously give their time and expertise. The Editor and the Editorial Board are here to assist you. Please do not hesitate to consult them for any concern or question you may have!

Responsibilities and Coordination

Guest Editors work with an Editorial Board 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 Editorial Board will assign one of its members to assist the Guest Editor throughout the duration of the issue's planning and production process. In most instances, this Editorial Board Liaison will be the person that contacts you to serve as Guest Editor for the issue. In instances where the Guest Editor is not a member of the CSLA or is from outside of Canada the EB Liaison will also be recognized as Co-Guest Editor in the published magazine issue.

The magazine's Editor will manage the overall planning coordination 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.

There are four issues of *Landscapes / Paysages* per year. Three of these are "topical" issues published in winter, spring, and fall. A summer issue is dedicated to the CSLA Professional Awards. The Editorial Board identifies topical issues at least a year in advance to keep "ahead of the curve." You were approached to serve as Guest Editor because of your familiarity with one of these topics. You may also have been offered the chance to propose a new topic to the Editorial Board. Either way, you have the opportunity, as Guest Editor, to define more precisely the particular focus, tone, and general content of the issue.

Topics can be broad or specific, conceptual or practical, idea-based or project-based. Certain topics are one-offs, but others are so fundamental to the practice of landscape architecture that they bear repeated consideration. Some past topics include Landscape and Identity, Children's Landscapes, Landscape Ecology, Celebrating Vibrant Cities, Greenways and Trails, Messiness, Artsapes, Leadership, The Elusive City, Waterscapes, Residential Landscapes, Agropolis, Silos, Reconciliation, Beauty, Spirit, and Trees.

Getting Started

Your first step as a Guest Editor is to reflect on what makes you passionate about the *Topic*. Serving as Guest Editor is nowhere near a full-time commitment, but it does require a level of sustained dedication – sometimes for up to six months. Passion helps. Think of the particular approach or focus you might want to bring to the discussion of this topic and give some thought to how these might captivate the readers. There might be a particularly timely manifestation of that topic, or some related outstanding recent projects, or interesting contrasting perspectives that could be introduced.

You then need to distill your thoughts into a *Topic Statement* and propose a *Title* for the issue (there will be an opportunity to revisit this title prior to publication). Develop a concise set of statements describing the topic itself: why it is important to the profession and what you are looking for in authors' contributions. It helps to incorporate a personal anecdote or some personal background to grab people's attention and give them a place from which to start their own writing process. Both the *Topic Statement* and *Title* should be specific enough to help contributors figure out how their project or ideas might relate to the topic yet remain open enough to interpretation if they are to encourage numerous submissions.

The next step is the **Call for Submissions**. This is a one-page document that combines your *Topic Statement* with information about submission procedures and deadlines. It helps to include an image or quote that captures your intended approach to the topic. The *Call for Submissions* is then translated by the Editor to help secure submissions from across the country. The *Call for Submission* is broadcast by the CSLA to all component associations and members. It also assists the Editorial Board in seeking out contributions.

Finding Contributions

The magazine's intended audience includes landscape architects, professionals from associated disciplines, members of governmental and non-governmental organizations, elected officials, as well as the broader general public. Accordingly, the contributions' writing style and illustrations should appeal to a broad readership. Engaging, thoughtful, informative, and visually striking stories are what we aim for.

Contents Requirements

A typical issue of *Landscapes / Paysages* includes an introduction, a review of profession-related current affairs, projects, news, awards, etc. not necessarily related to the issue's topic (Prologue), a section of topic-focused featured articles (Focus), recurring columns on technology, reviews, etc. (Forum), and a closing opinion piece (the Parting Shot). An Essay, Interview, or Panel discussion may also be included.

The Guest Editor is primarily responsible for identifying and seeking out featured articles for the Focus section and for writing the issue's introduction. Subject to space availability, the Guest Editor may also wish to accompany the introduction with a short editorial essay (around 800 words), contribute a longer feature article to the issue, conduct an interview, or organize a panel around the issue's topic.

The quantity and length of articles varies between issues, depending on the available number of editorial content pages. Content that cannot be published in the printed version of the magazine can either be made available digitally via the magazine's LP+ online supplement or kept in a bank of articles for future publication.

As a rule, we aim for the following collection of articles:

Section	Quantity	Words
To Begin With (introduction written by the Guest Editor)	1	400-500
Prologue (short current-affairs pieces)	5-7	300-500
Focus (feature-length articles)	6-7	1200-1500
Forum (Reviews, Mentorship Moment, etc.)	1-3	750-1000
Parting Shot	1	400-600

The content of *Landscapes / Paysages* should rely primarily on material written by members of the CSLA. This said, complementary contributions by authors from related fields or non-Canadian landscape architects are also encouraged. The magazine should also include material of interest to, or written by, landscape architecture students. Finally, an issue's selection of material should strive to represent all regions of Canada.

Please note that as per the bilingual policy of the CSLA every issue of *Landscapes / Paysages* must include at least one French language feature article. Translation is possible but it is preferable to have a feature article originally written in French. The Guest Editor's introduction

will be published in both languages in the printed magazine. Translation of all featured articles will also be published online in LP+.

Seeking out Articles

To begin soliciting articles the CSLA will distribute the *Call for Submissions* to the various CSLA component associations and members across Canada. At the same time, the Guest Editor, the Board Liaison, and members of the Editorial Board will also approach potential contributors directly. Typically, this invitational approach proves more successful than the general *Call for Submissions*. Consequently, one of the primary responsibilities of the Guest Editor is to identify and reach out to possible main contributors for the featured articles.

Assembling featured articles will likely be the most challenging parts of the process. It helps to tap connections in your province and across Canada to help track down stories that people will want to tell and read about. Think “outside the box” when approaching potential contributors to find unique ways of relating their stories to your topic.

A copy of the *Guidelines for L/P Contributors* should be sent to all potential or confirmed contributors.

Types of Submissions: Telling the Story

There are infinite ways to tell stories. In this instance, contributions can be project-based, idea-based, philosophical, technical, reflective, or speculative. The goal is to discuss what is unique about a project, initiative, or idea; what makes it particularly noteworthy, creative, or points us in new or unexpected directions. We are looking, above all, for tightly focused stories that expand our knowledge of the landscape architecture profession and of the societal and environmental contexts within which it operates.

Articles should be written in an inviting “magazine” style, with an interesting lead, a clear thesis and colourful anecdotes, quotes, and examples. Authors must remember to include people: the landscape architects, their team, their clients, and those that ultimately enjoy the projects. We want to come away enriched by the human element of the story. We want to feel the excitement generated by the project, understand the research that went into it, the challenges that needed to be met, the point of view and artistic intent of its designers, and the catalytic moments that made it happen.

While *Landscapes / Paysages* is a professional magazine not all contributions have to be about landscape architecture projects or initiatives. Nor do they all need to be written by landscape architects. When a contribution is more reflective in nature, it can be included as an Essay. Contributions from multi-disciplinary teams including landscape architects, or involved in landscape architecture projects, are particularly welcomed. *Landscapes / Paysages* will sometimes seek or accept contributions from outside Canada. In this instance, a clear connection to Canadian projects or practitioners should be demonstrated.

Contributions from landscape architecture students and academic faculty members are also encouraged, though these should be written in a style appropriate for broad public readership. In this instance, it is important to inform possible contributors that *Landscapes / Paysages* is

not a peer-reviewed publication and that papers or excerpts from papers written for academic publications will not be accepted. Footnotes and endnotes, often found in academic papers, should be used sparingly, if at all.

Editing Contributions

How much copy editing is expected from the Guest Editor? It depends. Essentially, it is the responsibility of the magazine's Editor to do the copy editing and work with authors towards an acceptable final article. However, we appreciate a Guest Editor who reads the first draft of the main featured submissions to ensure that they meet expectations in addressing the issue's topic, are compatible with the magazine's broad readership format, and are relatively well written. If you feel a story is not tying into your topic sufficiently, you may make some editorial suggestions or ask some probing questions to the authors to improve the relevance and readability of their article.

Some contributors will want to first send you an article proposal or outline to see if it fits the issue's topic. This can be helpful in directing an author towards a particular aspect of their story, one that has the strongest connection to the topic at hand. Other writers will want to "hit the ground running" and get right into the draft stage of an article as early as possible.

Many of our Guest Editors will do an initial review of draft articles with the contributors and will then hand off the rest of the editing process to the Editor. You may elect to remain more involved throughout the editing process and work with the Editor and the authors towards the final articles. In this instance, keep in mind that contributors are volunteers and are not professional writers, so the quality of writing will vary greatly from article to article. It may be difficult to convince people to devote additional time to re-working an entire article, so you will need to be diplomatic in your approach. Be patient but be firm. The magazine is a great tool for promoting landscape architects and celebrating their work, so it is in their best interest to craft the finest possible story about their project. Always feel free to contact the Editor when determining what to do with an article that needs extensive work/revision or simply cannot be accepted for publication in your issue.

Planning and Production Sequence

The deadlines for the various stages of the magazine's planning and production sequence are set by the publication date agreed upon with the Publisher (see Appendix A). There may be some wiggle-room, but any suspected delay must be discussed promptly with the Editor.

Submission of article proposals or outlines occurs six to five months prior to publication. This will give you a sense of how many articles you may expect and how many more you need to wrangle out of people you contacted. It will also allow you and the Editor to prepare a **Planning Summary** for the issue, which will then be updated as the issue planning progresses (see Appendix B).

The deadline for the first drafts of articles occurs four months before publication date. This gives the Editor (and possibly you) a chance to provide feedback on the first drafts of articles and do the copy editing. At this stage, low resolution files of proposed images are also submitted by the authors, and you can assist the Editor with the preliminary image selection.

The Editor then refines and tweaks articles and gather high-resolution images for the issue's graphic design production. At this point, your involvement consists primarily in writing the introduction, providing feedback on the issue's cover and, possibly, on the first layout proofs for the issue.

File formats for submission

Articles should be provided in Microsoft Word format to allow for review and editing in tracking mode. Low-resolution images, sent for quick review, can be emailed. High-resolution images are required for final publication and will likely need to be sent to the Editor via a file sharing site such as DropBox or We Transfer.

Images

High-quality illustrations, photos, plans, etc., are crucial. A good selection of impactful, high-resolution images that clearly illustrate the key aspects of a project are harder to obtain than one might think. A typical feature article includes 6 to 10 images, so a selection of 12 to 15 is required to allow for some flexibility during graphic design stages. A short article will require 2 to 3 images, selected from a selection of 3 to 5 images. You should encourage contributors to consider their selection of images early in the writing process.

Ideally, the selection of images should include both long shots that give an overview of the project as well as close-ups of meaningful details. Images that convey the project's design qualities, place specificity, or regional character are encouraged. Photographs that include people and that communicate the excitement generated by the project are highly desirable. Typically, we will not run a drawing or plan that cannot fit one half of a magazine page without losing the readability of its annotations.

To ensure proper credits, please ask the contributors to keep track of image authors and sources throughout the collection process. Ask them to also provide clear, concise image captions. Note that *Landscapes / Paysages* requires permission from the copyright holder of each image. We do not normally pay for images.

Please consult the *Guidelines for L/P Contributors* for more information regarding image format, resolution, etc.

Design and Layout

The Editor oversees all aspects of the magazine's production. Once a suitable number of articles and images are received and edited, the Editor will finalize the copy and forward to the graphic designer to begin the layout of the magazine. *Landscapes / Paysages* has a standard layout format for content but there is some room for layout variation within individual articles. The graphic production process takes approximately one month.

Following the Editor's review of the **First Proof** the graphic designer will produce a **Second Proof** for final editing and print-quality control. This will normally be the proof sent to Guest Editors and authors for comment. Contributors may also need to be contacted by the Editor to source new or higher resolution images prior to final printing.

The cover of *Landscapes / Paysages* also has a standard format that typically features one large image with the masthead and issue title. This title may be the original title used in the *Call for Submissions*, but often it is changed to one impactful word that reflects or best summarizes the final issue content. Two or three cover options are typically provided to help the Editor and the Guest Editor make the final selection.

Appendix C - Guidelines for L|P Contributors

Guidelines for L|P Contributors

Last updated January 2022

General Checklist

- ☐ Article ideas, abstracts or rough drafts must be submitted by [at least 1 month prior to copy deadline] (or earlier).
 - ☐ Final draft of article must be submitted by [tbd].
 - ☐ Article length: Feature articles to be 1400-1600 words and short articles to be 300-500 words.
 - ☐ Illustrations / photographs: Please supply about 12 to 15 images for a feature article and 3 to 5 for a short article. See guidelines, below, for specific requirements.
 - ☐ Biography: A short contributor's biography should accompany the submission.
-

Your Readers

As the primary publication of the Canadian Society of Landscape Architects (CSLA) *Landscapes / Paysages* provides a national platform for the exchange of ideas related to the profession of landscape architecture. Its mandate is to communicate, educate, document and otherwise increase awareness of the profession's role in the design, planning and management of Canadian built and natural environments.

The magazine's intended audience includes landscape architects, professionals from associated disciplines, members of governmental and non-governmental organizations, elected officials, as well as the broader general public. Accordingly, the contributions' writing style and illustrations should appeal to a broad readership. Engaging, thoughtful, informative and visually striking stories are what we aim for.

Telling your story

There are infinite ways to tell stories. In this instance, contributions can be project-based, idea-based, philosophical, technical, reflective, or speculative. The goal is to discuss what is unique about a project, initiative, or idea; what makes it particularly noteworthy, creative, or points us in new or unexpected directions. We are looking, above all, for tightly focused stories that expand our knowledge of the landscape architecture profession and of the societal and environmental contexts within which it operates.

Articles should be written in an inviting "magazine" style, with an interesting lead, a clear thesis and colourful anecdotes, quotes, and examples. Authors must remember to include people: the

landscape architects, their team, their clients, and those that ultimately enjoy the projects. We want to come away enriched by the human element of the story. We want to feel the excitement generated by the project, understand the research that went into it, the challenges that needed to be met, the point of view and artistic intent of its designers, and the catalytic moments that made it happen.

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Contributions from landscape architecture students and academic faculty members are also encouraged, though these should be written in a style appropriate for broad public readership. In this instance, it is important to inform possible contributors that *Landscapes / Paysages* is not a peer-reviewed publication and that papers or excerpts from papers written for academic publications will not be accepted. Footnotes and endnotes, often found in academic papers, should be used sparingly, if at all.

Images Guidelines

A typical long article features 6-10 images, so an assortment of 12 to 15 is required to allow for some choice and variety. For a shorter article, 3 to 5 images are required. Please consider the selection of images early in the writing process. High-quality illustrations, photos, plans, etc., are crucial. Remember that we count on them to tell the story! Since *Landscapes / Paysages* is a design magazine, PLEASE be critical of the images you send.

A good selection of impactful, informative images is harder to put together than one might think. Ideally, the selection of images should include both long shots that give an overview of the project as well as close-ups of meaningful details. Images that convey the project's design qualities, place specificity, or regional character are encouraged. Photographs that include people and communicate the excitement generated by the project are highly desirable. Typically, we will not run a drawing / plan that cannot fit one half of a magazine page without losing the readability of its annotations.

To ensure proper credits, please ask the contributors to keep track of image authors and sources throughout the collection process. Ask them to also provide clear, concise image captions. Note that *Landscapes / Paysages* requires permission from the copyright holder of each image. We do not normally pay for images.

NOTE: If provided images do not meet the *Landscapes / Paysages* guidelines or are not found suitable for use, we reserve the right to not publish them. We will make every effort to contact you to replace the images in question.

When producing or selecting your images please consider the following:

1. **Send top quality illustrative material.** Great images will determine the space each story is allotted in the magazine! The magazine designer will generally choose about 6 EXCELLENT images for the longer articles from the number submitted; 2-3 for the shorter pieces.
2. **Make sure photos are vivid, crisp, and well-focused.** No fuzziness or faded colours!
3. **Vary the subjects.** Show an overview of the project. Show its context. Focus on people. Focus on details.
4. **Vary the image types.** Aim for an assortment of drawings, models, preliminary illustrations, before and after shots, on-site site photos, details, and people.
5. **Send LARGE images.** Larger images are clearer and allow some cropping or resizing when editing. Photos should be sized at least 4 x 6 inches, or larger (at a resolution of 300dpi). Cover images must be sized 8 x 10 inches or better. Note that simply making a small photo larger and saving it does not work!
6. **Send individual images, not boards or posters!** Very large posters, plans or drawings are not magazine friendly. Instead, send a jpeg of a particularly colourful illustration used therein. Keep in mind that *Landscapes / Paysages* cannot use large drawings or plans, but we CAN use sections of them. Also remember that when plans are reduced in size, lettering may become impossible to read.
7. **Send high resolution images**, at least 300 dpi (dots per inch, sometimes measured in ppi, pixels per inch) at the intended print size. Please see the table below for the minimum pixel count.

Minimum Pixel Count for 300 dpi Printing

Intended Print Size	Pixel Count at 300 dpi
4 x 6 inches	1200 x 1800
5 x 7 inches	1500 x 2100
8 x 10 inches	2400 x 3000
11 x 14 inches	3300 x 4200

File formats for submission

Stories should be emailed to the guest editor in Microsoft Word format to allow for review and editing with track changes, which are then sent back to you for review and approval. Low-resolution images, sent for quick review, can be emailed at the same time.

For final images we encourage the use of Dropbox, WE Transfer and other file sharing programs as email may limit the size and quantity of files sent. **Use high-res jpeg (.jpg) or .tif formats** for all images. PDFs are NOT printable. Files in their original digital formats (i.e., Photoshop,

Illustrator, CAD, RAW, or brand-specific camera formats) cannot be processed by *Landscapes / Paysages*.

Contributor's Biography

Please provide a brief biography (around 50 words), a recent personal photograph, your preferred email address, **and a mailing address** (for complimentary copies: no mailing address received, no comp copies sent!). Our authors are the voice of LP, and our readers appreciate knowing where you are coming from. Do include a mention of your work or home base but please keep it brief. Instead, we invite you to use the biography to tell us something about yourself and / or connect to the story you are telling in the magazine.

Here is a sample biography from one of our past *Messiness* contributors:

CAROLINE LAVOIE teaches landscape design theory and representation at Utah State University, where she has inhabited the same (messy!) office for 20 years. "My office landscape is covered in almost geologic layers of papers, surrounded by mountains of books, student projects, paintings, drawings, models, mobiles, even hats, and then the fabulous view the real mountains outside my window."

Questions?

If you have any question regarding submission to *Landscapes / Paysages Magazine* please contact:

Laurie Blake, Editor-in-Chief, LANDSCAPES | PAYSAGES MAGAZINE

Email: lp@csla-aacp.ca

Telephone: (705) 487-2307