

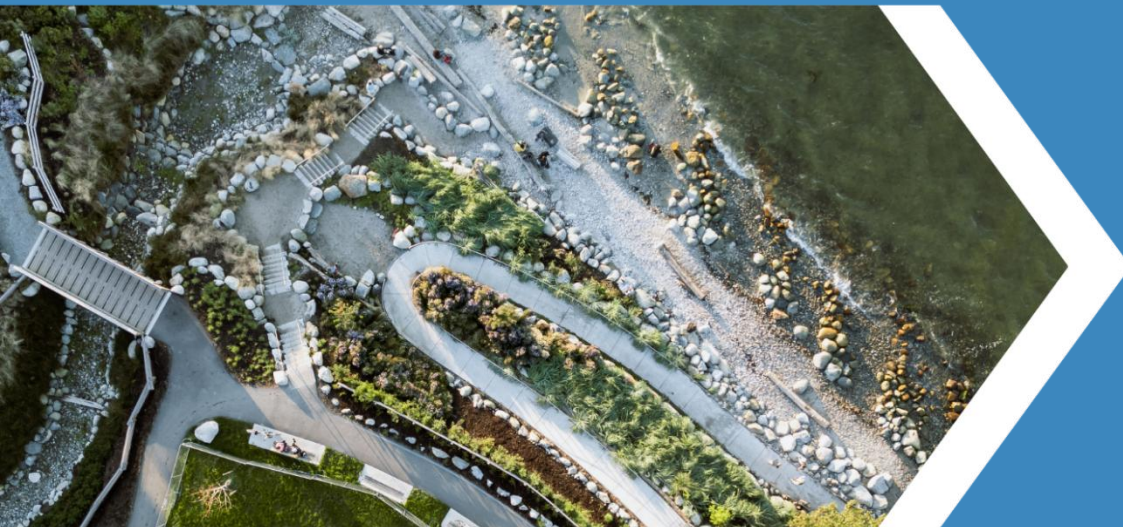


CSLA | AAPC

Canadian Society of Landscape Architects
Association des architectes paysagistes du Canada

STRATEGIC PLAN 2026-28

› Approved April 2026



Acknowledgement and Call for Reflection

The CSLA acknowledges that the work of the Association and its members occur on the traditional and ancestral territories of the First Nations, Inuit, and Métis Peoples.

We affirm the inherent rights, historic and modern Treaty Rights, and Land Claims of Indigenous Peoples across this land. We honour their valuable past, present and future contributions as stewards of these lands, and recognize that the histories and futures of Indigenous Peoples are integral to the landscapes we shape today.

The CSLA is committed to advancing reconciliation by upholding Indigenous knowledge systems, perspectives, and values in the work of our association and in the practice of landscape architecture. We encourage all who engage with us to acknowledge the harm that has been inflicted, reflect on the histories of the lands they occupy, and to take action to foster a future rooted in respect, reciprocity, and partnership with Indigenous Peoples and communities.

This is the Time for Landscape Architecture

Global challenges – climate change, biodiversity loss, public health, urbanization, and social inequity—are interconnected and require interdisciplinary, design-based solutions. Landscape architects are uniquely positioned to lead this work.

The CSLA, in collaboration with its nine component associations, will strengthen the profession through advocacy, knowledge, governance, and tools that enable landscape architects to respond effectively and creatively to these challenges.

Reconciliation and Justice, Equity, Diversity and Inclusion (JEDI) are foundational to this plan. These principles guide our decisions and will be reflected in all aspects of CSLA operations and strategies.

Our Values

Advance the Profession: We promote innovation, design excellence, scholarship, and research, and collaborate with partners to support the evolving needs of the profession and society.

Lead by Example: We integrate Reconciliation, social justice, stewardship, and environmental sustainability into all programs and operations, using an Environmental, Social and Governance (ESG) perspective.

Govern Responsibly: We are accountable to our members and operate with integrity, transparency, and fiscal responsibility, ensuring sustainable long-term management of resources.

Our Guiding Principles

The following Principles are fundamental to the CSLA and infuse every priority of this Strategic Plan.

THE CANADIAN LANDSCAPE CHARTER: The CSLA and all the component associations have adopted the Canadian Landscape Charter (CLC). The CLC expresses the following overarching principles for the profession:

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

Excellence in the Practice of Landscape Architecture	Strong Governance	Collaboration	Reconciliation	Justice, Equity, Diversity and Inclusion	Resiliency
<p>The CSLA recognizes, celebrates, and communicates excellence in the design of the urban environment and in cultural and natural landscapes through its awards program and magazine, and promotes the highest levels of practice through its <i>accreditation processes</i>, educational and practice tools, like the <i>Canadian Landscape Standard</i>.</p>	<p>The CSLA is committed to operational excellence, and to continued improvement of our governance structures and systems. Our operations must evolve and respond to the needs of the profession. Furthermore, we must ensure that we operate in an ethical, equitable, honest, professional and collaborative environment.</p>	<p>The CSLA will continue to enhance the relationship with components, LACF, <i>university programs in landscape architecture</i>, related professions, and international organizations such as IFLA and IUCN. Only through continued and increased collaboration will we achieve our objectives.</p>	<p>The CSLA will contribute to the national effort towards reconciliation between Indigenous and non-Indigenous Canadians by addressing the Truth and Reconciliation Commission's Calls to Action in our activities and strategies.</p>	<p>Be accountable to justice, equity, diversity and inclusion by committing to raising professional awareness, outreach, community inclusion, building equitable practices, and providing tools and training.</p>	<p>The CSLA advances advocacy and strategic actions for Canadian landscapes in the mission areas of climate change, climate-related disasters, and cultural landscapes.</p>

Strategic Priorities for 2026-2028

The CSLA's work over the next three years is organized around **three strategic priorities**. Each includes high-level goals, approaches, and measures of success. These priorities support the growth and evolution of the CSLA, its component associations, its members, and the profession.

#1: Strengthen National Leadership and Governance

1.1 Support Component Associations and Respond to Governance Changes

Goal:

Ensure that CSLA and its components remain effective, connected, and responsive to changing provincial and federal legislative contexts.

Key Actions:

- Work with components to evaluate the need for additional member services at the component level and how they might best be delivered, including, but not limited to: supporting provincial and territorial issues, developing resources, providing training, enhancing the component grant program, collaborating with staff, updating a letter of agreement between the CSLA and components, and building a strong dialogue across our boards and committees.
- Adjust the CSLA and component governance structure, as required, through bylaw change or other means, to continue ongoing support for landscape architects in all jurisdictions, regardless of professional governance.
- Explore membership pathways for non-stamp or non-traditional categories where appropriate.

Success measures:

- Improved governance alignment and practices in component associations, LACF and CSLA.
- Sustainable models for member services in all jurisdictions.
- Strong and consistent member engagement.

Deadline: Ongoing/Timing based on changes in federal and provincial legislation in jurisdictions where applicable

1.2 Plan for CSLA Succession

Goal:

Ensure a seamless transition to new leadership and long-term organizational stability.

Key Actions:

- Adopt a succession plan overseen by a Board-led task force.
- Recruit a new Executive Director by Fall 2026.
- Strengthen onboarding, continuity systems, and staffing plans aligned with long-term budget projections.

Success measures:

- New Executive Director in place by the end of 2026.
- The organization and services experience minimal disruption during the leadership transition.
- Successful on- and off-boarding of the Executive Directors.
- The ongoing CSLA management of LACF to be assured.
- Future staffing needs planned in the long-term budget.

Deadline: January 2027

1.3 Improve Operational Efficiency

Goal:

Modernize systems and workflows to improve communication, collaboration, and service delivery.

Key Actions:

- Invest in technology and implement new tools and platforms to manage communications, data collection for the LAAC, member engagement, and document sharing efficiently.
- Simplify and streamline internal processes and workflows.
- Strengthen communication by developing clear, consistent communication channels between the CSLA, its committees, and component associations to improve collaboration and reduce duplication of effort.

Success measures:

- Improved access to resources and timely updates for members and components.
- More efficient committee operations and reduced administrative burden.
- Positive results from internal operational reviews.

Deadline: ongoing

1.4 Implement the Action Plans Developed by CSLA Committees, Task Forces, and Working Groups

Goal:

Ensure volunteer bodies function efficiently, strategically, and with appropriate support.

Key Actions:

- Implement an annual action-plan process for all committees, reviewed and approved by the Board.
- Provide appropriate staffing, budget, resources, and training for volunteers.
- Identify synergies among groups to reduce duplication and minimize volunteer burnout.
- Offer short-term volunteer pathways (rosters, micro-assignments).
- Introduce regular progress reporting.

Success measures:

- All committees develop and deliver annual action plans.
- Increased volunteer clarity, retention, and satisfaction.
- Measurable progress toward CSLA strategic goals.

Deadline: 2026 and ongoing

#2: SUPPORT THE FUTURE OF THE PROFESSION

2.1 Expand and Diversify the Landscape Architecture Workforce

Goal:

Increase awareness of the profession, retain a range of practitioners and ensure the profession reflects the diversity of Canadian communities.

Key Actions:

- Analyze the obstacles to entering or remaining in the profession.
- Launch a recruitment and retention task force with representation from a variety of partners and members.
- Determine what sustainable recruitment numbers consist of for the future of the profession.
- Develop and implement a recruitment communications campaign emphasizing strategic recruitment strategies.
- Promote awareness of the profession in high schools and other university programs; develop “what is landscape architecture” and “how to become a landscape architect” resources.
- Review obstacles to entry into the profession for newcomers with international credentials and/or education.
- Investigate compensation in the profession to establish baseline data.
- Continue an ongoing dialogue with landscape architecture schools through discussions, workshops, forums and involvement in CSLA working groups.

Success measures:

- Increased enrolment in accredited programs.
- Increased applications to component associations.
- Completion of a State of the Profession report every five years.

Deadline: Ongoing

2.2 Plan for the CSLA's 100th Anniversary in 2034

Goal:

Develop a plan for the 100th anniversary of the CSLA in 2034 which demonstrates the impact of the profession, both from a historic and future perspective, and shows pride in our profession's accomplishments. Create greater awareness of the profession and to embark on a historic archiving plan for the profession nationally.

Key Actions:

- Form a 100th anniversary task force with a board-approved term of reference and sub-groups, such as the Archiving Sub-Group, to implement the plan.
- Highlight historic achievements and future opportunities through national initiatives.
- Budget accordingly.

Success measures:

- A national celebration that raises public awareness and supports strategic goals.
- A coordinated archiving plan that preserves the profession's history.

Deadline: Ongoing until 2034

2.3 Enhance Professional Development and Outreach

Goal:

Expand high-quality learning opportunities that help members respond to emerging challenges.

Key Actions:

- Consult with all component associations to ensure CSLA's are complementary and support existing programs.
- Seek out funding opportunities to support professional development programming for our members.

- Develop and deliver training that focuses on key topics such as climate resilience (landADAPT), the Canadian Landscape Standard, equity and inclusion, Indigenous engagement and knowledge/sharing, digital design tools, and emerging technologies.
- Collaborate with *landscape architecture programs and their researchers*, component associations, and allied organizations to deliver workshops and webinars, as appropriate.
- Expand accessibility by offering online and hybrid learning options in both languages.
- Curate the CSLA Virtual Resource Library through a regular review of CSLA's educational materials, ensuring they reflect the latest research, industry standards, and best practices.
- Support business development training opportunities including succession planning, insurance, contracts, financial management, HR management, etc. in collaboration with component associations.
- Monitor and evaluate participation of members in training opportunities.
- Promote specialized and local networks of support for members.

Success measures:

- Increased participation in training and mentoring programs.
- Regular release of updated tools and resources.
- Positive engagement metrics (attendance, downloads, survey feedback).

Deadline: ongoing

#3: ADVOCATE FOR LANDSCAPE ARCHITECTURE

3.1 Strengthen Government Engagement

Goal:

Position landscape architects as leading contributors to national, provincial, municipal, and Indigenous policy development.

Key Actions:

- Establish resources and structures to take a leadership position in coalition with component association and other related professions and associations
- Develop a nonpartisan advocacy strategy with clear messaging and resources for all jurisdictions.
- enhance our role in preparing and submitting responses to government initiatives that impact landscape architecture.
- Share compelling case studies that demonstrate the impact of landscape architecture.
- Monitor federal and provincial mandate letters, legislation, and programs to identify opportunities for engagement.
- Coordinate advocacy efforts with component associations.
- Seek participation in government advisory groups and working tables.
- Develop criteria for when CSLA will issue public statements on issues of national importance.

Success Measures:

- Increased invitations for landscape architects to contribute to policy development.
- Better understanding among decision-makers of the profession's value.
- Effective use of advocacy tools by members and components.)

3.2 Build Partnerships with Allied Professions and Organizations

Goal:

The CSLA will strengthen advocacy efforts by collaborating with allied professions and organizations that share common values and goals. Through partnerships, we will amplify our collective voice and advance significant societal issues, such as climate action, biodiversity, equity, and community well-being.

Key Actions:

- Enhance the opportunities of our participation in the Presidents' Council (ASLA, CELA, CLARB, LAF, LAAB, CSLA and LACF), IUCN and IFLA/IFLA Americas.
- Engage with related organizations in related fields such as planning, architecture, engineering, ecology, forestry, and public health.
- Build relationships with nonprofit organizations, academic institutions, and international groups aligned with the CSLA's mission areas.
- Foster collaboration with events, webinars, and workshops that highlight interdisciplinary solutions and develop joint position papers or advocacy campaigns to address shared priorities at national and international levels.
- Promote the work of allied organizations through CSLA channels, demonstrating the interconnectedness of efforts to create healthier, more sustainable communities.
- Provide expertise and resources to support initiatives led by allied professions, ensuring landscape architecture's voice is present in collaborative efforts.

Success measures:

- Increased number of interdisciplinary collaborations.
- Greater visibility for landscape architecture in national and international initiatives.
- Expanded opportunities for member learning and leadership.

Deadline: 2026 and ongoing

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