

# British Columbia Society of Landscape Architects

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## Strategic Plan 2017



# BCSLA 2017 Strategic Plan

## Executive Summary

### Strategic Plan on a Page

#### Vision

> What we aspire to achieve in the future

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> Our reason for being; our fundamental purpose

#### Values

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- > A lens for ongoing decision-making

#### Strategic Activities & Key Initiatives

- > Specific accomplishments needed to achieve each Strategic Imperative
- > The basis for resource allocation
- > Embedding the Initiatives into future years Ops Plan

*Cover images from left to right:*

- *Tofino Fourth Street Streetscape Stairs - Kate Evans / Lanarc 2015 Consultants Ltd.*
- *Terra Nova Adventure Play Environment - City of Richmond*
- *Bo.ttega Farm Inn - Fiona Barton / OutLand Design Landscape Architecture - Photography by Fred Schaad Photography*

# Executive Summary



The Board of Directors of the British Columbia Society of Landscape Architects embarked on a Strategic Planning Process in the spring of 2016. A number of foundational documents produced by initiatives of previous Boards were reviewed and a direction established for proceeding with a 2017 Strategic Plan. These foundational documents included the Architect (Landscape) Act, the BCSLA 2010 Bylaws, 2012 BCSLA Professional Practise Survey Report and the BCSLA Survey Results and Action Plan 2016.

A qualified facilitator was contracted to assist the Board through a Strategic Planning Process. Three sessions were scheduled with the board consisting of ½ day to intense day long workshops led by the contracted Facilitator. The sessions included feedback of Board of Director survey results, lectures, group dialogues and group exercises. Two additional workshop sessions were facilitated by the Executive of the BCSLA to finalize a Vision statement and prioritize Strategic Imperatives and Key Initiatives. The end result was the board was able to successfully formulate a five-year vision for the BCSLA and collaboratively identify issues and develop strategic actions to resolve and progress. The Strategic 5 Year Plan will rely on the endorsement and participation of the BCSLA membership to realize. The focus of the current Board of Directors is on the next two year period with the opportunity for subsequent Boards to prioritize strategic efforts for the following years using strategic imperatives and key initiatives identified through the 2017 Strategic Plan.

The 2017 Strategic Plan identifies and confirms that the BCSLA is the regulating and advocacy body for Landscape Architects across British Columbia with the goal of protecting the public's health, safety and welfare. As members of the BCSLA we value Leadership, Collaboration, Innovation, Environmental Stewardship, Inclusion, Creativity, and Social Responsibility.

Our Vision is that Landscape Architects are recognised as essential professionals in the realisation of open space projects. We collaborate to affect policy and practise to establish healthy, resilient, equitable and beautiful environments that meet the needs of society.

To achieve this vision, strategic imperatives and key initiatives have been identified that will become the lens through which the efforts and direction of the Board of Directors are vetted to effectively use the time and energy of the staff and volunteer members of BCSLA Committees and task forces to further develop and promote the work of Landscape Architects.

Thank you to each of the Board of Director members from 2016 / 2017 who have participated in developing this Strategic Plan.

A handwritten signature in green ink, appearing to read 'Al Neufeld', written over a light blue background.

Al Neufeld  
BCSLA Past President

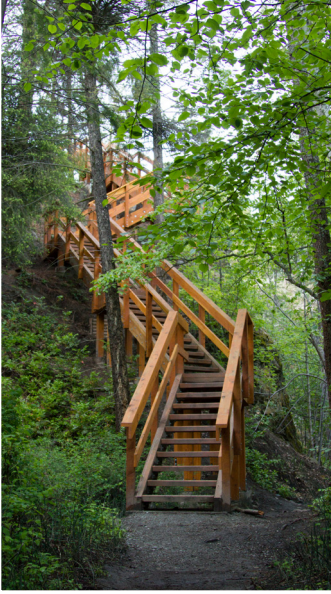
# Strategic Plan on a Page

BCSLA -- Strategic Plan-on-a-Page

March 2017

Who we are and what we stand for											
<b>Mission</b> <i>Why we exist</i>	BCSLA is the regulating and advocacy body for the Landscape Architects across British Columbia with the goal of protecting public's health, welfare and safety.										
<b>Core Values</b> <i>What we stand for, what's most important to us</i>	<ul style="list-style-type: none"> <li>• Leadership</li> <li>• Collaboration</li> <li>• Innovation</li> <li>• Environmental stewardship</li> <li>• Inclusion</li> <li>• Creativity</li> <li>• Social responsibility</li> </ul>										
Where we want to be											
<b>Vision</b> <i>What we aspire to achieve in the future</i>	Landscape Architects are recognised as essential professionals in the realisation of open space projects. We collaborate to affect policy and practise to establish healthy, resilient, equitable and beautiful environments that meet the needs of society.										
<b>Priorities</b> <i>High-level priority areas we are focusing on</i>	Focus on building and strengthening our connections with five key constituents: Members, Allied Professionals, Governments, Educators and Researchers										
<b>Goals</b> <i>The outcomes we want to achieve</i>	<table border="1"> <thead> <tr> <th>A. MEMBERS</th> <th>B. ALLIED PROFESSIONALS</th> <th>C. GOVERNMENTS</th> <th>D. PUBLIC</th> <th>E. RESEARCH / EDUCATORS</th> </tr> </thead> <tbody> <tr> <td> <ol style="list-style-type: none"> <li>1. Validate this strategic plan (vision, imperatives, initiatives) with our members (YR 1)</li> <li>2. Maintain and selectively adjust current levels of service (YR 1)</li> <li>3. Clarify organization structure and roles/responsibilities at the Board, Committee and Staff levels (YR 1)</li> <li>4. Focus on building and strengthening our connections with Members (YR 1)</li> <li>5. Practise Act (YR 2)</li> </ol> </td> <td> <ol style="list-style-type: none"> <li>1. Engage in specific, targeted outreach to find opportunities to team up (YR 2)</li> </ol> </td> <td> <p>Provincial</p> <ol style="list-style-type: none"> <li>1. Develop ongoing lobby program (perhaps supported by a professional lobby(ist) (YR 1)</li> </ol> <p>Municipal / Local</p> <ol style="list-style-type: none"> <li>1. Develop ongoing lobby program (as noted in Provincial #1 above) (YR 1)</li> <li>2. Approach relevant bureaucrats on specific issues (e.g. streamlined RFP process; requirements for LAs to lead certain types of projects) (YR 2)</li> </ol> </td> <td> <ol style="list-style-type: none"> <li>6. Focus on building and strengthening our connections with Public (YR 2)</li> </ol> </td> <td> <ol style="list-style-type: none"> <li>1. Canvass the specific need(s) for empirical evidence to bolster our value propositions with each of the four constituency groups above (YR2)</li> <li>2. Provide age/level-appropriate support to each group via tool kits, presentations, and info sheets (YR 2)</li> </ol> </td> </tr> </tbody> </table>	A. MEMBERS	B. ALLIED PROFESSIONALS	C. GOVERNMENTS	D. PUBLIC	E. RESEARCH / EDUCATORS	<ol style="list-style-type: none"> <li>1. Validate this strategic plan (vision, imperatives, initiatives) with our members (YR 1)</li> <li>2. Maintain and selectively adjust current levels of service (YR 1)</li> <li>3. Clarify organization structure and roles/responsibilities at the Board, Committee and Staff levels (YR 1)</li> <li>4. Focus on building and strengthening our connections with Members (YR 1)</li> <li>5. Practise Act (YR 2)</li> </ol>	<ol style="list-style-type: none"> <li>1. Engage in specific, targeted outreach to find opportunities to team up (YR 2)</li> </ol>	<p>Provincial</p> <ol style="list-style-type: none"> <li>1. Develop ongoing lobby program (perhaps supported by a professional lobby(ist) (YR 1)</li> </ol> <p>Municipal / Local</p> <ol style="list-style-type: none"> <li>1. Develop ongoing lobby program (as noted in Provincial #1 above) (YR 1)</li> <li>2. Approach relevant bureaucrats on specific issues (e.g. streamlined RFP process; requirements for LAs to lead certain types of projects) (YR 2)</li> </ol>	<ol style="list-style-type: none"> <li>6. Focus on building and strengthening our connections with Public (YR 2)</li> </ol>	<ol style="list-style-type: none"> <li>1. Canvass the specific need(s) for empirical evidence to bolster our value propositions with each of the four constituency groups above (YR2)</li> <li>2. Provide age/level-appropriate support to each group via tool kits, presentations, and info sheets (YR 2)</li> </ol>
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How we're moving forward											
<b>Strategies</b> <i>High-level courses of action for moving toward the Goals</i>											
<b>Key Activities</b> <i>Specific projects/initiatives to execute each Strategy - no a complete list or work plan</i>											
Where we are now											
<b>Opportunities/Assets</b> <i>Supporting factors</i>											
<b>Challenges</b> <i>Hindering factors</i>											

# VISION, MISSION, & VALUES



## Vision

Landscape Architects are recognised as essential professionals in the realisation of open space projects. We collaborate to affect policy and practise to establish healthy, resilient, equitable and beautiful environments that meet the needs of society.

## Mission

The BCSLA is the regulating and advocacy body for Landscape Architects across British Columbia with the goal of protecting the public's health, safety and welfare.

## Values

As members of the BCSLA we value Leadership, Collaboration, Innovation, Environmental Stewardship, Inclusion, Creativity, and Social Responsibility.

## Background / History

### BCSLA History

Landscape architecture is a broad design profession practiced in both public and private sectors. Members of the British Columbia Society of Landscape Architects (BCSLA) are leaders in the planning, design, development, preservation, protection, restoration, reclamation, rehabilitation, enhancement and management of both natural and built environments. They are employed in education and in public and private practice. In the public sector, Landscape Architects are employed in a variety of institutional, government and academic positions, and many individuals work in non-traditional roles within arts and non-governmental organizations. Landscape architects in private practice work in both dedicated landscape architecture and multidisciplinary firms on projects that reconcile land development and restoration with social and economic needs for clients with a wide range of resources and goals.

Since 1964, the British Columbia Society of Landscape Architects (BCSLA) has been the regulatory body for landscape architecture in BC under the authority granted by the Province to administer the Architects (Landscape) Act. The BCSLA is dedicated to upholding public health, safety and welfare as it relates to the professional practice of landscape architecture. Through the Architects (Landscape) Act, the title of Landscape Architect is regulated to serve the public interest. In order to use the title, an individual must be registered with the BCSLA. A Landscape Architect in BC is a professional who has successfully completed: The required post-secondary education; a set of examinations which assess a prospective registrant's ability to protect the health, safety and welfare of the public; and a supervised internship.

Breach of the BCSLA Standards of Professional Conduct and Practice can lead to a reprimand or suspension of membership, along with losing the right to use the title "Landscape Architect". The BCSLA Standards of Professional Conduct and Practice, Bylaws, and Policies and Procedures are available to the public. These documents can be requested from the BCSLA office or found at [www.bcsla.org](http://www.bcsla.org)

### The BCSLA Organization

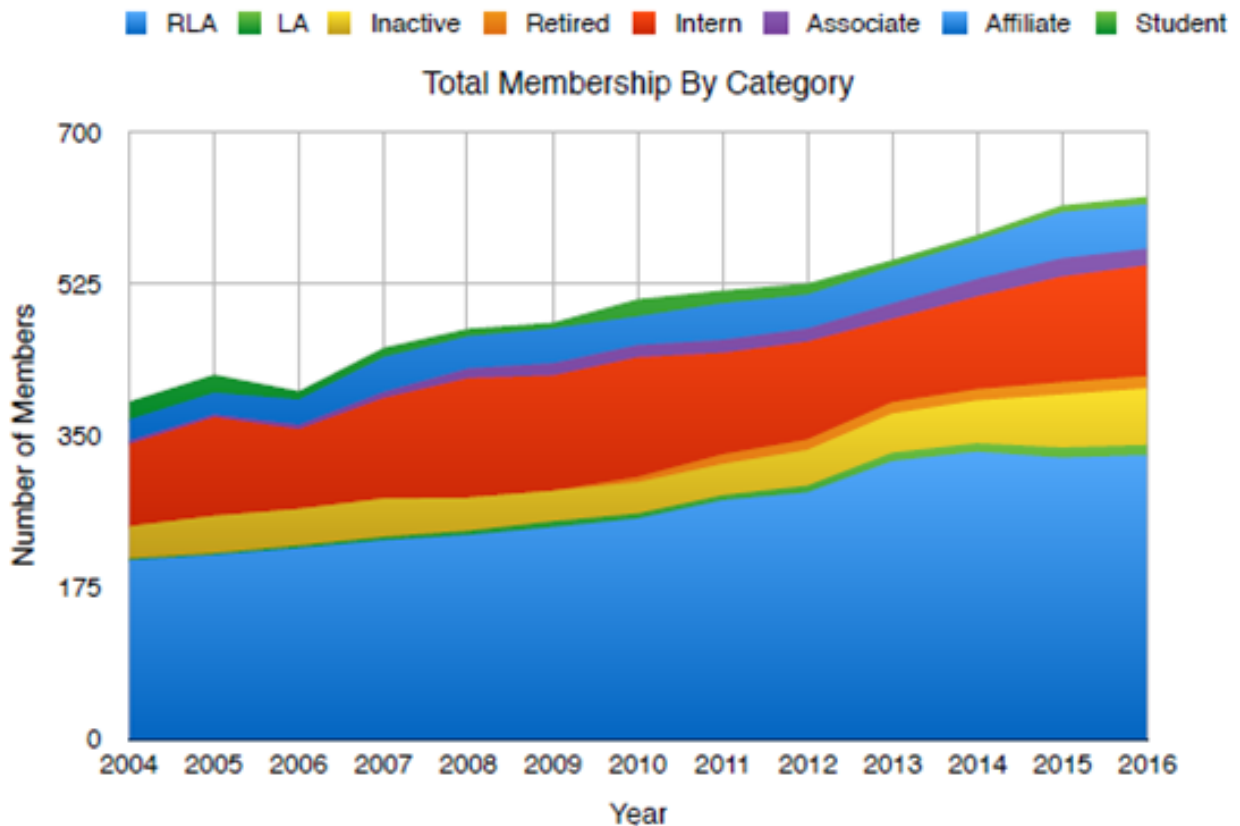
The BCSLA is a non-profit society with a volunteer Board of Directors and two full time staff comprised of an Executive Director and a Member Services Coordinator. The Board of Directors is comprised of Executive Officer positions of President, Registrar, Treasurer, President Elect, and Past President and Director positions of 6 voting Directors and 4 non-voting Directors. Each member of the Executive chairs one or more committees and a number of the Directors have responsibilities to represent specific member interests. Task Forces or Ad Hoc Committees may be struck for short term projects with the results of these projects forwarded to various committees and ultimately the Board of Directors for ratification.

# Directional Trends of BCSLA

## Membership numbers

Membership Numbers

	Voting				Non-Voting				Total
	RLA	LA	Inactive	Retired	Intern	Associate	Affiliate	Student	
2004	206	2	37	N/A	95	4	24	21	389
2005	212	2	43	N/A	114	3	25	21	420
2006	220	3	42	N/A	92	5	29	10	401
2007	229	4	44	N/A	116	7	40	11	451
2008	235	5	38	N/A	138	11	37	9	473
2009	244	7	35	N/A	133	14	40	7	480
2010	254	6	36	6	138	14	33	20	507
2011	275	6	36	11	117	15	42	15	517
2012	284	8	41	12	113	15	39	13	525
2013	320	10	45	13	96	18	42	8	552
2014	331	10	49	13	107	20	44	7	581
2015	324	12	61	14	122	21	53	8	615
2016	327	12	65	14	128	19	51	9	625

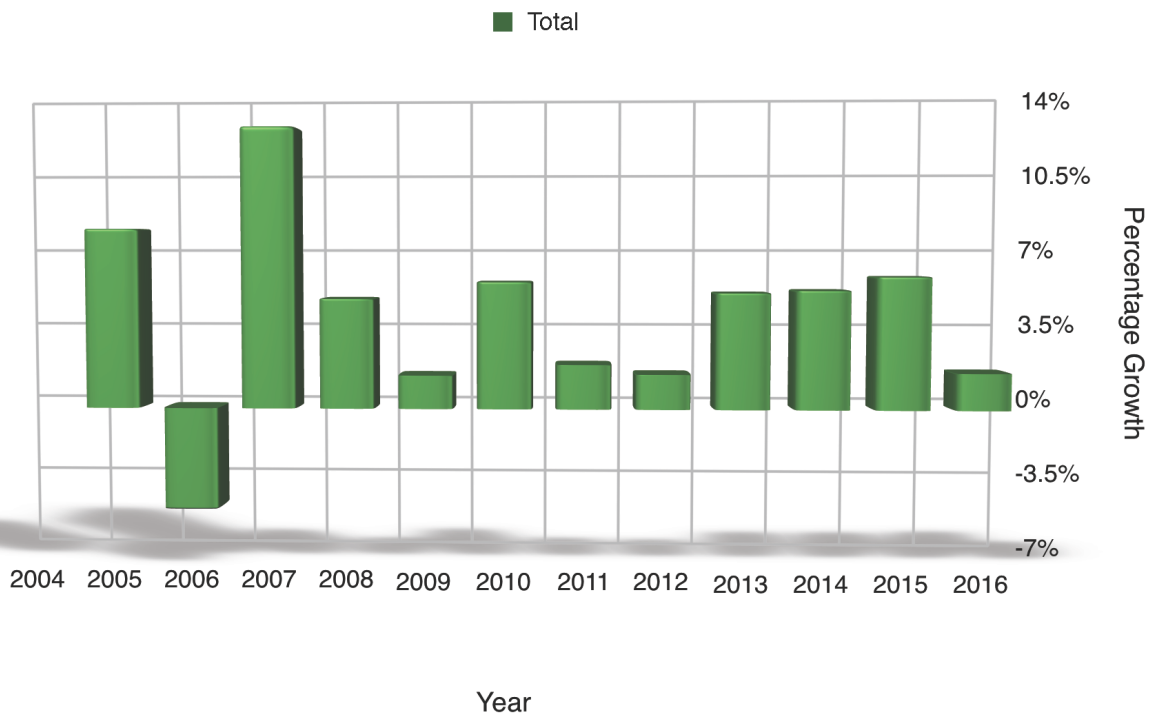


## Membership categories

### Membership Growth Numbers

	Voting				Non-Voting				Total
	RLA	LA	Inactive	Retired	Intern	Associate	Affiliate	Student	
2004	0	0	0	0	0	0	0	0	0
2005	2.9%	0.0%	16.2%	0	20.0%	-25.0%	4.2%	0.0%	8.0%
2006	3.8%	50.0%	-2.3%	0	-19.3%	66.7%	16.0%	-52.4%	-4.5%
2007	4.1%	33.3%	4.8%	0	26.1%	40.0%	37.9%	10.0%	12.5%
2008	2.6%	25.0%	-13.6%	0	19.0%	57.1%	-7.5%	-18.2%	4.9%
2009	3.8%	40.0%	-7.9%	0	-3.6%	27.3%	8.1%	-22.2%	1.5%
2010	4.1%	-14.3%	2.9%	0.0%	3.8%	0.0%	-17.5%	185.7%	5.6%
2011	8.3%	0.0%	0.0%	83.3%	-15.2%	7.1%	27.3%	-25.0%	2.0%
2012	3.3%	33.3%	13.9%	9.1%	-3.4%	0.0%	-7.1%	-13.3%	1.5%
2013	12.7%	25.0%	9.8%	8.3%	-15.0%	20.0%	7.7%	-38.5%	5.1%
2014	3.4%	0.0%	8.9%	0.0%	11.5%	11.1%	4.8%	-12.5%	5.3%
2015	-2.1%	20.0%	24.5%	7.7%	14.0%	5.0%	20.5%	14.3%	5.9%
2016	0.9%	0.0%	6.6%	0.0%	4.9%	-9.5%	-3.8%	12.5%	1.6%
Average Growth									4.7%

### Growth of Total Membership By Year





## 2012 Strategic Planning Process

As part of a strategic planning process in 2012, a number of key initiatives were tested with the BCSLA membership. From survey responses of 133 individuals the following top five Strategic Priorities were identified for the BCSLA to pursue in following years:

1. Establish better government relationships to direct and influence the legislation that affects the practise of landscape architecture
2. Build stronger relationships with allied professional organizations (i.e. PIBC, AIBC, APEG, etc.)
3. Establish a clear guide for the valuation of landscape architectural services and encourage consistency in value for professional services in BC
4. Foster enhanced financial remuneration in both the private and public realm for landscape architects in BC that reflects their training, knowledge, and commitment to professional excellence
5. Develop greater public awareness and trust for landscape architecture and the BCSLA through regular press releases or the retention of a media relations representative

These Strategic Priorities were considered by subsequent Board of Directors as budgetary decisions were made and work efforts were allocated. The 2017 Strategic Plan seeks to refine these directions and provide more detail needed to achieve these broader goals.

## 2017 Strategic Planning Process

At the December 2015 Board of Directors meeting it was determined that the Board would benefit from a facilitated strategic planning session.

In subsequent board meetings during the spring of 2016 this idea was discussed and developed to the point that an RFP was written and issued to three proponents in May 2016.

The Board of Directors for the British Columbia Society of Landscape Architects required the services of a Qualified Facilitator to assist the Board of Directors to develop an initiative to create a comprehensive Strategic Plan for the Society. In addition, the Board of Directors for the British Columbia Society of Landscape Architects required the services of a Qualified Facilitator to assist the Board of Directors to develop a three step Process to create a comprehensive Strategic Plan for the Society. The BCSLA Board of Directors envisioned the role and responsibilities of the facilitator was to interact with the board to develop a comprehensive strategic organizational directive / plan for the BCSLA.

This process included: ensuring accountability and obligations of the Board and Executive Director with a focus to its responsibilities to the membership. Facilitating the timely and effective flow of the agenda to develop and achieve the objectives and activities; guiding the participants through appropriate discussions and /or exercises to successfully complete the planned objectives and activities for the professional profile of the BCSLA; ensuring the discussions and work of participants was engaging, fruitful, productive and balanced to ensure a positive, contributory and solutions oriented atmosphere and approach to the day's activities with full and positive contributions from all participants.

The facilitator's final role in this process was to be a cooperative participant with the BCSLA to generate a document which would formulate and function as the Strategic Plan for the Society.

The successful candidate, Howard Harowitz Consulting Ltd, was selected and the board embarked on the Strategic Planning program.

Three sessions were scheduled with the board consisting of ½ day to intense day long workshops led by the contracted Facilitator. The sessions included feedback of Board of Director survey results, lectures, group dialogues and group exercises. Two additional workshop sessions were facilitated by the Executive of the BCSLA to finalize a Vision statement





and prioritize Strategic Imperatives and Key Initiatives. The end result was the board was able to successfully formulate a five-year vision for the BCSLA and collaboratively identify issues and develop strategic actions to resolve and progress. The Strategic Plan will rely on the endorsement and participation of the BCSLA membership to realize.

Through the strategic planning process there were evident, usable skill sets of the immediate board members that have the potential to be passed down to future boards.

### **Determining our Destination - Vision**

> A description of what we aspire to achieve in future

Each Board member was asked to consider and wordsmith a Five Year Vision for the BCSLA based on workshop outcomes that identified the following elements:

- valued and recognized for what we do, by the public, allied professionals, government, project owners
- considered essential members of all consulting teams, and THE most qualified discipline to lead open space projects
- Our value comes (in part) form our holistic, expansive knowledge and expertise in complex environmental systems: we are integrators, able to forge a shared vision
- Our unique value is supported by evidence-based research
- recognized as thought leaders in addressing climate change and public health

Board members identified the following ideas for inclusion in a vision statement:

- expansive knowledge and expertise in complex environmental systems
- protect and design places fostering the health and well-being of people, animals, land and water
- relevant and influential organization that is recognized for our diverse skillset
- a deep understanding of social systems and environmental impacts
- leading professionals dealing with the art and science of natural and man-made landscapes due to our capacity for systems-based thinking and application
- the work of landscape architects is recognized for its contribution to mitigating the impacts of climate change and sea level rise
- recognized as the collaborators / integrators coordinating all disciplines

### **The resulting 5 Year Vision Statement is the following:**

**Landscape Architects are recognised as essential professionals in the realisation of open space projects. We collaborate to affect policy and practise to establish healthy, resilient, equitable and beautiful environments that meet the needs of society.**

*Image: PWL Partnership  
Landscape Architects Inc.*

# STRATEGIC IMPERATIVES 2017 – 2019

Focus on building and strengthening our connections with five key constituencies: Members; Allied professionals; Governments; Public and Research/Educators. In Year 1, the focus will be on connections with Members and Governments. In Year 2, the focus will be on all five key constituencies.

## **A. Members**

1. Validate this strategic plan (vision, imperatives, initiatives) with our members (YR 1)
2. Maintain and selectively adjust current levels of service (YR 1)
3. Clarify organization structure and roles/responsibilities at the Board, Committee and Staff levels (YR 1)
4. Focus on building and strengthening our connections with Members (YR 1)
5. Practise Act (YR 2)

## **B. Allied Professionals**

1. Engage in specific, targeted outreach to find opportunities to team up (YR 2)

## **C. Governments**

### Provincial

1. Develop ongoing lobby program (perhaps supported by a professional lobbyist) (YR 1)

### Municipal / Local

1. Develop ongoing lobby program (as noted in Provincial #1 above) (YR 1)
2. Approach relevant bureaucrats on specific issues (e.g. streamlined RFP process; requirements for LAs to lead certain types of projects) (YR 2)

## **D. Public**

1. Focus on building and strengthening our connections with the Public (YR 2)

## **E. Research / Educators**

1. Canvass the specific need(s) for empirical evidence to bolster our value propositions with each of the four constituency groups above (YR 2)
2. Provide age/level-appropriate support to each group via tool kits, presentations, and info sheets (YR 2)

# Strategic Activities & Key Initiatives 2017 – 2019

Key Initiatives: specific accomplishments needed to achieve each Strategic Imperative

Format:

**1. Strategic Imperative**

a) Key Initiative

PLAN

Strategic Activities

## Year 1

The following six strategic imperatives were identified for BCSLA attention for 2017/2018

### Members:

**1. Validate this strategic plan (vision, imperatives, and initiatives) with our members**

- a) Get input on content/emphasis
- b) Enlist/confirm support, particularly on involvement in new grass-roots lobby initiatives Provide communication for all members regarding our role (advocate for lead on all outdoor space projects!) and how we can impact change, i.e. through grassroots movements (sub-committee with base-line goals end of year 1. Draft documents and concepts for other outreach to members Year 2, Implementation by Year 3, revisions and perfection, years 4 &5)
- c) Involve / challenge the membership to help the BCSLA Board achieve the 5 Year Vision (Landscape Architect's being recognized as essential professionals in the realization of successful open space projects) by becoming "LA Ambassadors":

#### PLAN

- i. Form a task force / sub-committee (January, 2017) [Only needs a few people]
- ii. Work with the conference organizers (BCSLA Board and staff) to arrange for, and design a booth for the conference / AGM that is dedicated to the 5-year vision and member recruitment / challenge (January – February, 2017)
- iii. Create at a minimum: 1) a graphically appealing board displaying the 5 year vision, 2) information packages (1 page max.) which explain the challenge, and; 3) a sign-up sheet (March, 2017)
- iv. Task force members to take turns tending the booth, answering questions, and encouraging members to sign up (March 31-April 1, 2017)

More about the challenge: challenge members to become "LA Ambassadors" (exact title TBD) and participate in / commit to the "Three A Year – Outreach Challenge", which would involve meeting with: 1) a community group or representative (could be a school group to tie in with the educator outreach initiative); 2) an allied professional, and; 3) their local MLA to explain what LA's are, what they do, and why they are essential to the successful realization of [open space] projects. The BCSLA could offer CE credits for completing the challenge and potentially have a Sitelines dedicated to member's stories about their outreach efforts.

**2. Maintain and selectively adjust current levels of service**

- a) Priority areas for improvement
- b) Are there any areas where we can pull back (i.e. where energy has been spent in the past, but perhaps of diminishing relevance/value going forward)

**3. Clarify organization structure and roles/responsibilities at the Board, Committee and Staff levels**

- a) Develop detailed organizational chart + Role definitions 2017

Develop organizational chart that clearly shows reporting structure of committees and task forces and relation to staff positions

#### PLAN

- i. Form a task force / sub-committee (January, 2017)
- ii. Perform a precedent study review of similar documents created by similar organizations (Jan-Feb, 2017)
- iii. Create a document outline for Board review (Feb, 2017)
- iv. Call on committees to and staff to generate role definitions and scopes of responsibilities (Feb-March, 2017)
- v. Incorporate the above-mentioned into a draft document and chart for Board and staff review (March-April, 2017)
- vi. Incorporate feedback into document and chart (May-June, 2017)
- vii. Post revised document and chart on BCSLA website (June, 2017)
- viii. Respond to member feedback (if any) and incorporate it into the document (July, 2017)
- ix. Create the final document and chart (July – September, 2017 as many people are out of town in August)
- x. Review them both on an annual basis (potentially in conjunction with the annual financial report) and edit as required (ongoing)

b) Business continuity plan 2017

#### **4. Focus on building and strengthening our connections with Members**

- a) Improve current member services. Additional note: Concern from members: 'What is the BCSLA really doing for me?' Although a lobbyist (or whatever we would technically have to call them) would be a large cost to the society, this service would be highly visible and rewarding to our members. Review the potential for additional services
- b) Follow P&PR survey recommendations 2017 - 2021
- c) Survey members to identify current news worthy issues that are a priority of BCSLA to take a position on (create taskforce to write position letter/editorial for BOD endorsement)
- d) Development of a Contract guidelines / sample, etc 2017
- e) Announce the assembly of an advocacy committee (or sub-committee) at the next AGM with the expectation that they develop an action plan to be initiated in 2018.
- f) Goal – to build confidence from within

### **Governments:**

#### **Provincial**

##### **1. Develop ongoing lobby program (perhaps supported by a professional lobbyist)**

- a) Develop priority target lists (key ministers, thought leaders) and channels of communication (e.g. UBCM, Victoria delegations, Constituency office visits)

#### PLAN

Form sub-committee to determine issues and goals to lobby for (Year 1) Create target audience (allied professionals? Find the MLAs/officials to advocate for us, etc.) (Year 2) Make progress and revise to achieve passed legislation or solid governmental changes to better match the community's needs from an LA perspective. (End of Year 5)

- b) Build supporting materials and "pitches" (both general information and specific initiatives)
- c) Train BCSLA Members as advocates
- d) Develop ongoing lobby program (perhaps supported by a professional lobbyist) How Landscape Architects will Save the World' – Hire a lobbyist (LA) to present to local and provincial governments. This could be a slideshow targeted to two themes – health and climate change. Part of this content could be derived from the 'Performance Based Landscapes' guidebook.

## PLAN

- i. Develop priority target lists (key ministers, thought leaders) and channels of communication (e.g. UBCM, Victoria delegations, Constituency office visits)
- ii. Build supporting materials and “pitches” (both general information and specific initiatives)
- iii. Train BCSLA Members as advocates. Identify interested members and educate them on how they can help locally Provide supportive documents and focus topics, be available for training and advice, connect people with similar goals and action items to support each other (Create support system base – documents, etc. Year 1, identify members; year 2, revise; and track years 3-5).

## **Municipal / Local**

### **1. Develop ongoing lobby program (as noted in Provincial #1 above)**

- a) Develop digital presentation targeted for municipal governments and visit every local government in BC as a delegation to Council to educate and inform as to expertise we can provide. Identify those BCSLA members that work for or have businesses in that local government.
- b) Booth at the UBCM Convention
  - Eventually leads to a Key Note Speaker at future convention (ongoing)
- c) Find a lobbyist who will lobby for the work of landscape architects on specific types of projects to governments and municipalities. These areas of project expertise could be identified at the BCSLA AGM.

## **Year 2**

The following six strategic imperatives were identified for BCSLA attention for 2018/2019.

## **Members:**

### **1. Practice Act**

- a) Process of obtaining Practice Act Legislation (2021)

## **Allied Professionals:**

### **1. Engage in specific, targeted outreach to find opportunities to team up (such as):**

- a) Shared defense of scope
- b) Shared projects (e.g. regulation of contractors) 1. Streamline and expand on cooperation with other Provincial and Territorial Associations as well as CSLA
- c) Investigate the potential for signing the Reciprocity Agreement 2017
- d) Shared conferences / presentations Submit papers for allied professional's conferences (1-3 years) Develop a small team lead by a BoD member to seek invitations to allied professional annual conferences in order to better understand emerging issues among allied professionals. BCSLA to pay the necessary dues and have the committee members report back to the membership on key initiatives.
- e) Create a YouTube video about the work of landscape architects for allied professionals.
- f) Networking

## **Governments:**

### **Municipal / Local**

### **1. Approach relevant bureaucrats on specific issues (e.g. streamlined RFP process; requirements for LAs to lead certain types of projects)**

- a) Municipalities take action, Development bylaws updated, Use of Schedules become a requirement across the board. LAs hired in Development and Parks departments (2017-2019)
- b) Influence government officials both to recognize LAs as leads on issues the community cares about and needs

## **Public:**

### **1. Focus on building and strengthening our connections with Public:**

- a) Develop a program to place in ground monuments in open space designs, possibly linked in with the Web Atlas and an online self-guided walking tour of landscape projects of BC.

- b) Create a YouTube video about the work of landscape architects for the general public. There might be students who could help out with this.
- c) Update BCSLA webpage (6months)

## Research / Educators:

### 1. Canvass the specific need(s) for empirical evidence to bolster our value propositions with each of the four constituency groups above

- a) 2017 Work with UBC researchers and students to identify the research needs of BCSLA members. An example could include: How much water does a green roof absorb?
- b) Survey BCSLA members as to what empirical data they could use or are aware of that currently exists. Build a data base / library of that material. Develop speaking notes that utilizes the research summary.
- c) 'Performance Based Landscapes' – Work with researchers and academics to compile and assemble known metrics for landscape architecture and the benefits to social, environmental and economic issues. This work would form a 'Benefits of Landscape Architecture' guidebook that clearly stated the positive impacts of our profession. TIMELINE: Develop draft package within 1 year. Package would need to be revised/reviewed on a yearly basis by committee.

### 2. Provide age/level-appropriate support to each group via:

- a) Tool kits (e.g. design workshop to redesign your school yard) Send correspondence to every school in BC offering curriculum kits that present the perspective of Landscape Architects
- b) Presentations Develop list of volunteers willing to present prepared materials on what Landscape Architects do.
- c) Career day
- d) 'Info sheets/printed materials (e.g. "what LAs do", examples of projects you can do with your students) Develop an outreach plan to "plant the seed" of landscape architecture in young minds by presenting or working with high schools, middle schools and elementary schools on select projects that captures the imaginative powers of youth while taking advantage or growing interests in land and environmental management.
- e) Create a tool kit for use by educators:

#### PLAN

- i. Form a task force / sub-committee (January, 2017)
- ii. Background research / precedent study of similar documents that are age-appropriate (there is potential to have a few tool kits geared towards different age groups) (Feb, 2017)
- iii. Create detailed outlines for the toolkit(s) which explain the target age group, contents of each, and required resources (Feb – April, 2017)
- iv. Present the outlines to the Board for review (April - May 2017)
- v. Create draft tool kits (May-July, 2017)
- vi. Contact elementary, secondary, and post-secondary educators to arrange meetings with them to explain the toolkits and receive their input (July-August, 2017)
- vii. Present tool kits to Board for review (July / August, 2017) (this can overlap with the previous task, which may take more time due to potential scheduling technicalities)
- viii. Incorporate feedback into tool kits (August – September, 2017)
- ix. Reach out to elementary, secondary, and post-secondary educators to distribute tool kits, and / or to come to their class to present the information or conduct workshops, and post the toolkits on the BCSLA website for download. (September – December, 2017)

More about the toolkits: they could range from "workshops with students to reimagine their schoolyard" to information packages on the BCSLA and the Road to Registration (similar to the UBC presentation that we did this Fall) depending on the target group. They should be graphic, engaging, and feedback into the 5 year vision.

**Additional Strategic Imperatives were developed during the workshops and are contained in a separate document. This information can be considered for subsequent focus in years 2019 – 2021.**