



Strategic Plan Update



INTRODUCTION

STRATEGIC PLAN UPDATE

The Board of Directors of the British Columbia Society of Landscape Architects embarked on a Strategic Planning Process in the spring of 2016. Several foundational documents including the Architect (Landscape) Act, the BCSLA 2010 Bylaws, 2012 BCSLA Professional Practice Survey Report and the BCSLA Survey Results and Action Plan 2016 were reviewed, and a direction was established. The focus of the Board at that time was to generate a 2017 Strategic Plan to cover a two-year period with a five-year vision.

To achieve the vision that Landscape Architects are essential professionals in the realization of open space projects, strategic imperatives and key initiatives were identified. Through the efforts and direction of the Board of Directors, it was anticipated that by following the Strategic Plan there would be effective use of the time and energy of staff and volunteer members of the BCSLA Committees and Task Forces.

While the vision, mission and values of the BCSLA continue to guide the Society, the following issues influenced the Strategic Plan initiatives beginning in 2019:

- The Professional Governance Act implemented by the Government of BC in November 2018
- The Global Pandemic - the COVID-19 Coronavirus
- BCSLA's response to Diversity, Equity, and Inclusion issues as outcomes of the social events beginning with the Black Lives Matter Movement

The Board of Directors has developed this update to communicate with the membership on the strategic initiatives and efforts that have been undertaken from 2017-2019 and the specific actions from 2020 - 2021 in response to these current issues. Please consult the original 2017 Strategic Plan while reviewing this update.

In summary, the purpose of the Strategic Plan Update is to:

- Describe the progress of actions of the original two years of the Strategic Plan 2017 -2019
- Describe the actions in response to the key issues facing the BCSLA in 2020 and 2021
- Suggest areas of effort that would be important to include for a potential new Strategic Plan beginning in 2023

Respectfully,



Jacqueline Lowe, BCSLA President

May 2021

MISSION, VISION, & VALUES

Vision

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



PFS Studio. Photo: ©Brett Hitchins

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.

The BCSLA offices are located on unceded Coast Salish territories of the xʷməθkʷəy̓əm (Musqueam), Skwxwú7mesh (Squamish), and səliłwətaʔ (Tsleil-Waututh) First Nations. We recognize and respect the history, languages, and cultures of the First Nations, Métis, Inuit, and all First Peoples of Canada, whose presence continues to enrich our organization, our lives and our country.

STRATEGIC PLAN ON A PAGE

WHO WE ARE AND WHAT WE STAND FOR					
Mission Why we exist	BCSLA is the regulating and advocacy body for the Landscape Architects across British Columbia with the goal of protecting public health, welfare, and safety.				
Core Values What we stand for	Leadership Collaboration	Innovation	Environmental stewardship	Inclusion Creativity	Social responsibility
WHERE WE WANT TO BE					
Vision For the future	Landscape Architects are recognized as essential professionals in the realization of open space projects. We collaborate to affect policy and practice to establish healthy, resilient, equitable and beautiful environments that meet the needs of society.				
Priorities Focus areas	A. Members	B. Allied Professionals	C. Governments	D. Public	E. Research/Educators
Goals The outcomes we want to achieve	1. Validate this strategic plan (vision, imperatives, initiatives) with our members (YR1) 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. Practice Act (YR 2)	1. Engage in specific, targeted outreach to find opportunities to team up (YR 2)	Provincial: 1. Develop ongoing lobby program (YR 1) Municipal / Local: 1. Develop ongoing lobby program (YR 1) 2. Approach relevant bureaucrats on specific issues (YR 2)	1. Focus on building and strengthening our connections with the Public (YR 2)	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)
HOW ARE WE MOVING FORWARD					
Strategies High-level actions for achieving Goals	Increase communication, develop policy, expand website	Find opportunities to collaborate	Lobby Prov. and local Gov't Increase connections with CSLA/Components	Action issues of public importance	Identify issues of importance to LAs, support research through collaboration/ application
Key Activities Specific Initiatives to execute each Strategy – not a complete list	Staff hired to support Members, Policies and Orientation Documents prepared	Coord. and collaborate through PGA process, Expanded list of webinars	Networking at Provincial level, Review and modification to Municipal documents	Responses to Diversity, Equity, and Inclusion issues, Website expanded to include Climate Adaptation information	Delayed due to COVID
WHERE WE ARE NOW					
Opportunities/ Assets Supporting factors	Outcomes of PGA efforts will guide future policy, staffing and Strategic Plans	Definition of our Profession and its roles/ responsibilities will be clarified	Reciprocity to increase awareness of LA discipline and connections across Governments	Increased profile of LA in response to key issues of Public importance	Value propositions of LA will be enhanced through both PGA and Climate Change efforts
Challenges Hindering factors	Bylaw revisions, how to best advocate	Clarity of roles may narrow practice scope	Resources required to fund future PGA efforts	Public awareness needs to be continually improved	Expanding tools for Educators deferred but will be priority for future growth of Profession

2017-2019 STRATEGIC PLAN UPDATE

Building on the previous Strategic Plan, the Board determined in 2015 that a facilitated strategic planning process was required for the development of the new Plan for 2017-2019. The result was that the Board was able to successfully formulate a five-year vision for the BCSLA, collaboratively identify issues and develop strategic actions to advance the Plan. The 2017-2019 Strategic Plan, relying on the endorsement and participation of the BCSLA membership, was adopted in October 2017.

The 2017-2019 Strategic Plan Imperatives were considered by subsequent Boards as budgetary decisions were made and work efforts were allocated. A future Strategic Plan will refine these imperatives and consider details of what is needed to achieve them at the time.



Ketcheson Park - PWL Partnership Landscape Architects Inc.



STRATEGIC PLAN 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. Practice 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)

SUMMARY OF PROGRESS

ON STRATEGIC PLAN INITIATIVES

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. Practice Act (YR 2)

Strategic Imperative: A. Members	Completed 2017 - 2019 Strategic Plan	Ongoing 2017 to 2021	Comments – Beyond 2022
1. Validate the Strategic Plan	Final Document - approved in Oct. 2017	Strategic Initiatives were carried forward, activities updated	New Strategic Plan process to be developed after finalization of PGA. The definition of a LA can define us but should not limit us.
2. Maintain and selectively adjust current levels of service	Ongoing	Annual Budget Review identifies proposed service changes for membership approval, Membership Services Coordinator Hired	3rd position, Regulatory Coordinator, to be hired in 2021 to help support members and PGA efforts
3. Clarify organization structure and roles and responsibilities	Details of Committees, Board and staff responsibilities completed – Board-on-Boarding Document Completed	To be added to the website	Update as necessary
4. Building and strengthening our connections with Members	Ongoing	Board Emergency Ops Document, COVID related policies also developed including Health Directive Adherence, Working from Home, Office Safety Protocol, Temporary short term Office Emergency Plan	Update as necessary
5. Practise Act	Board reviewed PGA and liaised with the Office of the Superintendent	Extensive efforts to inform membership through Friday File, AGM presentation, directed emails, task force set up, workshops initiated in 2021	Plan for ongoing efforts for PGA will be key for 2021, 2022 activities

SUMMARY OF PROGRESS (CONT.)

B. Allied Professionals

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

Strategic Imperative: B. Allied Professionals	Completed 2017 - 2019 Strategic Plan	Ongoing 2017 to 2021	Comments – Beyond 2022
1. Engage in specific Targeted outreach to find opportunities to team up	Land Summit Conference: Occurs every five years (2004, 2009, 2014, 2019, 2024)	Ongoing through: Signed National Reciprocity Document, Coordinate/ collaboration through the PGA Process, BCSLA joined the Professional Regulatory Assocs. of BC CSLA Roundtable – Board Representatives met to discuss important issues Senior BCSLA staff meet virtually with AALA, MALA and OALA twice per month to share ideas and solutions. Resulted in AALA, standardized digital seal policy, shared surveys of DEI and COVID up. CSLA joins from time to time Extensive Webinar opportunities Canadian Landscape Standard nationalized with BCLNA, CNLA and CSLA	Ongoing but with a stronger PGA emphasis

SUMMARY OF PROGRESS (CONT.)

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)

Strategic Imperative: C. Government - Provincial	Completed 2017 - 2019 Strategic Plan	Ongoing 2017 to 2021	Comments – Beyond 2022
1. Develop ongoing lobby program	Completion of initial focus on raising awareness, communication with politicians	Hired Communication resource, Organized networking events with government officials and Provincial Politicians during Regional Meetings BCSLA Senior staff are mandated to report all activities to the Office of the Registrar of Lobbyists once a month	Continued focus at the Provincial level on raising awareness of Landscape Architects and their work

Strategic Imperative: C. Government - Municipal	Completed 2017 - 2019 Strategic Plan	Ongoing 2017 to 2021	Comments – Beyond 2022
1. Develop ongoing lobby program	Trade Show booth at UBCM		For future focus
2. Approach Relevant bureaucrats on specific issues		Local Landscape Architects identify issue and take the lead, BCSLA involved as necessary/appropriate The number of LAs hired in Municipal Gov't continues to increase BCSLA Schedules of Assurance were updated to address changes in the Building Code	Ongoing effort as required

SUMMARY OF PROGRESS (CONT.)

D. Public

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

Strategic Imperative: D. Public	Completed 2017 - 2019 Strategic Plan	Ongoing 2017 to 2021	Comments – Beyond 2022
1. Building and strengthening our connections with the Public		Recognize and act on Indigenous and BIPOC issues - support of CSLA National Strategy, partner with other Components in developing workshop/plan about Diversity, Equity, and Inclusion with consulting resources The Climate page of the BCSLA website was launched. Several volunteers represent BCSLA on the Professional Associations' Adaptation Working Group and the Adaptation Learning Network. Updating BCSLA web page	Climate change adaptation through alternate design practices and PGA effort will be future areas of emphasis

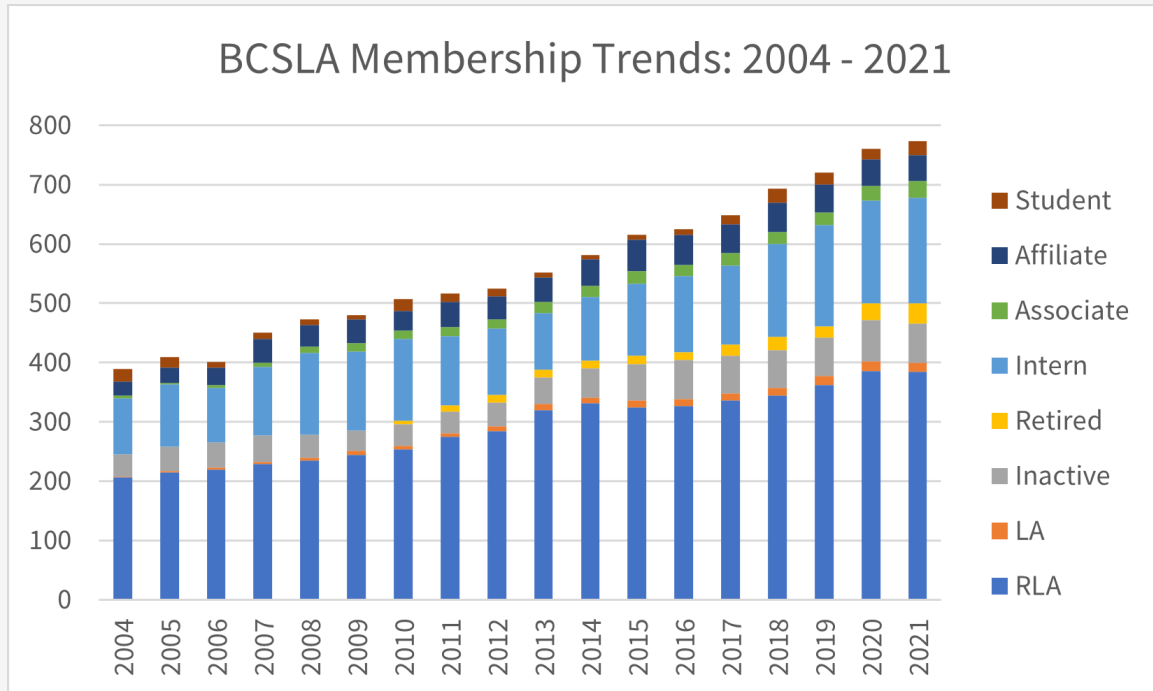
E. Research / Educators

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 Imperative: E. Research/Educators	Completed 2017 - 2019 Strategic Plan	Ongoing 2017 to 2021	Comments – Beyond 2022
1. Canvass Specific Needs for Empirical Evidence for Value Propositions with 4 constituency groups			To be considered for the next Strategic Plan
2. Provide appropriate support to each group via tool kits, presentations and info sheets		Interest by BCSLA Interns in Outdoor Learning BC Initiative as an outcome of COVID closure of Schools	Further definition of roles of Mentors and Interns and possible grant request being considered as an outcome Plan to develop Toolkit and Career Days deferred due to COVID and PGA tasks To be considered for the next Strategic Plan

BCSLA DIRECTIONAL TRENDS

UPDATED TO MARCH 2021

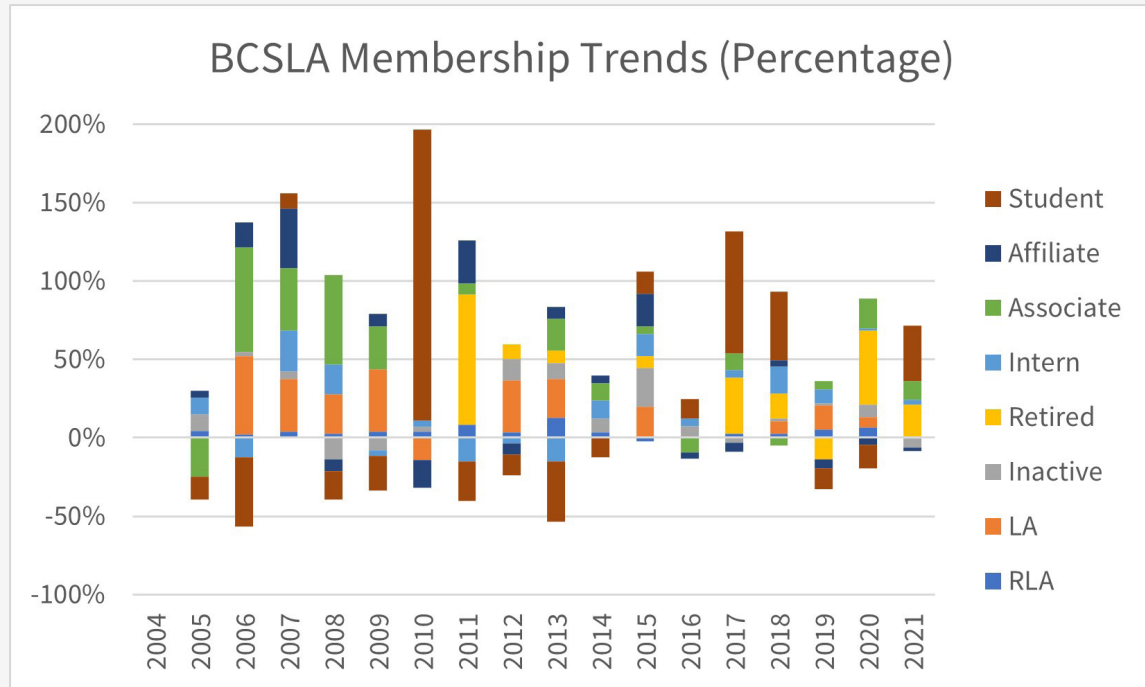


BCSLA Membership Trends January 2004 to March 2021_TC

	RLA	LA	Inactive	Retired	Intern	Associate	Affiliate	Student	Total
2004	206	2	37	N/A	95	4	24	21	389
2005	215	2	41	N/A	105	3	25	18	409
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
2017	336	12	63	19	134	21	48	16	649
2018	344	13	64	22	157	20	50	23	693
2019	362	15	65	19	171	21	47	20	720
2020	386	16	70	28	173	25	45	17	760
2021	384	16	66	34	178	28	44	23	773

BCSLA DIRECTIONAL TRENDS

UPDATED TO MARCH 2021



BCSLA Membership Trends, by percent, January 2004 to March 2021_TC

	RLA	LA	Inactive	Retired	Intern	Associate	Affiliate	Student	Total
2004									
2005	4.4%	0.0%	10.8%	N/A	10.5%	-25.0%	4.2%	-14.3%	5.1%
2006	2.3%	50.0%	2.4%	N/A	-12.4%	66.7%	16.0%	-44.4%	-2.0%
2007	4.1%	33.3%	4.8%	N/A	26.1%	40.0%	37.9%	10.0%	12.5%
2008	2.6%	25.0%	-13.6%	N/A	19.0%	57.1%	-7.5%	-18.2%	4.9%
2009	3.8%	40.0%	-7.9%	N/A	-3.6%	27.3%	8.1%	-22.2%	1.5%
2010	4.1%	-14.3%	2.9%	N/A	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%
2017	2.8%	0.0%	-3.1%	35.7%	4.7%	10.5%	-5.9%	77.8%	3.8%
2018	2.4%	8.3%	1.6%	15.8%	17.2%	-4.8%	4.2%	43.8%	6.8%
2019	5.2%	15.4%	1.6%	-13.6%	8.9%	5.0%	-6.0%	-13.0%	3.9%
2020	6.6%	6.7%	7.7%	47.4%	1.2%	19.0%	-4.3%	-15.0%	5.6%
2021	-0.5%	0.0%	-5.7%	21.4%	2.9%	12.0%	-2.2%	35.3%	1.7%