



# STRATEGIC PLAN

## 2018 - 2019

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## ABOUT APALA

APALA (Atlantic Provinces Association of Landscape Architects) is the professional association of landscape architects in Atlantic Canada (NL, NS, NB, PEI) and a component association of the CSLA (Canadian Society of Landscape Architects). Founded on August 14, 1974, the membership has grown to approximately 80 members.

## PURPOSE

APALA promotes the responsible practice of landscape architecture in the region, fosters the good conduct and continuing development of our members, and advocates for the intelligent accommodation of human needs in the outdoor environment.

## BOARD OF DIRECTORS / OFFICERS OF THE ASSOCIATION

President	Matthew Mills
Past-President	Hope Parnham
President-Elect	Hans Pfeil
Secretary-Treasurer	Angela Morin
Board Member	Jennifer Allan
Executive Assistant (EA)	Laura Willman

## COMMITTEES

Membership Committee  
Liaison for L/P Magazine  
Scholarship Committee  
Fundraising Committee  
Communications Committee

# VISION, MISSION & VALUES

## VISION

To achieve in the Atlantic region:

1. A high level of professional capacity and responsibility in practice;
2. Inspiring and meaningful places where people live, work and visit;
3. A healthy environment and healthy communities.

## MISSION

The APALA is the advocate for landscape architecture and landscape architects in Atlantic Canada. The APALA is dedicated to advancing the art, the science and the practice of landscape architecture within the region by providing services for its members and promoting the profession through public awareness.

## VALUES

1. To preserve and enhance cultural, heritage and natural resources;
2. To promote sustainability;
3. To reconcile social needs and the natural environment with minimal disruption to the natural systems;
4. To operate in a professional and ethical manner;
5. To act with integrity and honesty;
6. To provide a high level of professional services.

## SUMMARY OF STRATEGIC OBJECTIVES (2018 - 2019)

### 1. Foster Professionalism

- 1.1 Protect the public interest by promoting high standards of ethical practice, and enforcing membership standards; and
- 1.2 Promote professional development to ensure members deliver the highest standards of practice.

### 2. Advocate for Landscape and the Profession

- 2.1 To effectively represent the profession of landscape architecture in the Atlantic provinces to the public, clients, allied professions and trades; and
- 2.2 Increase public understanding of the roles and relevance of landscape architecture in the region.

### **3. Grow the Profession**

- 3.1 Promote recruitment to the profession to meet the region's need for the services offered by landscape architects; and
- 3.2 Encourage local practitioners of landscape architecture to share within APALA.

### **4. Build APALA's Capacity to Support the Profession Locally**

- 4.1 To increase the capacity of APALA to deliver programs consistent with our mission;
- 4.2 To provide opportunities for members to become engaged in rewarding activities in APALA and the CSLA; and
- 4.3 Make efficient use of volunteer and financial resources.

## **STRATEGIC ACTIONS, TIMELINES AND KEY PERFORMANCE INDICATORS**

### **Review of the Strategic Plan**

The Strategic Plan will be reviewed annually at the APALA Annual General Meeting, with results identified, quantified and explained. The Board of the APALA is responsible for this yearly review. In addition, the members of the APALA will be surveyed on an annual basis to ensure the strategic plan's continued relevance.

1. FOSTER PROFESSIONALISM						
Objective, Purpose & Priority	Timeline	Lead	Target	Deliverable	Performance Measures	Status
1.1 Protect the public interest by promoting high standards of ethical practice and enforcing membership standards.  PRIORITY: 1	Ongoing	Board	Provision of core membership services a priority	Identify Core Membership Services to ensure Board addresses updates on each at regular monthly meetings (i.e., APALA administration, memberships, finances, etc.);	Yearly	Ongoing
	Ongoing	Board	Membership at large and Board members; New Board Members	Update and formalize APALA Strategic Plan	Yearly Review	Completed for 2018
				Establish written policies for the Board regarding issues identified by membership	Yearly	Ongoing, policies for 2018 to be presented @ AGM
				E-Blasts with relevant information, notices, professional development opportunities, and project recognition, to be delivered to members on a regular basis.	Monthly	Ongoing
				To ensure risks are minimized in provision of continued services to membership.	Yearly Review	Completed for 2018
	2016	Executive Director	Future Board and Members.	Archival Digital Filing – Collected and scanned all APALA files	Yearly	Ongoing (completed 1974-2016)

	Ongoing	Board	Pursue legislated recognition for landscape architecture in each of the Atlantic Provinces.	Implement phased approach to Bylaw Amendments to facilitate progress.	Required amendments for Registry of Joint Stock Companies (NS Society's Act)	Completed
				Second phase of Bylaw Amendments	Seek membership input and research membership categories across CSLA components to ensure alignment	Ongoing, survey completed in 2018, currently compiling results
				Seek professional assistance in review of Bylaws in context of pursuing Name Act.	Legal Review	Ongoing, awaiting election results in NB
1.2 Promote professional development to ensure members deliver the highest standards of practice.  PRIORITY: 2	Ongoing	Board	Implement an on-going program of professional development for members. Follow lead of CSLA with listing CE opportunities.	Coordinate Professional Development events to coincide with AGM;	Yearly	Completed (Guest Lecturer at AGM: Chris Grosset)

				Engage other Professional Associations for opportunities to cohost Professional Development events; and	Speaker at Newfoundland & Labrador Architects Association Lecture Series	Completed (Guest Lecturer for 2018: Chris Grosset)
				Gauge member interest in more extensive CE offerings.		Ongoing
				Utilize online resources (webinars, etc.) wherever possible	Monthly	Ongoing

**2. ADVOCATE FOR LANDSCAPE AND THE PROFESSION**

Objective, Purpose & Priority	Timeline	Lead	Target	Deliverable	Performance Measures	Status
2.1 To effectively represent the profession of landscape architecture in the Atlantic provinces to the public, clients, allied professions and trades.  PRIORITY: 1	Ongoing	Executive Director	Communicate what we do to the public.	APALA website is to be kept current;	As necessary	Ongoing
			Encourage members and firms to identify themselves as professional landscape architects and members of APALA;	Survey member firm websites for affiliations recognition; provide new logo to member firms for use on their website. Send reminder to members/firms.	Yearly	Ongoing

Ongoing	Board	Communicate what we do to the public.	Form Committee to undertake communications plan, use CSLA model	Yearly	Completed
			Establish social media presence	Establish Twitter, FB, Instagram account	Ongoing, current priority for Communications Committee
2018	Communications Committee	Communications Plan	Develop a Communications Strategy;	Comm. Strategy	Completed 2017
		Speak on issues of the day on a regular basis;	Participate with other professional bodies as issues arise of common concern.	Comm. Strategy	Ongoing, support for the CSLA's position on the CSA Bioretention Standard in 2018
Ongoing	Board  Communications Committee	Actively promote the profession in the region (WLAM, CSLA Awards of Excellence, APALA Communications Plan).	Collaborate with Dalhousie on WLAM activities.	Yearly	Ongoing
			Provincial representatives to distribute WLAM materials.	Yearly	No WLAM materials in 2018, other initiatives coincided with WLAM
			Establish an APALA Awards Program to recognize members and their accomplishments	Yearly	Ongoing
		Regional Clients	Continue to support/involvement CSLA Awards of Excellence.	Attended	Completed (Brian Parker representative for 2018)



			National	Support National Legacy Award submission	Yearly	No submission 2018
	Ongoing	Board Executive Director	Send Reminders	Encourage Atlantic firms to submit entries to CSLA Awards of Excellence.	Yearly	Ongoing, two submissions from Atlantic Canada in 2018
	Ongoing	Board	Sponsor the Halifax Urban Design Awards	Financial contribution and partner for the event	Bi-annually	Completed (next edition in 2020)
2.2 Increase public understanding of the roles and relevance of landscape architecture in the region. PRIORITY: 3	Ongoing	Board Communications Committee	Regional Public; for member use to promote profession and for general circulation	Establish Essay Competition based on Landscape Architecture in Atlantic Canada to be published in a publically accessible medium.	Yearly	Completed (Rachael Fitkowski winner for 2018)  To be promoted again for 2019
				Develop Slide Show	Slideshow on website and PDF	Ongoing per Communications Strategy
				Develop Videos	Develop video showcasing LA in Atlantic Canada	Ongoing per Communications Strategy; current priority for Committee

	Ongoing	Board	Establish Advocacy Grant opportunity for members	Develop criteria and application process for members to access funds for public outreach opportunities	Yearly	Completed [Parked on Prince (NS) and PARK(ing) Day (NL) awarded for 2018]  To be promoted again for 2019
	Ongoing	Board	Municipal Outreach Initiative	Distribute complimentary copies of the Canadian Landscape Standard to Atlantic Canadian municipalities	Yearly	Completed
<b>3. GROW THE PROFESSION</b>						
<b>Objective, Purpose &amp; Priority</b>	<b>Timeline</b>	<b>Lead</b>	<b>Target</b>	<b>Deliverable</b>	<b>Performance Measures</b>	<b>Status</b>
3.1 Promote recruitment to the profession to meet the region's need for the services offered by landscape architects.  PRIORITY: 1	Ongoing	Board	Develop and implement a plan to recruit eligible practitioners to membership in APALA.	Encouraging practitioners from other components working in the Atlantic Provinces to become APALA members;	Addition of Life Members	Ongoing
				Encourage LAs practicing in the Atlantic region to become APALA members.		
			Credential Evaluation Fee Reimbursement policy for individuals applying from outside Canada	Policy	Completed, policy to be presented @ AGM	
			Improve services for Associate Members	Reduce Associate Membership dues to align with other Component Associations	Reduced Associate dues	Completed
			Develop a "Path to Full Membership" document to	Path to Full Membership document	Completed	Completed

				simplify application process and outline PD steps		
			Develop plan to introduce new path to membership for individuals holding degrees from non-accredited programs	Potential by-law amendment or Board policy (t.b.d.)	By-law amendment or Board policy (t.b.d.)	Ongoing, survey completed in 2018
			Promote the profession as a career to potential students;	Collaborate with Dalhousie on promoting the profession to potential students;	Yearly	AGM held on campus (2015 - 2018)
				Encourage members to be involved in the Dalhousie program when opportunities are presented.	Ongoing	Distribute opportunities to members via Newsblast
	Ongoing	Scholarship Committee Fundraising Committee	Initiate scholarship for students in Dalhousie Landscape Architecture program.	Develop scholarship possibly in partnership with Trades Association.	\$30,000 target	Completed (Joan Cole recipient in 2017)  APALA donated \$3,500 in 2018
			Maintain Klynstra scholarship at sustainable level to support students from the region in landscape architecture programs	Manage funds and promotion of annual scholarship	\$30,000 Target	Completed (Aiden Fudge recipient in 2017)
	Ongoing	Board	Maintain support of the CSLA Reciprocity Agreement	Signatory of the Agreement		Ongoing @ CSLA (Support expressed via letter)
3.2 Encourage local practitioners of landscape architecture	Ongoing	Board	Encourage APALA members to participate	Encourage attendance. Set date each year for an event.	Yearly	Ongoing

to come together within APALA.			in CSLA Congress presentations.	Encourage members to come together and share stories	4 Months before conference	Ongoing
PRIORITY: 2						
4. BUILD APALA'S CAPACITY TO SUPPORT THE PROFESSION LOCALLY						
Objective, Purpose & Priority	Timeline	Lead	Target	Deliverable	Performance Measures	Status
4.1 Make efficient use of volunteer and financial resources.  PRIORITY: 1	Ongoing	Board	Actively recruit, coordinate and support member volunteers to participate in programs consistent with the APALA mission.	On-going support to maintain the Klynstra and Dalhousie Scholarship and endowments.	Yearly	Completed (Fundraising Committee formed in 2018)
				CoF nominations made annually.	Yearly	Ongoing (Gordon Smith recipient in 2018)
				Encourage members from outside region to participate, obtain their proxies at member dues invoice notices	Yearly	Ongoing
4.2 To increase the capacity of APALA to deliver programs consistent with our mission.  PRIORITY: 2	Ongoing	Executive Director	Regularly communicate to membership on the activities of APALA, and on the relations of APALA with the CSLA.	Regular APALA e-blasts in addition to those from the CSLA.	Yearly	Ongoing
				Regular website updates.	Yearly	Ongoing
				Encourage Board and Members to contribute to E-Blast content.	Yearly	Ongoing
				Forward APALA news to CSLA for inclusion in CSLA Newsletter, L/P, CSLA Twitter, etc.	CE Opportunities to be posted on CSLA calendar	Ongoing

4.3 To provide opportunities for members to become engaged in rewarding activities in APALA and the CSLA.	Ongoing	Board  Communications Committee	Recognize member contributions to the profession (CSLA College of Fellows, Klynstra Memorial).	APALA Awards Program	Yearly	Ongoing
PRIORITY: 3			Exploit experience and volunteer time of past members to participate	Encourage retired members to stay involved – life members and assign them roles	Yearly	Ongoing