

STRATEGIC PLAN 2016-2019



LANDSCAPE ARCHITECTURE CANADA FOUNDATION
FONDATION D'ARCHITECTURE DE PAYSAGE DU CANADA

STRATEGIC PLAN 2016-2019

LANDSCAPE ARCHITECTURE CANADA FOUNDATION (LACF) has developed a three-year strategic plan. This plan will support improvements to enhance LACF's organizational and operational capacity, to better serve its membership and to create a better future, socially and environmentally.

ABOUT LACF

LACF is a national charitable organization established in 1988 by members of the Canadian Society of Landscape Architects (CSLA) to support and promote the ideals commonly expressed through the profession of landscape architecture.

LACF believes in the importance of:

- Conserving and managing environmental resources
- Accommodating the needs of humans in the environment
- Promoting sustainable development
- Preserving and enhancing aesthetic quality in the landscape

With these core values and LACF's endorsement of the CSLA's Canadian Landscape Charter 2015, LACF strives to make positive and legacy contributions to our natural and built environments and to sustainable, thriving communities. The Foundation solicits, receives and manages gifts, grants and legacies to invest in research, communication and scholarship that will enhance the environment for the betterment of humankind.

Since its inception, LACF has raised funds for well over 100 grants, scholarships and special initiatives including habitat guidelines, historic landscapes research, oral histories, professional education programs, design research, conference proceedings, book publications, and trending communication projects. LACF's website maintains a portfolio of these rich and diverse initiatives.

VISION

LACF's vision is for universally rich, resilient and sustainable landscapes for the betterment of humankind.

MISSION

LACF's mission is to promote and advance the ideals of the profession of Landscape Architecture through research, communication and scholarship as a means to make positive and legacy contributions to our natural and built environments and to sustainable and thriving communities.

LACF applies these guiding principles to achieve their mission.

- Encourage and fund research into topics consistent with the values and at the forefront of the profession of Landscape Architecture
- Encourage and fund communication projects consistent with the values and at the forefront of the profession of Landscape Architecture
- Connect professionals and the public to our Research and Communications projects
- Encourage and support students and emerging professionals as the next generation of leaders in Landscape Architecture
- Raise awareness and understanding of the ideals of the profession of Landscape Architecture

PLAN GOALS AND OBJECTIVES

1. Improve financial and operational capacity

Set targets for annual fundraising and endowment funds towards achieving financial sustainability. Develop a policy for funding administration expenses including administrative charges against endowment funds.

2. Develop new funding mechanisms

Develop Funding Strategies for existing programs and new Major donations and Corporate Partnerships.

3. Strengthen donor relations and communications

Provide targeted support for the management of the Foundation and programs including policy on gift acceptance, charity auctions, legal compliance, branding, publications, event management, online communications and social media and support for developing initiatives.

4. Build relationships with strategic partners

Develop strategic partnerships to catalyze investments in research and sponsorship.

5. Solidify frameworks to enhance programs

Enhance LACF National scholarship program and establish funding for special grants.

STRATEGIC ACTIONS

How we will accomplish our work is to develop plans and to identify priorities, costs and accountability. There is a strong link between resources, results and opportunities. Over the next 3 years, the LACF will focus their efforts on the following actions to achieve the Plan goals and objectives.

FUNDING AND RESOURCES

- Document existing financial resources, and prepare a 3 yr and long-term financial plan
- Prepare Annual Fund Development Strategy, including Annual Events, Membership Drive, and possible Special Fund Raising Campaigns
- Prepare Corporate Fund Development Strategy clarifying investment opportunities
- Establish value statements for LACF contribution and investment
- Prepare Business Plans to support building relationships with Strategic Partners

SCHOLARSHIPS

- Establish criteria for each scholarship, including fund establishment and award process
- Prepare a Development Plan outlining the targets and goals to grow the scholarship program and complement existing scholarships (CSLA, affiliates and LA school programs)
- Provide universal scholarships for all schools and all regions
- Collaborate with Communications Committee to ensure visibility and awareness of scholarship program

GRANTS AND RESEARCH

- Document a Special Grants policy and process
- Renew annual grants policy, application and evaluation criteria
- Explore establishing grant process for student (Master's and PhD) separate from targeting specific research topics
- Include criteria for grant recipients that will enhance access to research and its outcomes
- Collaborate with Communications Committee to enhance visibility, awareness and value of programs

COMMUNICATIONS AND MEMBER RELATIONS

- Prepare 3 year Communications / Website / Social Media / Branding Strategy
- Establish annual budget and schedule for communications with members and for broader audiences
- Assist in producing and enhancing communications for the annual programs (funding, grants, scholarships)
- Collaborate with trade journals and other organizations upholding similar values to cross promote LACF mission and vision as well as results of Annual and Special Grants
- Develop a volunteer workforce to assist in communication efforts (website, social media, promotion)

ORGANIZATIONAL CAPACITY

- Establish annual and sustainable budget for Administration
- Integrate managerial and financial administration
- Streamline receipts, financial updates, reporting and communications with membership
- Clarify committees, roles and responsibilities and alignment with bylaw to build capacity
- Prepare Annual Operating Plans to support achievement of the Plan goals and objectives

LACF BOARD OF DIRECTORS 2016

Vincent Asselin, C.Q., FCSLA

LACF | FAPC President

Board of Directors 2016 :

Vincent Asselin (President),

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Eha Naylor,

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Cathy Sears,

Randy Sharp,

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Natalie Walliser <http://lacf.ca/about-lacf/documents>

This report was prepared by the Strategic plan Committee chaired by:
Cathy Sears.

Members of the Committee include:
Faye Langmaid, Eha Naylor, Ron Middleton

You can download LACF STRATEGIC PLAN 2016-2019 :

<http://lacf.ca/about-lacf/documents>

Note: A preliminary draft of this document was approved in June 23, 2016, at the LACF Board Meeting held during CSLA Congress in Winnipeg, Manitoba.

The final draft of this document was approved April 18, 2017 at the LACF Board meeting.

