

LANDSCAPE ARCHITECTURE CANADA FOUNDATION STRATEGIC PLAN

2025-27

RESEARCH



SCHOLARSHIP



Approved by LACF Board of Directors in June 2025.
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LACF
FAPC

LACF Strategic Plan 2025-2027

Land Acknowledgement

We acknowledge that we gather, work and live, from coast to coast to coast, on the lands of the First Nations, Inuit and Métis people and their governments. We acknowledge that the head office of LACF is on unceded Algonquin, Anishinaabe territory. *(Photo: LACF Website)*



About LACF

Landscape Architecture Canada Foundation (LACF) is a national charitable organization established in 1988 by members of the Canadian Society of Landscape Architects (CSLA).

LACF's vision: The LACF believes in the power of landscapes to transform our common future.

LACF's mission is to invest in research, communication, and scholarship that advances our collective capacity to shape resilient, equitable and meaningful landscapes for all.

To realize its mission, LACF solicits, receives and manages gifts, grants and legacies; sets policies and establishes program priorities; and reviews, funds and communicates its activities and programs.

LACF is primarily a volunteer organization with an Executive committee and Board of Directors dedicated to promoting and advancing the fundamental values of the profession of landscape architecture through ongoing core programs.

Canadian Landscape Charter

The profession of landscape architecture strives to balance human use and enjoyment of land with conservation and health of the environment. LACF supports this fundamental ideal, which includes (but is not limited to):

- conserving and managing environmental resources
- accommodating the needs of humans in the environment
- promoting sustainable development
- enhancing and improving aesthetic quality in the landscape.

With these values and LACF's endorsement of the [CSLA Canadian Landscape Charter 2015](#), LACF develops programs and implements activities towards realizing its mission such as:

- funding research and communication initiatives consistent with the values and at the forefront of the profession of Landscape Architecture today
- raising awareness and understanding of the fundamental ideals of the profession of Landscape Architecture by communicating results widely
- supporting students and emerging professionals as the next generation of leaders in Landscape Architecture.

Our Principles

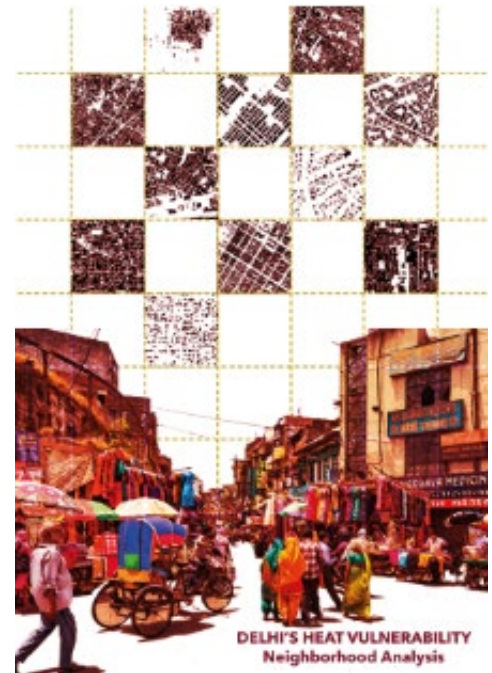
The principle of good governance remains a hallmark of LACF. A strong, ethical, and solid governance structure will allow us to achieve our objectives. The principles of reconciliation with Indigenous communities, and of justice, equity, diversity, and inclusion are fundamental and central to this plan. (Photo: courtesy of Kristina Zalite)

Programs and Activities

Since its inception over 30 years ago, LACF has established and developed core programs and activities in support of research, communication and scholarship. Through fundraising, donations and legacy bequests we have raised well over two million dollars, and over \$800,000 has been invested in 150+ research and communication projects. We are proud that a uniquely Canadian perspective of landscape and priorities emerge from this body of work.

Research

Over the years, the Research Grants Program has funded research and communication projects such as oral histories, education programs, design research, video productions, conference proceedings and more. Grant proposals are submitted late fall, and award winners are announced in January. To showcase this work, LACF's website maintains a Research Grants Portfolio featuring the year's award-winning proposals and a Portfolio Archives that keeps a record of all LACF funded projects (grants, bursaries and special projects). LACF grant recipients recognize that landscapes are vital and seek to expand knowledge, inspire stewardship and demonstrate leadership through their work. (Photo: Kanika Mehta, *Green equity: designing heat resilient urban spaces in Delhi: [Green Equity: Designing Equitable Heat-Resilient Public Spaces for Delhi / LACF](#)*)



Communication

LACF supports communication initiatives through the grant adjudication process and special project funding. Special projects, as the name implies, are requests submitted outside the grants program that receive funding according to strict criteria and board approval. LACF supports communication initiatives that are highly visible and aligned with its mission.

Scholarship

LACF is particularly proud of its expanding scholarship program. Many of these academic awards have been established in collaboration with like-minded partners who understand that by supporting our brightest and best students, we are ensuring our future and making Canadian LA programs more attractive and competitive. Our Canadian students and scholars benefit from the support and recognition offered by these awards.

Use of SMART Goals

LACF applies SMART goals in its operations and in this strategic plan. This is intended to provide a clear and systematic approach to goal setting, implementation, and evaluation. This structured framework contributes to the success and sustainability of efforts aimed at promoting justice, equity, diversity, and inclusion within an organization.

Goals and Objectives

1: Fundraising

- 1.1:** Allocate a budget, develop a TOR and **hire a consultant to develop an overall 3–5-year fundraising strategy** for LACF which can be supported by staff and Board. Deadline: end of 2026. Lead: Fundraising Committee.
- 1.2:** **Increase the value of each regional scholarship** to a minimum of \$5,000 by 2027. Lead: Fundraising Committee.
- 1.3:** **Increase the value of the Frederick Gage Todd scholarship** to \$20,000 by 2027. Lead: Fundraising Committee
- 1.4:** **Increase maximum research grant available** by \$5,000 for professionals, and by \$2 500 for students, by 2027. Lead: Fundraising Committee.
- 1.5:** **Establish a donor recognition benefits program** for landscape architecture firms, building on the Corporate Sponsors benefits program, doing so without risking the tax benefits of the donations, by 2026. Lead: Fundraising Committee, Staff.

2: Governance & Resources

- 2.1:** **Plan staffing and resource needs of the organization** and implement the plan with a focus on staffing up. Achieve a minimum two day per week staff complement by the beginning of 2027 to support the ongoing growth of LACF. Lead: Executive Committee, Staff.
- 2.2:** Establish a **plan for an administration fee** (or other) that supports our operations without impacting the level of giving to grant and scholarship programs by the end of 2026. Lead: Finance Committee.
- 2.3:** **Analyze gaps in board representation and recruit** board members based on strategic skills, such as fundraising, legal, or other skills, and diversity points to achieve a more representational board composition by 2028. Lead: Executive Committee, Nominating Committee, Staff

3: Scholarships and Grants

- 3.1:** **Establish a scholarship for BIPOC applicants** and a research grant specific to advancing equity, diversity, justice and inclusion in the profession of landscape architecture by the end of 2027. Lead: Staff, Scholarship Committee and Justice, Equity, Diversity and Inclusion Committee of the CSLA.
- 3.2:** **Showcase and enhance the results of LACF funding** by reviewing the LACF Communications Strategy, exploring partnerships, events, celebrating donors and planning to raise LACF profile by the end of 2025. Lead: Staff and Executive Committee
- 3.3:** Explore opportunities for **strategic, themed research grants**, focusing on areas such as Indigenous issues, justice, equity, diversity and inclusion in the profession, climate change, and strategic recruitment, and leveraging research funds with partner organizations by the end of 2027. Lead: Grants and Fundraising Committees