

June 2006

CSLA Strategic Plan Workshop



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➤ Today's Discussion

- **Part 1 - Strategic Plan Overview**
- **Part 2 - Future Growth of the Profession – Survey Results**
- **Part 3 - Growth Study Impact on the Strategic Plan**



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Part 1 - Strategic Plan Overview



➤ Strategic Plan Overview

■ What does it do?

- **Continuity between the Executive Director, Board and Members**
- **Allocates Resources, Money, Staff, Board and Members**
- **Measures Outcomes**
- **Identifies Key Activities**



➤ Key Activities

■ Governance

- Structure, accountability and credibility

■ Communication

- Communications Plan
- Press Releases
- Brochure/ Logo/ Banner
- National Magazine
- Website

■ Professional Development

- Congress
- Continuing Education
- Mutual Recognition Agreement

■ Member and External Outreach

- Awards Program
- Interdisciplinary Activities
- IFLA
- Accreditation
- LACF
- Fellows



➤ Strategic Plan Principles

- **Build on Existing Programs and Activities**
- **Partner with Components**
- **Partner with External Stakeholders**
- **Manage program with Self-Financed Resources**
- **Expand the Sources of Revenues**
- **Promote Member Involvement**

**Part 2 - Future Growth of the Profession
- Survey Results -**



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➤ Study Purpose

- The purpose of this study is to allow The Canadian Society of Landscape Architects to better understand the changing role of landscape architecture in order to effectively plan the future of the Society. The factors to be examined in this study include member demographics, the implication of age and retirement on the profession and the changing role of the landscape architect.
- Mustel Group, an independent market research company, has been commissioned to conduct research to satisfy the stated information needs.



➤ Research Objectives - Member Web Survey

- To understand the age demographic of its current membership and the impact of retirement;
- To obtain a perspective on the direction of the landscape architecture industry in terms of current and future staffing;
- To gauge a member's point of view on growth of the landscape architecture industry and what factors contribute to this viewpoint;
- To determine what strategies and direction the industry may take in the future



➤ Research Objectives – Graduate Survey

- To gauge interest in obtaining a position in landscape architecture and for how long;
- To determine a graduate's likelihood of joining a component association;
- To gauge a graduate's point of view on growth of the landscape architecture industry and what factors contribute to this viewpoint;
- To determine strategies and direction the industry may take in the future.



➤ Methodology

- A web and in-classroom survey were designed by Mustel Group in consultation with CSLA representatives to address the stated objectives. The web survey was designed to study CSLA members and associate members and the in-classroom survey was developed to study the opinions of 2006 program graduates.
- A total of 926 members completed the web survey, yielding a response rate of 55% over the seven week period.
- Among the five eligible universities to complete the survey, a total of 54 in-classroom surveys were completed by the University of British Columbia and University of Guelph graduates. 8 partial surveys were completed by the University of Toronto.

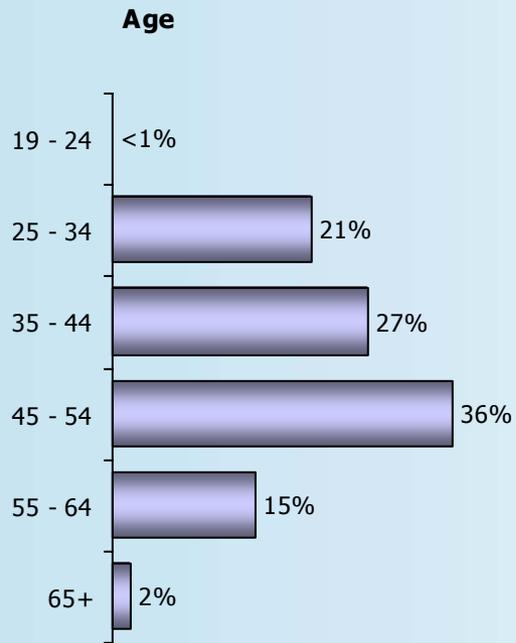
Detailed Finding – Web Survey



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➤ Member Age



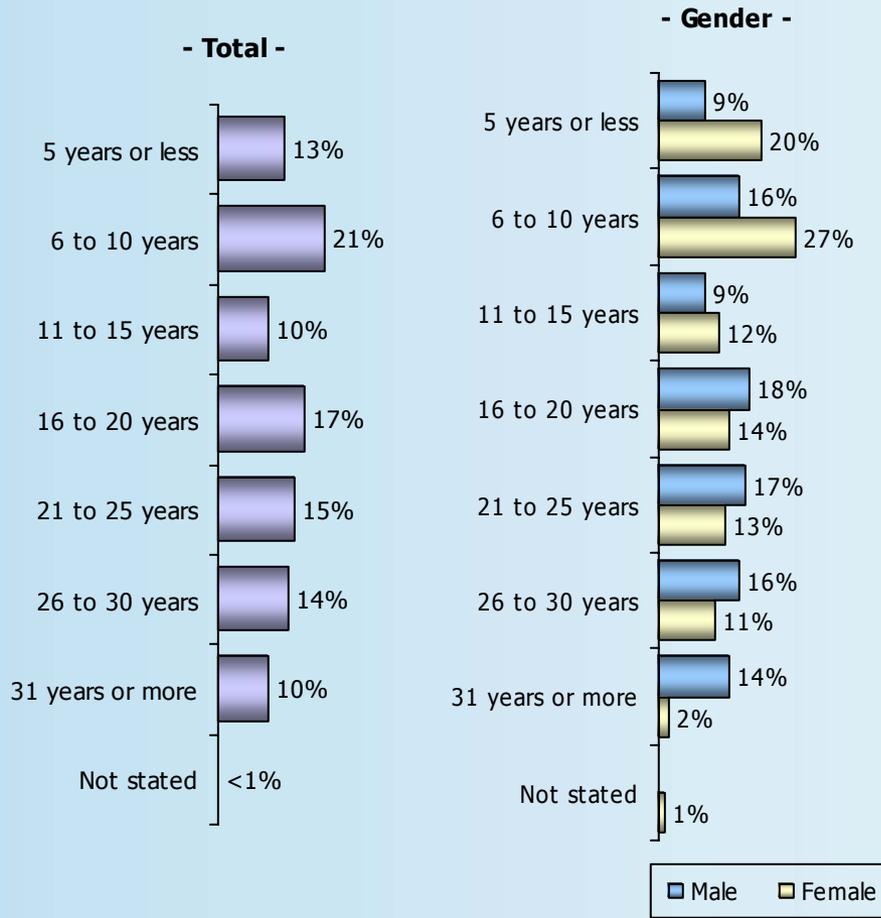
Base: Total (n=926)

Q.1) Age

- The average age of members surveyed is 44.5 years.
- More than one-third of members were in the 45-54 age bracket.



➤ Years in the Field



- The number of years that members surveyed have worked in the field of landscape architecture is fairly evenly distributed from less than 5 years to 31 years or more. The overall median of 18 years in the profession.
- Gender differences indicate that women are newer to the profession. (median of 12 years).

Base: Total (n=926)
Male (n=565)
Female (n=352)

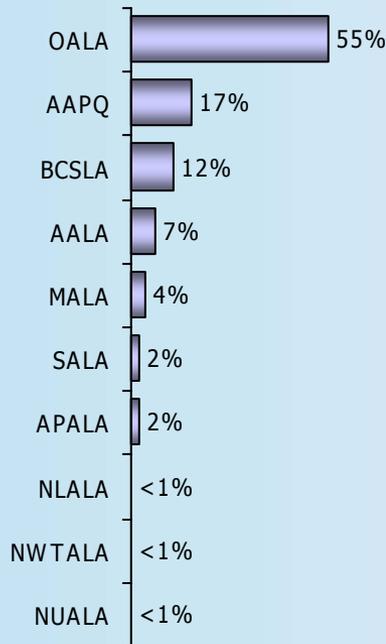
Q.3) How many years have you worked in the landscape architecture profession?



Membership

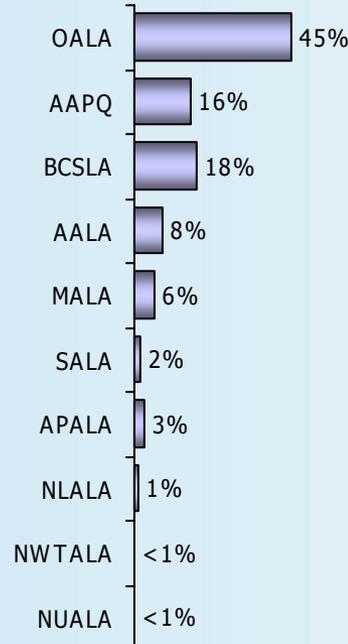
Component Association Belong to

Member Population Distribution



Source: 2006 CSLA Membership Roster

Actual Distribution of Surveys



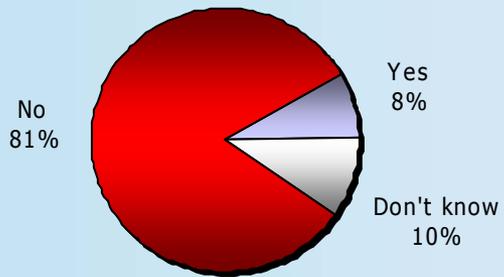
Base: Total (n=926)

Q.4) Please indicate in which component association you belong?

- The proportion of members who completed the survey closely reflects the current component organization membership populations, validating the sample distribution.



➤ Retirement Consideration

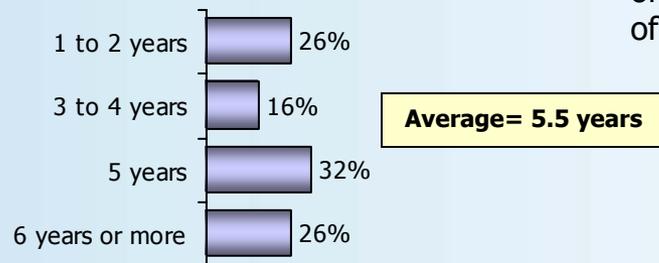


Base: Total (n=926)

Q.5) Are you considering retirement from the landscape architecture profession in the near future?

Q.5a) In how many years do you expect to retire from the profession of landscape architecture?

Years Expected to Retire

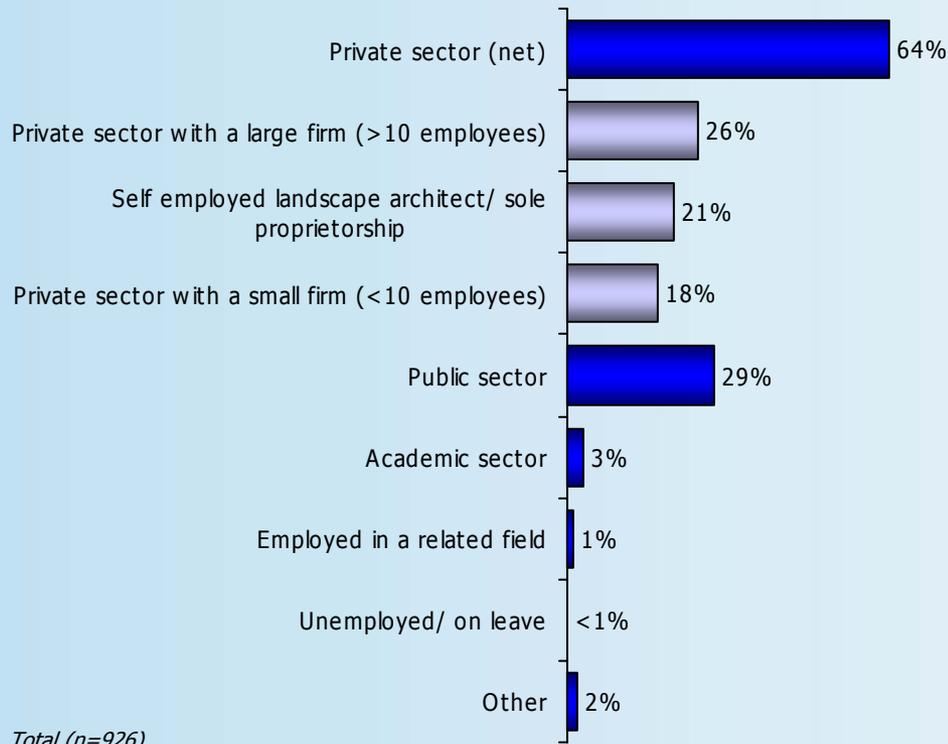


Base: Total considering retirement in the near future (n=83)

- Retirement in the near future is not a consideration among 81% of the members who completed the survey. Among the 8% that plan to retire in the near future, over three-quarters expect to retire within 5 years and one-quarter expect to retire within 6 or more years.
- The average age among the 8% who plan to retire in the near future is 54 years; currently, 17% of the membership is over 54 years of age.



➤ Current Employment



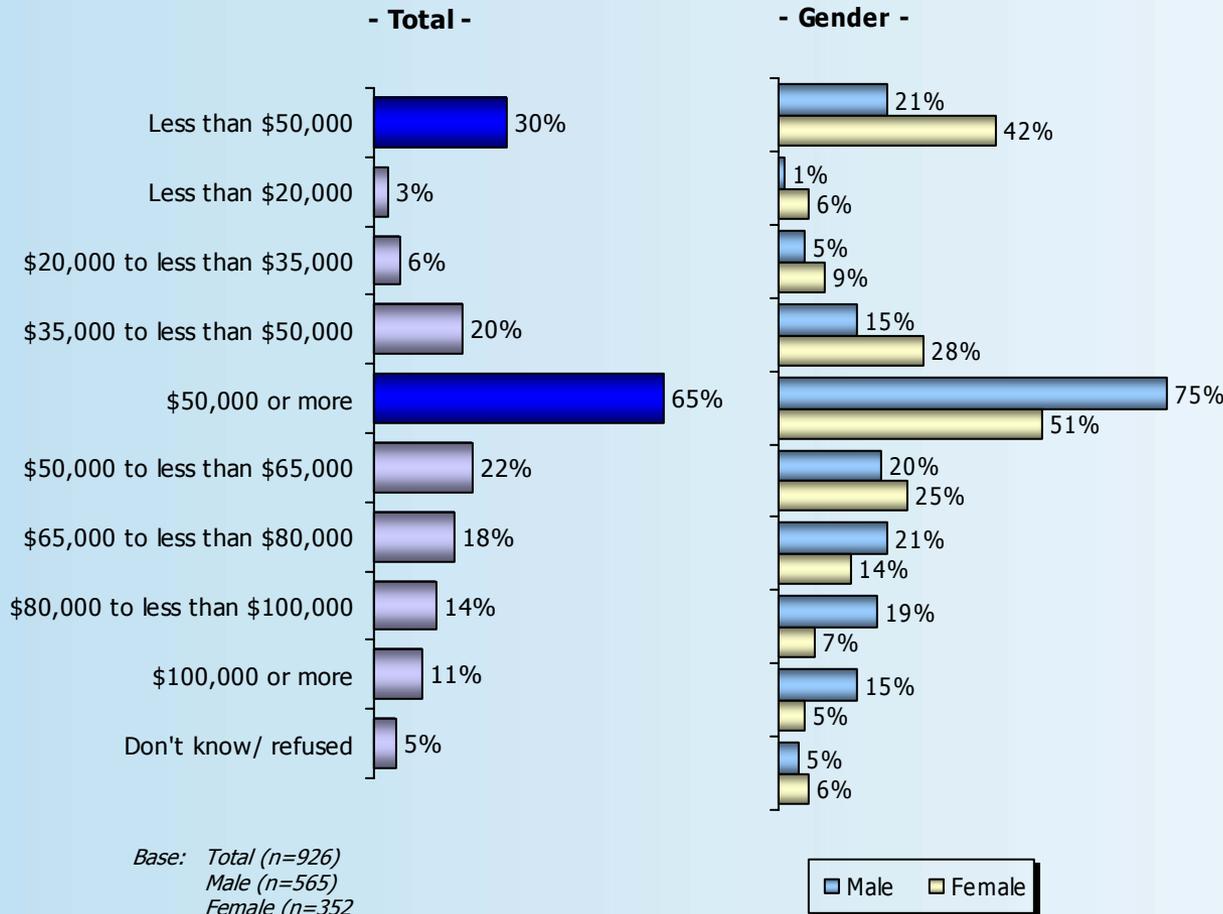
Base: Total (n=926)

Q.6) Which of the following best describes your current employment situation in the profession of landscape architecture?

- Almost two-thirds of members who completed the survey are employed in the private sector, with about one-in-five being self-employed/ sole proprietors in the field.
- About three-in-ten members work in the public sector.



➤ Salary



- Close to two-thirds of members indicate an annual salary before taxes of \$50,000 or more. It appears that males have stronger earning power than women, but on average, they have been in the profession longer. However, there may be other influential factors as well.

Q.8) Considering your income only, which of the following categories best describes your total annual income before taxes?



➤ Company/ Department Size



Base: Total (n=926)

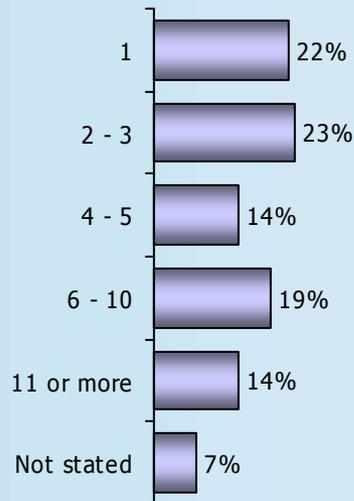
Q.9) What is the total number of employees in your company or immediate department where you work?

- About one-half of members surveyed work in departments or companies of 10 employees or less. The overall median number of employees is 10. The median among private and public sector is 7 and 15 employees respectively.

****Note:** The median is the middle of the distribution: half the scores are above and half are below. The median is less sensitive to extreme scores than the mean and this makes for a better measurement in some instances.



► Formal Training in Landscape Architecture



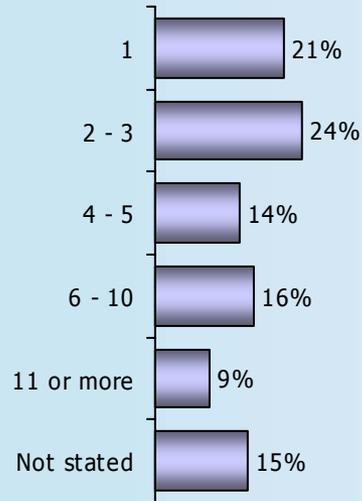
Base: Total (n=926)

Q.10) What is the total number of staff in your company or immediate department formally trained in landscape architecture?

- About sixty percent of members' surveyed report 5 or less staff in their organization are formally trained in the field of landscape architecture.
- The overall median is 4 employees trained in the field within a given company or department.



➤ Component Association Membership



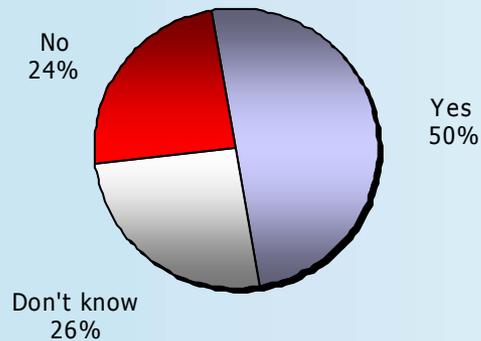
- The overall median is 3 employees in a company or department who are members of a component association.

Base: Total (n=926)

Q.11) What is the total number of staff in your company or immediate department who are members of a component association?



➤ Hiring Plans



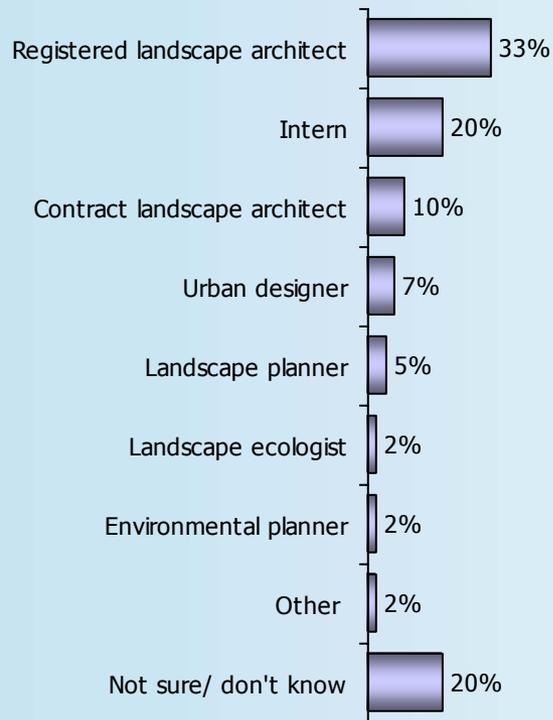
Base: Total (n=926)

Q.12) Do you expect that your company or immediate department will hire more landscape architects in the next 5 years?

- One-half of members surveyed expect that their firm or organization will hire more landscape architects within the next five years.



➤ Type of Landscape Architect to Hire



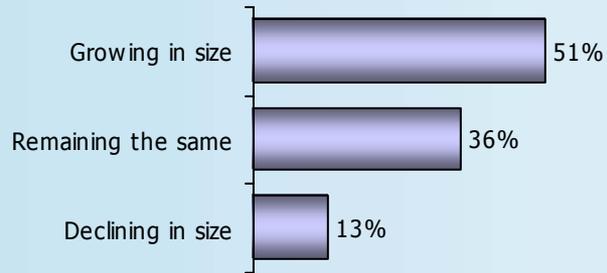
- Among the one-half of members surveyed who expect their company or department to hire more landscape architects in the next 5 years, one-third anticipate hiring a registered landscape architect. The next most likely recruit would be an intern.

Base: Total will expect to hire more landscape architects in the next 5 years (n=462)

Q.12a) What type of landscape architect do you expect to hire?



Industry Outlook



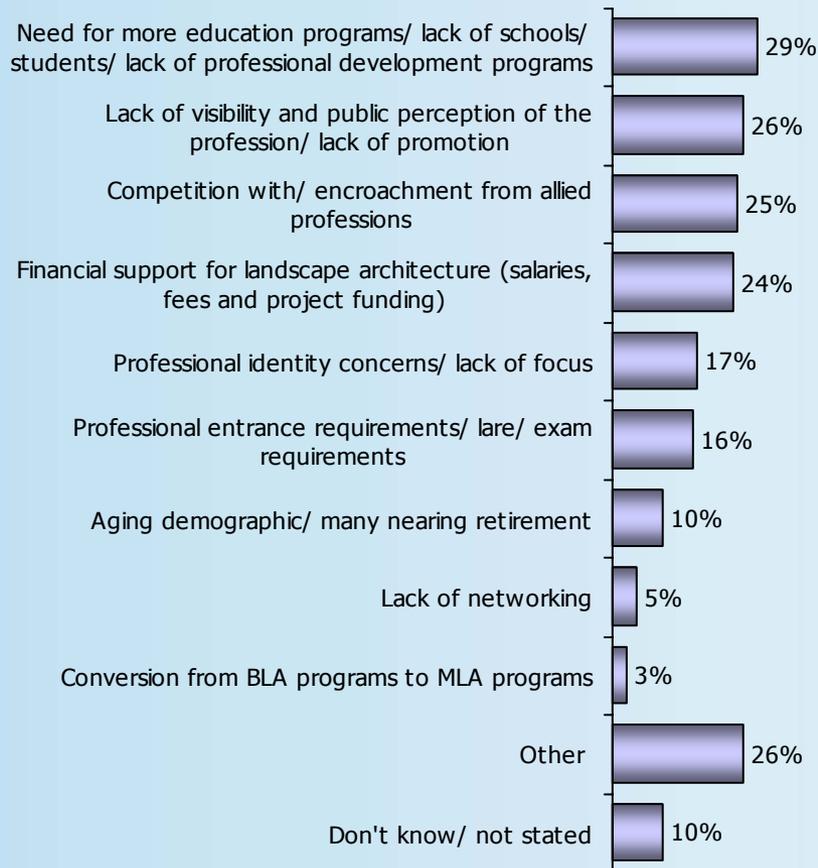
Base: Total (n=926)

Q.13) As a practitioner in landscape architecture, do you think the field of landscape architecture is...

- More than one-half of members surveyed think the field of landscape architecture is growing. Relatively few predict a decline in the profession (13%), while the remainder foresees no change in size.



Reasons Attributed to the Decline



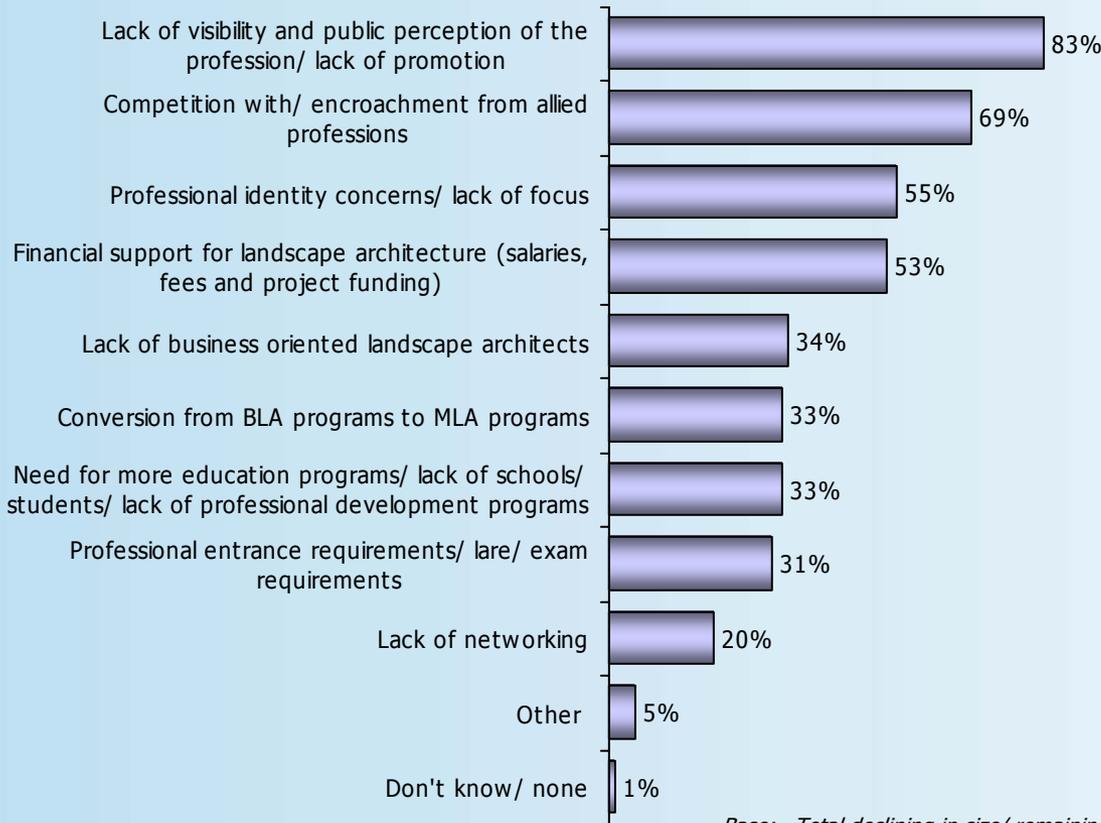
- Among the 13% who feel the field of landscape architecture is declining, the main reasons cited were the need for more educational programs, the encroachment of allied professions, lack of visibility and promotion and the need for financial support for the association. An aging demographic is not among the top concerns mentioned for the decline in the profession.

Base: Total declining in size (n=114)

Q.14) To what do you attribute this decline?



➤ Main Factors Influencing Perceived Status Quo or Decline



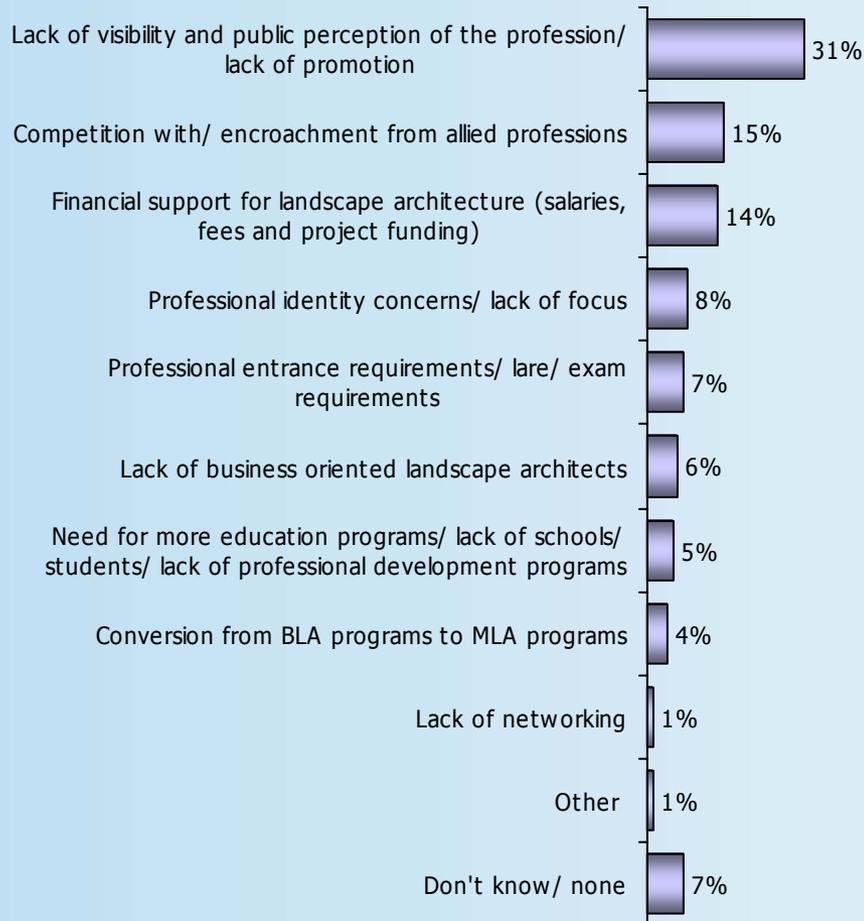
Base: Total declining in size/ remaining the same (n=442)

Q.15) Which, if any, of the specific following factors do you think contribute to the lack of growth in the landscape architecture profession?

- Members who indicated the field of landscape architecture is not growing or is declining were aided with a list of factors and asked which, if any, contribute to a lack of growth in the profession. The number one factor that stands out for members is the lack of visibility and public perception of the profession and the lack of promotion.
- Encroachment from allied professions is the second factor that members felt most contributes to the lack of growth in the industry. Other important factors mentioned by over one-half of members are the concern of professional identity as well as financial support for the profession.
- A lack of networking is the least important factor mentioned by 20% of members as a contributing factor toward lack of growth of the profession.



➤ Single Most Influential Factor In Perceived Lack of Growth



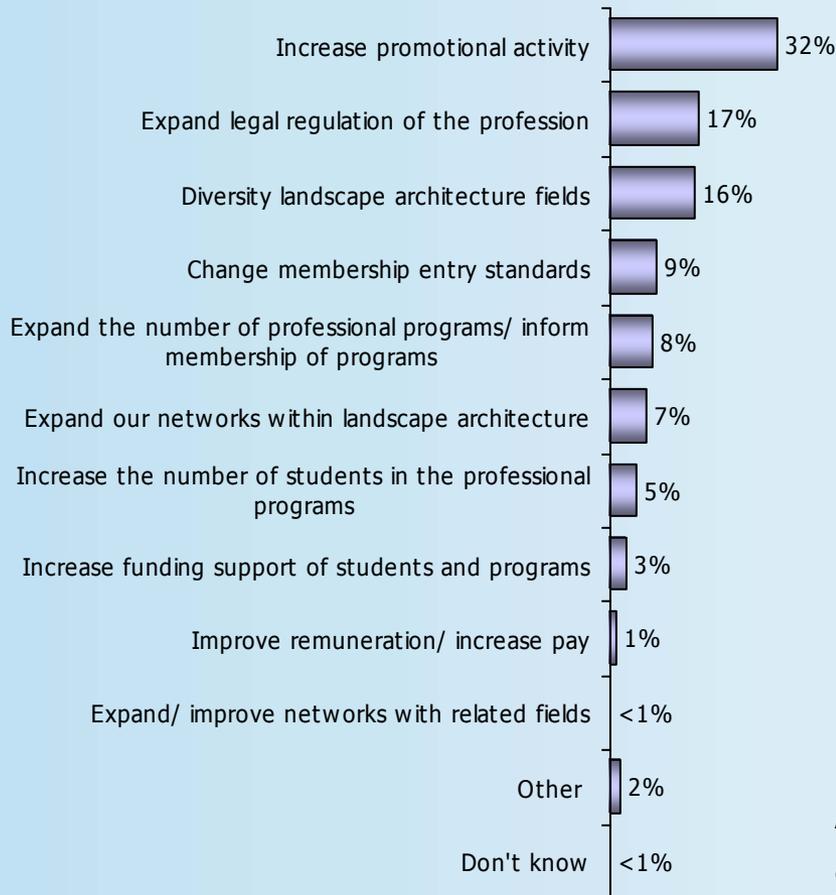
- Among members who indicated the field of landscape architecture is not growing or is declining, the most influential factor mentioned is the lack of visibility and public perception of the profession and lack of promotion, noted by close to one-third.

*Base: Total declining in size/ remaining the same (n=442)
- Most influential factor -*

Q.15a) And, which of the following factors that you just mentioned is the most influential in contributing to the lack of growth in the landscape architecture profession?



➤ Main Strategy to Influence Growth



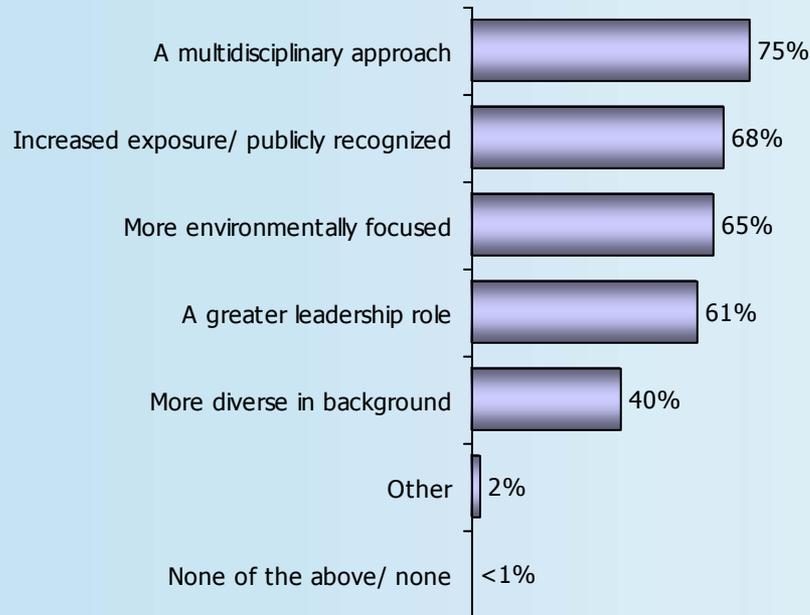
- Among the same members who feel the field of landscape architecture is not growing or is declining, the top strategy that might influence growth in the industry is to increase promotional activity, mentioned by about one-third. Secondary strategies that members think might be influential are diversification of landscape architecture fields and expanding legal regulation of the profession.

Base: Total declining in size/ remaining the same (n=442)

Q.16) Which, if any, of the following strategies might influence the growth of the landscape architect industry?



► Future Directions in the Field



Base: Total (n=926)

Q.17) Do you envision any of the following directions for the future of the profession of landscape architecture?

- All members surveyed were asked to envision different directions for the future of the landscape architecture profession. Moving toward a multidisciplinary approach was cited as the number one direction envisioned for the future, followed by increased exposure of the field, being more environmentally focused and taking on a greater leadership role.
- Among all members surveyed, a more diverse background was the least envisioned direction for the future of the industry.



➤ Conclusions – Member Web Survey

■ Profile of a CSLA member

- The typical CSLA member is middle-aged, knowledgeable and skilled with almost two decades of professional experience, largely in the private sector. Retirement is not on the minds of most.

■ Hiring Trends

- Growth in the industry is evident as more than one-half of members surveyed indicated that their firm or organization plans to hire with the next five years. A registered landscape architect or an intern are the likely recruits.

■ Industry Outlook

- More than one-half of members surveyed think the field of landscape architecture is growing. Relatively few predict a decline in the profession (13%), while the remainder foresees no change in size.
- The top factors among those members surveyed who feel the industry is not growing or in decline are a lack of visibility, public perception and lack of promotion. Increasing promotional activities was the top strategy to influence growth. Other strategies recommended were the diversification of landscape architecture and expanding legal regulation of the profession.

■ Future Direction

- A move toward a multidisciplinary approach was the number one direction for the future of the profession.
- The self-employed/ sole proprietors envision an increase in exposure as their primary vision for the future of landscape architecture.



➤ Summary – Graduate Survey**

■ Employment Desired

- A majority plan to seek a position in the field of landscape architecture after graduation.

■ Component Association Membership

- More than three-quarters plan to join a component association.

■ Industry Outlook

- Close to three-quarters feel the field is growing and will continue to grow with the following strategies:
 - Increase funding support of students and programs
 - Increase promotional activities
 - Diversify landscape architecture fields

■ Industry Directions

- The top four directions for the future of the profession are:
 - A multi-disciplinary approach
 - Increased exposure / publicly recognized
 - More environmentally focused
 - A greater leadership role

***Caution in drawing conclusions due to low response rate*



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Part 3 - Growth Study Impact on the Strategic Plan



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➤ Growth Study Impact on the Strategic Plan

■ Issues for the Future



➤ Strategies

- **Identification of What Needs to be Done**
- **How will the Strategies be Implemented**



Thanks. Any questions?



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