

Canadian Society of Landscape Architects (CSLA)

Report on the Value of Landscape Architecture in Canada



InterGroup
CONSULTANTS

**Appendix C: Stakeholder
Interviews**

Appendix C

Stakeholder Interviews

InterGroup was retained by the CSLA to conduct stakeholder interviews in support of the Report on the Value of Landscape Architecture. The interviews were designed to collect information to supplement, confirm, or gain additional insight on the information collected from other sources.

Interviewees were representative of three broad categories:

- **Landscape architecture professionals:** Individuals who are employed and work as landscape architects in the public sector, private sector, or for a non-profit.
- **Major clients and organizations:** Individuals who hire and work with landscape architects on a regular basis in order to complete projects.
- **Universities or programs:** Individuals who teach landscape architecture, or landscape architecture-related, programs for accredited and non-accredited programs.

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Stakeholder Interviews

Interviewees were identified through the support of the CSLA review committee. Interviewees were selected to provide representation of a cross section of landscape architects across Canada based on:

- The regions they work in;
- The stage of their career; and
- Their employer type (public sector or private sector).

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Stakeholder Interviews

At the start of each interview, interviewees were asked if they were willing to participate in the interview and notified of the informed consent, including:

- **Confidentiality:** interviewees were notified that the report will not attribute specific information or direct quotes to interviewees and that information is collected and reported on in aggregate to identify key themes and to preserve the confidentiality of individual respondents.
- **Voluntary nature of interviews:** interviewees were notified that participation in the interview was voluntary. Interviewees could decide not to answer any or all questions and could choose to end the interview at any time.

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Stakeholder Interviews

In total, 35 interviews were conducted. Out of the 35 interviews, 34 were conducted via an online platform, such as Microsoft Teams, and one interview was conducted in person.

Interviews were completed from July through September 2023.

Notes were taken by interviewers, with the information and trends provided by interviewees summarized by question. Key themes and findings from the interviews are summarized in this appendix. Information from the interviews is integrated throughout the main report.

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Stakeholder Interview Limitations

Qualitative information provided by interviewees represents the opinion of individuals who work as landscape architects in Canada or are familiar with the landscape architecture industry.

Opinions expressed by interviewees were obtained from a small sample of individuals and may not be representative of the opinions of all landscape architects in Canada.

No statistical analysis was performed using the information provided by interviewees.

Appendix C

Summary of Key Person Interviews

The following provides a summary of the key person interviews, including

- Appendix C1: Summary of Key Person Interviews for Landscape Architecture Professionals
- Appendix C2: Summary of Key Person Interviews for Major Clients and Organizations
- Appendix C3: Summary of Key Person Interviews for Universities and Programs

**Appendix C-1:
Summary of Key Person Interviews
Landscape Architecture Professionals**

Appendix C1: Summary of Key Person Interviews

Landscape Architecture Professionals

| Interview Questions | Key trends and themes |
|---|---|
| 1. What do you think are the most important ways landscape architecture benefits people and communities? | Landscape architecture considers the ecological and financial benefits in a systematic way when designing spaces for people and communities. Their role involves incorporating environmental components and addressing the various needs of diverse communities. Landscape architecture serves an integral role in planning and designing public spaces and landscapes through coordination with various disciplines and communities to create cohesive and functional outdoor environments that promote human health and well-being. It also helps raise the profile of cities and communities. |
| 2. What are the biggest or most exciting opportunities you see for landscape architecture students and practitioners right now and into the future? | Overall, landscape architecture practitioners have exciting opportunities to lead in multidisciplinary projects, address sustainability challenges, and play a role in reconciliation efforts. By embracing these trends, landscape architects can expand their influence and contribute positively to environmental and social issues in the built environment. By embracing these trends, landscape architects can contribute significantly to the well-being of communities and the environment, ensuring a more sustainable and interconnected future. In summary, key trends include: <ul style="list-style-type: none"> -Increasing focus on climate change mitigation and adaptation -Creating inclusive and holistic outdoor environments -Embracing Indigenous Knowledge and holistic approaches -Leading multidisciplinary projects -Sustainability -Reconciliation |
| 3. What are the most significant challenges you think are facing landscape architecture students and practitioners right now and into the future? | Trends and challenges facing landscape architecture students and practitioners now and into the future: <p>Climate Change Resilience and Adaptation: Climate change is a pervasive challenge affecting landscape architecture. The profession must grapple with designing spaces that can withstand unpredictable future climates, such as extreme weather events and flooding. Additionally, landscape architects are tasked with developing innovative stormwater management solutions to address flooding and ensure flexible designs that can accommodate multiple functions without compromising functionality.</p> <p>Awareness and Perception: One major challenge for landscape architects is the lack of awareness and understanding of their profession's scope and contributions. There is a need to create more awareness about landscape architecture's value and unique skillset. This includes advocating for landscape architects to lead projects rather than being seen as an afterthought or add-on to engineering or architectural initiatives.</p> <p>Equity and Social Justice: Landscape architects face the responsibility of promoting social equity in their work. This entails ensuring equitable access to green spaces for all communities, including underserved and marginalized populations. Addressing issues of social housing, disparities in public space distribution, and attracting a diverse set of individuals to the profession are essential aspects of this challenge.</p> <p>These trends highlight the evolving role of landscape architecture in addressing complex issues like climate change, social justice, and public awareness. As the profession continues to adapt and evolve, landscape architects will play a crucial role in shaping sustainable, inclusive, and resilient environments for the future.</p> |

Appendix C1: Summary of Key Person Interviews

Landscape Architecture Professionals

| Interview Questions | Key trends and themes |
|---|--|
| <p>4a. Do you work in or have you ever worked in the public or private sector?</p> <p>i.If you work in the private sector, what portion of your projects are developed for individuals, businesses, governments, and non-profits?</p> <p>ii.If you in the public sector, what department do you work in? Do you manage the design of projects or do you manage consultants?</p> | <p>The scope of work landscape architects engage in is diverse and can include: the general public, private developers, municipalities, provincial government, federal government, not-for- profit, special interest groups, Indigenous communities, economic development organization, and architects and engineers as sub-consultants.</p> <p>The share of work can range anywhere from 40% to 80% of work is for the public sector with the remaining being private sector (e.g., businesses, non-profit, and individuals).</p> |
| <p>4b. When thinking of your portfolio or body of work, what type of projects do you work on (and if you have clients, who are they)?</p> | <p>The scope of work ranges from private (residential) owner design, to site design to conception, all the way to 50-year master plans. Some municipalities, universities and other public- related organizations manage projects and consultants. Projects can include master planning and urban designing, public engagement, community growth planning, culture and heritage projects, shoreline development, stormwater management, recreation facility planning, land use planning, transit planning, geo design, policy design around environmental sustainability and biodiversity, and campus planning.</p> |
| <p>4c. What is the size and scale of projects you work on?</p> | <p>The size and scale of projects ranges from small intervention for private developer, community parks, residential projects to master planning of large communities, transit oriented development and urban development. The scale of projects can range anywhere from about \$5,000 to \$25 million and from half an acre to 16,000,000 hectares for large scale parks.</p> |
| <p>4d. What are the primary needs and objectives of:</p> <p>i. Your organization; and</p> <p>ii. The different types of clients or internal departments that you work with.</p> | <p>The primary needs of landscape architecture organizations are to get work that people have an interest in completing. It important to have highly educated staff, use of sustainable materials and designs to ensure landscape last, creating quality landscapes and commitment to get people to enjoy the landscapes Projects need to consider the needs and desires of the community and ensure enough profitability to meet the bottom line to meet commitments for training and developing staff. Ensuring vision alignment is crucial to achieve and guide the clients vision. Many firms noted that they try to ignore the budget to avoid having the lowest fees to ensure the sustainability of the firm and quality can be prioritized.</p> <p>The primary needs of clients varies from maximizing benefits for the public while also ensuring the safety of people, innovation, creativity, efficiency, quality of work and value added from expertise of the firm. Sometimes projects are driven by budgets and deadline and some have noted that this has become a higher priority more recently. Sustainable designs are a high priority as landscapes must be designed to last sometimes upwards of 50 years.</p> |

Appendix C1: Summary of Key Person Interviews

Landscape Architecture Professionals

| Interview Questions | Key trends and themes |
|--|---|
| <p>5a. Have you noticed any changes in the way landscape architecture firms look or operate in the economic landscape over the past 10 years?</p> <p>i. Have landscape architecture firms become more competitive?</p> | <p>Collaboration - There is an increasing amount of collaboration between larger firms and smaller firms with local connections to communities.</p> <p>Competition - There is more competition for smaller scale projects but little to no competition for the larger scale projects. Some firms are dealing with less tenders for larger scale private- sector projects than in the past as clients are sole sourcing or undergoing an invite-only process more often. There appears to be a lower degree of underbidding and cost competitiveness where the majority of firms are providing quotes within a reasonable range of one another. Some feel it is a difficult profession to make a sustainable level of profit. Still challenges for landscape architects to get a large enough piece of the puzzle with architecture, and engineering firms involved in projects. Sometimes hard to compete with larger firms with deeper pockets. Landscape architects with dual credentials have allowed landscape architects to work on a wider variety of projects.</p> <p>Resourcing - Retention of staff has been a challenge with many people moving around and the cost of job matching is too high.</p> <p>Value of the Profession - Clients are recognizing the value of what landscape architects are bringing to the table which is resulting in more opportunities. This has led to firms being able to be more selective in the work they want to engage in. Landscape architects are beginning to gain more recognition as project leads as the profession is moving towards becoming more business oriented rather than advocacy and passion.</p> <p>Increased involvement in smaller markets - There are more firms working in the North which could be due to competitiveness in the south, federal and territorial funding, or out of interest.</p> <p>Specialization - more firms are developing specialization, for example, waterfront development firms are becoming more common. Larger firms which do not have this expertise and tend to try to buy out smaller firms or bring in people with specialized expertise or other discipline backgrounds (e.g., architecture, engineering) to continue growing market share.</p> |
| <p>5b. Have certain landscape architecture firms become more or less dominant?</p> | <p>Consolidation - Multidisciplinary firms continue to buy up smaller firms with specialized expertise.</p> <p>Size of firms - Trend towards a few global corporations and a large handful of smaller 5-30 people firms. Many firms are becoming more national. There has been an increase in the number of smaller firms (e.g., less than 30 people) which is increasing competition for certain types of projects. The firms that are involved on larger scale projects are often involved in planning, engineering, and are generally multi-disciplinary firms.</p> |

Appendix C1: Summary of Key Person Interviews

Landscape Architecture Professionals

| Interview Questions | Key trends and themes |
|--|--|
| <p>5c. Do you feel that procurement practices are fair?</p> | <p>There are mixed feelings on the fairness of procurement practices.</p> <p>Fair:</p> <ul style="list-style-type: none"> • Big projects have a lot at stake and there is a high bar as who can work on them. Bidders can have debriefs if they do not win and process is open and transparent. • Tenders from public entities have fair procurement processes. <p>Not fair:</p> <ul style="list-style-type: none"> • Every project is treated as important, and a lot are invite only or are sole sourced. This leads to a lack of innovation and ability for smaller firms to be involved in the procurement process. Sometimes there is design work involved in the proposal and you are not paid for it. • Working with government or institutions has become rigorously institutionalized. • Call are written for certain sized firms. See less tenders and more invite only/sole sourced for larger projects from private developers and corporations. Qualitative components are weighted similarly but then decided on price. • In some instances, with governments, procurement processes place too much in favour of the consultants even if not working to expectations. • Vagueness of RFPs sometimes results in typically landscape architecture services to not be required to be completed by a landscape architect. |
| <p>5d. Has there been a movement towards landscape architecture firms consolidating or being bought up by multidisciplinary firms with practices in multiple areas (e.g. engineering firms)?</p> | <p>Some interviewees noted there was a trend of firms consolidating over the last ten years but it has slowed down since the COVID-19 pandemic. Larger firms are seen as generic when competing against a medium sized specialized firm. In some instances there are larger multidisciplinary firms who are trying to buy out the medium sized specialized firms.</p> <p>Integrated solutions - Most firms are locally based and don't get benefits from amalgamation but would provide benefits to larger multidisciplinary firms. Generally, people are not selling their firms to the larger firms. The multi-disciplinary firms try to work with smaller local firms to improve chances during procurement process. Larger firms are more likely to bring in people with specialized skills (e.g., planning, designing, architecture, engineering) instead of buying out a firm.</p> |
| <p>5e. Does your firm or organization aspire to remain independent?</p> | <p>Yes, all firms expressed the desire to remain independent. Many have been approached to be purchased in the past. However, younger people may not have the same desire to run a firm so hard to speak for future generations. Some people prefer more stability and may wish to work with or consolidate with a larger firm.</p> <p>Some have cautioned against amalgamation as larger firms are seen as more generic and cannot always compete with medium sized specialized firms.</p> |

Appendix C1: Summary of Key Person Interviews

Landscape Architecture Professionals

| Interview Questions | Key trends and themes |
|--|--|
| <p>5f. Have you noticed any fundamental changes as a result of COVID-19?</p> | <p>Labour relations - COVID-19 has changed labour relations and negotiating power, placing more power in the employees. Remote work model helps for retention. In some instances, firms had staff leave for various reasons and have only recently returned to the target staff level.</p> <p>Flexibility - remote meetings, hybrid work model. Some have cautioned that it is important to be in office as collaboration and meetings cannot always be accomplished to the same effectiveness as in person. Not required to go on-site for projects which has resulted in less travel.</p> <p>Increased appreciation for outdoor spaces - Expansion of work due to the increased recognition and appreciation for beautiful outdoor spaces. Some firms grew due to the increased demand for services. Also large increase in people accessing parks and outdoor spaces</p> <p>Increased grant funding - Large increase in funding during the pandemic lead to a temporary increase in demand for services.</p> <p>Well-being - students and younger employees are stressed out and are dealing with mental health challenges.</p> |
| <p>5g. Do you anticipate any changes occurring in the future?</p> | <p>Demand - New firms are popping up with different perspectives. Increased emphasis on demand for firms which are local to projects.</p> <p>AI - Could have an impact on work and particularly work done in early career. Increased efficiencies and landscapes which could be designed without landscape architects. Will also impact design and engineering firms over the next decade. Challenges in standardizing use of AI in proposals, notes, and other supporting work.</p> <p>Resourcing - Difficult to tell whether students are using AI or not. Already difficult to find qualified applicants. Not enough labour supply.</p> <p>Acquisition/Consolidation - will likely continue into the future as younger people are generally less interested in ownership and management and taking on risks by having their own firm.</p> <p>Increased role of the profession - Some people will be asked to take on projects leads.</p> <p>Need to develop framework which can measure and quantify quality, creativity, and critical thinking.</p> |

Appendix C1: Summary of Key Person Interviews

Landscape Architecture Professionals

| Interview Questions | Key trends and themes |
|--|--|
| <p>6a. How does the future of landscape architecture look to you? (Positive, negative, or a mix of both?) How do you feel the landscape architecture profession is trending in terms of:</p> <p>Salaries</p> | <p>Trends related to the future of landscape architecture:</p> <p>Positive Trend: Increased Recognition and Value from Municipalities. There is a positive trend where municipalities are recognizing the value of landscape architecture. Elected leaders and residents are starting to understand the importance of the work landscape architects do, and there is an increasing demand for their expertise in various projects. This recognition is likely to lead to more opportunities and a positive outlook for the profession.</p> <p>Mix of Positive and Negative: Changing Work Processes and Diverse Opportunities. The profession of landscape architecture is experiencing a mix of positive and negative changes. On one hand, there are opportunities to work in different ways, with a focus on diversity and inclusion and promoting human health. However, there are also challenges in project management and procurement processes, particularly with larger projects and government contracts. The landscape architects are facing shifting dynamics in how projects are executed, and this may lead to both positive and negative outcomes.</p> <p>Positive Outlook on Salaries with Challenges in Retaining Talent. Overall, there seems to be a positive outlook on salaries in landscape architecture. There are mentions of increased salaries, especially in the public sector, and a recognition that landscape architects with complex skills will command higher incomes. However, there are challenges in retaining and attracting talent, particularly recent graduates who have higher salary expectations. Competition for public sector positions and the need to manage salary expectations are concerns.</p> <p>Keep in mind that these trends are based on individual perspectives and may not represent the entire landscape architecture profession. The field of landscape architecture can be dynamic and can vary based on location, economic factors, and other external influences.</p> |
| <p>6b. How do you feel the landscape architecture profession is trending in terms of:</p> <p>Employment prospects / job availability</p> | <p>Overall, the landscape architecture profession seems to be growing with ample opportunities, but there are challenges such as retaining experienced professionals, promoting diversity, and competing with other disciplines. The profession's interdisciplinary nature and focus on sustainable design are helping it stay relevant and valuable in the changing landscape of land management and development.</p> <p>Growing Demand but Shortage of Experienced Professionals: There is a noticeable increase in job opportunities in the landscape architecture field, indicated by local provincial associations reporting growth from 2019 to the present. However, there is a deficit of experienced landscape architects. It seems that while the number of jobs is increasing, there aren't enough qualified professionals to fill them. This shortage could be attributed to limited availability of accredited university programs and challenges in retaining experienced professionals in the industry.</p> <p>Opportunity in Indigenous and Ethnic Minority Projects: The profession is experiencing growth and expansion, particularly in regions like Saskatchewan. It is noted that the opportunity for landscape architects is significant in projects involving Indigenous or ethnic minority communities. This suggests a positive trend in diversity and inclusion within the industry, which can lead to more job opportunities for professionals with expertise in working with these communities.</p> <p>Interdisciplinary Nature and Sustainable Design: Companies with an interdisciplinary approach, involving collaboration with other disciplines like architecture and engineering, are perceived to be in a favorable position. Landscape architects are increasingly involved in complex projects, and the demand for professionals who can handle sustainability aspects of these projects is rising. This trend highlights the importance of a landscape architect's role in addressing contemporary environmental challenges and sustainable land management.</p> |

Appendix C1: Summary of Key Person Interviews

Landscape Architecture Professionals

| Interview Questions | Key trends and themes |
|---|--|
| <p>6c. How do you feel the landscape architecture profession is trending in terms of:</p> <p>Financial sustainability of firms</p> | <p>Trends related to the financial sustainability of landscape architecture firms:</p> <p>Diversification and Stability: Many firms are confident in their financial sustainability due to their diversified services and client base. They serve both government and private sectors and have a range of professionals with different skills (architects, landscape architects, etc.). This diversification helped them weather challenges like the 2020 shutdown, as they were able to find work in various areas even during difficult times.</p> <p>Growth in Non-LA Service Areas: Some firms are experiencing growth in service areas that are not directly related to landscape architecture. These areas have been in a growth mode for about seven years. This suggests that landscape architecture firms are finding opportunities to expand and increase revenue by offering services beyond their traditional scope.</p> <p>Opportunity in Environmental Protection and City Development: Landscape architects see opportunities in the profession's future related to the protection and development of the natural environment and cities. As society places increasing importance on environmental sustainability and urban development, there is a potential for landscape architects to play a significant role in these projects.</p> |
| <p>7a. What are the key trends, opportunities, or pressures that you see facing the profession? How is landscape architecture working to advance equity, diversity, and inclusion?</p> <p>i. How do you feel that landscape architecture is represented in terms of</p> <ol style="list-style-type: none"> Sex/gender Race Ethnicity Age Socio-economic background | <p>There is an increased effort to bring in different groups to the planning and design phases of projects. More theoretical aspects from pure climate to climate justice. More value of social acumen. Spaces are designed to ensure equity in not limiting who can access those spaces.</p> <ol style="list-style-type: none"> Sex/Gender; not enough representation in leadership in firms. Lots of women in the masters programs these day Race; There is growth but not as much as would like to see. Still need voices in smaller groups/communities. Need more mentorship. Ethnicity; Not as much as would like to see. Still need voices in smaller groups/communities. Need more mentorship. Age; Not necessarily an issue but there are many senior professionals who still are not retired which is preventing younger generation obtaining senior roles. CSLA membership has an issue with age due to the financial barriers. Socio-economic backgrounds - Over time there has been a larger variation in socio-economic diversity. <p>Most firms hire based on finding the best fit and has generally resulted in wide variety of demographic and social cultural backgrounds. Expect profession will be less white and male dominated going forward. Which is a very good thing. Next generation will drive a lot of social and political drive in those areas. Wellness, climate change, will start thinking more broadly because of backgrounds. Hiring practices need to be followed. No targets for minorities or people with disabilities. Need to at least meet hiring practices of providing equal opportunity. For consulting there are no equity/diversity procurement processes but could evaluate firm's diversity, environmental practices through rfp mandatory requirements.</p> <p>Discussed how there should be more scholarships for the profession and outreach to youths to notify them of the profession.</p> |

Appendix C1: Summary of Key Person Interviews

Landscape Architecture Professionals

| Interview Questions | Key trends and themes |
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| <p>7b. Do you feel that landscape architecture has been taking steps towards reconciliation with Indigenous peoples?</p> <p>i Yes or no?</p> <p>1 If yes, what steps are being taken?</p> <p>2. If no, what should landscape architecture's role be in moving towards reconciliation?</p> | <p>In some ways yes, in others there is more that needs to be done – more with senior individuals. There has been an increase in involvement of First Nations and Indigenous groups early in the process but there still needs to be more involvement with opportunity to learn and empower.</p> <p>People are bring open by recognizing ignorance becoming more aware and listening. There are more events with Indigenous speakers and interactions, more work in communities. There is a slow process of relationship and trust building which must be done by each firm. Next level of focus needs to be assisting individual members and firms with reconciliation plans and how to walk the path of reconciliation.</p> |
| <p>7c. Does your firm or department employ a corporate or government policy that guides you in the reconciliation process.</p> | <p>There is a mix between having a formal reconciliation policy and commitment which isn't an explicit policy. Some firms have Indigenous relations departments or committees which meet regularly to discuss progress and strategies.</p> |
| <p>7d. Have you seen an increase in Indigenous representation in landscape architecture?</p> <p>Prompt – if necessary: Indigenous representation includes all actions that help to work towards the Truth and Reconciliation Commissions Calls to Action and could include:</p> <p>1. Indigenous landscape architects or Indigenous- owned landscape architecture firms (Indigenous employment);</p> <p>2. Involvement of Indigenous individuals in related or connected professional areas (Indigenous employment);</p> <p>3. Engagement and outreach with Indigenous communities (collaboration);</p> <p>4. Projects involving Indigenous clients (collaboration); or</p> <p>5. Collaboration with Indigenous individuals in incorporating Indigenous design (collaboration).</p> | <p>People feel Indigenous representation whether it is with landscape architects who identify as Indigenous, involvement of Indigenous employment, and collaboration is improving but it is slow and still has lots of room for improvement. Senior landscape architects noted that 10-20 years ago there was a very small amount of representation of Indigenous people employed in the profession but it has notably increased. There are a lot of young Indigenous landscape architects that are starting to develop a community and be more prominent. There is a long way to go. How do we make young Indigenous folks aware of the profession- more could be done. More projects involving Indigenous clients and have met a number of people who are landscape architects who identify as Indigenous and amazing work in the north and First Nation communities. There is also a good scholarship trying to attract Indigenous people into landscape architects. Quite a bit of Indigenous perspectives shared at the CSLA conference.</p> <p>The nature of the work, has direct impact on treaty rights and Indigenous peoples. This should be a requirement not an opportunity. Indigenous design in the context of Indigenous landscape architecture needs to be considerate of when including Indigenous designs that they are used in appropriate settings which are relevant to Indigenous design. Indigenous communities have strong connection to the land and landscape architects deal with land. Might be beneficial to try making landscape architecture more attractive to Indigenous people. Also, there are things we can learn about respecting and protecting the land to improve the practice. Opportunity to go even deeper, much beyond reconciliation and what society expect of reconciliation.</p> |

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Landscape Architecture Professionals

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|--|---|
| <p>7e.i. Do you feel that landscape architecture is taking the proper steps towards addressing climate change?</p> <p>ii. What other steps could landscape architecture be taking?</p> <p>iii. What are the steps your organization is taking?</p> | <p>Many people feel not enough is being done. Many cities have been built by paving and covering every bit of land and now there is a recognition and appreciation of wanting to have beautiful landscapes with trees and grass throughout cities. Despite landscape architects having a holistic approach to problems and expertise in designing landscape and considering the effects to the environment, firms are sometimes too busy of accepting norms and not convincing clients to use more environmentally friendly designs, practices, and materials.</p> <p>Landscape architecture has a role combating climate change – not purely science – connecting people to it. Is an overlapping thing that has to work together – something that landscape architects can do by collaborating with scientists and others. Some have noted the need to influence other design professions such as architects and engineers as their work is not as cognisant of the effects to the environment - which landscape architects should take a leadership role in advocating and influencing others involved in design. The role could be significant in identifying the threats and values of bringing a holistic approach to the design with a lens of climate change. Important to understand the role is through a collaborative holistic sustainable design lead with an appreciation and recognition of the required disciplines to achieve the project vision and climate adaptation. IT was noted that an important consideration with taking the lead with a holistic approach is to recognize the limitations of a firms expertise and to source out when necessary to qualified scientists, engineers, and other technical professions.</p> <p>Within the profession landscape architects are very good at talking about the issue internally and we have a few leaders within the profession that talk to government and others that talk to non-LAs. Not sure our profession is recognized as a driver of climate change yet, contribute to mitigate. Don't think we have done that work on the external audience yet. Sustainable materials are well known but not often implemented such as low carbon concrete due to costs and lack of demand/supply. Some feel advancements have been underwhelming and implementation has been minimal despite the rhetoric being substantial.</p> <p>Some have noted that there has been positive and notable progress with respect to stormwater management but not enough for forest rehabilitation and material selection in other design projects.</p> |
| <p>7f. Is climate change causing landscape architects to modify their approach to or design of projects?</p> <p>Prompt – if necessary: This could include changes to:</p> <p>i. Materials (including material sourcing and material sustainability);</p> <p>ii. Vegetation;</p> <p>iii. Shade;</p> <p>iv. Colour palettes;</p> <p>v. Cooling; and</p> <p>vi. Energy/water efficiency.</p> | <p>Landscapes have been designed for an extended period to modify or implement sustainable materials or measures to mitigate climate change. However, many have expressed concern that the profession is not doing as well as it could to convince clients, other individuals working on the projects, and stakeholders why sustainable materials and other considerations to mitigate climate change should be used in project designs. It has been noted that materials is one aspect that most feel are not usually being implementing to address climate mitigation such as extensive use of concrete and not looking for materials which possess a low carbon footprint. Important to have strong relationships with suppliers to develop new projects and try new things. There have been some conversations with Indigenous elders about permaculture. There are more design which infiltrate water, before it was get the water off the land and somewhere else such as storm sewer drains. Low - impact development leads to water being infiltrated rather than directed to storm-sewer. Some recognition of shade, every starting point is native plant material.</p> <p>People have noted that the profession is doing well with using shade, colour palettes, cooling and energy/water efficiency to mitigate climate impacts. There is also more acceptance for higher density planning. There has been metrics in place for awhile which gauge how well projects incorporate climate adaptations. Porous concrete, native plants, and wood. For example, using wood that rots after 5 years to wood that lasts longer but from unsustainable practices has led to a transition to wood type products from sustainable forest practices or compounds of wood and other materials that achieve the same goal of water retention. It was also noted that the profession will need to be cognisant of the fact of how habitats are changing and expected to change to deal with the shifting biome when creating landscapes and selecting materials.</p> |

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Landscape Architecture Professionals

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| <p>8. Can you provide examples of prominent research or academic projects or case studies that you think best exemplify these contributions?</p> | <ul style="list-style-type: none"> - Klondyke Park, Ontario - Viola's Way New Glasgow, Nova Scotia - Mi'kmaq Native Friendship Centre, Halifax - Diamond Bailey Healing Centre, Halifax - Buffalo Crossing at Fort Whyte, Winnipeg - Brightside Park, Hamilton - Pier 8 Promenade park, Hamilton - SENAKW project , Vancouver - Kapyong Barracks, Winnipeg - West-end Selkirk Master plan, Manitoba - Lake St. Martin, Manitoba - Revitalization of Toronto Waterfront, Toronto - Upper Park Fort Garry, Winnipeg - Red River college inclusive Plaza, Winnipeg - Jericho Lands, Vancouver - Berczy Park, Toronto - West Eau Claire park, Calgary - Delta gardens, British Columbia - Ribbon of Green, Edmonton |

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| <p>8. (Continued) Can you provide examples of prominent research or academic projects or case studies that you think best exemplify these contributions?</p> | <ul style="list-style-type: none"> - Green network plan, Halifax - Green walls Nova Scotia community College, Halifax - Municipal Frontline Mapping Project, Nova Scotia - Kingngaaluk Territorial Park, Sanikiluaq, Nunavut and other territorial parks - HTFC in Winnipeg does lots of work with Indigenous communities - Dale Hodges Park, Calgary - Work with communities in Northeast Calgary (East Asian communities), Calgary - Inglewood bird sanctuary park, Calgary - New Halifax pool, Halifax - Scotiabank Theatre, Halifax - The St. Lawrence Biodiversity Corridor project, Quebec - Wanuskewin Heritage Park, Saskatoon - Streetscape project, Saint-Charles-Borromée - Pink Balls on Sainte- Catherine, Montreal |
| <p>9. Do you have any other comments or observations on the landscape architecture profession that you would like to add?</p> | <p>Too large of a focus of promotion of work through design-based projects. Need to do a better job to promote projects which aren't necessarily projects we want people to visit.</p> <p>One challenge is people who are elected at various levels of government do not view landscape architects as trusted advisors to solve social problems and some strategy needs to be developed to gain this recognition. Landscape architecture needs to redefine itself – it's not clear what the majority of landscape architects think their profession is – defining what they do in a way that goes beyond platitudes and generalizations. What are the primary objectives and are they being accomplished with the desired effects. Need to define the scope clearly, do more research – clear and coordinated research agenda – not just inward focus academics. The goal is to serve general public but are they educating people to meet those objectives.</p> <p>Need to promote the various categories and expertise of the profession while also promoting the ability to lead a multidisciplinary team to accomplish a vision. Municipalities of all scales should develop holistic vision-based master plans. Visualization and project scoping is an important role we have. Most important is we need to do is develop teachers who have a body of work who can convey and pass on the relevant skill sets to the students.</p> <p>When we build a landscape, we have 10-20 years before the landscape matures. We think about projects in a longer-term perspective which is different than a lot of other professions, for example, an engineer designs something and once its built it is done. This thinking is fundamental in addressing climate adaptation</p> |

Appendix C-2: Summary of Key Person Interviews Major Clients and Organizations

Appendix C2: Summary of Key Person Interviews

Major Clients and Organizations

| Interview Questions | Key trends and themes |
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| <p>1. What do you think are the most important ways landscape architecture benefits people and communities?</p> | <p>Looks at the long-term holistic approach balancing beauty and functionality of how public spaces are used and feel like. Landscape architecture is a fundamental area of land use planning, with a wide range of expertise in design that take into account the technical, environmental, and design aspects relative to human social needs. Landscape architects bring originality to design by being creative within the constraints of sustainability and affordability.</p> <p>Environmental benefits: support and preservation of ecological systems and management of rainwater.</p> <p>Social benefits: social benefits creating public spaces where people can interact, socialize and enjoy their lives. Benefits health and well-being of society.</p> <p>Economic benefits: efficient and effective development of land.</p> |
| <p>2. What are the biggest or most exciting opportunities you see for landscape architecture profession right now and into the future?</p> | <p>Climate change: landscape architects have the potential to address climate change and contribute to climate mitigation and adaptation. Cooling the environment through design choices and water management services. Sustainable practices and design strategies can be implemented. There is some aspect of convincing clients to incorporate climate change considerations into their projects, this may involve training, knowledge, and expertise.</p> <p>Indigenous perspectives in designing landscapes: Need to consider how we can incorporate Indigenous perspectives and reconciliation into landscape architecture projects. The CSLA has adopted a charter and created a Reconciliation Advisory Committee. Professionals need to be provided with the tools, training, and support to guide them in addressing this complex issue.</p> <p>Respondents also mentioned: addressing biodiversity and dynamic systems, revitalizing downtown urban spaces, restoration and rehabilitation of natural landscapes which have been industrialized or affected by humans, and enhancing mental health and well-being.</p> |

Appendix C2: Summary of Key Person Interviews

Major Clients and Organizations

| Interview Questions | Key trends and themes |
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| <p>3. What are the most significant challenges you think are facing landscape architecture profession right now and into the future?</p> | <p>Lack of recognition and awareness: landscape architecture is not well recognized or understood by the public, clients, and government. This lack of recognition leads to difficulties in gaining influence in political discussions, securing funding, and being appreciated for the profession's skill and role.</p> <p>Engagement and buy-in: Getting buy-in and support for landscape architecture projects, both from clients and the public, can be difficult. Landscape architects need to work on presenting projects in a way that is easily understood by the public and involves collaborating with stakeholders to gain support for their plans. At the same time, landscape architects need to be more assertive in their role, collaborate with other professionals, and bring more value to project teams to take on larger roles.</p> <p>Budgets: due to the lack of recognition and buy-in, securing adequate budgets for landscape projects can be difficult, especially when landscapes are given lower priority compared to other elements in the client's budget.</p> <p>Training: landscape architecture training could be improved, with some landscape architects lacking basic knowledge on topics like irrigation, tree planting, etc., in planning. They are also failing to adapt to technology like graphic technology, VIM technology, and stormwater tech.</p> <p>Climate change: the profession faces the challenge of incorporating climate adaptation measures into their projects. This involves having the adequate training, knowledge, and expertise in dealing with climate-related technical problems.</p> |
| <p>4a. What is the primary sector your firm or organization a part of? Examples include: (i) Architecture; (ii) Engineering; (iii) Design; (iv) Consulting; (v) Non-profit; (vi) Government</p> | <p>Government, educational sector, urban planning and design, cultural and heritage services, municipal engineering, public park management and design, higher education.</p> |
| <p>4b. Is it common for firms or organizations in your sector to use landscape architecture services? 1. Institutional (planning and design); 2. Recreation/ health and well-being; 3. Culture and heritage; 4. Residential; 5. Transportation and infrastructure; 6. Master planning and urban design; 7. Research and communications; or 8. Other a. Do you focus on a broad cross-section of these categories, or do you specialize in a specific area?</p> | <p>Yes, there are diverse applications including transportation, open/public spaces, cultural and heritage projects, recreation / health and well-being projects, streetscaping, park planning, policy writing, master planning, and public engagement projects.</p> |

Appendix C2: Summary of Key Person Interviews

Major Clients and Organizations

| Interview Questions | Key trends and themes |
|---|---|
| <p>4b. Is it common for firms or organizations in your sector to use landscape architecture services?</p> <ol style="list-style-type: none"> 1. Institutional (planning and design); 2. Recreation/ health and well-being; 3. Culture and heritage; 4. Residential; 5. Transportation and infrastructure; 6. Master planning and urban design; 7. Research and communications; or 8. Other <p>a. Do you focus on a broad cross-section of these categories, or do you specialize in a specific area?</p> | <p>Yes, there are diverse applications including transportation, open/public spaces, cultural and heritage projects, recreation / health and well-being projects, streetscaping, park planning, policy writing, master planning, and public engagement projects.</p> |
| <p>5. What changes have you observed in your interactions with the landscape architecture profession over the past 10 years?</p> <p>Have you worked with a firm that provides landscape architecture services over an extended period of time?</p> <p>If yes, has the size of the firm expanded or contracted?</p> <p>Has the type or size of landscape architecture firm you work with changed over the past 10 years?</p> <ol style="list-style-type: none"> i. Are you working with larger or smaller architecture firms than you were previously? ii. Are you working with more multidisciplinary firms that offer landscape architecture services? | <p>Growth: There appears to be growth in demand but it may be limited by budgets.</p> <p>Consolidation: There appears to be some consolidation with smaller firms getting bought up by larger firms.</p> <p>Firm composition: there has been minimal change to the composition and size of landscape architecture firms.</p> <p>Specialization: Partnerships between larger and smaller firms are being considered. Collaboration occurs with all types of other landscape architects including those who are academics, and those who work for multidisciplinary or exclusive firms. Many firms now offer both landscape architecture and urban design services.</p> <p>Awareness: there seems to be an increase in awareness and recognition of landscape architecture.</p> <p>Scale: Projects duration can vary from six months to several years. There hasn't been much noticeable change in scale.</p> <p>Coordination: one person mentioned a lack of internal coordination at firms.</p> <p>Environmental and social issues: environmental, ecological, climate, and Indigenous issues have become more important. there has also been an increase in public consultation, involvement, and demands for projects in the public sector.</p> |
| <p>6. When you work with landscape architects, are you typically working with one or more of the following:</p> <p>Landscape architecture firms that exclusively offer landscape architecture services;</p> <p>Multidisciplinary firms that offer a variety of services including landscape architecture;</p> <p>Non-profit organizations that employ landscape architects; or</p> <p>Government organizations that employ landscape architects?</p> <p>Has this changed over the past 10 years and do you see it changing in the future?</p> | <p>Majority appear to work with exclusive firms but there is some work done with multidisciplinary firms and governments. One respondent mentioned work being done internally, mainly the early phases mostly related to early stages.</p> <p>No changes noted over the years.</p> |

Appendix C2: Summary of Key Person Interviews

Major Clients and Organizations

| Interview Questions | Key trends and themes |
|---|---|
| <p>6. When you work with landscape architects, are you typically working with one or more of the following:</p> <p>Landscape architecture firms that exclusively offer landscape architecture services; Multidisciplinary firms that offer a variety of services including landscape architecture; Non-profit organizations that employ landscape architects; or Government organizations that employ landscape architects?</p> <p>Has this changed over the past 10 years and do you see it changing in the future?</p> | <p>Majority appear to work with exclusive firms but there is some work done with multidisciplinary firms and governments. A respondent noted that there is a preference to work with firms who exclusively offer landscape architecture services instead of a multidisciplinary firm with a landscape architecture team. Multidisciplinary firms with a landscape architecture team tend to be primarily junior level and not quite as skilled. Landscape architecture firms that exclusively offer landscape architecture services often have been established for many years, with proven expertise in a number of areas.</p> <p>Some clients prefer multidisciplinary firms due to the work required involves both landscape architects and other disciplines which improves internal coordination efficiencies and developing strategies. A respondent noted that some landscape architecture firms do not recognize the constraints of other disciplines.</p> <p>One respondent mentioned work being done internally during the early phases of a project.</p> <p>No changes noted over the years.</p> |
| <p>7. Are you primarily using landscape architecture firms located in Canada or do you also use out-of-country firms?</p> | <p>The vast majority use Canadian firms with some being resourced from out of province. One respondent mentioned that over a certain threshold anyone can bid on a project, but these are not usually won by Americans or other international firms.</p> <p>There is a small amount of usage of American firms.</p> |

Appendix C2: Summary of Key Person Interviews

Major Clients and Organizations

| Interview Questions | Key trends and themes |
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| <p>8.How important are landscape architecture services to your organization? What types projects do you retain landscape architecture services for? How often do you use landscape architecture services?</p> <p>What is the size of your typical landscape architecture project? In terms of budget but also complexity, involvement, and scope?</p> <p>How has your need for landscape architecture services changed over the past 10 years?</p> <p>Are there any noticeable changes as a result of COVID- 19?</p> <p>How do you see it changing in the future? This could include the:</p> <ul style="list-style-type: none"> i. Complexity of assignments; ii. Size of budgets; or iii.Amount of labour required. | <p>Importance: landscape architecture work is generally considered to be important to firms playing a role in various projects, including site work, studies, planning, and design for both public and private spaces. However, landscape architecture may not be seen as important to all stakeholders, efforts need to be made to incorporate landscape architects more frequently into project teams to highlight their importance.</p> <p>Budget and funding: funding is often constrained with landscape architecture tending to have a lower priority in government budgets, leading to challenges in securing adequate funding for projects.</p> <p>Project complexity: project complexity varies from being relatively straightforward to very complex. Projects can intersect with other professionals like engineers and architects.</p> <p>COVID-19: had some impact, including increased demand for outdoor spaces and reimagination of spaces. Work patterns were influenced by the pandemic with increased amounts of remote work. The long-term impact is uncertain and may depend on funding availability.</p> <p>Environmental focus: there is a growing focus on natural areas and biodiversity. More value is being placed on natural landscapes and ecosystem services, especially since COVID- 19 heightened awareness of the importance of green spaces.</p> <p>Collaboration: collaboration with various stakeholders, including Indigenous representatives, is becoming more common. Outreach to the community and First Nations is seen as essential to gaining buy-in and support for landscape architecture projects.</p> |
| <p>9.Are there enough landscape architects and/or landscape architecture firms available in the market to meet your firms demands?</p> <p>a. Do you have any difficulty finding landscape architecture firms that are able to complete your projects?</p> <p>b. Has it become more or less difficult to find suitable landscape architecture firms in the last 10 years?</p> | <p>Supply: there seems to be enough landscape architects available for the firms interviewed, but respondents mentioned a lot of help-wanted ads and a lack of expertise available. There may be some regional variation with it being noted that there is enough landscape architects in Winnipeg, where a school is located. Landscape architects are seen as complementary to other professions so larger firms (that people know of) may get more work.</p> <p>Over time: There does not appear to be a change over time of the availability of landscape architects. In some regions there is a small handful of local firms that have the capacity to bid on larger projects which has led to some concerns on the ability to meet the ongoing demands currently and into the future.</p> |

Appendix C2: Summary of Key Person Interviews

Major Clients and Organizations

| Interview Questions | Key trends and themes |
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| <p>10. What are your procurement practices and policies to obtain landscape architecture services?</p> | <p>Sole sourcing was the most commonly mentioned procurement practice, directly selecting a specific firm for the project. Several respondents mentioned having established relationships with a select few landscape architecture firms with whom they tend to work consistently.</p> <p>Public tendering / RFP / Standing offers: RFP processes are also used, involves issuing a detailed proposal request to landscape architecture firms, evaluating their submissions, and selecting the best fit for the project. Selection criteria is important in order to assess the qualifications and capabilities of landscape architecture firms. These criteria include the team's expertise, experience, and familiarity with the project requirements. Landscape architects are sometimes hired as subcontractors to firms in other disciplines due to procurement procedures but this was noted as not being ideal as they would prefer a more direct client-client relationship.</p> <p>Low-dollar projects: Difficult to find firms interested in smaller projects, most multidisciplinary firms do not want to take them on and many smaller firms have been merged with multidisciplinary firms.</p> |
| <p>11. How have your landscape architect projects been shaped by the environmental or social needs of communities?</p> <p>this could include things such as:</p> <ul style="list-style-type: none"> i. Reconciliation with Indigenous individuals and communities; ii. Climate change adaptation and resilience; iii. Gender-based equality; and iv. Sustainability? <p>How important is it to you that landscape architecture firms meet these needs?</p> <p>How do you think these factors will shape your landscape architecture needs in the future?</p> | <p>Indigenous reconciliation and representation: there is emphasis on acknowledging and reconciling with Indigenous communities. This involves incorporating Indigenous perspectives, cultural elements, and historical land use into designs. Indigenous involvement and representation in project planning and design have increased in recent years. Indigenous artwork and cultural features are being integrated into spaces.</p> <p>Climate change adaptation and resilience: prominent factor shaping landscape architecture projects. Consideration of climate events and potential impact on projects is crucial. Design strategies include water retention, use of different materials, low-impact development, and sustainability practices to address climate challenges.</p> <p>Sustainability and materials: sustainability is a concern. There is a focus on sustainable practices, materials, and maintenance to ensure long-term environmental benefits. The use of low-carbon capture materials is becoming important for future projects.</p> <p>Community engagement and representation: projects reflect the needs and preferences of different ethnocultural groups and communities. The desires of newcomers, younger generations, and specific cultural groups are considered in project planning. Incorporating amenities and gathering spaces that accommodate various community needs is essential.</p> <p>Government requirements: certain government priorities and requirements such as Indigenous reconciliation, gender equality, and environmental regulation drives landscape architect's work.</p> |

Appendix C2: Summary of Key Person Interviews

Major Clients and Organizations

| Interview Questions | Key trends and themes |
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| <p>12. Can you provide examples of prominent projects or case studies that you think best exemplify these contributions?</p> | <ul style="list-style-type: none"> - Lieux Publics du Project Boneventure, Montreal <ul style="list-style-type: none"> - Sustainable site initiative - Dog fountains <ul style="list-style-type: none"> - Engaging, feel welcoming - Evergreen Brick Works, Toronto <ul style="list-style-type: none"> - Consultants and public sector working together - Waterfront Toronto - Healing Forest, St. John's Park, Winnipeg. Gathering space – lessons can be taught and people can think about reconciliation. <ul style="list-style-type: none"> - Work directly with Indigenous communities and groups by incorporating what they want and would like to see - Greenspace biodiversity natural corridors, Winnipeg - Kapyong Barracks, Winnipeg - A successful project is something you don't necessarily notice! - Reagent Park project, Saskatchewan. Transformation of an old golf courses to a park in a low-income neighbourhood. Naming of the park is ongoing and set to be announced in Spring 2024. - Parc Jean Drapeau, Montreal |
| <p>13. Do you have any other comments or observations on the landscape architecture profession that you would like to add?</p> | <p>Self-promotion: Landscape architects need to embrace more self-promotion. People don't seem to be eager enough to share their work. The profession is still small with only a handful of accredited universities in Canada but there is a huge role to play in the future but training will need to adapt to the new and evolving environmental and social needs of the public.</p> <p>Notability of projects: Landscape architects help make projects more notable / enjoyable - the most interesting projects engineers get to work on have an artistic elements to them, projects that you can tell your friends and family about and be proud of.</p> <p>Environmental standards: CSLA should consider adopting SITES initiative - sustainable framework and evaluation for landscape architects. Comprehensive consideration of where materials are from, how much carbon is involved, and how much social amenity is provided. Federal government in US requires all funded projects to adhere to this framework. There is currently no level of measure of success in Canada.</p> <p>Education: the approach in some landscape architecture schools was noted to have a heavy focus on theoretical and artistic approaches to design and not enough focus on practicality. This has a tendency to sometimes be reflective in projects where functionality is not the priority.</p> |

Appendix C-3: Summary of Key Person Interviews Universities and Programs

Appendix C3: Summary of Key Person Interviews Universities and Programs

| Interview Questions | Key trends and themes |
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| <p>1. What do you think are the most important ways landscape architecture benefits people and communities?</p> | <p>Improving Community Life and Public Spaces: Landscape architects are responsible for designing the public realm and outdoor spaces through development, conservation, and preservation. When done well, their work can have a significant impact on community life. They have the opportunity to work on various scales, from small-scale projects like stormwater management and shade provision to larger regional landscapes focusing on food security, water management, energy production, transportation, and mobility. The key to success lies in effectively communicating their role and contributions as people often don't fully understand the scope of their work.</p> <p>Holistic Problem-Solving and Interdisciplinary Collaboration: Landscape architects can be seen as <i>glue people</i> who can effectively communicate and collaborate with professionals from diverse fields, such as planners, architects, ecologists, and environmental experts. They deal with a wide range of scales, from small details to massive sites, and incorporate time as a dimension in their designs. Their ability to look at everything and work in groups allows them to identify and reframe problems effectively, which contributes to more comprehensive solutions for communities.</p> <p>Promoting Better Environments and Quality of Life: The practice of landscape architecture as a business involves planning, designing, constructing, and managing open spaces, both public and private, in urban areas. These spaces can significantly impact the quality of life for the communities they serve. They contribute to better living environments, potentially reducing the cost of certain systems like public transportation, and generally enhancing the overall well-being and quality of life for people.</p> <p>These themes highlight the multidimensional role of landscape architecture in shaping and enhancing the physical, social, and environmental aspects of communities. Landscape architects play a vital role in creating functional and aesthetically pleasing spaces while addressing broader issues such as climate change, habitat preservation, and promoting a stronger connection between people and natural environments.</p> |

Appendix C3: Summary of Key Person Interviews

Universities and Programs

| Interview Questions | Key trends and themes |
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| <p>2. What are the biggest or most exciting opportunities you see for landscape architecture students and practitioners right now and into the future?</p> | <ul style="list-style-type: none"> ▪ Climate Change, Climate Justice, Reconciliation, Equity, Diversity, and Inclusion: This theme highlights the significant opportunities landscape architecture has in addressing issues related to climate change, climate justice, and promoting equity and inclusion. It also emphasizes the need to rethink the curriculum and educate students and practitioners to tackle these challenges. ▪ Diverse Career Opportunities: The flexibility of landscape architecture as a profession allows graduates to pursue diverse career paths beyond traditional landscape architecture firms. ▪ Continuity of Opportunities: Landscape architecture has always had significant potential to address societal issues and improve quality of life. It emphasizes the holistic and comprehensive problem-solving approach of landscape architects and the relevance of the profession in various fields like infrastructure renewal and transitioning transportation modes. ▪ Role of Education and Social Implications: The role of landscape architecture education in preparing students for jobs and leading the profession in areas like climate resilience, climate justice, understanding social implications, and health and wellness is highlighted. The importance of teaching domestic and international students about historical contexts and sustainable practices is also emphasized. ▪ Growing Design Awareness and Value: This theme emphasizes the increasing importance of design in society and how landscape architecture has gained maturity and value in the public realm. COVID-19 has further highlighted opportunities for landscape architects to contribute in areas like creating spaces for refuge from heat. ▪ Artificial Intelligence (AI) in Landscape Architecture: The emergence of AI in the landscape architecture industry is seen as both exciting and controversial. While AI offers opportunities for data-driven design and achieving quantifiable results, there are concerns about the potential loss of human creativity and the need to balance AI's role as a tool with human expertise in the design process. <p>These themes collectively showcase the various opportunities and challenges that landscape architecture students and practitioners face in the present and future landscape architectural practice. From addressing urgent global issues to embracing new technologies, landscape architecture is constantly evolving to create better, more sustainable environments.</p> |
| <p>3. What are the most significant challenges you think are facing landscape architecture students and practitioners right now and into the future?</p> | <p>Diversity, Equity, and Inclusion (DEI) in the Field: One of the major challenges mentioned is the need to increase diversity and multiple ways of knowing and perspectives in the field. This includes recruiting students from different backgrounds and reaching out to indigenous communities. There is a recognition that landscape architecture has a colonial history, and efforts are needed to encourage others who have not traditionally been part of the profession to join and contribute.</p> <p>Public Perception and Awareness: The profession faces an "optics problem" where many people still don't fully understand what landscape architects do. There is a need to emphasize the design and build aspect of the profession and raise awareness about its significance in shaping environments. Becoming more visible in the public consciousness and being considered critical in decision-making processes is also a challenge.</p> <p>Environmental and Technological Challenges: Landscape architecture, like many other professions, grapples with broader global challenges such as climate change, biodiversity loss, and emerging technologies like AI. Landscape architects need to address these issues and consider their role in promoting sustainable practices, mitigating climate impacts, and adapting to new technologies.</p> <p>These themes highlight the complexities and responsibilities that landscape architecture students and practitioners face as they work towards creating meaningful and impactful designs that address both societal and environmental concerns.</p> |

Appendix C3: Summary of Key Person Interviews

Universities and Programs

| Interview Questions | Key trends and themes |
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| <p>4a. What landscape architecture programs does your university offer? Bachelor's program and/or Master's program?</p> | <ul style="list-style-type: none"> ▪ The University of British Columbia offers a Bachelor of Design in landscape architecture, architecture, and urbanism as a 4-year program. They also have a 3-year Master's program in Landscape Architecture (accredited) and a dual degree option, Master's in Landscape and Architecture. A bachelor of design is not required to apply. ▪ The University of Manitoba offers a Bachelor of Environmental Design (Landscape, Arch, Planning, etc.) that is unaccredited and a Masters in Landscape Architecture that is accredited. ▪ The University of Calgary offers an accredited Master's program in landscape architecture and is introducing an undergraduate unaccredited program in building city design. Completing the undergraduate program is not a requirement for admission to the Master's program. ▪ Fanshawe College offers one diploma in landscape design, which has a stronger focus on business and aligns more with Ontario and the Ontario Association of Landscape Architects (OALA). ▪ The University of Guelph has an accredited Bachelors of Landscape Architecture and an accredited Master's of Landscape Architecture (MLA). ▪ The University of Toronto encourages a diverse range of bachelor's backgrounds for its MLA program. The environmental design bachelor is not mandatory to apply. There's a focus on teaching CAD and photoshop as tools for design and communication in the undergraduate program, which serves as an introduction to landscape architecture. ▪ Université de Montréal has an accredited Master's program and unaccredited Bachelor's program. Interviews provided that in the last few years, it has seen 100% of graduates obtaining employment within 12 months, largely with private firms but a mix of private firms, municipalities, and corporations. ▪ Dalhousie University currently only has an undergraduate program in landscape architecture, located at the Faculty of Agriculture, separate from the Faculty of Architecture and Planning, and they don't have a Master's program. ▪ Northern Alberta Institute of Technology has a preference to keep this confidential - see public website. |
| <p>4b. Is there any discussion on expanding the landscape architecture program offerings at your university?</p> | <ul style="list-style-type: none"> ▪ University of British Columbia: does not have space to expand at this time. ▪ The University of Manitoba is constantly reviewing its curriculum, but there is no discussion on expanding programming offerings at this time. ▪ University of Calgary is expanding this fall (2023) with a bachelors program (unaccredited). ▪ Fanshawe College is looking to expand on an advanced diploma. ▪ University of Guelph is looking to expand with a course based master's option (along with the Thesis based master's option). ▪ Northern Alberta Institute of Technology: did not provide an answer (confidential) ▪ University of Toronto has a new doctoral program. ▪ Université de Montréal currently has no plans to expand the program; there is a desire to accomodate more students but don't have the resources or the space at this time. ▪ Dalhousie University is looking at accreditation at the undergraduate program, no movement on the Master's program at this time (future consideration). |

Appendix C3: Summary of Key Person Interviews

Universities and Programs

| Interview Questions | Key trends and themes |
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| <p>5a. How have the landscape architecture programs at your university changed in recent years: What has the trend been in terms of enrollment in the landscape architecture programs your university offers over the past five years?</p> | <ul style="list-style-type: none"> ▪ University of British Columbia: Enrollment has remained stable over the past five years with around 70 to 80 students in the three-year master's program (or 20 to 30 students a year), and a roughly 50% acceptance rate due to limited space. ▪ University of Manitoba: Intake of students has normally remaining consistent. Approximately 40 students in total in the MLA program. ▪ University of Calgary: The landscape architecture program maintains around 12 to 16 students annually, facing challenges in growth due to studio space limitations, and needing to market the program to attract more students. ▪ Fanshawe College: Enrollment for landscape architecture programs in Ontario has been limited, with students often opting for Guelph's expanded program. The college emphasizes accessibility and inclusivity but faces challenges in accreditation due to the lack of a dedicated studio. ▪ University of Guelph: Enrollment has been quite consistent through the last 5 years and there tend to be an excess in applicants. BLA program typically has 65 students each year and the MLA program 16 to 18 students each year. ▪ University of Toronto: Enrollment initially decreased during COVID-19 but has since increased again. ▪ Université de Montréal: Enrollment has been steady and stable at the Master's level, this year we accepted 20-25 students and in previous years it has been closer to 15 students. At the Bachelor's level, we accept around 50 students out of 300 applications. ▪ Dalhousie University: Enrollment is gradually growing, especially in their relationship with a Chinese school, aiming for 10 students in September 2023, with plans to reach 15 in the short term and 30 in the long term. The program has a significant proportion of international students, primarily from China. ▪ Northern Alberta Institute of Technology (NAIT): Landscape architecture program enrollment has been generally healthy, but there was a notable decline in demand recently, consistent with other programs at NAIT. |
| <p>5b. How has your program changed as a result of COVID- 19?</p> | <ul style="list-style-type: none"> ▪ University of British Columbia: COVID-19 had no impact on enrollment, with one year fully online, a second year hybrid, and the last year fully in person; online format benefited guest lecturers and access to international lecturers, expanding perspectives. ▪ University of Manitoba: Fully online for 2021 and 2021. Now fully back to in person courses. During COVID-19 there was a drop in international student enrollment. Benefit of COVID-19 has been guest lecturers more willing to complete virtual lecturers (if not in province). ▪ University of Calgary: COVID-19 impacted the quality of cohorts and student morale, with a virtual studio during COVID-19, but everything is back to in-person now; the class graduating during COVID-19 was the most affected, while new students won't have the same COVID-19 experience. ▪ Fanshawe College: Pre-COVID, nothing was online, but now everything is online, revealing the challenge of losing the studio teaching aspect and requiring individual adaptation from both faculty and students; considering ways to offer programs online while addressing access and prejudices. ▪ University of Guelph noted they went online during COVID-19 and, following remote options, have had better access to international guest lecturers virtually ▪ University of Toronto: Enrollment increased following COVID-19. ▪ Université de Montréal noted the program has not changed. Adjustments were made during the COVID-19 pandemic, but since the end of the pandemic everything has returned to normal and all courses are in person. ▪ Dalhousie University: Fully online for 2020-21 and 2021-22 with a bit of 2022-23, now transitioning back to face-to-face if it was a face-to-face course before. ▪ Northern Alberta Institute of Technology: First year online due to COVID-19 saw a slight drop in enrollment, but subsequent years in high demand with consistent retention and a higher number of graduates; offering a hybrid program this year, with more institutes maintaining online offerings, resulting in increased competition and uncertainty about the best delivery method. |

Appendix C3: Summary of Key Person Interviews

Universities and Programs

| Interview Questions | Key trends and themes |
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| 5c. Have you noticed any recent changes in the amount of interest shown in landscape architecture programs? | Overall, landscape architecture programs are witnessing growing interest, influenced by pressing global issues, the pandemic's impact, and the need for more inclusive and sustainable solutions in the built environment. Efforts are being made to make these programs more accessible and relevant to current societal needs. |
| 6a. What changes have you observed in your interactions with the landscape architecture profession over the past 10 years? From your observations, have firms expanded or contracted over the past 10 years? | Overall, the landscape architecture profession appears to have remained relatively stable with incremental changes in job opportunities and firm growth. The integration of landscape architecture into larger multidisciplinary firms seems to be a positive development, but the landscape market dynamics can vary significantly depending on the region and its specific economic drivers. Over the past 10 years, the landscape architecture profession has shown varying trends and changes based on different perspectives and locations including stability in job opportunities, consistency in the focus of professional firms (although there are waves of contracting and expanding, there hasn't been a significant paradigm shift. Firms may open small satellite offices in new cities), multidisciplinary integration, increased awareness of green space, and absorption of standalone firms. |
| 6b. Has there been an increase in multidisciplinary firms that offer landscape architecture services? | Generally yes - with some responses presenting a mixed view. While some respondents acknowledge an increase in multidisciplinary firms, others emphasize changes in design practices and increased engagement with Indigenous communities. It's worth noting that there isn't a comprehensive consensus on the prevalence and impact of multidisciplinary firms offering landscape architecture services. |
| 6c. Are the trends in research and academia in line with the trends of practitioners? | There are efforts to align academia and practice, but challenges remain, including time constraints, policy issues, and the need to strike a balance between academic and practical skills. The relationship between research and practice varies across different regions and institutions. |
| 7a. What is the proportion of international students compared to Canadian students in the landscape architecture program? | <ul style="list-style-type: none"> ▪ University of British Columbia: Approximately 20% of students in the landscape architecture program are international, with many coming from the USA, China, Iran, and India. ▪ University of Manitoba: approximately 20% of MLA students are international and mostly from Iran and India. ▪ University of Calgary: The proportion of international students in the landscape architecture program varies between 40% to 60% depending on the cohort, and they come from various countries, including across Canada, though it's challenging to recruit from the US. ▪ Fanshawe College: Before COVID, half of the student body was international, but in the landscape architecture program of around 35 students, there are only 2 or 3 international students, and they aim to increase international enrollment. ▪ University of Guelph: always had decent international demand, particularly from China, Iran, and India. Typically international students in the BLA program are less than 10% of students and in the MLA program less the 5% of students. Reasoning is that international tuition goes to the university as a whole as opposed to the department. The course based master's program has an agreement with the university where 50% of tuition will go to department. This may result in an increase in international students in the MLA program. ▪ University of Toronto: Despite the impact of COVID, the proportion of international students has remained fairly steady in the landscape architecture program, and the number of international applicants has increased, with improved evaluation processes. ▪ Université de Montréal: approximately 10% of MLA students are international. ▪ Dalhousie University: The landscape architecture program expects a slight increase in international student enrollment to sustain growth as the local population base is insufficient, and they don't foresee a decrease in international students. ▪ Northern Alberta Institute of Technology: The landscape architecture program has 10% to 20% international students from various countries, including India, China, and the Philippines. |

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| 7b. Has this number been increasing or decreasing over the past 10 years? | The responses indicate that the number of international students has been fairly stable at the University of British Columbia, with some push to increase from higher authorities; at the University of Calgary, it has been stable since 2015, but there is now more diversity in international students; at the University of Toronto, enrollment numbers have remained steady, but there has been an increase in international applicants; at the Dalhousie University, it is expected to increase slightly; and at Northern Alberta Institute of Technology, the number of international students is definitely increasing, driven by tuition needs and ranging from countries like India, China, to the Philippines. At the University of Manitoba there is a change in where applicants are coming from due to political relationships (currently less Chinese applicants). At the University of Guelph, international student base is stable, but low across the program (see key trends and themes for 7a). At the Université de Montréal it has been stable and increased slightly. |
| 7c. How do you anticipate this will change in the future? | In the future, universities anticipate that the diversity of international student applicants will continue to increase, and the demand for North American degrees among international students will remain high; however, each institute may have different approaches in handling domestic and international student admissions, and some may have no specific requirements, prioritizing applicants based on their proactive applications and suitable credentials. Politics and relationships with different countries may also play a role. |
| 7d. What proportion of international students remain in Canada after graduating? What proportion of students do not remain in Canada after graduating? Has this trend been changing or do you expect it to change going forward? | Approximately 75% of international students at the University of BC remain in Canada after graduating and find employment, while 25% head back home or to a different Canadian province/city. At the University of Calgary, the trend varies depending on personal connections and whether they have become permanent residents or have family in Canada, but most want to join the Canadian workforce and stay. Dalhousie University notes a mixed bag, with some students staying in Atlantic Canada and others opting to stay for one year on a work permit; many Chinese students pursue further education in different countries after their Canadian studies. At Northern Alberta Institute of Technology, most students tend to stay in Canada after graduating. At the University of Manitoba and Guelph the majority of international students remain in Canada as they see it as an opportunity to stay in the country and get a job. |
| 7e. What do you think are the main reasons students don't remain in Canada after graduating? What do you think could be done to retain graduates in Canada? | The main reasons students don't remain in Canada after graduating are the desire to take the knowledge learned back to their home countries, better job prospects in their home countries, visa issues, and the availability of relevant master's programs elsewhere. To retain graduates in Canada, improving job opportunities, addressing visa challenges, and offering specialized master's programs may help. Some students stay in Canada long-term, while others decide to return to their home countries after experiencing education and life in Canada. |

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| <p>8. Do you offer a co-op, work experience or internship program? If so, how successful are the co-op or internship programs available to students with regards to obtaining work after graduation?</p> | <ul style="list-style-type: none"> ▪ University of British Columbia offers a co-op program and a mentorship program but doesn't actively line up firms with students for co-op placements; they provide credit for participating in co-op programs and have a grant with four firms offering internships. ▪ University of Manitoba has a co-op program that is faculty wide (Architecture, Landscape, etc.). with approximately 40 positions and at least 3 times the applicants. The majority of applicants are Architecture students. ▪ University of Calgary has a work-integrated learning program and collaborates with firms through the MITACS program, which provides students with research-focused second master's degrees and paid projects. ▪ Fanshawe College has a co-op program, requiring one co-op term out of four, and also offers an eight-month co-op option. ▪ University of Guelph has an internship program worth credits in its BLA program. There is not an internship or co-op at the MLA level, but students are helped with placement for employment at a firm. ▪ The University of Toronto does not have a formal co-op or internship program but receives internship notices from firms and distributes them independently. ▪ Université de Montréal provided that internships are part of the Bachelor's and Master's programs. They are not separate programs. ▪ Dalhousie University doesn't have a co-op or internship program as part of its curriculum, but students can earn 3 credits by working for a firm independently. ▪ Northern Alberta Institute of Technology is launching a co-op program in spring/summer 2025 as part of its new curriculum, collaborating with the Alberta government. |
| <p>9a. What portion of graduates obtain employment within 12 months of graduation? For those who obtain employment: Where do they typically obtain employment (location and/or company/government)?</p> | <ul style="list-style-type: none"> ▪ University of British Columbia : Approximately 80% of graduates obtain employment within 12 months of graduation. Most of them join traditional landscape firms, some opt for local government positions, and very few end up in federal or provincial government roles. Some graduates move towards non-profit organizations after gaining experience in firms. ▪ University of Manitoba: Graduates typically stay in Winnipeg (approximately 50%) and work at a local design build company (landscaping company) before working at a design firm. Those who don't stay in Winnipeg go back to their home province. ▪ University of Calgary: Graduates from Alberta have a diverse range of employment options. Many stay in Alberta and work with private firms or the public sector, including industries like film. Some graduates also explore opportunities in other regions or industries. ▪ Fanshawe College: The employment rate is high, around 80%, with the highest rate among colleges in the region. Most graduates find employment in the Greater Toronto Area. They typically work in the private sector, public sector, parks departments, planning, and GIS. Many students pursue a master's program for accreditation. ▪ University of Guelph: employment rate is high, approximately 90% of BLA and MLA students are employed after graduation. Employment is generally with a private firm (70% to 80% of graduates) and the remainder with the government. Most stay in Ontario, but some go to BC or the east coast of Canada. ▪ University of Toronto: Some domestic students seek international experiences, including working in the US, immediately after graduation. After gaining experience abroad, many of these graduates return to Canada, often to Toronto. A significant portion of students either take time off, go directly to graduate school, or enter employment. Approximately 80% of students who want to go to graduate school or find employment are successful in doing so, with some staying locally. ▪ Université de Montréal: in the last few years, it has been 100% of graduates obtaining employment within 12 months, largely with private firms but a mix of private firms, municipalities, and corporations. ▪ Dalhousie University: Around 34% of students are from Atlantic Canada, 23% from other regions in Canada (likely returning home), and 43% are international students (likely returning home after graduation). Graduates find employment in consultant firms, design build firms, and some join manufacturing/product manufacturers (developers). ▪ Northern Alberta Institute of Technology: Graduates in Edmonton typically find employment in private multi-disciplinary firms. Some are employed in project management roles with landscape contractors. There are limited government job opportunities at the provincial and municipal levels. |

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| 9b. What do you see as the barriers of entry for employment for recent graduates? | Barriers of entry for employment for recent graduates seem to be minimal. There is a lot of opportunity for recent graduates to find employment; not many are struggling to find jobs. |
| 9c. Is the alignment or a disconnect between the programming offered at the university and what an employer is looking for? If there is a disconnect, what other programs do you feel should be offered? | The responses suggest that there may be some alignment between the university's programming and what employers are looking for, but there are also areas of disconnect, such as the need to cover topics like climate change and social justice. Additionally, there might be a disconnect in terms of software training, as firms use different software that the university can't fully cover. However, the curriculum is shaped to meet accreditation standards and align with employer expectations, and there are ongoing efforts to update the program to stay relevant to industry needs. Overall, the general consensus is that there is not a significant disconnect between the university's programming and employer demands. |
| 10. How are university programs responding to environmental or social needs? Do you think that landscape architecture is properly addressing these issues? Prompt – if necessary: This could include areas such as: i. Reconciliation with Indigenous individuals and communities; ii. Climate change adaptation and resilience; iii. Gender-based equality; and iv. Sustainability? | Yes, some university programs have incorporated environmental and social issues, particularly reconciliation and climate change, into their curriculum. While not explicitly stated in the curriculum, most classes do touch upon environmental and social aspects. Students with particular interests in these issues are encouraged to explore and integrate them into their studio work. For some programs, environmental sustainability is considered a fundamental core value that has always been addressed. They believe sustainability should encompass other social and environmental aspects as well. Many programs are actively working to address environmental and social needs at various scales, including curriculum, faculty, and public programming. They offer specific courses and opportunities for students to engage in these topics. Some programs have integrated climate change into multiple courses across the curriculum, while social justice themes are prevalent university-wide. They also address technology and social issues through various approaches, including community design studios and public consultation. Various program considers itself at the forefront of these conversations and strives to do its best in addressing environmental and social needs. It is in the process of incorporating Indigenous representation into the curriculum. Overall, the responses indicate that many university programs are making efforts to address environmental and social needs in their landscape architecture curriculum. Some have explicit courses, while others integrate these issues across various subjects. It appears that there is a growing awareness and recognition of the importance of these topics within the field of landscape architecture. |

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| <p>11. How is landscape architecture working to advance equity, diversity, and inclusion? How do you feel that landscape architecture is represented in terms of:</p> <ol style="list-style-type: none"> Sex/Gender; Race; Ethnicity; Age; and Socio-economic backgrounds. | <p>Diversity in student population: Landscape architecture programs have a mix of students from various backgrounds, including international students from countries like China, Iran, India, etc.</p> <p>Gender representation: Landscape architecture has historically attracted more women to the profession due to its association with nature and plants. This has led to good gender parity. However, representation from diverse cultural backgrounds is lacking and needs improvement.</p> <p>Efforts for inclusivity: There are initiatives in place, such as an award specifically for minorities.</p> <p>Lack of black students: Despite efforts to promote diversity, there is a notable absence of black students in the program.</p> <p>Diversity in the student body: Design professions, including landscape architecture, are perceived as more accepting and forward-thinking, considering factors like sex, gender, ethnicity, and race. The program has a highly diverse student body, with students ranging in age and representing various genders.</p> <p>Overall, while some progress has been made to promote diversity and inclusivity in landscape architecture, there are still challenges, particularly in achieving better representation from different cultural backgrounds and ethnicities. Efforts such as equity, diversity and inclusion funds, preferential hires, advisory boards, and award programs aim to address these issues and create a more inclusive learning environment.</p> |
| <p>12. Have you seen an increase in Indigenous representation in landscape architecture? Have you seen an increase in Indigenous students enrolling in landscape architecture programming at the university?</p> <p>Indigenous representation includes all actions that help to work towards the Truth and Reconciliation Commissions Calls to Action and could include:</p> <ol style="list-style-type: none"> Indigenous landscape architects or Indigenous-owned landscape architecture firms (Indigenous employment); Involvement of Indigenous individuals in related or connected professional areas (Indigenous employment); Engagement and outreach with Indigenous communities (collaboration); Projects involving Indigenous clients (collaboration); or Collaboration with Indigenous individuals in incorporating Indigenous design (collaboration). | <p>Responses indicate mixed experiences regarding Indigenous representation in landscape architecture and Indigenous students' enrollment in landscape architecture programs at universities. Some institutions have reported limited or no increase in Indigenous representation or enrollment. However, there are efforts being made to address this issue, such as offering design programs focused on Indigenous students and creating pathways to accept Indigenous students with diverse academic backgrounds.</p> <p>Some universities have organized Indigenous design conferences and engaged with Indigenous communities to highlight Indigenous issues in their project work. There are also initiatives like Indigenous access pathways and preferential higher stats for equity-seeking groups to promote inclusivity and diversity in the field.</p> <p>While there have been a few success stories of Indigenous students excelling in landscape architecture programs and finding jobs in the industry, the overall progress towards increased Indigenous representation seems slow and faces challenges related to messaging, attracting others, and historical exclusivity in the field. Efforts are being made, but it is acknowledged that significant change may take time to achieve and align the profession with broader societal representation.</p> |

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| <p>13. Is climate change causing landscape architects to modify their approach to or design of projects?</p> <p>Prompt – if necessary: This could include changes to:</p> <ul style="list-style-type: none"> i. Materials (including material sourcing and material sustainability); ii. Vegetation; iii. Shade; iv. Colour palettes; v. Cooling; and vi. Energy/water efficiency. | <p>Climate change has had a significant impact on landscape architects' approach to and design of projects. Students are now being taught to understand climate change as a human construct and its associated justice implications, such as heat islands and shading disparities. Additionally, there is a greater focus on locally sourcing materials and considering the ecological impact of design decisions, including stormwater management and green infrastructure. While some argue that climate change considerations have always been present in the field, it is becoming more emphasized, and landscape architects are increasingly integrating climate adaptation strategies into their work. At some universities direct classes are being created, such as climate resiliency courses.</p> |
| <p>14. Can you provide examples of prominent research or academic projects or case studies that you think best exemplify these contributions?</p> | <p>Prominent research and academic projects in Vancouver include False Creek and Senak, both part of land back efforts, contributing to addressing housing issues with rental housing and rethinking design practices. Jericho Lands, run by the same development company as Senak, offers opportunities to explore land back and design decision-making with a focus on indigenous knowledge.</p> <p>The University of Toronto's MLA program has a Centre for Landscape Research that houses numerous research projects tied to classes and curriculum. The program focuses on climate resilience, climate justice, social equity, and indigenous youth involvement in research. Additionally, they have a partnership with the Grit lab for testing green systems on roofs and have hosted a conference on blue-green infrastructure in the Great Lakes basin.</p> <p>Halifax showcases several landscape projects in response to climate change and natural disasters. Spring Garden Road and Argyll Street have undergone reconstruction, and the Halifax waterfront development accounts for potential flooding by placing retail and restaurants on the ground floor. Hurricane Juan's impact led to a determination to avoid occupied regions within 2.5 meters of the high-water line, while Point Pleasant Park's resilience was enhanced through tree replanting after the hurricane.</p> |
| <p>15. Do you have any other comments or observations on the landscape architecture profession that you would like to add?</p> | <p>Some participants note the lack of focus on critical issues like climate change and reconciliation in landscape architecture curriculums and accreditation requirements, which could lead to potential harm if not addressed. They believe that the profession should include values like equity, diversity, and inclusion and reconciliation in its accreditation process to be more accountable.</p> <p>There is a discrepancy between the aspirations of the landscape architecture profession and the reality of the current practices. Not all individuals in the field have equal opportunities for involvement due to varying levels of access to continuing education and registration requirements across provinces. While some projects exemplify positive responses to climate change and engagement with Indigenous communities, participants emphasize the need for effective policy changes at a larger scale for land use planning and development.</p> <p>Calls are made for increased collaboration between academic institutions and private organizations or municipalities to tackle real-life problems through data-driven design in landscape architecture. The focus is on practical and useful research that addresses relevant challenges.</p> |

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