



IFLA
INTERNATIONAL FEDERATION
OF LANDSCAPE ARCHITECTS

2010 - 2014



IFLA

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OF LANDSCAPE ARCHITECTS

This publication is dedicated in the first place, to our colleagues leading IFLA in the following terms, as a documentation of our way through the development of the organization during these last 4 years. Of course it is also meant to be an acknowledgement to the work for all my colleagues that contributed as EXCO members and committee chairs and members to the development and success of the organization. This is also dedicated to all IFLA member organizations and its members all over the world, MANY of them who are so special friends of mine, incredible people, with those I had the privilege to share amazing moments! Finally this is dedicated to all people interested in our profession and to all persons that value honorary work!



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2010-2014 - Four Years Chairing IFLA

Desiree Martínez
President IFLA

The Beginning

It all began in Rio de Janeiro in 2009, as I arrived to the apartment that some IFLA friends had rented together. Virginia Laboranti asked me right as I was entering the room if I wanted to be nominated to be the next IFLA-President. I could not say a word. The idea of becoming IFLA President had never crossed my mind. Later during the World Council, Diane Menzies, the then current president, also asked if I was interested in the nomination.

After a couple of days I decided to take the challenge. I had been attending IFLA Congresses for 10 years, first as Mexican delegate from SAPM and then as the Regional Secretary for the Americas. I was convinced that the work done by our world-wide professional organization was important. I have always loved our profession and thought, either you respond positively or you just stop participating.

It was during the World Council in Rio de Janeiro, that we decided to pursue an International Landscape Convention together with UNESCO; a project that would be important during my entire term.

Because of a mistake on the ballots the election caused some controversy. Nevertheless, the support of many associations was unbeatable and I had the honor to step into the position after the 48th IFLA World Congress in Suzhou, China.

World Congresses

I attended the World Congress 2010 in Suzhou, China as the elected President. It was a very successful event. IFLA's presence was felt everywhere in the City of Suzhou, red balloons adorned the blue sky and our Chinese colleagues graced the event with a splendid solemnity. I will never forget the

opening event of the memorial wall, with all logos of IFLA members framed with the most beautiful Chinese girls in red. It brought tears to my eyes, it was so overwhelming!

One of the most important decisions made during the World Council in Suzhou, was to appoint Kathryn Moore as chair for the International Landscape Convention project and Martha Fajardo as Co-Chair focused in the Americas.

In 2011 we met again in Zurich, Switzerland. It was my very first time to chair the World Congress and I was quite nervous. We had some difficult issues to address and hard decisions to make. Thanks to the understanding of the delegates of the World Council and the support of the EXCO, especially Nigel Thorne, Vice-President of Europe, who volunteered to take over the vacant treasury for an interim term until a new officer was elected, everything developed well and we had a successful meeting.

I remember the accurate and punctual organization of our BSLA colleagues, everything worked just as a Swiss Watch! The Congress was perfect. It took place in a beautiful setting beside the Zurich Lake and had a friendly and wonderful atmosphere! I absolutely loved the moment I had the honor to bestow Cornelia Hahn Oberlander with the SJGA. We connected from the beginning and cherished each other from the first moment. The incredible party at the Zurich Lake was really unforgettable, I think I never danced as euphorically as I did that night!

2012 took us all the way to Cape Town, South Africa. After the foundation of the Africa Region of IFLA that was

successfully completed that same year, the venue of the Congress was really a stroke of luck! Africa was, from the first time I set foot on its soil, VERY special for me. The connection between the people and the landscape can be deeply felt.

The World Council meeting was wonderful. Ilya Mochalov, our (at that time) recently elected General Secretary “took the bull by the horns” (as we say in Mexico), and began to implement issues that had been long outstanding; a virtual office in Brussels, which is much more representative and less expensive than the office we had previously, the digitalization of IFLA’s historic files and their online availability through the René Pechère Library Webpage and the organization of IFLA’s legal situation, having been founded in France but now operating in Brussels.

We also decided at this World Council meeting, to begin with the Strategy Planning process. This was a crucial step to reshape our organization in order to more efficiently complete our tasks as an international organization representing our profession. Our SJG-Awardee in 2012 was Prof. Mihály Mócsényi, former IFLA-President and an outstanding representative of our profession in Hungary.

The congress was splendid! Many participants enjoyed the tours in the afternoon through the amazing landscape of Cape Town. We visited the most southern point of the continent, the Cape of Good Hope and Cape Point. An amazing African party with a huge and delicious cake closed a warmhearted congress. Since then I keep the African Sun in my heart.

IFLA's 50th World Congress took place at the end of the Earth in Auckland, New Zealand; a green jewel on our planet! The World Council revolved around the Strategy Plan. Workshops and discussions generated the most interactive council I ever attended. I deeply thank the engagement of the delegates and of course, the EXCO and our facilitator Mike Owen.

The Opening Ceremony of the congress had a very special traditional and spiritual touch. Following the Maori welcome rituals, all participants had the opportunity to get immersed in a magical atmosphere. We were received by a representative of the Elder Council of Auckland, who welcomed us and wished us all well. With this beginning, the congress could only become a huge success!

Once, again the tours were magical. The omnipresence of the Maori Culture touched our hearts. The beautiful volcanic landscape with its unique vegetation charmed all of our senses.

The congress ended with the Tamaki Makarau Declaration and a deep commitment to landscape.

The next congress will be in Buenos Aires, Argentina, in my home Region. I am sure it will also be a success, closing an IFLA term and a cycle in my life. Touring through all IFLA regions, getting to know amazing landscapes, wandering through all continents, having incredible experiences and getting to know the MOST wonderful people in the World, landscape architects!!!

Regional Conferences and The General Assembly

Invited by our regional vice-presidents, I had the opportunity to attend several regional events.

In Asia Pacific I attended a conference in Bangkok, Thailand (2011) and in Kuching, Malaysia. Both events were perfectly organized and I had the opportunity to share experiences with my dear friends and colleagues in the Asia Pacific Region. The ancient garden and landscape culture in Asia is profoundly rooted in people's identity. It is no wonder that a dominant topic that unifies the region is cultural landscape.

Additionally, I feel surprisingly at home in this region. I find so many similarities to our (Mexican) indigenous culture in markets, food and land-use.

The delegates in this region share a deep friendship. During all of the meetings that I had the chance to attend, in both regional and world events, I always felt that there was a deep understanding and respect among APR members. The region is blooming, based on their deep cultural roots, sheltered by their warm friendship and driven by their openness to face the challenges of our times.

The foundation of the Africa Region during the Africa Symposium in 2011 in Nairobi, Kenya was without doubt a highlight of my term. I was really lucky to witness this

wonderful moment in IFLA's history. The work of so many people, among them James Taylor, Hitesh Metha, Martha Fajardo and Ingrid Duchard, finally crystallized into the good will and enthusiasm of African Landscape Architects willing to work together to foster the development of our profession in the region. I really want to thank all IFLA delegates and officers that contributed to the achievement of this goal, in and outside of Africa.

Last year in 2013, we met again in Abuja, Nigeria, for an Africa Symposium, with the theme "People and Landscape". This theme really describes how African people feel a true unity with landscape. The Symposium was a definitive step towards the consolidation of the region. The regional EXCO was elected, considering all member national associations in the region. They began to work on developing strategies and agreed to organize a regional event every 2 years.

An understanding within the African region of IFLA is precisely the link between people and landscape in addition to the enthusiasm and working energy of African landscape architects. There are still many nations with very few landscape architects within Africa and the continent is huge. However I am very confident that our African colleagues will make it because they are creative, flexible and smart! I wish only good things for this region. I left my heart in Africa!

I also was invited by the IFLA-Europe vice-president at that time, Nigel Thorne, in 2013 to Berlin. It was a very European, simple, elegant, sustainable and efficient event. I enjoyed seeing my dear European friends and spending time in Berlin, which is a city I truly love!

Ana Luengo was endorsed as the new IFLA-Europe Vice-President; a wonderful and brilliant woman. All other new officers are also great people who are enthusiastic landscape architects. I see sunny times for the European region. A significant memory I take from this experience was the Havel boat tour. I remember gazing at Berlin's incredible urban nightscape, celebrating with friends and feeling terrific.

It was then that the BDLA celebrated its 50th Anniversary. We had the opportunity to attend the BDLA Awards and a big "Birthday" party at the Allianz Foundation Building, with an amazing view of the Quadriga at the gate of Brandenburg.

The EXCO fostered my attendance to all of the America Region conferences, in Santiago de Chile, 2010; Punta del Este, Uruguay in 2011, Medellín, Colombia 2012 and Loja and Guayaquil, Ecuador, 2013. Our American Region shares so much! We have very few official languages: Spanish, English, Portuguese and French for an immense Region. Verbal understanding is extremely easy. Furthermore, the history of many countries has similarities. We share common problems and culture. Nevertheless the continent is diverse and rich, has dramatic topography, many different ecosystems and complex traditions. The Americas live in the tension between alike and different.

A special highlight within the conferences was the development of the Latin American Landscape Initiative. It began to develop from the first meeting in Santiago. Medellín, where we signed it, was the culmination. In Loja, lots of progress was presented. Martha Fajardo has done an excellent job moving the initiative forward.

The main challenge for the region is to even out the differences between the member nations regarding education and professional practice in our profession. It is a lot of work, but I am sure the region will achieve this through the exchange of experiences and collaboration.

Working with Partners and IFLA Projects International Landscape Convention - UNESCO

After having approved the pursuit of an International Landscape Convention in Rio de Janeiro in 2009, together with UNESCO, following the example of the European Landscape Convention in Suzhou, we decided to approve the document sent by UNESCO's Assistant General Director for Culture. It was at this time that we began to plan and implement actions towards an International Landscape Convention.

One of the first steps towards implementing an International Landscape Convention, was an expert meeting in Paris, convened by UNESCO. Francesco Bandarin, Assistant General Director of UNESCO, Pietro Laureano and Mechthild Rössler from UNESCO, Maguelonne Degeant-Pons from the Council of Europe and other outstanding personalities took part in the meeting. Representing IFLA we had Kathryn Moore, Patricia O'Donnell, chair of the Cultural Landscape Committee, Xiaoming Liu and Martha Fajardo.

It seemed that the Convention had a good chance to be approved by the UNESCO General Assembly. With the invaluable help of Mónica Pallares (Mexico-Delegate), Shirah Cahill (IFLA-News Editor) and Claudia Suarez (General Secretary SAPM), we sent more than one hundred letters to all UNESCO ambassadors, linking them to our IFLA delegates in cases where they were member countries. Nevertheless, the initiative failed because of financial reasons. The "top down" strategy was not feasible in the short term. However, neither our partner UNESCO or IFLA wanted to abandon the initiative.

Martha Fajardo, together with the associations of the Americas, began to develop the Latin-American Landscape Initiative. This was a commitment to landscape, with origins in civil society, socialized and fought for from the roots to the top.

It began to be successful and to grow. It contagiously spread from one country to another. UNESCO was amazed by the success of the initiative.

In 2012 we met our UNESCO partners again in Florence at an event on "International Landscape Protection", where the International Institute of Traditional Knowledge was launched. After wonderful presentations and a remarkable engagement to landscape from the majors of many Italian municipalities, we ended with the "Florence Declaration for Landscape". This document, besides being a commitment to the safeguarding of landscape, calls UN-offices, governments and civil society to engage in landscape.

The Latin American Landscape Initiative, which has gathered National Landscape Charters from most of the Latin

American Associations(LALI), has already advanced into the legal framework for landscape management in some countries. In others, landscape observatories are being developed. The concept landscape is on everyone's mind.

At the last APR-Regional Conference in Kuching, Malaysia, the delegates decided to promote a landscape initiative. This illustrating that the landscape virus has jumped from one Region to another.

UN-HABITAT

We have been working with UN-Habitat through the Habitat Professional Forum (a body of several NGOs representing professionals linked with human habitat), together with our partners UIA and ISOCARP. The relationship with this UN agency has become closer since Joan Clos became the Executive Director. At this time we are trying, together with ISOCARP, the Federation of Iberoamerican Urbanists (FIU) and others to implement a project called "The Age of the City", seeking a new urban paradigm. I personally think that landscape architects are already working towards implementing this new urban paradigm.

Through our work at the HPF we have been present and therefore represented at the World Urban Forum 5,6 and 7; in Rio de Janeiro, Naples and Medellín. We have also contributed with ideas and principles. Our goal is to have significant outcomes at the Habitat III Conference in 2016. There is still a lot to do and it is very interesting to work together

with other professions, since interdisciplinary work has always characterized landscape architecture projects.

Jinzhou-Project

The Jinzhou Project was a very special and joyful task within this term. It is an example of a real "win-win" project. We helped the Jinzhou government, supported by the government of the Liaoning Province, to choose 20 international landscape architects to design the concept for a garden at the "Landscape Art Exhibition" in Jinzhou, China.

- The exhibition won through the interesting and beautiful designs of 20 landscape architects from all over the world.
- The designers won, participating in this international project. Some even establishing business in China after Jinzhou.
- IFLA won in experience and through the support of the Jinzhou government.
- We all won by making wonderful friends!

Alan Titchener and Xiaoming Liu did a great job organizing the jury, linking the designers with the government officers and the Chinese landscape architects working on concept implementation. Without their engagement it would not have been such a success.

Projects like this can be considered in the future, taking into account the experience we gained in Jinzhou. The organization is a lot of work and therefore it should not be voluntary. However there is much experience to be gained. Big thanks to all of our friends in Jinzhou and the Liaoning province, to all IFLA volunteers that participated as the jury and as organizers and to the designers!

Strategy Planning

A crucial task within this term has been the strategy planning process. It has been hard work for the appointed SPG members, chaired by Diane Menzies and Bruno Márques, but also for the members of the EXCO and all delegates. Our facilitator, Mike Owen, has made work easier and directed our efforts on the right track. All of us have been involved, including all delegates. In my opinion, the outcome is impressive and very important if IFLA is to evolve into a more influential and efficient body.

Besides the SPG members and Mike, I want to specially thank Nigel Thorne who drafted the new (slimmer) Constitution, that works together with “Robert Rules of Order ” and of course Ilya Mochalov, our Regional Secretary, who is following up on the actions to be taken before the World Council in Argentina, with emphasis on the selection process of the executive director.

I wish IFLA tremendous success while implementing the new strategy plan, which is actually based on the strategies

that other associations, even member associations are now following.

It was time to change and we had to respond to this expectation from our members.

National Events and daily work

I have been invited to several wonderful national events. In this way, I had the opportunity to glimpse into the organization of our members in their homes. It was always a special and enriching experience. I hoped that I could somehow contribute to raising the profile of the profession, to motivating members and students and to encouraging landscape architects to organize themselves.

I want to mention 2 of these National Events because they are directly linked with other IFLA-projects:

- The meeting in Beirut at the American University to foster the formation of a National Association in Lebanon. This being the first step towards forming a Middle East Region of IFLA. At the last APR meeting Mohammad Motalebi from Iran, who is in contact with our Lebanese colleagues, has taken the lead in its formal organization. All looks good for its development!
- The homage to Gonçalo Ribeiro Telles, by the Gulbenkian Foundation in Lisboa, which allowed me the honor of

meeting an outstanding representative of our profession, a man who has worked on all possible levels, as a designer, a teacher and as politician; a man who has always focused on how to enhance life and environmental quality through contributions in landscape architecture. It was incredible to meet one of our greatest SJG-Awardees!

The day to day business as IFLA President takes a substantial amount of time; daily emails, monthly Skype meetings and many corresponding tasks. There is never a dull moment. On the one hand with our many projects, but on the other with constant problem solving like in the case of our hacked webpage, which was very hard to recover.

All of this work implied working with you, the wonderful and talented people of this organization. Thanks to the expertise of Pawel Gradowsky, Bruno Marques and to the experience of the Communication Committee members of the regions, we were able to get our webpage running again, which is an essential communication tool for us.

I deeply thank you all for having given me the opportunity to serve as IFLA-President these last 4 years. I cherish you all; national associations, beautiful countries and amazing cultures! This last year has been hard work, but the best reward I have is to count on you all as friends. Through IFLA we are able to be connected throughout the world!

Thank you!



25 Years IFLA-EUROPE

Ana Luengo
Vice-President IFLA-EUROPE

The functional rearrangement that IFLA is undergoing is the focus of everyone's attention. This comes as no surprise, as this may be the most profound change that the International Federation has undertaken since its foundation.

Nevertheless, without undermining this fact, we must not forget that other regions' Federations such as Europe are also in need of reformulation. Twenty five years have gone by since IFLA's creation, and this year when we celebrate our Silver Jubilee there is much to be proud of and much to meditate on.

In April 1989, ten professional landscape architects from all over Europe met in Vilvoorde (Belgium) and decided to create the European Foundation for Landscape Architecture. It was a group of people who had witnessed in 1948, the creation of the International Federation of Landscape Architects, and who believed that our way of perceiving and understanding the world –derived from our profession- could contribute to its development.

Since that date, IFLA Europe has continued to grow. Each year we have grown in number, so that now we are comprised of 34 national associations, members and affiliates. Such a willingness to unite backs up the Federation's work throughout the years. This is the result of the conscientious and generous work of not only the members of the Executive Committees which have steered the Federation during this time, but of all the members that have actively helped in its organization.

Paradoxically though, this increase in national associations hides a decrease in individual members' numbers. The reason for this seems obvious to many. The economic crisis which Europe is undergoing makes membership unaffordable to many landscape architects. My personal opinion is far more critical. Undoubtedly members are having a hard time, but if they really considered their fee to their National Association as an investment in their future, they would continue giving us their support. If they are unable to do so,

we must strive to understand the cause and simultaneously strengthen our structures.

Furthermore, and borrowing the concept from Gilles Clement, we are not only suffering an economic crisis but rather an ecological one (both economic and ecological) whose planetary repercussion is without precedent in the history of our civilization. This turning point in our historical evolution and the one which we are bound to live through provides an overwhelming opportunity for our Federation if we are able to reformulate its initial value into a new dynamic.

The European Landscape Convention has made plain what all of us already knew; the rich complexity of the landscape mosaic which characterizes all of our nations. This multiculturalism is understood as a striving for biodiversity that in its own time and not in contradiction, defines our common identity. With this in mind, there is a lot yet to be done in our own countries with regard to our National Associations, optimizing the network between them as a means to transfer knowledge, solidarity and mutual understanding.

Throughout millennia our “Old World” has been a source for these values, helping to establish a model for countries all over the globe. However at the same time we have managed to create and export a highly unsustainable lifestyle. The European crisis we have spoken of before seems a nimety, even an affront to the economic and social reality that other regions of the world perpetually live in. The fact that we are part of a structure with a world-wide scope (IFLA) allows for multiple possibilities to define our vocation as well as our own way of seeing the future as landscape architects.

My personal belief is that it is in this scenario of change where we must elaborate our vision of the future. The crisis we speak of so much is nothing else than the visible symptom of the end of an economic model. The new global system which will emerge in the next handful of years will be vitally transcendent for us and future generations. Today, all of the members of this Federation are part of a world undergoing a deep transformation. We must be confident that our professional skills will enable us to elaborate a new ideal and have society trust us in this challenge.

I do not know if reading Darwin too much has made me believe in biological determinism or even “federative” determinism, with regards to our associations. However it seems logical that precisely in the years that all the IFLA documents at the René Pechère Archives in Brussels are being filed and ordered, we are starting a new pathway. It is basically like driving ahead while keeping an eye in the rear view mirror!

This is basically why IFLA Europe is rejoicing this year. Thanks to the unceasing work of all our members in all National Associations, in working groups, or simply dealing with their professional work in an exemplary fashion, we have the privilege to celebrate IFLA Europe’s Silver Jubilee. Its aim is to show the rich complexity of the landscape mosaic characterizing our work, which deals with nature and culture and considers man and society the focus of its beliefs. We invite you to join us, so as to establish the foundations for the constant and dynamic change that our Federation is in need of.

IFLA and the need to embrace strategic change

Nigel Thorne

IFLA-Europe immediate Past Vice-President

Change in most organizations is rarely anything other than difficult to embrace. For a wide-ranging, long-standing operation such as IFLA, it may be particularly troublesome to confront. If we review just how dramatically the Federation has changed since its inception back in the 1940s and compare this to what we have before us today, it would be foolish to think that we could continue to operate along similar lines to when we first started out.

We acknowledge that over the years there have been many things that have been tweaked and refined to a certain degree but as with all things, eventually the revue has to be of a much more fundamental nature.

The profession of landscape architecture has progressed in so many ways since the early days of the Federation. Now we embrace a significantly more diverse but also an increasingly

more specific range of skills, knowledge, understanding and research than ever before. Thus, making the profession inordinately difficult to clearly and succinctly define no matter how many of us may try. Equally, the Federation represents many more countries across the globe than we first did which makes it all the harder to ensure that a comprehensive, unified voice is truly representative at all levels of international engagement. The languages; the cultures; the level of national development of the profession all differ considerably in different parts of the globe demanding the Federation to react in a way that allows for the increasing pace of dynamism and change. To quote a much-hackneyed phrase, but one that we within our profession need to acknowledge unflinchingly, change is inevitable.

Thus, as an international organization wishing to be at the forefront of global development, we have needed to review exactly where we are and what we represent in terms of our basic building blocks and organizational structure. The workshops at our recent world councils have identified clearly that change is needed and hence, we have determined a strategic review process, lead by volunteer members with impartial professional advice that is now beginning to formulate the fundamental alterations that we need to put into place.

Our constitution, by-laws and rules of procedure are the basic building blocks that demanded immediate attention. Unless and until these are able to reflect and respond to the demand for strategic change then the Federation will forever be restricted in what it might wish to achieve. As mentioned, over the years there have been many slight

alterations, inclusions and omissions to try and adapt to the needs and wishes of the moment but eventually, there would always come a time when a fundamental review had to be undertaken. That time is now.

You will all soon receive the first draft of the proposed changes. The documents, where possible and practical, try to identify the comparative areas of the existing agreements and, hopefully, it will be obvious what we are trying to achieve. All such documents, whilst setting out the basic rules and guidelines, should be non-prescriptive and allow the Federation to be appropriately dynamic and aspirational. They must not be unnecessarily restrictive, allowing for open debate within the membership when something untoward needs to be decided. Certainly, the constitution needs to be simple and concise, allowing for the by-laws and rules of procedure to take the greater emphasis in relation to operational guidance and restriction. The latter can be more easily and more readily adapted at world council meetings, rather than having the more tortuous task of constitutional revision, which will always involve financial implications when dealing with lawyers and legal matters.

So, on being asked to review the new proposals, due for discussion and thorough interrogation at the next world council meeting in 2014, please ensure you look at them with an open mind and from a strategic operational point of view. This is about our future as a global Federation representing an amazingly dynamic profession. IFLA needs the basic tools to allow us to be and do what the membership as a whole can believe in. These revised documents are an attempt to allow this to happen.

Challenges, Opportunities and Achievements



Carlos Jankilevich
Vice-President IFLA Americas



In this brief essay, we highlight key challenges, opportunities and achievements that marked IFLA activity between May 2010 and June 2014. The latter, from the point of view of the Americas Region as well as that of IFLA's Executive Committee's operation, both at the World and Regional level.

Challenges

At the beginning of our administration we find the same challenges that have marked the last decade, many of which still stand. These problems include the rapid growth of cities in metropolitan areas, the massive construction and destruction of the built environment, the loss of the "genius loci" (sense of place) and the rate and multiplicity of changes, such as: climate change, socio-economic and technological change, among others. Also, the nature of the demands and complexity of the expected responses pose important challenges to landscape architects. Among such challenges it is worth noting the need for the global recognition of our profession, the consideration of landscape as a resource and as an instigator of change and the access to landscape as a right of all citizens and indicator of their quality of life. Additionally, it is important to consider landscape management conducted in a sustainable manner, through best practices based on communities, nations, cultural values and identity.



As for our professional organization we face the urgent need to update our strategic plan and our organizational structure.

Opportunities

Along with the problems and challenges mentioned above, we find a range of opportunities that are motivators for



past and present actions. We can mention among these, the enormous diversification of our profession and the growing number of education and training centers; the implementation of landscape architecture as a resource for democracy; the rediscovery of cultural identity values; the possibility of greening urban core areas, deserts and deforested areas; heritage restoration; the benefits arising from the metamorphosis of the landscape and recycling and reuse as a means to new solutions together with the positive utilization of tourism.

From the point of view of our organization, the opportunity to reflect, discuss and work together to update and redefine the form and structure that will allow us to achieve our goals through the implementation of the proposed changes is of the utmost importance.

Achievements

Definitely one of the most important achievements was the development, proposal and eventual adoption of the new Constitution and Bylaws of IFLA, which opens the way for change.

During the past four years, although a significant number of country associations and members of IFLA have successfully established the profession and contributed to its expansion and appreciation in their nations, some of them have lacked awareness and official recognition regarding the existence of landscape architecture as a profession and the concept that landscape architects are the suitable professionals to practice it. In this regard there was significant progress in

Brazil, Spain and Italy. IFLA empathized and actively supported these processes. One example of which is the “Loja Manifesto” signed in October 2013, in Ecuador.

Another important achievement was the worldwide development of joint projects between IFLA and local governments. One example of this is the Jinzhou project, China (2012-2013), convened and implemented through the participation IFLA members from around the world.

In IFLA Americas, one of the most outstanding achievements was the launch of the LALI (American Landscape Architecture Initiative) in October 2012, in Medellin, Colombia. This is a pluralistic initiative that encourages communities to organize from the bottom up as a contribution to the “Global Landscape Convention” jointly promoted by IFLA, UNESCO and other NGOs.

Likewise, the Capacity Building Project continued its expansion and strengthening. Another noteworthy achievement is the Regional Project of the Americas based on studies from fourteen different countries in which a landscape information and communication network was set up and is consolidating.

IFLA has been transformed and re-structured while amending and updating its strategic planning. Thus gradually, important goals are being reached. Among these targets the access to greater autonomy by the regions is on its way, including the ability to have legal existence and generate and manage their own funds, while maintaining the opportunity to organize and coordinate working groups for global action.



The arising of IFLA-Africa

Tunji Adejumo
Vice-President IFLA-Africa

Introduction

The seed of the IFLA Africa chapter was first sowed as the African Working Group in 2005. After being properly watered and nurtured, it gave rise to the IFLA Africa Forum that was held in Dubai, UAE, on January 22, 2008. The purpose of the forum chaired by Professor James Taylor was to bring together men and women of like minds with a focus on developing an action plan towards a full fledged IFLA Africa Region. The dream materialized and bloomed culminating in the 2nd IFLA Africa Symposium held on African soil in Nairobi Kenya between the 5th and the 7th of October, 2011. The symposium theme “Landscape Architecture in Africa: Status of education, practice and future challenges” gathered landscape architects from the continent and IFLA Africa Forum members to lay the foundation for the IFLA Africa Region. On the 7th day of October Professor P.G. Ngunjiri (Kenya), Mr. Herman de Lange (South Africa) and Niyi Kehinde (Nigeria) were elected



as the first set of IFLA Africa Region executive members. The three nations were considered as growth poles to enhance the development of the profession of landscape architecture in Africa. The fourth nation, Morocco joined a year later to form the hub of North African nation's landscape developmental activities. Progress in the last four years will be considered in detail along the four geographic poles.

Kenya

Landscape Architects in Kenya are organized under the Landscape Architects Chapter of the Architectural Association of Kenya (LAC-AAK). During the Chapters' Annual General Meeting in February this year a new council was elected to take over leadership for the next two years. The new council consists of young and dynamic professionals led by the Chairman Mr. Arthur Adeya. Upon being elected, the Chapter Council immediately set out an agenda to guide activities for the next two years. High in the long list of priorities is the need to engage the national and county governments on the inclusion of landscape architects in policy formulation, employment and built /natural environment projects. To this end, the chapter is developing an advocacy strategy, targeting government agencies and policy makers. We hope to report many breakthroughs and milestones in the coming months.

The need for a legal tool to regulate the profession in Kenya has been a pressing one for over a decade now. Several efforts over this period finally culminated in the drafting of

the Landscape Architects' Bill 2011 which was submitted to the Attorney General through the then Ministry of Public Works. However, due to the restructuring of government and the avalanche of legislations before parliament due to the recently enacted Constitution of Kenya, 2010, our efforts to push through the bill have been slowed down. In spite of the challenges, landscape architecture in Kenya continues to grow in magnitude and stature. Within the wider Architectural Association of Kenya fraternity, our visibility and recognition continues to soar. During the Associations' Annual Convention in August this year, the chapters' contribution to the development of the Convention's themes and topics was unsurpassed. The numbers too have been growing. Since the IFLA Africa Symposium, 2011 which we were privileged to host, membership to the Chapter has doubled from 40 to 80. The classes in the Department of Landscape Architecture at the Jomo Kenyatta University of Agriculture and technology have nearly doubled too. Moreover, a second university; the Bondo University College is showing interest in starting a landscape program.



Kenya was also represented at the recently concluded 3rd IFLA Africa Symposium 2013 in Abuja, Nigeria. Senior member, Hitesh Mehta joined the Chairman Arthur Adeya and other members of IFLA Africa in ratifying the Abuja Declaration. Kenya looks forward to playing its part in the realization of the commitments made therein. Once again, Kenya has been honored with the opportunity to host the 4th IFLA Africa Symposium in 2015, a premium event on the IFLA Africa Calendar. The Landscape Architects Chapter of the Architectural Association of Kenya (LAC-AAK) takes this early opportunity to promise a worthy event.

Morocco



The “Association des Architecte-paysagistes du Maroc” (AAPM) came into being at the end of 2010. The 13 member organization is still struggling to practice in a country where landscape architecture is not a recognized profession nor controlled in any way. Anyone can set himself or herself up as a landscape architect without necessarily having any prior training or adequate experience. In the absence of any standards in this regard, it was AAPM’s first priority to seek recognition from IFLA so as to have an internationally recognized bench mark to give the members credibility and to have the support of an organization ready to defend landscape architecture standards. The battle will be long and hard, especially with so few members – and even fewer active ones. The assistance of Marie-Claude Roberts, recently retired Director General of the Quebec association, provided invaluable support and assistance in preparing

Morocco’s application for admission into IFLA. AAPM was admitted during the Zurich conference in 2011. The IFLA 2012 Congress in Cape Town was the first direct contact with other members of the Federation. This was an important occasion for Morocco to make some interesting contacts and enlarged its international network.

In June this year a project to work on a Moroccan National Landscape Charter was launched. The starting point is a closer look at existing legislation that relates to the landscape. Preliminary studies revealed that the legislation talks more about architecture, cities, environment and sustainability, but very little about landscapes. In Morocco, architects are designated as the caretakers of the national territory, and there is no mention at all of landscape architects. Even the use of the terms “Architecte-paysagiste” is controversial as only architects are permitted to practice in Morocco. We do insist on using the hyphen to note that it is another profession.

The mandate of the first office bearers comes to an end in December 2013 and the General Assembly is programmed for the 7th of December in order to elect the new team. Although Morocco was unfortunately not able to be present at the Abuja conference in October 2013, AAPM endorsed the Abuja Declaration and is committed to participating in the work of IFLA Africa to raise awareness of the profession and the quality of our landscapes across the continent. The new Treasurer of IFLA Africa comes from AAPM. In parallel, AAPM is seeking to reinforce a network across the Mediterranean and has recently attended the General Assembly of the “Fédération Française des Paysagistes” (FFP) in Marseilles with this in mind. Morocco has also been invited to attend the inaugural meeting of the

new association in Tunisia scheduled for mid December 2013. This local contact will create a window for AAPM members who are all French speaking to be actively engaged in association issues. AAPM's second priority is to focus on landscape architecture awareness to the public in general and appropriate government offices in particular, through direct contacts, print media and web based actions. This has yielded satisfactory results as the International Landscape Convention got the cover page of a local construction magazine, Les Chantiers du Maroc, in June 2013. There was also good press coverage in the national daily paper (Le Matin du Sahara, June 19th, 2013) at the launching ceremony of the National Landscape Charter. Morocco looks forward to continuing on the long path ahead, and welcomes any input or suggestions from associations in similar situations. Please visit AAPM Facebook page;

<https://www.facebook.com/pages/AAPM-Association-des-Architecte-paysagistes-du-Maroc/128844167263189?ref=hl> or website at www.AAPM.ma

Nigeria

The Society of Landscape Architects of Nigeria (SLAN) was incorporated on June 10, 2003 seventeen years after IFLA admitted Joseph Ige Fasusi as an individual member. SLAN activities in the last four years were spurred by the Dubai IFLA Africa Forum meeting and Professor Taylor's subsequent visit to Nigeria between April 6th -8th, 2009. His visit coincided with SLAN's collaboration with the Department of Architecture at Ahmadu Bello University, Zaria and the

University of Lagos Akoka to commence their Master of Landscape Architecture programs. The idea of a Masters programs in Landscape Architecture is to produce graduates that may be interested in teaching at the Bachelor's level. We have successfully produced seven graduates in the Master of Landscape programs in 2012. Tunji Adejumo took over the leadership of SLAN as president on the 25th of April 2010. Focal point activities in 2010 were awareness creation in three universities including Ahmadu Bello University and the University of Lagos. The December 2-4, 2010 awareness program at the Federal University of Technology Owerri was meant to lay a foundation for a Bachelor of Landscape Architecture program to be implemented in the 2014/ 2015 academic session. The awareness exercises at the other two institutions during the April 2010 landscape Architecture week in Lagos and August 26th 2010 at Zaria were used to drum up support for the Master of Landscape Architecture programs and encourage the students. We repeated the same awareness programs in 2011.

At the 49th IFLA WORLD Congress in Cape Town South Africa, Nigeria was mandated to host the 3rd IFLA Africa Symposium. Between October 15th and the 18th 2013, SLAN with the support of the Federal Government of Nigeria held the 3rd IFLA AFRICA Symposium at Abuja. The symposium theme was People and Landscapes with the dual goal of developing a national landscape charter and promoting sustainable landscape education that will address complex environmental crisis compounded by recent climatic anomalies. The symposium communiqué stressed the importance of national landscape charters in African nations with the capability to trigger the development of the following frameworks:



- Frame work towards local designs that are globally accepted and sympathetic to the use of materials in contextual bioregions.
- National Urban and Planning Framework that minimizes the city's ecological footprint on the region
- Place Driven' public realm Framework
- Holistic National Landscape Framework centered on productive agricultural rural landscapes and preserving high biodiversity forested estates as genetic banks.

The symposium provided an opportunity to redefine the future of landscape architecture on the continent and the election of new IFLA Africa Region executives for another two years. Tunji Adejumo was elected Vice President (Nigeria); Graham Young, Secretary (South Africa); Carey Duncan, Treasurer (Morocco); and Hosea Omole Education Chair (Kenya).

South Africa

In January 2008 at a Special Africa Forum Meeting in Dubai the EXCO, chaired by Diane Menzies, suggested that in order for Africa and the Middle East to become an IFLA region of its own the 49th World Congress should be held in South Africa. David Gibbs, who attended the special forum meeting, subsequently travelled to the Netherlands mid 2008 to present a proposal at the World Council meeting held in Apeldoorn.

The proposal was accepted and the Institute for Landscape Architecture in South Africa had to start planning the event scheduled for 2012. David Gibbs was also able to attend the World Council Meeting in Rio de Janeiro, Brazil in 2009 (where Desiree Martinez took over the reins as IFLA president). Stuart Glen was also at the meetings in Suzhou, China in 2010. The planning for the IFLA World Congress 2012 started in all earnestness in 2009 with Cape Town being selected as the host city due to its popularity with tourists.

Meanwhile many of our part-time and full-time academics were able to attend the IFLA Africa Symposium held in Nairobi, Kenya in 2011 and several South African students entered the student competition. Two of the University of Cape Town students were within the group of winning entries. Also in 2011, David Gibbs, Clare Burgess, Antoinette Raimond and others were able to attend the IFLA World Congress held in Zurich Switzerland. At the closing ceremony the IFLA flag was handed over to David as a gesture that the next congress was to be held in South Africa. Keeping in mind the volatility of the tourist market and the recession experienced in many first world countries we were delighted to welcome more than 550 delegates. Although the venue, the Cape Town City Hall, was a logistical nightmare and the main auditorium not the best suited for projected presentations the sessions were well attended and the technical tours very popular. We were all pleased that the congress was such a success and to have met so many different landscape architects from around the world. Soon after, April 2013, Anthony Wain attended the IFLA World Congress in Auckland, New Zealand where he represented South Africa as well as presented a paper.

The 3rd IFLA Africa Symposium was held in Abuja, Nigeria in the month of October, 2013. Graham Young was one of the keynote speakers. Antoinette Raimond was also there as ILASA president. During the Symposium there was much discussion on how to facilitate the profession of landscape architecture in Africa. A new committee structure was proposed and adopted as well as the Abuja Declaration developed. The above would not have been possible without the continued support, guidance, advice and encouragement from Desiree Martinez (as IFLA President), James Taylor (as Chair of the IFLA Africa Oversight Committee) and Hitesh Mehta (as member of the IFLA Africa Oversight Committee). We thank them and look forward to working with the new IFLA Africa Region executive elected to promote and sustain the profession of landscape architecture in Africa.

Other African Nations

The IFLA Africa Forum and the IFLA Africa Region Executive files highlighted landscape architects in many African nations. Direct lines of communication will be opened up to Abigail Achiona Khonje in Malawi, Mary Krooma in Uganda, Anita Urasa in Tanzania, Nina Matriz in Namibia, Leonard Seburanga in Rwanda, Issa Habou in Niger Republic, Halima Aboubarca in Benin Republic and Tony Mensah in Ghana. Tunisia is currently warming up to constitute a national association. Landscape architects in the other nations will be encouraged to register as individual IFLA members and to relate with the closest landscape architecture growth pole in the continent.

Vision And 2014 Strategic Plan

The Abuja Declaration published in October's edition of the IFLA Newsletter is considered as the much needed modifier of the useful 2013 IFLA AFRICA Strategic Plan. Herman de Lange worked tirelessly to produce the document. The 2014 IFLA Africa vision is to become the leading non-profit Landscape Architecture organization on the continent committed to meeting the needs of the people through proper representation of the profession and the promotion of protective, productive and creative natural and built landscapes at all scales.

The short-term goal is to kick-start regional activities by creating comprehensive data banks for all landscape architects on a national basis and the submission of a 2014 Strategic Plan with associated regional budgets for IFLA Executive approval.





IFLA Asia Pacific Activities

Dato Ismail Bin Ngah
IFLA APR-Vice-President

The Asia Pacific region has been working diligently to promote the profession of landscape architecture.

The following article outlines the activities and tasks successfully executed in the APR region and with the support of the APR Vice President since the last WC meeting in Cape Town in September of 2012. Due to the short time frame between the last meeting in Cape Town and Auckland, there was not significant progress on activities in that timeframe. However, the region through its member countries has remained active in pursuing important events to elevate the profession such as the IFLA APR Congress in Shanghai, the IFLA APR Cultural Landscape Symposium in Malaysia and the membership drive.

In view of the strategic change that is taking place within IFLA many activities in the region revolve around positioning the region to fit into the overall new IFLA strategic framework, including the structure, finance and the constitution & bye laws.

IFLA World Meeting and Congress, Cape Town, September 3-4, 2012.

This meeting was attended by the APR VP Dato Ismail Bin Ngah on behalf of the outgoing VP Alan Tichener who could

not attend due to unavoidable circumstances. During the congress, Fumiaki Takano (Japan) was appointed as the new chair for the APR Communication Committee.

IFLA APR Exco, Council and Conference, Shanghai, October 22-24, 2012, organized by CHSLA and IFLA APR. On behalf of IFLA APR, the Jinzhou (world landscape art exposition) project in China was visited and reported 90% complete. 23 winning designs by world landscape architects were constructed. IFLA strongly supports this project and urges its members to support and visit the exposition. The opening ceremony will be held on May 10, 2013 and the IFLA World Exco has been invited to attend the event. There will also be a symposium on landscape and garden the day before the launching. The IFLA president will be invited to speak. CHSLA will be coordinating the event and symposium on behalf of IFLA.

The IFLA APR Conference organized by CHSLA and IFLA was attended by 800 participants. During this successful congress many activities took place including a keynote speech on landscape policy entitled Malaysian Experience. Hiko Mitani (IFLA Japan) was appointed to head the APR Membership Committee. Dr. Nor Atiah (ILAM) was appointed to head the APR Cultural Committee. The SHANGHAI DECLARATION was signed and adopted. This declaration envisaged the need to put in place a relevant law to govern

the profession, stressed the need to accredit the education program, the need for each government to endorse the LA registration and declared support for the International Landscape Convention.

Visit to the Singapore Institute of Landscape Architects. October 26-27, 2012. This field trip was organized by ILAM (Malaysia) and was attended by 30 participants. Landscape architectural works were visited such as the Garden by the Bay, the Botanical Garden and Horti-parks, all with the co-operation of SILA and NParks Singapore.

Malaysia Landscape Architecture Education Accreditation Program. November 6-8, 2012. This program was attended by the IFLA VP who was invited by the organizer ILAM. Two speakers represented IFLA APR; Prof. Tong M. Ahn (Korea) and Dr. Ariya (Thailand). Here, the Malaysian Government supported the accreditation program for landscape architecture education.

IFLA APR Cultural Landscape Symposium, Malaysia. December 2-5, 2012. This symposium was organized by ILAM and IFLA APR with the support of five universities; UPM, UiTM, UTM, UIA, USM. An opening speech was given to 70 participants from 10 countries and 15 speakers who attended the event. It was held in the cultural village of Paddy Field. Participants stayed in a rural setting in foster family houses under a home-stay program which was a unique experience. The IFLA APR CLC Chair position was handed over from Prof. Kim to Dr. Nor Atiah.

IFLA APR Cultural Landscape Committee. The next IFLA APR Cultural Landscape Symposium will be held in India and will be hosted by ISOLA later this year. At the same time Dr. Diane Menzies, as part of the IFLA-ICOMOS project, has also initiated the Rural Landscape World Agreement project to be carried out in the APR region. This project is meant to highlight management and change issues in the Heritage Cultural Landscape. Both of these matters are planned to be discussed in Auckland.

IFLA APR Education Committee. As Asia Pacific is undergoing rapid growth, the landscape profession needs to position itself accordingly. This is where landscape education has always been vital and important in the built environment. The committee has initiated a project entitled Development of an Asia Pacific Accreditation Scheme to streamline and structure education standards and professional practice in the region. These matters are also planned to be discussed in Auckland.

IFLA APR Membership Committee. The APR Membership Committee is now considering two countries' memberships; Mongolia and Vietnam as well as two individual memberships from Lebanon and Dubai. The WC meeting is expected to make a decision in Auckland.

IFLA APR Communication Committee. The Communication Committee is reviewing the IFLA APR Website to provide a better communication platform for IFLA members. This is also planned to be discussed at the World Congress in Auckland, New Zealand that will be taking place on April 10-12, 2013 and will be jointly organized by NZLA and AILA.

IPB (Institute Pertanian Bogor) Landscape Architecture 50th Anniversary. September 28, 2013. As per the invitation of the Indonesia Society of Landscape Architects (ISLA), the APR VP Dato Ismail Bin Ngah, presented a keynote speech entitled Global Design and Landscape Architecture in Developing Countries at the IPB. Judging from the students' design work and a visit to the landscape architecture faculty, it appears that the LA profession is booming in Indonesia.

IFLA APR Exco and Committee Chairs Special Meeting. October 19-20, 2013. This first ever meeting was called among the APR Exco and committee chairs to discuss among other things, the APR response to the newly unveiled IFLA strategic framework and the APR committee activities namely education, membership, cultural landscape and communication.

Even though the meeting fully supports the strategic change that is taking place within IFLA, great concern was expressed regarding financial issues outlined in the draft strategic constitution and bylaws. These financial issues stipulate that the region, especially the host National Association (NA) is to bear the cost of the World Exco's attendance of the World Exco Meeting and Congress and is to contribute 20,000 EUROS as part of the financial contribution to IFLA for having the right to host the congress and the meeting. The meeting felt that this was a huge financial burden to the host NA and to the region. This topic was also raised during the IFLA Exco meeting in Brussels and Skype meetings.

Singapore Landscape Architecture Award. November 22, 2013. As per the invitation by the Singapore Institute of Landscape Architects (SILA), the APR VP Dato Ismail Bin Ngah, became the head of the jury of the Singapore Landscape Architecture Awards in 2013 and attended the final judging process and the award presentation ceremony in conjunction with the SILA annual dinner. SILA also awarded an Honorary Membership to Mr. Richard Tan the former IFLA President, in recognition of his vast contribution to the landscape of Singapore. It is important to mention that the quality of the winning entries was worth substantial praise and was up to international standards.

International Conference on Green City Design, Bukit Tinggi, Indonesia. December 5-7, 2013. As per the invitation by ISLA and the community of landscape architects in Sumatera, the APR VP delivered a keynote speech entitled The Concept and Benefit of Green Cities at the International Conference of Green City Design, organized by the Agriculture Polytechnic of Payakumbuh, Bukit Tinggi, Sumatera, Indonesia.

The 4th IFLA APR International Cultural Landscape Symposium 2013, (INCULS) Ahmedabab, India. December 14-15, 2013. After the successful 3rd INCULS Symposium in Malaysia in 2012, the IFLA APR Cultural Landscape Committee organized yet another 4th International Cultural

Landscape Symposium in the cultural landscape region of Gujarat, Ahmedabab, India. The symposium and the IFLA APR cultural landscape committee meeting were attended by participants from Malaysia, India, Japan, Thailand, Korea, Spain, Germany and the USA. The symposium aimed at highlighting the importance of cultural and historical landscape through teaching, research and consulting in the region. It was chaired by Dr. Nor Atiah, the chairperson of the committee. Realizing the importance of such an event, the next 5th INCULS will be organized in Tehran, Iran from November 17-18, 2014.

IFLA APR Congress 2014, Kuching, Sarawak, Malaysia. April 27-30, 2014. Perhaps this is the most significant event that was held in the region within this period. The IFLA APR Congress 2014 was jointly organized by the Institute of Landscape Architects Malaysia (ILAM) and IFLA APR. It was attended by 450 participants from 21 countries and 61 were international participants. There were 5 keynotes and 33 papers presented during the congress. Apart from the congress, other events were also held that included; IFLA APR Exco and Council Meeting, International Student Charette, International Student Design Competition Award and IFLA APR Professional Award.

As the event was organized to celebrate the World Landscape Architecture Month, a special award was introduced as the joint IFLA APR-ILAM Award of Distinction in Landscape Architecture. The former Prime Minister of Malaysia, The Right Honorable Tun Dr. Mahathir Mohamad was the sole recipient of the award, for his outstanding contribution and far sighted vision to transform Malaysia into a beautiful garden nation by the year 2020. The award ceremony was witnessed by IFLA President, Desiree Martinez, IFLA APR council members and congress participants.

The IFLA APR Exco and council meeting was attended by delegates from 12 out of the 15 national associations. IFLA President Desiree Martinez, IFLA past President Diane

Menzies and the IFLA Treasurer were also present to give advice and participate in the meeting. We deliberated on the NA reports, the IFLA new structural framework, the IFLA Constitution and bylaws and reports from existing committees namely education, communication, membership, cultural landscape and finance. The meeting agreed that the present committee will be restructured in line with the IFLA world task forces due to be approved in the coming WC Argentina meeting. One of the major decisions made during the meeting was to embark on the establishment of the IFLA APR Landscape Convention in tandem with the ILC and LALI.

As decided in the IFLA Exco Meeting in Brussels whereby the IFLA APR was tasked to initiate the formation of an IFLA Middle East Region, the meeting agreed that the initial meeting and touch base will be done during the IFLA APR Cultural Landscape Symposium in Tehran in November 2014 . Mohammad Motallebi, President of the Iran Society of Landscape Architects (ISLAP) has been appointed as the lead person for the task. The meeting also decided as an interim measure that all potential applications from the Middle East are advised to become individual members under the APR Region after which a full fledged Middle East Region can be developed.

Issues of concern. The IFLA APR Exco and Council fully support the present initiative by IFLA to strengthen structure, governance and finance through the document; New Organizational Framework for IFLA. However, the IFLA APR Council view it with great concern and disagree with the proposal in the IFLA bylaws item 3.6.4 which states "The approved host member of IFLA shall pay a fixed advanced fee of 10,000.00 Euros paid to IFLA in 180 days before the date of the World Council and provide free registration and attendance at the congress for all IFLA Exco members (excluding any organized tours). The approved host member of IFLA shall pay a fixed fee of 10,000.00 Euros within 30 days after the date of the conclusion of the World Congress". The amount is obviously a huge sum for a host member within

APR to even raise to organize the event. It was also argued that organizing the congress is NOT a money making venture as has been proven in previous congresses. The whole objective of organizing the congress is to educate, promote and disseminate the landscape architectural profession to stakeholders and to the community at large. Who knows if in the future the congress will take on a different form. Information technology i.e. video conferencing will definitely change the way we communicate and organize congresses. When information is at our finger tips, the need for physical congresses will be less.

With the imposition of a heavy levy, the less developed countries within the APR will suffer immensely in the sense that it will limit their opportunity to bid for congresses. We believe different regions have different economic statuses. Except for a few, most APR countries have a very low economic per capita. The question remains, do we want to promote the gap between the haves and the have-nots.

Under the "New Organizational Framework for IFLA" item 5.2 states that " IFLA center's budget should cover the World Exco/Council, standing committees, main global task groups and central administration & secretariat costs. The costs associated with all these areas are to be financed from the center's revenue..." While we support this provision, the bylaws seem to interpret it differently.

The IFLA APR also supports the formation of the IFLA Standing Committee on finance and business planning and the creation of the position of executive director. It is hoped that a new and creative financial model will be derived from this committee that will benefit all regions. One good example is the Jinzhou Project in China where IFLA benefited greatly financially.

Much has happened in the APR Region. We hope to continue to grow and promote our great profession into the future.



Organizing The Organization

Ilya Mochalov, IFLA Secretary General

The following article outlines various changes put in place by the IFLA Secretary General to improve its organization.

IFLA Change of Address

Following the Decision of the IFLA World Council in 2012 I narrowed down our search to three final options.(Please refer to appendix 1). The final offers were submitted after I was able to visit and inspect the locations as well as finalize negotiations in Brussels in November 2012. It was proposed to the EXCO to choose the “Multiburo” offer, because of its good location, new office and excellent client orientated service. The price was similar to the Science of office center but the service much better. The final offer of Multiburo is attached in Appendix 2. The previous address (Av. D’Auderghem, 63, 1040 Brussels) is owned by a state company and once the rent period was finished on the 31st

of December 2012, the address could not be kept even for registration purposes.

The new IFLA address is the following:

International Federation of Landscape Architects (IFLA)
Avenue Louise 149/24, 12th Floor, 1050 Brussels
Tel: +32 497 630 550

The EXCO has decided that because IFLA Europe needs an official address in Belgium to stay legally in Brussels, the contract for the office was signed by IFLA Europe and if/or when IFLA World is ready to move its legal seat to Brussels this problem has to be addressed again. The EXCO has also decided that while IFLA World is still registered in France, there is no real need for the organization to have an address in Belgium. It was decided by the EXCO to share the costs (IFLA 50% and IFLA Europe 50%) as agreed previously by the World Council in 2012.

Changes in The René Pechère Library

Additional tasks that have been implemented to improve organization include the translation of the Website of the René Pechère Library (www.bvrp.net) into English. Also, the bound Golden Books I (1948-1968) and II (1955-1968) were restored, paginated, fully digitized and put online. The work was carried out by DIN Consult sprl. This work was supplied to IFLA in the form of two DVD-RWs (IFLA01= Gold Book I; IFLA02= Gold Book II), each of which contains the files in PDF and TIFF format.

Additionally, these digitized books were put on the website of the René Pechère Library and can be viewed at the website, <http://www.bvrp.net/en-us/community/patronage-and-donors/iflaarchives.aspx>

with a password (via Connexion / Login);

Username: IFLA,

Password: ifla123*.

This digitization is accompanied by an Optical Character Recognition (OCR) system which can be used to conduct searches on all the words in each volume. The digitized books on www.bvrp.net are accompanied by a general presentation and a bilingual inventory (French-English) of the files. This inventory refers to the page numbering of each book. The definitive conditions of access and of use are still to be decided by the officials of IFLA.





The Digitization of audio recordings of the IFLA Congresses

A significant sample of audio recordings of the IFLA Congresses (tapes and cassettes) was transposed onto a new lasting medium (digitization in 24 bit/ 48 kHz wav). The work was carried out by the specialized firm Equus s.a.

The digitized documents were recorded between 1966 and 1985. They concern the congresses held in Stuttgart, Germany (X, 1966), Montreal, Canada (XI, 1968), Lisbon, Portugal (XII, 1970), Istanbul, Turkey (XV, 1976), Canberra, Australia (XX, 1982) and Tokyo, Japan (XXIII, 1985). The cassettes total more than 50 hours of recording; see the appended list.

This work was supplied to IFLA in the form of 15 DVD RWs. Each DVD corresponds to the contents of an audio tape (12 DVDs) or to the content of a series of audio cassettes (3 DVDs). Each medium (tape or cassette) comprises 1 to 4 sound tracks. There is a Son Wave file (16 bit / 44.1 kHz) and an RTF metadata file for each sound track. The documents have also been put on a hard disk in 24 bit / 48 kHz wav format (preservation format) and MP3 format (light format for consultation purposes). Two Excel files (tapes and cassettes) summarize all of the metadata.

This work was accompanied by processing the recordings to improve the audio quality. It showed that the recordings were of very good general quality and that the original media were in poor condition. Some had to be (heat) treated before they became audible.

New packaging of IFLA archives.

The IFLA archives have now been packaged into individual boxes per file, on acid-free board to ensure better conservation, handling and consultation conditions (\pm 400 boxes). A subsidy for conservation equipment was granted by the Brussels-Capital Region at the end of December 2012. As soon as this equipment is purchased, it can be used for the repackaging of the archives at no expense to IFLA.

Archives of the IFLA Office in Brussels

The recent archives of the IFLA office in Brussels, closed in December of 2012, were entrusted to the René Pechère Library. They were moved and filed on the premises of the René Pechère Library on the Latour de Freins estate in Uccle (Brussels). They are placed in the original cabinets to facilitate consultation.

In the past six months since the last IFLA World Council, I was responsible for correspondence within IFLA EXCO, the IFLA archives, preparing the agendas of all meetings, finalizing the draft minutes and observing the Constitution and By Laws. I participated in the work of the Strategic Planning Working Group. I was also coordinating the administrative tasks and activities with IFLA's executive and communication Secretary. Finally, I carried out the elections of the officers through the implemented electronic voting system.

Additional tasks implemented by the IFLA General Secretary include:

1. Preparing the new text for the Constitution and By-Laws.
2. Researching IFLA legal address issues, identifying problems and potential risks and coordinating the work with our legal advisor.
3. Developing an electronic secretarial archive.
4. Leading the IFLA archiving project.
5. Preparing agendas and minutes for the EXCO and World Council meetings.
6. Preparing matters from the Minutes to-do list
7. Carrying out elections of the world level officers through the implemented electronic voting system
8. Coordinating the work of regional Membership Committees on new IFLA membership
9. Participating in the work of the Strategic Planning Working Group.
10. Amending the text of the IFLA New Strategic Framework.
11. Participating in the work on the review of IFLA's existing committees, working groups and task forces.
12. Participating in the work on drafting new Terms of Reference of new IFLA standing Committees.
13. Drafting new IFLA Relationship Agreements.
14. Drafting proposals for "IFLA Global professional standard".
15. Coordinating the work of IFLA World Congresses
16. Coordinating the administrative tasks and activities with the IFLA Executive and communication Secretary.
17. Conducting IFLA Executive and Communication Secretary job assessment.
18. Monthly EXCO Skype meetings.
19. Attending the February 2014 EXCO Meeting in Brussels.
20. Attending the May 2014 meeting in Versailles with the Director of the ENSP school and signing an agreement to have a legal address in France.
21. Leading the EXCO to hire an Executive Director for IFLA.



IFLA's Treasury

John Easthope
IFLA-Treasurer

SUMMARY OF THE REPORT

IFLA IS RUNNING WELL FOR THE 2014 FINANCIAL YEAR. THE PROPOSED BUDGET INCORPORATES ACTUAL RUNNING COSTS FOR THE FINANCIAL YEAR 2013 FOR INFORMATION. I HAVE ALSO INCLUDED A PREDICTED BUDGET FOR 2015. THE BUDGETS HAVE INCORPORATED FIGURES FOR THE FUTURE CEO HOWEVER 2014 MAY NOT USE ALL OF THE ALLOCATION DUE TO THE TIMING OF EMPLOYMENT. ALSO THE

BUDGET DOES NOT ALLOW FOR INCOME GENERATED BY THE NEW CEO.

THE CURRENT BANK BALANCES AS OF 22/4/14 ARE AS FOLLOWS

OPERATING ACCOUNT 1
€34,148.41
CALL 32 SAVINGS ACCOUNT
€209,816.88
TOTAL ALL ACCOUNTS
€243,965.29 (€346,434.08 – 1/1/12)

THE BULK OF THE EXPENDITURE HAS BEEN :-
STRATEGIC PLAN **€42,800.00**
TAX INVESTIGATION **€22,155.00**

APPENDIX - A 2014 – 2015 Budget

IFLA BUDGET 2014 - 2015

Actual

Account: Budget 2013 Budget 2014 Budget 2015

4-1100 Membership Annual € 41,543.73 € 56,089.20 € 68,000.00
4-1200 Membership Individual Fees € - € 100.00 € 100.00
4-1300 Corporate Income € 40,000.00 € 70,000.00
4-1700-Sponsorship (HANN) € 3,813.88 € 3,900.00 € 3,900.00
4-1800 - Congress Income € 24,127.60 € 20,000.00 € 20,000.00
4-1900 Interest Income/ credit Boliariana € 32,276.99 € 18,000.00 € 18,000.00
4-2000 Sponsorship Bruns € 1,000.00
4-2100 Sponsorship Lorburg € 5,000.00
Total Income : € 101,762.20 € 144,089.20 € 180,000.00

Head Office

5-1100 Shared Office(Including salaries) € 16,000.00 € 42,000.00 € 42,000.00
5-1200 Web Hosting € - € 200.00 € 200.00
5-1300 Office Petty Cash € 449.59 € 1,200.00 € 13,000.00
5-1400 Stationary, copying € 132.92 € 900.00 € 1,000.00
5-1500 CEO Part time € 45,000.00 € 120,000.00

EXCO Expenditure

6-1100 Exco Expenses € 24,122.07 € 30,000.00 € 30,000.00
6-1200 Exco General € - € 5,000.00 € 5,000.00
6-1400 Audit - book keeping € 6,203.68 € 4,000.00 € 5,000.00
6-1500 Bank Charges € 1,674.35 € 1,500.00 € 1,700.00
6-1600 IFLA Strategic Study € 40,051.24 € 10,000.00
6-1700 IFLA Legal Status € 22,155.17 € 20,000.00 € 5,000.00
6-1800 Archives € 10,000.00 € 10,000.00 € 10,000.00

Awards

7-1100 Sir Geoffrey Jellicoe Student Award € 2,538.28 € 5,000.00 € 5,000.00
7-1200 Sir Geoffrey Jellicoe Rome award € -
7-1300 International Landscape Convention € 42.10 € 7,350.00 € 5,000.00
7-1400 IFLA Student 1st prize € 3,500.00 € 3,500.00 € 3,500.00
7-1500 IFLA Student 2nd prize Zvi Miller € 1,947.56 € 2,500.00 € 2,500.00
7-1600 IFLA Student Charette € 3,258.81

Committees and Projects

7-1500 Africa Initiative € -
7-1600 Education Committee € 706.37
7-1700 Communications and External Relations € 1,165.00 € 5,000.00 € 5,000.00
7-1800 Competitions Chair € 2,823.37 € 1,000.00 € 1,000.00
7-1900 Sponsorship Requests / Projects € 14,040.25 € 8,000.00 € 5,000.00
7-2000 Professional Practice and Policy € 5,000.00 € 5,000.00
7-2100 Education and Academic affairs € 5,000.00 € 5,000.00
7-2300 Regional Meeting / Middle East € 3,000.00

Sundry Items

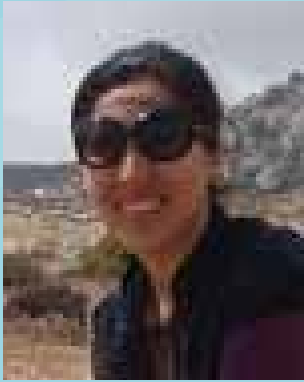
8-1100 Miscellaneous € 2,278.11 € 5,000.00 € 5,000.00
8-1200 SGIA Trophy € 7,500.00
8-1300 IFLA book € 6,000.00
8-1400 Big Pulse Elections (USD 1000/year) € 724.64 € 724.64 € 724.64

Total Expenses: € 153,088.87 € 234,374.64 € 275,624.64

Profit/Loss -€ 51,326.67 -€ 90,285.44 -€ 95,624.64

24,127.60 Euro Shanghai Income

20,000 Euro St Petersburg Income



IFLA Communication Committee

Paula Villagra Islas
Chair Communication Committee (2011-2013)

The IFLA Communication Committee was created in 2010 during the World Congress in Suzhou, China, with the overall aim of communicating about landscapes, landscape architecture as a profession and about IFLA. The committee was chaired between 2011 and 2013, by Paula Villagra Islas, Chilean IFLA delegate, and included the close collaboration of Desiree Martinez, IFLA President and Christine Bavassa, the Executive Secretary of IFLA.

Communicating to people about the role of landscape architects and IFLA has been particularly complex. The profession is relatively new compared to others and its area of

implementation is broad as well as the range of professionals with whom landscape architects interact. Its interdisciplinary approach makes the process of creating landscapes a continuum of interaction between different actors, including government and nongovernmental organizations as well as the local community. The range of people and topics that relate to landscapes made our aim to develop a communication strategy that could be comprehensive by all, without misrepresenting the complexity of landscapes and of our profession.

After an overview of the work and activities undertaken during these three years, the approach taken by the committee

can be classified under the concepts of engagement and interpretation. Engagement refers to collaboration as an arrangement between different people to work jointly toward the same goal. It also includes persistence and creativity to enthuse different social and cultural groups about sharing their ways of understanding landscapes, which at the same time, has been highly enriching for IFLA.

The collaboration between IFLA members, delegates and regions was fundamental to reach different audiences. As an example, the first objective of the committee was to develop a comprehensive international communication strategy including different target groups (e.g. students, academics and practitioners) associated with the landscape architecture profession. To achieve this goal we created a virtual platform to reach a wider public, which was possible by the collaboration of many IFLA members who were willing to dedicate their free time. A communication representative by each IFLA region was appointed to be in close collaboration with the Communication Committee Board and each country's IFLA Delegate. By using this network of collaborators it was possible to support, supervise and expand all of the activities that relate to communication in IFLA, internally and externally.

On the other hand, using interpretation strategies was a successful approach to engage non IFLA members with the profession and landscape complexity. Freeman Tilden, a writer devoted to interpreting the forest, nature and heritage refers to interpretation as an "educational activity which aims to reveal meanings and relationships through

the use of original objects...rather than simply to communicate factual information". Hence, interpretation can involve the development of a story employing appropriate media to interact with people's different personalities, experiences and desires. The interpretation can be triggered by people's curiosity but also by the form that the object of interpretation takes.

The development of communication workshops in each IFLA regional and world congress were fruitful activities that engaged different actors within the landscape profession. Each workshop undertaken in Uruguay, Mexico, China, South Africa, Switzerland and New Zealand, provided opportunities for sharing different ideas about how to interpret and communicate about landscapes, which had been previously tested by other IFLA members. Additionally, the IFLA Photo and Video Contest "Click", held during 2012 and 2013 engaged over 200 people from over 30 different countries reflecting on landscape issues. By using the different communication networks of IFLA, people from all around the world were asked to submit photographs and videos that best represented landscape concepts such as landscapes in transition and shared wisdom. The best submissions were transformed into short videos available by all and built out of the vision of different cultures.

There is a difference between collaboration and engagement and between giving information and providing opportunities for interpretation. The work of the IFLA communication committee has been devoted to triggering the process of engagement and interpretation and to bonding people with landscape.





IFLA Student Landscape Architecture Design Competitions 2011-2013

Beverly A. Sandalack, PhD, FCSLA
Chair, Competitions Committee

The IFLA Student Landscape Architecture Design Competition has been an important part of the IFLA World Congress for some time. One of the roles of the competition is to promote and encourage the evolution of the profession of landscape architecture through education. Students have the opportunity to have their work reviewed alongside that of their peers from around the world. The discipline required to prepare a competition entry is a very useful exercise for students and helps them prepare for some of the rigors of professional life.

Through the generous sponsorship of Group Han, since 2006, the top prize is \$3500 US. In addition, students of winning submissions in recent years have been supported in traveling to the congress to receive their prize in person. Although this hasn't always been possible, it is an excellent opportunity for the students to interact with the international landscape architecture community and to develop contacts. The second prize (\$2500 US) has been offered by IFLA in the name of Zvi Miller, a Past President of IFLA with a longtime involvement in IFLA, and the third prize (\$1000 US) has been offered by the local organizing IFLA component.

Students are asked to respond to a specific topic, which is usually related to the overall Congress theme. This allows the students to address local issues and to fit into the general expectations of the studio class or thesis requirements of their university. It has also given much insight into what students are thinking about. What are they concerned about? How do they see the role of landscape architecture? How do they see themselves?

In every competition, it has been clear that students pay attention to both the natural and the cultural landscape. The most successful projects have been those in which the students have clearly understood their context and have employed both a rigorous analytical method and strong design principles and execution. Ecological crises, the shocking destruction of heritage landscapes, social inequities and the overall relationship between people and their environment are issues that have dominated the submissions. There is typically a range of projects from practical and site-specific to conceptual and experimental. The submissions represent the broad spectrum of the profession of landscape architecture with urban and rural subjects and a wide range of scales. The graphic communication of the projects, not surprisingly,

has rapidly evolved over the years and indicates that university programs continue to lead in this area. Interestingly, many of the projects still demonstrate that students are continuing to develop their hand graphics as well. If there is a common concern voiced by juries over the past few years, it is that students need to include both analysis and design and have the two linked by clear diagrammatic graphics and notes. This is something that is no doubt an issue for any studio teacher.

The competition has also been a barometer for the extent of landscape architecture education. While the number of submissions continues to be strong, there is much work to be done to encourage broad involvement. Submissions from Asia have dominated the competition (well over 100 submissions are typically received from Chinese students), with variable numbers of submissions from other countries. A challenge remains to promote involvement from countries in which landscape architecture is an emerging or less-developed profession or where there are relatively new schools of landscape architecture.

Dr. Beverly A. Sandalack from Canada was appointed the Chair of the IFLA Competitions Committee in 2003 and since then has provided support to the competition organizers and has chaired the annual jury. Competition processes and protocols have been developed that have helped to standardize and bring more clarity and transparency to the competition process, while still allowing every competition to develop its own flavor and individuality.

A final note acknowledges the huge effort that has been required every year to organize the competition. Although a set of processes and protocols is provided to every organizing committee as a guide, the actual work required to develop the competition brief, receive and organize the entries and host the jury is incredible. It always results in a professional exhibition and a confirmation of the importance of the competition in furthering the aims of IFLA as well as the education and experience of future landscape architects.

Recent Competition Records:

2011 – Zurich, Switzerland: 361 submissions

2012 – Cape Town, South Africa: 300 submissions

2013 – Auckland, New Zealand: 139 submissions (note that this lower submission number is likely due to two factors: the New Zealand competition date occurred less than six months following the Cape Town Congress; and this competition was the first for which a submission fee was assessed for all entries).

Starting with the 2011 World Congress, the Nava Polman-Gerson Foundation, established in 2010 in memory of Nava Polman-Gerson, an IFLA Delegate from the Netherlands many years ago who with her husband Hans was a faithful attendee of most IFLA World Congresses since the one in Bern, Switzerland, has generously sponsored either a Student Charette or Young Professional/Student Symposium in conjunction with each World Congress. This has encouraged the participation of both groups in both IFLA and the respective World Congresses.

Recent Charette/Symposium Records:

2011 – Zurich, Switzerland - IFLA Student Charette: _____ participants

2012 – Cape Town, South Africa – IFLA Young Professional/Student Pre-Congress Design Competition: _____ participants

2013 – Auckland, New Zealand – IFLA Student Charette: _____ participants

Sir Geoffrey Jellicoe Award 2010-2014



Darwina Neal
Chair of the Nomination Committee

Jenny B. Osuldsen
Chair of the Jury



Purpose: “The IFLA Sir Geoffrey Jellicoe Award (SGJA) is the highest honor that the International Federation of Landscape Architects can bestow upon a landscape architect. The Award recognizes a living landscape architect whose lifetime achievements and contributions have had a unique and lasting impact on the welfare of society, the environment and on the promotion of the profession of landscape architecture. The award is bestowed annually on an academic, public or private practitioner whose work and achievements are respected internationally. The award is open to landscape architects throughout the world who are members of a Member Association of IFLA.”

The SGJA was originally established in 2004 to be awarded on a quadrennial basis, with awards being given in 2005 and 2009. However in 2010 new guidelines were approved by the IFLA World Council that changed the award to an annual one and both a Nomination Committee (NC) and an Awards Jury (AJ) were appointed.

The NC began their work by discussing the award process, establishing a timetable of actions required by the SGJA rules approved by the World Council and implementing or facilitating those actions. This included developing the call for nominations, the design of the awards brochure by volunteer Claudia Angelica and the preparation of a webpage within the IFLA website by Christine Bavassa. Before these were released, they were reviewed with the AJ to make sure that they agreed with the proposed process, since the final nominees selected by the NC are forwarded to the AJ to make the final selection.

Since then there has continued to be active and informative communication between the NC and the AJ to revise and implement improved nomination and selection procedures. It was also agreed that the requirement that a candidate could be nominated no more than three times would be in effect starting with the implementation of these guidelines. To achieve a better understanding of how to encourage nominators to send in candidates and to endeavor to get more comparable information in the nomination materials, the nomination committee and jury chairs met to discuss improvements in the process. This was very fruitful and is recommended to be continued by future chairs.

As the 2-year terms of members of the NC and AJ have expired or members have resigned, prompt reappointment or filling of vacancies has enabled both groups to work together with good discussions to improve the award process. The deliberations for each year were agreed upon, with final nominees being forwarded to the awards jury which selected a winner each year.

The following is a summary of the nominations received each year:

2011: Of the 16 nominations received for nominees from 15 member countries (8 from Americas; 2 from Asia Pacific; 6 from Europe), only 13 nominations were determined to be valid (one arrived late, one was only a name and one was a member of the Awards Jury).

2012: Of the 9 nominations received for nominees from 8 member countries (4 from Americas; 2 from Asia Pacific; 3

from Europe), 7 nominations were determined to be valid (one was a member of the Awards Jury and one did not receive a letter of confirmation from her/his national association).

2013: Of the 4 nominations received for nominees from 4 member countries (2 from Americas and 2 from Europe), 3 nominations were determined to be valid (one was received after the deadline and did not include the required information).

The NC is concerned that the number of nominees has been decreasing each year and wants to stress to all member associations that, even though the AJ feels that the quality of the finalists that were chosen by the nomination committee has been very high, it is still important to receive a diversity of nominees from all regions to ensure that landscape architects who deserve recognition for their lifetime achievements to our profession internationally have an opportunity to be recognized.

The list of awardees since the SGJA was launched in 2004 is very impressive. Its inaugural recipient was Peter Walker (USA) in 2005. Prof. Bernard Lassus (France) was awarded in 2009. Since 2010 the award has been bestowed annually:

2011: Cornelia Hahn Oberlander has over 60 years of active work and shown a deep commitment to environmental sustainability through sharing her knowledge and ideas by writing books, preparing exhibitions and presenting lectures. As a female pioneer she was one of the first women to graduate from the Harvard University Graduate School of Design. She started her own design firm and has achieved an uncommonly high level of respect and recognition from

members of landscape architecture's related professions of architecture, planning and engineering.

2012: Mihály Mőcsényi. Throughout 70 years of active work, his achievements in all aspects of landscape architecture, landscape planning, landscape research, landscape design and landscape education have been quite phenomenal. Since the 1980s, he has had an essential role in involving the Eastern European countries in IFLA and was involved in the opening up of these countries to international relationships and education, as well as starting up new national associations for landscape architects.

2013: Gonçalo Ribeiro Telles has, within 60 years of active work, contributed greatly to an awareness of and an integration of landscape architecture in Portugal. His lifetime of achievements as a practitioner in teaching and in Public Administration has clearly had a unique and lasting impact on the development of landscape architecture. Also as Minister for Quality of Life, he was one of the first Portuguese politicians to call attention to ecological problems.

The IFLA, SGJA, AJ and NC feel that it is crucial to recognize the winners of this important award and their contributions to landscape architecture throughout the world. Consequently, both AJ and NC chairs have emphasized in their annual reports to the IFLA president and world council that they need to ensure that world media and press, as well as all delegates and associations, receive the information about the awardees in order to spread the word about the importance of the SGJA and the accomplishments of the winners.

Every year the jury has recommended to the IFLA executive committee that the awardees must be given an important and visible role in the IFLA Congress and that the winner's lecture must be scheduled in a key position in the conference program. This seems to have been improved over the years, but IFLA still needs to work on their media strategies.

IFLA SGJA Nomination Committee Members

Tong Mahn Ahn, Asia-Pacific, Chair (2010-2012)

Darwina L. Neal, Chair (2012-2014; member 2010-2012)

Martha Fajardo, Americas (2010-2014)

Xiaoming Liu, Asia Pacific (2010 -2014)

Gerald Garner, Africa (2010-2011)

Liana Müller, Africa (2011-2015)

Lars Nyberg, Europe (2010-2014)

IFLA SGJA Jury members:

Jenny B. Osuldsen, Europe, Chair, (2010-14)

Anton Comrie, Africa, (2010-2013)

Carey Duncan, Africa (2013-2015)

Alan Titchener, Asia Pacific, (2010-2013)

Greg Grabasch, Asia Pacific, (2013-2015)

Rosa G. Kliass, Americas (2010-2012)

Diana Wiesner, Americas (2012-2014)

Fritz Auweck, Europe (2010-2014)

Sir Geoffrey Jellicoe 1900 – 1996

The award commemorates the outstanding contributions to IFLA of the president of honor Sir Geoffrey Jellicoe of Great Britain who served IFLA as founding President from 1948-1954. Sir Geoffrey Jellicoe was a leading landscape architect with a career spanning almost seventy years. Born in 1900, he was a trained architect, town planner, landscape architect and garden designer, but his prime interest was in landscape and garden design. Jellicoe's rich career enabled the creation of many inspiring projects, from Cheddar Gorge to the Kennedy Memorial at Runnymede, thought to be one of his greatest works. He was a founding member (1929) and then president of the British Institute of Landscape Architects (the ILA - now the LI) and was knighted for services to landscape architecture in 1979. In 1994, he was awarded the Royal Horticultural Society's highest honor, the Victoria Medal of Honor.

Cornelia Hahn Oberlander

Kathy Dunster



Cornelia Hahn Oberlander OC FCSLA FASLA LMBCSLA was nominated by The Canadian Society of Landscape Architects (CSLA/AAPC) for the 2011 IFLA Sir Geoffrey Jellicoe Award in recognition of her exemplary contributions in the category of landscape planning, design and management. IFLA announced on June 9, 2011 that Cornelia Hahn Oberlander was the deserving winner of the 2011 Sir Geoffrey Jellicoe Award. Ms Oberlander received the award in Zurich and gave an inspiring acceptance speech.

Cornelia Hahn Oberlander is Canada's leading (and longest practicing) landscape architect and was recently recognized with one of the nation's highest honors. The citation on the awarding of the Officer of the Order of Canada, June 2010, read: "For her influence and contributions as a landscape architect who sets new standards of excellence through her environmentally responsible landscape designs." Her contributions and influence on environmental design in North America have been recognized through the award of honorary doctorates from six leading Universities in the United States and Canada. Since IFLA 2011 in Zurich, she continues to practice landscape architecture and lecture extensively across North America.

German born, Cornelia immigrated with her family to the USA in 1939. She has stated that she wanted to be a landscape architect from the age of 11, and growing up on a rural farm exposed her to the world of plants and the natural environment. In 1943 she was one of the first women to be admitted to the Harvard Graduate School of Design. Following graduation in 1947 she worked with Louis Kahn and Oscar Stonorov in Philadelphia, and then Dan Kiley in Vermont. Upon moving to Vancouver, Canada in 1953, she founded Cornelia Hahn Oberlander Landscape Architects, a boutique practice that allowed her to work from a home office and raise her family. As such, she was one of the first female practitioners in Canada of that era and over the years has served as a role model and mentor for women in the profession.



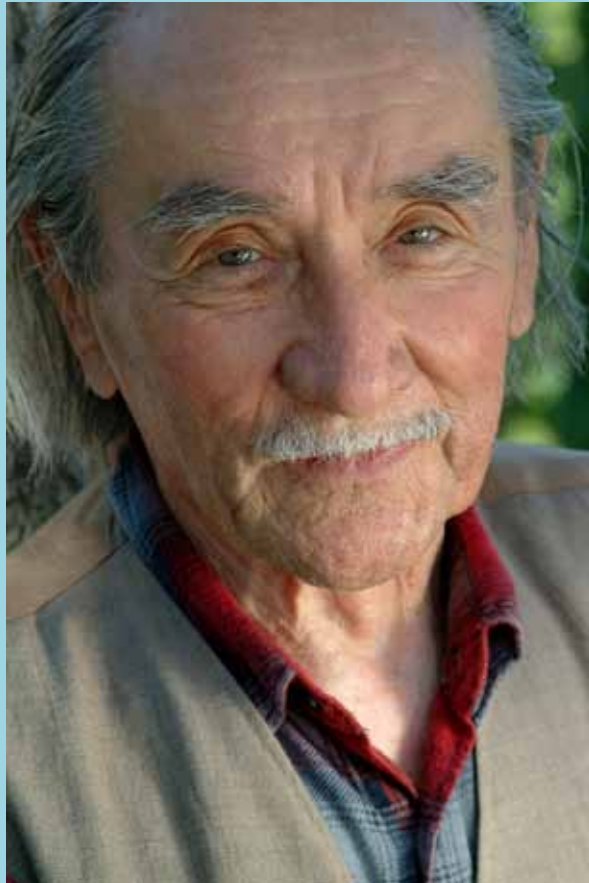
She has tutored several generations of students at the University of British Columbia who are fortunate to converse with a living member of the (mid-century) modernist landscape movement that was set down in a manifesto written in 1938 by Garrett Gecko, James Rose, and Dan Kiley. Her advice for successful project work is to always follow the 5 P's: Persistence, Patience, Politeness, Professionalism and Passion.

For over 60 years she has contributed to landscape architecture in three areas: 1) Research and practice related to children's play, 2) Collaboration with leading architects in the creation of signature buildings/landscape projects and 3) Sustainability and sustainable design, including some of the earliest examples of contemporary green roof designs in North America. During her career she has successfully collaborated with leading architects such as Arthur Erickson, Moshe Sadie, Peter Busby, Matsuzaki/Wright Architects and Renzo Piano in the designs of many high-profile buildings in both Canada and the United States. These include the Robson Square and Law Courts Complex in Vancouver, the National Gallery of Canada, the UBC Museum of Anthropology, the Canadian Chancery in Washington D.C., Canadian Embassy in Berlin, the Vancouver Public Library, the Northwest Territories Legislative Assembly Building in Yellowknife, the New York Time Building Courtyard and the recently opened visitor center at the Van Dusen Botanical Garden in Vancouver.

Dr. Mihály Mőcsényi

Former president of IFLA
(1986-1990)

Sándor Bardóczy



Motto: 'At our birth every one of us is given climbing ropes of different length. We have very different skills to climb them. Our aim in life is to climb our own rope, many times, again and again! But after reaching the top we have to return to stay in touch with the Earth. If Antaeus becomes separated from Gaia, the mother Earth, then he is destroyable. We must not lose the connection with Gaia. Therefore we have to return from time to time, and have to recharge with new power again and again before we can continue climbing.' – Professor Mihály Mőcsényi

Thanks to his more than 60 year career as a designer, researcher and teacher and thanks to his humanism, to his strategic thinking and to his innovative spirit Professor Mihály Mőcsényi became an internationally acknowledged expert in landscape architecture. He won a great number of gold and silver medals for his 'Hungarian Garden' compositions in several international horticultural exhibitions in Europe. He was the chief designer of 'The Bottomless Lake' in Budapest, which was the first real post-industrial city rehabilitation project in Budapest after WW II. His definition of the meaning of landscape expanded the field of landscape architecture. He developed the first green infrastructure plans for the postmodern cities of Hungary, making a great impact on state managed postmodern housing projects. From 1970 to 1990 he was an active member of the IFLA Grand Council (before 1970 he was not allowed to leave the country as a working 'class alien element'). After 1979 he became the vice-president of the organization and kept his position until 1986. In 1986 he was elected as the president of IFLA and he remained the leader of the organization for two presidential cycles until 1990. In the '80s he was the

main organizer of the IFLA World Congresses and it was due to his efforts that Eastern European countries were able to establish their own national landscape architecture associations and join IFLA from the other side of the Iron Curtain.

Biography:

Mihály Mőcsényi was born in 1919 in a small village in the heart of the county of Tolna, in Hungary as a member of a German minority ethnic group. His German-speaking father was a soldier and hero during World War I. His family had a deep patriotic and anti-fascist attitude so it was no question to join (with his father) the anti-fascist 'Loyalty to the Homeland Movement' in the late '30s. For this his family had to face many atrocities by fascist organizations towards the end of World War II.

After his successful grammar school graduation he attended the Academy of Horticulture in Budapest and earned a degree in horticulture. His drawings and designs drew the attention of Professor Imre Ormos, who in 1941 offered Mőcsényi a professor assistant position 'if we manage to survive the war'.

Inspired by his professor's offer, the young reserve officer engaged in economic studies at the University of Kolozsvár (today Cluj Napoca in Romania), following Heinrich Nebbien's example who studied economic sciences besides his ecological and aesthetic studies. Mőcsényi was convinced that the scope of landscape architecture had to be extended to





a regional scale in the future and he wanted to create a university course in landscape development with a strong focus on economics. Due to the difficulties of the war he had to call off his studies and return home from Transylvania. At the end of WW II he fought against the German SS troops in the Czech region near Rajov.

After WW II he took Professor Imre Ormos up on his offer and began his teaching assistant job. Ormos believed that teaching landscape architecture required some practical experience in construction, so using his wide spread European contacts he sent his dearest student to Switzerland, the only European country where landscape construction continued to flourish during that post-war

period. Professor Ormos allowed Mihály Mőcsényi six years to go on a European study tour but he set strict conditions for him. His assistant was expected to learn a new European language every second year, (by this time he already spoke English well and used German and Hungarian as his mother tongue) and he had to complete a design study at one European university.

Mőcsényi accepted these conditions and began his trip, but unfortunately was unable to accomplish everything. History intervened again. By 1948 the Iron Curtain had fallen on the east side of Europe and he had to choose between his personal freedom or returning to his family and homeland. He chose the second option. When he arrived

home, the slowly expanding dictatorship of Mátyás Rákosi categorized him and his family as 'kulak', blacklisted them and deprived them from owning property. Additionally because of their German origin, his family was evacuated and placed under police surveillance.

His mentor Imre Ormos and his 'nestor' Mátyás Mohácsy helped him to survive this dark period. Under their personal protection Mőcsényi managed to continue his studies despite the tribulation of the Rákosi era and in the meantime he began his work as Professor Ormos's assistant. He had completed his economic studies at József Nádor University when he studied art history at the Lőránd Eötvös University and simultaneously earned a degree in architecture and urban planning at the University of Technology. He took part in the revolution of 1956 as a member of the revolutionary council of his college, so after the fall of the uprising he was once again marked as a 'suspicious element of society'. In his position this meant that he was not allowed to earn a doctoral degree and was not allowed to travel until the late 1960s.

In the '60s the socialist dictatorship in Hungary had softened under the leadership of János Kádár, whose leadership was also called 'human-faced socialism'. In light of these political changes Mőcsényi was allowed to finish his doctoral degree and he became a professor in 1970. He continued to work at the University of Horticulture of Budapest (the successor of the former Academy and the College) until his retirement. He started as a professor's assistant, then he became an associate professor, later a professor and finally he became the head of the department. At the same time he began building his own international relationships and re-established the



lost connections of the department with the western side of the World. Using his success at the international horticultural exhibitions, (e.g. IGA, WIG) he managed to send dozens of students through work and internship positions to several places outside of Hungary. These locations included



not only the countries of the eastern bloc, but also Austria, West Germany and later the USA.

In 1979 when the rector of the university wanted to terminate landscape architecture studies completely, (he described the profession as the residue of a useless capitalist attitude) professor Mőcsényi managed to save the landscape department. As a result of his straight, outspoken and uncompromising character and his sharp criticism of the

main stream architecture of the era, agricultural management, state controlled socialist 'planned economies' and rural development policies, he was under constant attack from those supporting the socialist way of thinking. For these reasons at the end of the 1980s he was forced to resign early and could only move the threads of professional politics from the background. Until that time, he devoted himself to researching the Eszterhaza baroque landscape and continued to build his, and the Hungarian landscape profession's international reputation in IFLA. He was also engaged in a secret project in Balatonyörök at the North-West part of the Balaton Lake. This project was a re-cultivation of a surface quarry. For 25 years, with his dearest students and with his family he built a breath-taking creative landscape converting the horseshoe shaped quarry into a weekend house with a unique terrace structure and an exceptional view of Balaton Lake and of Badacsony hill. Balatonyörök became the secret sanctuary of the Hungarian landscape profession, always full of students, policy makers and foreign guests during the summer months of the '80s and '90s.

In 1984 he organized the IFLA World Congress in Hungary which later was remembered as one of the greatest meetings in which Eastern and Western parts of the profession had the chance to meet and where representatives of the countries of the two opposing political camps could reunite. Participants from the West called this conference 'a conference of the heart' and participants from East called it 'a conference of drusba'.

In 1986 he was elected as president by the IFLA Grand Council. During his four-years of presidency he managed

to sort out the financial difficulties of the Federation and to increase the number of member countries chiefly by encouraging countries from the socialist block to join. His international position gave the 'removed' professor a kind of political protection in Hungary. During his presidency he met several political leaders and policy makers and promoted the importance of landscape architecture all over the world. In 1988 the IFLA Executive Council was invited to Japan by H. Kobayasi, vice-president of a Japanese industrial organization. This was where Mihály Mőcsényi's historic speech was presented declaring that the "economic and cultural competition of the next century is going to be won by the region which creates its own landscapes, inspiring creativity."

After the fall of the Iron Curtain Mőcsényi's rehabilitation took a very short time. In 1991 he became the rector of the University of Horticulture and Food Sciences. As a rector of the university he established the Faculty of Landscape Architecture. This was the first independent landscape architecture faculty in the world.

After resigning as rector, he remained a researcher and lecturing professor of the university. He held seminars until the age of 90. In 1998 he published a book summarizing the more than 40-years of research on Eszterháza entitled *Eszterháza in black and white*. His way of teaching was through intensive dialogue and discussion with his students. He devoted very limited time to record his thoughts.

His outstanding achievements were acknowledged by a series of national and international awards. Among these the

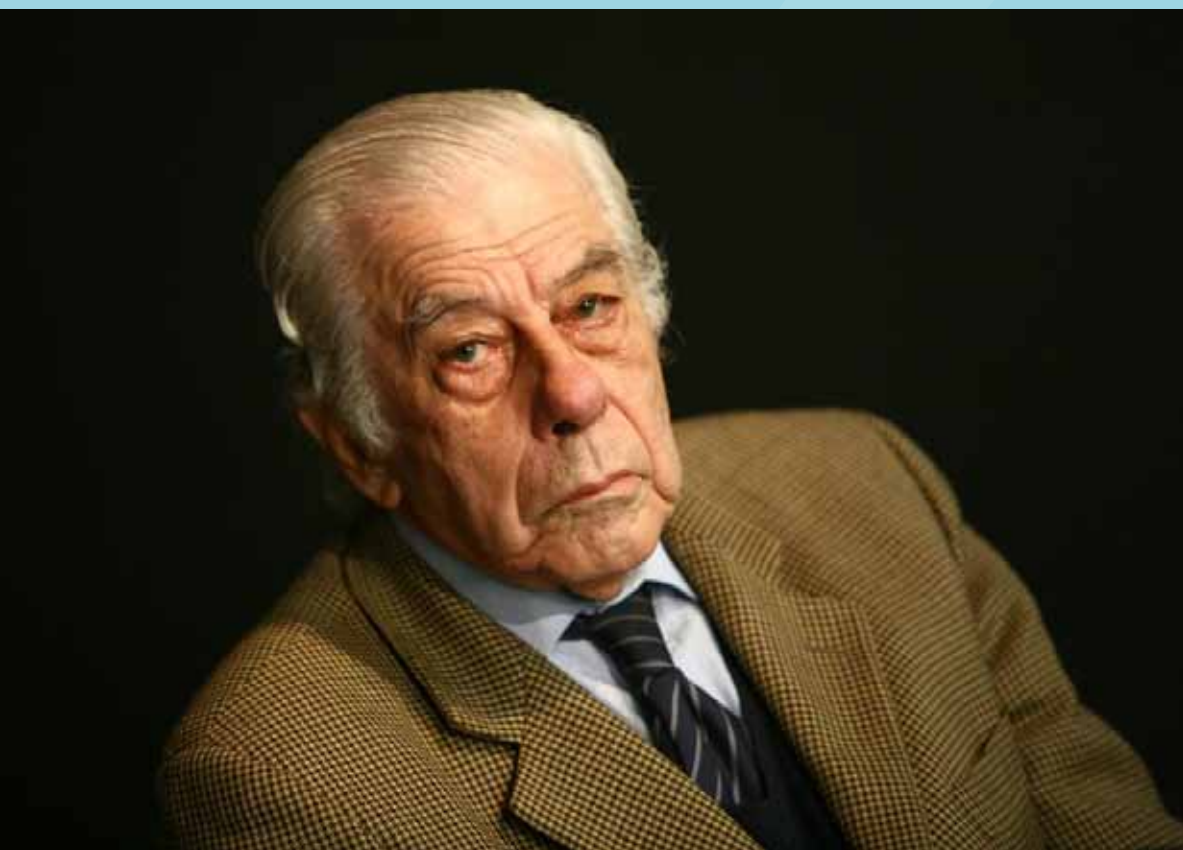


most important international acknowledgement was the Sir Geoffrey Jellicoe Award which he received in 2012 at the 49th IFLA World Congress in Cape Town.

Mihály Mőcsényi is still active. Currently he is researching the Hungarian roots of the profession of landscape architecture and at the same time studying global climate change and its impact on landscape which he calls the 'carbon phantom'.

Gonçalo Ribeiro Telles

Margarida Cancela



Gonçalo Ribeiro Telles was born in Lisbon, on May 25th 1922.

He grew up between Lisbon and Coruche, in two worlds that made him aware of the importance of respecting nature, the natural order and the connection that must exist between town and countryside. From early on he showed a clear social conscience and commitment to the defense of democracy, freedom and civil rights. In the 40's he was the president of the Catholic Agrarian Youth, where in response to the lack of social policies of the dictatorship at the time, he advocated for the rights of the rural world.

In 1950 he graduated in agronomic engineering and landscape architecture and became, amongst a small group, the first generation of landscape architects in Portugal.

As a thinker, designer, professor, member of government, legislator, Member of Parliament and councilman, democratic monarchist and champion of many causes, he has always played a significant role in the turning points of Portuguese contemporary history. The defense of democracy, the humanization of the landscape and the quality of life of the Portuguese population are hallmarks of his civic life and professional career.

In 1945, he and other intellectuals and politicians founded the National Center for Culture, meeting point for the exchange of ideas and experiences and the defense of Portuguese heritage. This project decisively influenced his ideological and political outlook, setting the course he would follow throughout his life.

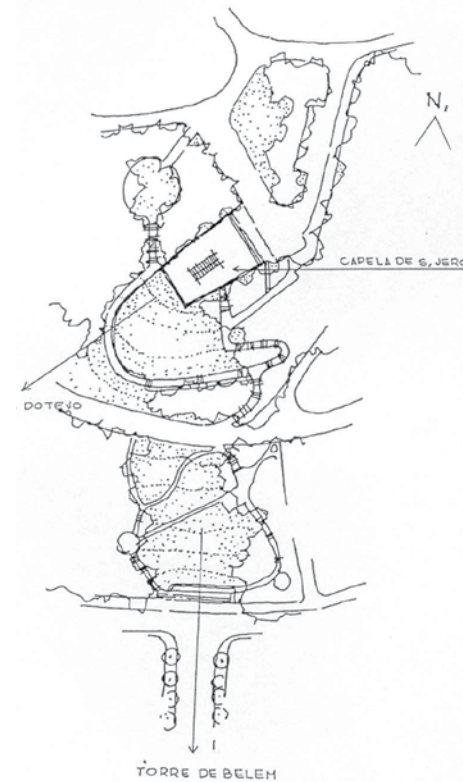
His career spans over 60 years, during which he worked in the private sector teaching (Universities of Lisbon and Évora), in Public Administration (Municipality of Lisbon and the Housing Development Institute) and was a member of various Governments. Gonçalo Ribeiro Telles is a founding member of the Portuguese Association of Landscape Architects (APAP) created in 1976 and recognized as a Public Utility Institution in 1995. He was President of APAP from 2001 to 2005 and during the last years held the positions of Chairman of the General Assembly and member of the Curricular Assessment Committee.

Gonçalo Ribeiro Telles was a key figure in the development of the landscape architecture program, founded in 1942 by Professor Caldeira Cabral at the University of Lisbon. There he headed the Landscape Architecture Department from 1988 to 1992. In 1975 he helped design the landscape architecture program for the University of Évora, where he has been a tenured professor since 1976.

In the Municipality of Lisbon from 1953 to 1960, he was part of a team of landscape architects which revolutionized the city's green areas. He resigned when his project for the renewal of the Avenida da Liberdade, developed together with Professor Caldeira Cabral, was rejected.

Within the Housing Development Institute he set up the Landscape Planning and Green Areas Department, which is now consulted when developing integrated housing plans.

The Revolution of April 5th, 1974 brought him to the forefront of the country's political life. In the first provisional





government he was invited to be the Sub-Secretary of State of the Environment. In October 1975, he was appointed Secretary of State of the Environment. His work on environmental policy in Portugal is remarkable. He was a pioneer in the defense and conservation of environmental values, the promotion of land-use planning, sustainable development and the humanization of cities. Additionally, he bears primary responsibility for setting up the current legal framework on conservation, land-use planning and environmental quality. He continues to be active in the dissemination of ideas and principles in these fields where he was a forerunner and for which he has fought unceasingly.

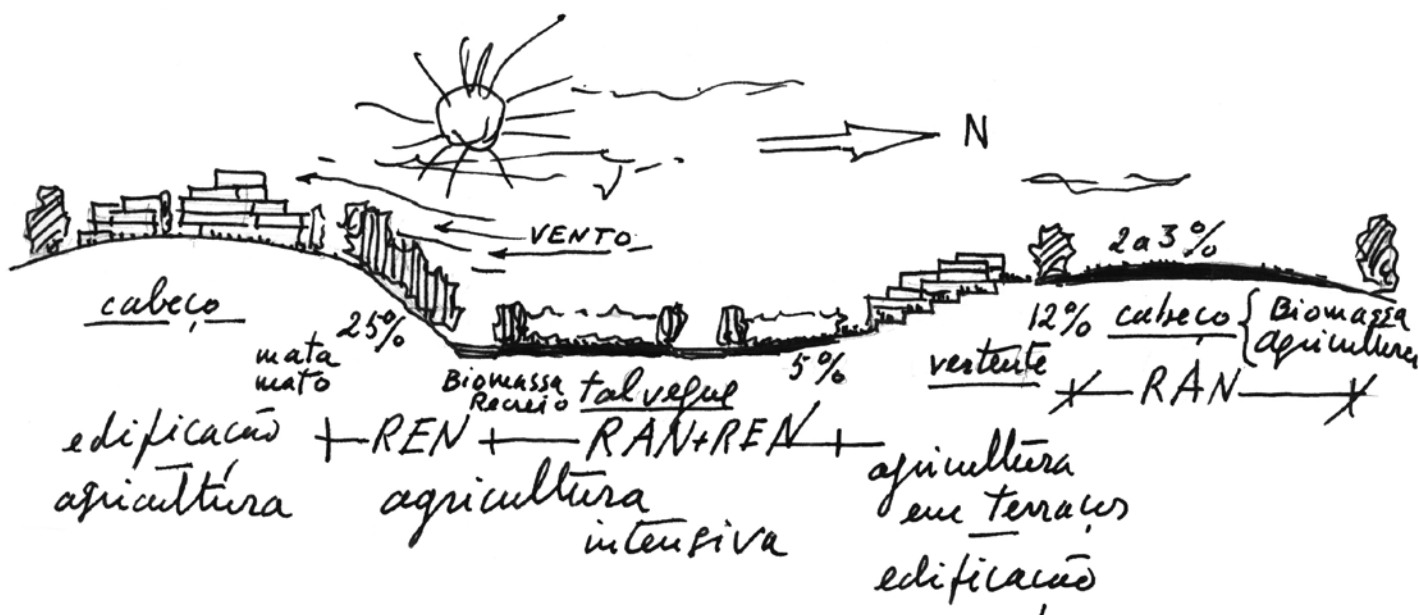
From 1981 to 1983 he was the Minister of State and Quality of Life, leaving behind a significant legacy, including decisive legislation: the creation of Protected Areas, the National Agricultural Reserve and the National Ecological Reserve. The groundwork was also laid for land use planning at the local level (Municipal Master Plans) which was the first step towards the future integration of regional land-use planning, which came about in 1983 with the creation of regional master plans.

In 1983 he was elected to parliament as an MP for the Monarchic Popular Party and in 1985 as an independent MP, playing a decisive role in drafting essential environmental legislation. In 1984, he was elected Councillor at the Municipality of Lisbon.

“Landscape Architecture as an instrument, civic cause as an objective and democracy in a monarchy as its ultimate purpose have been the mainstays of Gonçalo Ribeiro Telles’ activism”.

Work in Landscape Architecture

The promotion of landscape architecture and political activism are intertwined in the life of Gonçalo Ribeiro Telles and he has fought many battles on both accounts. “Salazar’s regime did not allow freedom of speech. In 1967, when torrential rains and severe floods hit the region of Lisbon, Gonçalo Ribeiro Telles went on Television with two other respectable architects, to explain the calamity and point the finger at the lack of urban planning in Lisbon. The deforestation of watersheds, the proliferation of at-risk housing developments on the banks of waterlines and in river beds – and above all the lack of proper urban development in the shanty towns - meant that thousands of Lisbon’s inhabitants lived in proletarian conditions. The nation was in shock. It was the first time that problems hitherto silenced by the dictatorship were brought to light and openly debated.”



As a councillor of the Municipality of Lisbon he submitted, amongst others, a proposal for the creation of a peripheral park and green corridor connecting the Parque Eduardo VII and the Monsanto Forest Park that was not successful. However, Gonçalo Ribeiro Telles is not one to give up. In 1999, under his influence, the Municipality of Lisbon signed protocols with the landscape architecture program of the Lisbon and Évora University to develop the green corridor of Lisbon and also for detailed plans of strategic areas. In 2007, the integration of the Green Plan in the Master Plan of Lisbon, for which Ribeiro Telles and his team had fought for over ten years, was approved by the Municipal Assembly of Lisbon.

As a private practitioner he developed hundreds of projects for municipalities and private clients.

Acknowledgment Of Merit

The acknowledgment of merit of such persistent and consistent activity led to several honors and awards being bestowed upon him. Amongst these honors are the “Oficial da Ordem Militar de São Tiago de Espada”; the “Grã Cruz da Ordem Militar de Cristo”, the highest honor which a citizen can receive for civic services, awarded by the President of the Republic; the title of Honoris Causa Doctor by the University of Évora (1994); the National Valmor Award for the Park Project of the Calouste Gulbenkian Foundation which he designed together with António Vianna Barreto (1975); he was elected President of Honor of the Movement Earth Party (2007) and given the Municipal Merit Medal gold degree, for his 60 year long career.

Published Work

He has published over 100 works on various subjects, namely: land use planning, the environment, urbanism, visual analysis, landscape, projects, agriculture, natural resource management, education and politics. Of great relevance is the work *A Árvore*, created in 1960 together with Professor Caldeira Cabral, considered the “bible” in the teaching and practice of landscape architects.

With a long history full of initiative and public intervention, Gonçalo Ribeiro Telles has been a pioneer in delivering ideas and designing and creating productive landscapes as recreation space for decades. Currently, on behalf of APAP, he continues to actively participate in the defense of a sustainable development model for the country, exposing his difference of opinion in relation to political power on key issues connected to planning and the environment, such as Forest Policy and Green Infrastructure.

In a recent interview he was showing a journalist a lake inside Lisbon’s green corridor and explained that the ducks now have an interesting habitat. The journalist asked him what kind of ducks had been introduced. He was surprised and explained that he doesn’t introduce any animal, landscape architecture creates the conditions and natural occurrences follow.

From the APAP presentation at the Sir G. Jellicoe Award Ceremony, Auckland 2013



Sun Xiao Xiang



Professor Sun Xiao Xiang is the most influential and pioneering landscape architect and educator in China. He is a world renowned scholar and landscape architect combining theory, practice, art, landscape planning and design successfully. He is the first holder of the “Chinese Society of Landscape Architecture Lifetime Achievement Award” (2011) and the recipient of the “IFLA President’s Certificate of Appreciation” (2010).

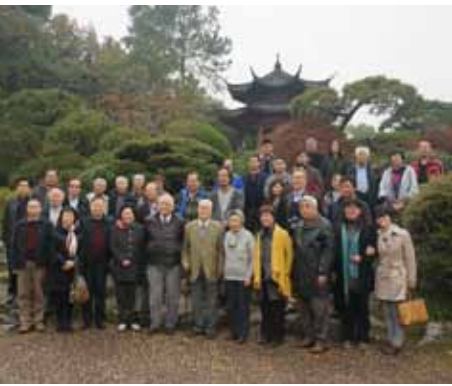
Professor Sun became an individual IFLA member in 1983. He was the only member from China for more than two decades, until the Chinese Society of Landscape Architects (CHSLA) joined IFLA in 2005. Since 1981, he has continued to introduce the philosophy, aesthetics and education of Chinese garden design to international audiences. He was invited multiple times as a keynote or invited speaker at the IFLA World Congresses and Conferences of 1984, 1985, 1995 and 1998, at the National Conference of the Australian Institute of Landscape Architects (Cityscape’ 85) in 1985 and at the World Conference on Education of Landscape Planning, hosted by the Graduate School of Design, Harvard University in 1986. It was there that his paper “THE AESTHETICS AND EDUCATION OF LANDSCAPE PLANNING IN CHINA” was selected as top model for education and practice. He was invited by the Australian Institute of Landscape Architects and the Garden History Society on an Australia national lecture tour in 5 states and 12 cities to present his paper “THE CITY SHOULD BE RICH WITH THE PLEASURES OF WILD NATURE”.

Professor Sun graduated in 1946 with a Bachelor degree in Agriculture in Landscape Design from the Zhejiang

University, China. After further study in Architectural Design, he embarked on a career as a teacher and landscape architect. As the first teacher of Chinese modern landscape architecture, he is the founder of the Chinese landscape architecture discipline. His book “Garden Art and Landscape Design”, considered a unique and classical textbook, published by the Beijing Forestry University was used by all of the departments of landscape architecture of the universities in China from 1962 to 1992. The book was republished by the China Architecture and Building Press in 2011 and was in its third printing in 2013. As an author, academic and researcher, Professor Sun has published more than 40 Chinese and international papers and his literature has deeply influenced several generations.

Professor Sun has educated a large number of students for nearly seven decades since 1956, as a professor and as the head of landscape planning and garden design at the Beijing Forestry University. From 1989 to 1990 he was an appointed visiting scholar at the Graduate School of Design at Harvard University, U.S.A., where he received the honor of Harvard’s RED TIE AWARD. In 1985 he was appointed as a visiting scholar at the Curtin University of Technology, Perth in Western Australia, when he was the 1985 recipient of the prestigious “HAYDN WILLIAMS FELLOWSHIP”. This annual award is granted to internationally distinguished scholars (one each year) who are at the highest level in their chosen field. To date, Professor Sun is the only one who has received this honor in the field of Landscape Architecture. In addition, as a distinguished scholar, he has lectured in 30 other foreign universities, including 15 in the U.S. (University of Pennsylvania, University of California Berkeley, University





of Virginia and Ohio State University among others) and 15 in Australia (University of Melbourne, University of Sydney, University of Queensland and University of New South Wales among others).

In 1950, as the first practicing professional landscape architect in China, a member of The Hangzhou Municipal Construction Committee and as the leader of the “West Lake Landscape Development Group”, Professor Sun undertook the master planning of the Hangzhou West Lake Area (4000 ha.) and set the stage for a new beginning for modern Chinese landscape architecture. As part of the west lake area master plan in 1951-1954, he designed Hua Guang Guan Yu Park, his maiden work in garden design and the first park of new China. His concept of combining inheritance and innovation, to blend classic and modern, eastern and western styles, and to blend natural and cultural landscape flawlessly together, has created a precedent and led to the formation of the artistic style of west lake modern landscape architecture. In 2011, a commemorative book on the park “The Light of Garden Design” was made by the Hangzhou Municipal Bureau of Gardens and Cultural Relics. In 2013, a Forum on Professor Sun Xiao Xiang’s Gardening Art named “In Honor of the Great Master” was held in Hangzhou, together with the celebration of the 60th Anniversary of the Hua Guang Guan Yu Park.

Professor Sun is one of the most prolific landscape architects ever, both in terms of his scholarly work and design work. For more than 60 years, he has travelled throughout China and has made great contributions to the protection and improvement of human habitat through his work. Only with

an abundance of professional knowledge can a landscape architect design large botanical gardens. Professor Sun has designed seven of them in China, from the cold north to the tropical south in different climates, including: Master Planning of Jingdong Subtropical Botanical Garden, 875 ha. Yunnan (2012-13); Master Planning of Xishuangbanna Tropical Botanical Garden, Chinese Academy of Sciences, 900 ha., Yunnan (2004-06); Master Planning of Shenzhen Fairy Lake Botanical Park, 588 ha, Shenzhen (1983); Planning and Design of The Ten Thousand Stones Botanical Park, 226 ha. Fujian (1962); Planning and Design of The Huanan Botanical Garden, 333 ha. Guangzhou (1959); Master Planning and Design of Beijing Botanical Garden, 533 ha. Beijing, (1956-1962) and Master Planning of the Hangzhou Botanical Garden, 200 ha. Hangzhou (1952-54). Professor Sun’s botanical gardens are designed depending on the joined knowledge of plant ecology, plant synecology, plant cultivation and plant taxonomy. They are the combination of vegetative landscape design, architectural art and sculpture art. They also merge space arrangement, landscape sequence, color design and music composition.

Professor Sun’s fundamental knowledge is profound. He is a poet, a painter, a botanist, a horticulturist, an architect, an ecologist and of course a landscape planner. He consistently reminds his students of the importance of possessing knowledge in all of these areas, in order to become an outstanding landscape architect. At the Museum of Chinese Gardens and Landscape Architecture, Professor Sun is praised as one of the educators and landscape architects who have played a significant role in the Modern History of Chinese Landscape Architecture. His manuscript of the book “Garden Art and





Landscape Design” 1986; the Xishuangbanna Tropical Botanical Garden and Design special issue of the Landscape Architecture journal, his Chinese water color painting “Yellow Mountain” and his “Chinese Seal Carving Design Collection” are collected and on display at the museum. Over the years, Professor Sun has held numerous painting exhibitions and painting demonstrations, including one at the World Conference on Education of Landscape Planning at Harvard University, in the cities of the Australian lecture

tour and at all the foreign universities he has held lectures.

Professor Sun is currently the Chief Landscape Architect and Honorary Dean of the Landscape Architecture Institute at the Beijing Forestry University and the Chief Landscape Architect and Consultant for the Xishuangbanna Tropical Botanical Garden at the Yunnan Province Chinese Academy of Sciences. He was the Vice President of the Chinese Society of Landscape Architects from 1993 to 1999.



The Establishment of the African Region of IFLA

James Taylor
Chair of the Africa Committee

The process for establishing IFLA's new African Region was initiated several years ago with the appointment of an Africa Committee. Previously, African nations that were members of IFLA were a part of the Central Region which was comprised of both the European and African continents. When the European Region was reestablished to focus on the common interests of that area, it was necessary for IFLA to form a regional organization for Africa. This initiative was advanced under the leadership of past presidents Martha Fajardo and Diane Menzies. The IFLA Africa Committee was appointed to investigate the ways and means to form the new region to serve Africa. This initiative has been successfully completed under the leadership of IFLA President, Desiree Martinez.

The membership of the committee included representation from both Africa and outside of Africa. The first step was to connect with landscape architects in all parts of the

continent. A list was developed (The African Network) that included educators and practitioners from throughout Africa and others interested in advancing the profession in Africa. In 2007, a proposal was developed and supported by the IFLA World Council to hold a Forum to establish a strategy to support the profession in Africa. The purpose of the IFLA Africa Forum was to bring together the leaders within the profession in Africa and other parts of the world to examine key issues, opportunities and needs for the region and to develop an action plan. The Forum was held on January 22, 2008, concurrently with an IFLA Executive Committee meeting. Following the presentations and a round table discussion, action items were proposed in six areas of professional development and cooperation: 1) improve recognition of the profession; 2) expand educational capacity; 3) engagement of existing associations, individual members and organize new associations; 4) improve communication; 5) capacity building; and 6) seek external support and partners.

The Forum was followed up in 2009 by a mission to Africa by then President Diane Menzies and Committee Chair James Taylor. The purpose of the mission was to meet the profession “on the ground”, expand contacts, review the state of the profession and provide advice for the organization of the 2012 IFLA World Congress to be held in South Africa.

A workshop on Africa was held as part of the 2011 IFLA World Congress in Zurich and provided an opportunity for the participants to introduce themselves, provide information and raise issues. There were representatives from Africa, the IFLA Africa Committee and other interested parties. The organizing committee sponsored congress registration for students and young African practitioners.

Our final project in support of the African Strategy was to assist in the organization of the 2011 IFLA Symposium: Landscape Architecture Education and Practice in Africa. The highly successful conference had nearly 200 delegates from many parts of Africa. One of the objectives of the event was to hold an organizational meeting for the new African Region. There were representatives from three IFLA member African countries; Kenya, Nigeria and South Africa, who served as voting delegates. The new IFLA association from Morocco was unable to send a delegate but filed a report. Also, the delegate from Malawi was unable to attend due to her studies in the UK. Five other African countries in attendance included Niger, Rwanda, Tanzania, Uganda and Zambia. Also represented were members of the IFLA Africa Committee, IFLA past President Martha Fajardo and IFLA President Desiree Martinez. The IFLA Africa Committee recommended that the group hold an election to establish

interim leadership. On the final day of the Symposium, an inaugural meeting of the African Region was held and an agenda for action was established.

The Institute for Landscape Architecture in South Africa (ILASA) followed up by hosting the IFLA World Congress in Cape Town in September of 2012. IFLA officially launched the new Africa Region at this very successful congress and meeting of the World Council.

Most recently, the Society of Landscape Architects of Nigeria (SLAN), held an IFLA Africa Symposium in October 2013 in Abuja. This well attended event included African regional meetings and provided an opportunity to establish an election process for a new executive committee and next steps for the region. The meetings were attended by representatives from member nations Nigeria, South Africa and Kenya and IFLA President Desiree Martinez. James Taylor and Hitesh Mehta also attended as advisors. A framework for organization and election of officers was approved. This was followed by an election. The new executives include: Professor Tunji Adejumo (Nigeria), Vice President African Region; Professor Graham Young (South Africa), Secretary; Carey Duncan (Morocco), Treasurer; and Hosea Omole (Kenya), Chair of Education. A Strategic Plan for the region is under development and will be presented at the next World Council in Argentina and the African Regional Meeting is to be held in Cape Town in September, 2014.

Much work remains to be done but a bright future awaits the profession in Africa.





World Landscape Art Exposition Jinzhou, China

Alan Titchener
Past IFLA Vice President, Asia Pacific Region



The opening of the World Landscape Art Exposition in Jinzhou, China took place on May 10, 2013. Jinzhou City has a population of around 3 million and is located in Liaoning Province in the Northeast of China at the head of the Bohai Sea.

The Expo was officially opened by Mr. Wang Min, the CPC Committee of Liaoning Province. China former Vice Prime Minister Mr. Hui Liangyu, Liaoning Province Governor Mr. Chen Zhenggao and officials and experts from other different governments and organizations at home and abroad attended the event. IFLA President Desiree Martinez was one of the official speakers at the grand opening. Past and present members of IFLA Exco, including Past President Diane Menzies, representatives of the Chinese Society of Landscape Architecture (CHSLA) as well as the 20 IFLA landscape architects who prepared designs for the Expo, also attended the opening.

The Expo is a partnership between Jinzhou City and IFLA, supported also by AIPH (the International Association of Horticulture Producers), the Chinese Ministry of Housing and Urban-Rural Development, the National Tourism Association of the People's Republic of China, the State Oceanic Administration, the China Council for the Promotion of International Trade and the Government of Liaoning Province.

IFLA's involvement in the project began in July 2010 with the signing of an agreement between Jinzhou City and IFLA, whereby IFLA undertook the selection of 20 leading landscape architects from IFLA Member Associations all over the world to design feature gardens which would form the cornerstone of a new park development; itself a feature of a New City development for Jinzhou.

After short-listing by a selection committee with representatives from all four IFLA Regions, approximately 45 landscape architects submitted concept designs. A jury comprising personnel from Jinzhou City, IFLA, AIPH and JCom (the organization led by master landscape architect and former IFLA Vice President Haruto Kobayashi, who prepared the initial 2-square-kilometer master plan for the Expo) selected the chosen 20 landscape architects.

The final 7-square-kilometer master plan was completed by an American design office and the detailed design of the Expo was done by several Chinese design companies.





The selected 20 were then paid to further develop their concept designs and detailed construction drawings were prepared by the Landscape Architecture Corporation of China. Chinese law requires that design detailing must be done by Chinese practitioners. Unfortunately, the garden designed by Singaporean landscape architect Maurene Tan was not constructed due to the high estimated cost involved.

Initially, an area of coastal escarpment overlooking the shrimp beds adjoining the Bohai Sea was selected as the site for the Expo. After further consideration a bold new plan

was proposed for the Expo utilizing land reclaimed from the sea, with the theme “City and Sea, Harmonious Future”.

In an astonishingly short period of time of less than two years, the marine site of about 7 square kilometers was transformed to create the World Landscape Art Exposition, one of the biggest exposition parks in the world. Of the 7 square kilometers, 3.3 square kilometers are land, the remainder being water.

The Expo site is divided up into six districts exhibiting various facets of landscape and seascape. Of these, the area



dedicated to the gardens designed by the IFLA landscape architects is definitely a highlight of the Expo. Gardens featuring the work of landscape architects from Australia, Columbia, Denmark, India, Iran, Lithuania, Mexico, The Netherlands, New Zealand, The Philippines, Portugal, Spain and the United Kingdom are included.

The quality of the finished gardens is exceptionally high and the IFLA designers have been able to demonstrate clearly the diversity and creativity of top quality landscape design. Inevitably some discrepancies (generally minor) between design concept and finished product have occurred, but steps are being taken to correct these.

Visitors to the Expo are given the opportunity to vote for their favorite gardens. At the end of the Expo, the gardens receiving the most votes will receive additional prizes for 1st, 2nd and 3rd.

Apart from the IFLA Gardens, there are other stunning features including: landscapes representing many of the other cities in Liaoning Province; an amazing valley of flowers displaying 3 million tulips; an Ocean Scientific Pavilion featuring in state of the art technology various aspects of marine life; a Paleontology Museum with life-scale dinosaurs; and the extraordinary Water Dance Theatre which utilized superb theatrical and lighting effects and was simply brilliant!

The Expo will run until the end of October, 2013, by which time it is expected that 10 million people will have visited the site. On the first Saturday alone, 75,550 people visited the Expo!

Plans are in the process of being prepared for the Post Expo use of the site. It is hoped that IFLA will have the opportunity to provide advice on this aspect of the project. In addition, it is hoped that landscape architects will be involved in further follow-up work in spreading the influence of landscape architecture into Jinzhou City itself.

The benefits to IFLA from the exposure of landscape architecture have been significant. As one of the IFLA landscape architects put it, "the opportunity to bring together a broad spectrum of designers from around the world and for those designers to express themselves with few limits and generous construction budgets, to experience the hospitality from the hosts and the chance to be part of such a prestigious international event has been unforgettable".

Interest has been expressed at the possibility of IFLA being involved in further landscape architecture expos in china. If the results of the Jinzhou experience are anything to go by, such a prospect should be looked on favorably.



The International Landscape Convention

Kathryn Moore

It was agreed at the last World Council in April 2013 that every delegate and member of EXCO should contribute to the effort to ensure that there is tangible support for an ILC from across the world, from civic groups, local and national societies as well as a range of international organizations and professional partners. The initial target date to show this support was the IPOGEO UNESCO meeting in Rome in November 2013, in preparation for the 2014/15 UNESCO cycle of meetings (see appendix 1) A reminder was sent out to all delegates in August 2013 and again in early November 2013. Heartfelt thanks to those who responded.

Progress:

A complementary strategy was agreed in May 2013 with UNESCO to promote the case for an ILC by ensuring recommendations supporting an ILC proposal are made in United Nations conferences, which in turn will demonstrate to the executive board of UNESCO that there is a continuing and growing level of support for the initiative.

- To that end, the final resolution of the conference on “The International Protection of Landscapes 2.0” held in Matera on November 21-23, 2013 on the occasion of the 20th Anniversary of the Matera World Heritage List Inscription, was the MATERA RESOLUTION ON LANDSCAPE, 2013 IN SUPPORT OF THE UNESCO FLORENCE DECLARATION 2012. It is also to be discussed at the ICOMOS annual conference in November 2014 and so will hopefully be embedded in the agendas of other UN Agency conferences.
- To further raise the profile of the initiative, since the last World Council, presentations explaining its purpose, ethos and rationale have been delivered at the Uniscape Conference in Paris, May 2013, IFLA Africa 2013 conference in Abuja, Nigeria, September 2013, (by skype) and at the second Baltic Forum in Tallinn, April 2014 (opened by the Estonian Minister of Environment Keit Pentus-Rosimannus).

I am so pleased to report that

- An IFLA Asia Pacific Landscape charter has been drafted.

- There are proposals for African, or joint African/Asian/ maybe Middle East Landscape Charters.
- National charters are being developed in Australia, Portugal, Canada and Morocco.
- Japan and Taiwan are considering initiating a proposal.
- The LALI initiative continues to flourish (see separate report). Signed by the professional organisations of 13 nation states, the ambition is for it in the long term, to be signed and endorsed by national governments in Latin America and implemented on a voluntary basis.
- The Council of Europe, building on the success of the European Landscape Convention, (signed by 39 nation states), is discussing the advisability of a protocol amending the ELC to enable accession by non-European states (see http://www.coe.int/t/dg4/cultureheritage/cdcp/Plenary/CDCPP2014-17_EN.pdf)
- A proposal for funding to support this ILC proposal is being developed by the chair of the IFLA communications committee.
- It is time to act! Please encourage your national associations or grouping of national associations to create national or regional documents (where none currently exist), ensure these are drafted as legal documents, so that when the time is right, you can seek agreement from your respective state governments to support the initiative.
- work to support the Matera ambition and recommendations (copied below) contribute to the work of the committee.

Recommendations

1. Every delegate encourages national associations or grouping of national associations to create national or regional documents (where none currently exist), ensure these are drafted as a legal documents, so that when the time is right, you can seek agreement from your respective state governments to support the initiative.
2. Commit to working to in the spirit and detail of the UNESCO IPOGEA Matera Resolution November 2013 (attached) and contribute to the work of the committee, using contacts in and beyond the world of landscape architecture to show the depth and spread of support.

This report has been circulated to UNESCO, ICCROM, CBD, ICOMOS, IPOGEA and GIAHS

The Next Stages: The 2014 Strategy for an ILC

In pursuant of the next stages of this global landscape initiative..

“The landscape... is a key element of individual and social well-being and ... its protection, management and planning entail rights and responsibilities for everyone.”

Preamble to the European Landscape Convention

“Landscape approach” is an innovative way of thinking and acting on land. By putting local people’s needs first and making human wellbeing the primary focus of land-use planning and decision-making, it aims to promote ecological development, people’s identity and to develop innovative solutions to ease pressure on the Earth’s resources.

Our landscapes represent a coming together of the natural world, human society and people’s needs. “Landscape is the place where everything takes place, where we live, work, relax and draw our resources from, the archive of our history, the treasure trove of biodiversity, the setting for our life and the basis of social cohesion, health and a good living”. There is an extraordinary revival taking place as society, governments and stakeholders begin to appreciate the true value and integrality of the landscape.

International instruments at the global level do not have an integrated approach to landscape. There is also not a single global convention that deals with landscape as a part of daily life or as experienced by people. These landscapes and their associated communities are facing significant threats and loss. In addition, tremendous opportunities for revitalization and economic renewal for rural to urban communities have emerged and urgently need to be recognized, supported and widely shared.

A new tool is needed to reward best practices and empower and provide an important focus and example for the support that is emerging across the world from communities and organizations concerned with the health and

sustainability of their landscapes. By acknowledging the profound effect the physical, cultural and social condition of our environment has on our quality of life and its role as a key component of robust economic growth, we will capture an extraordinary but fragile renaissance that is taking place, as government authorities, civil society and stakeholders are beginning to appreciate the true value and complexity of the landscape.

This new focus on the landscape is reflected in the number and range of legislative initiatives being put in place across the world. These initiatives include the European Landscape Convention (2000), signed now by 37 countries, the Latin American Landscape Initiative, with 12 countries ratifying and celebrating national landscape charters in Medellin, Colombia in October 2012, Landscape charters from Canada, Australia, New Zealand, Nigeria and other nations in Africa and many others to come.

Running parallel to these legislative and strategy initiatives there is evidence of a change in planning and development hierarchies with the landscape determined as the lead driver. Landscape is now an important economic and social concern that is now firmly on the mainstream political agenda.

Latin America, a region of recognized natural geographic and cultural diversity, is by its excellence a rich territory in terms of landscape. This great wealth, combined with the exuberance of its biodiversity, offers to its inhabitants vigorous surroundings whose enjoyment and stewardship does not require any effort. This is surely one of the reasons by which, until recently, interest in caring for landscape has not taken hold in the region.

Currently, despite its immense natural wealth, the region faces serious environmental problems with the main perception that these are landscape problems. Rapid economic development during the second half of the last century in addition to various other problems, has had a significant negative effect on the landscape. The progressive and fast

deterioration urges society to rescue the landscape as natural and cultural heritage.

It is clear that we are living through a moment of profound change in the way we value the material, social and cultural context of our lives. There is an extraordinary change taking place as society, government and investors begin to appreciate the true value and complexity of the landscape within the cultural context. This text reflects and builds stronger support for global, regional and local landscape initiatives. It outlines knowledge, expertise and competences that are specific to lead the change. With this in mind, we anticipate to debate trans-disciplinary aspects focused on the necessity of investment and specific formation in this area, and above all, on the legalization of this profession in several regions of the world.

My land, the inspiration, Coffee region in Colombia

Landscape Initiatives

International Landscape Convention

Background

In June 2005 the IFLA President was invited to attend the third meeting of the workshops for the implementation of the European Landscape Convention (ELC), in Ireland. The meeting in Cork was an inspiration. All the grand statements made afterwards during the course of my career are now linked to that concrete date. It was then that the dream that landscape would become part of our policies for its conservation, protection and management in a dynamic and contemporary approach was envisaged.

2005 Third meeting of the workshops for the implementation of the European Landscape Convention, Cork Ireland. RICHARD STILES LE: Notre Project chair, Maguelonne DÉJEANT-PONS Head of the Cultural Heritage, Landscape and Spatial Planning Division, and MARTHA FAJARDO IFLA President

Since 2005, IFLA has been promoting the idea of a Global Landscape Charter/Convention. In 2006 the International Federation of Landscape Architects (IFLA) encouraged the idea of a Global Landscape Charter first at the IFLA World Council in Minneapolis, with an exceptional workshop joining UNESCO, UIA, ISOCARP and partners.

2006 ASLA Annual Meeting & 43rd IFLA World Congress Minneapolis, USA UNESCO partners “Global Landscape Charter Workshop”: MAURICIO RIVERO UIA Vice-president; ALFONSO VEGARA ISOCARP President; MECHTILD ROSSLER **UNESCO WHC; and MARTHA FAJARDO IFLA President**

In 2010 in Suzhou, China, the World Council unanimously agreed to call upon the UNESCO Director General to review the feasibility of a new standard setting instrument, a “World Landscape Convention”.

The expert meeting was convened at the Paris, UNESCO headquarters, from October 25-26, 2010 at the demand of the Director General of UNESCO. The meeting was attended by 23 experts from all regions and from diverse disciplinary (anthropologists, geographers, ecologists, landscape architects, landscape planners and lawyers) and geographic backgrounds as well as representatives from ICCROM, ICOMOS, IFLA, IUCN, IUA, ISOCARP, FIDIC, the Council of Europe, the UNESCO Center for Traditional Knowledge, UNESCO’s legal advisor, staff from the World Heritage Center and the Division of Ecological and Earth Sciences.

The expert meeting was opened by the Assistant Director-General for Culture, Mr. Bandarin, and was addressed by the Secretary-General of ICOMOS, Ms Selfslagh and the Director-General of ICCROM, Mr Bouchenaki.

IFLA was represented by Kathryn Moore, IFLA International Landscape (ILC) Convention Task force Chair, Martha Fajardo, Former IFLA president, and ILC member, Patricia O’Donnell, IFLA Cultural Landscapes Committee Chair and ILC member and Xiamong Liu, IFLA Asia Pacific Vice President and CSLA Secretary.

The purpose of the meeting was to develop a feasibility study. In-depth presentations allowed for a detailed analysis of the benefits and challenges of a potential ILC, the need for an international convention requiring ratification and adherence, its scope and the manner in which it could complement the great lineage of tools demonstrating a changing and growing concern for the landscape, as well as deal with concepts and aspects currently not covered. The report of this experts' meeting brought together the rich, diverse and lively discussions of the exchange as the first steps toward a UNESCO/IFLA International Landscape Convention.

Although not adopted by the UNESCO Board in May 2011, the level of support was such that we strongly believe that its acceptance is a matter of time. The perception all over the world is that we have to keep up this momentum. The "endorsement" from UNESCO has been positive and the global dialogue has started at different levels. The topic has a new visibility and we have to come out with a comprehensive and understandable strategy.

Landscape initiatives have also been stimulated by the discussions advanced in international meetings convened by UNESCO, IFLA and others; the Rio+20 Peoples Summit in Brazil; the World Urban Forum WUF6 HPF6 in Naples; and particularly the UNESCO International Conference held in Florence, September 2012 which resulted in the Florence Declaration on LANDSCAPE . The results of these conferences demanded the creation in 2013, of an International Forum for the safeguarding of landscapes as a tool for sustainable development. This forum had the goal of advancing proposals for reflection on the post-2015 international development agenda and to initiate the creation process of relevant international mechanisms.

MONICA LUENGO IFLA-ICOMOS; PIETRO LAUREANO Chairman of the Panel for Traditional Knowledge and member working group responsible for drafting the new UNESCO Landscape Convention; KATHRYN MOORE ILC

Chair; DESIREE MARTINEZ IFLA president and MARTHA FAJARDO IFLA Former President and LALI chair, Florence, September 2012

The interesting story behind the desirability of a new international standard-setting instrument on landscape is how this initiative is helping to awaken the global community to the challenges we face, the values we need and the policies and practices we must follow.

Why UNESCO Endorsement?

At the expert meeting in Paris I had the opportunity to present the Latin American bottom-up initiative and to explain why UNESCO endorsement and the need for top down legally binding support is significant. From the very start I endorsed the advantage of having UNESCO leading the process. Even though it is premature to draw conclusions on the outcomes of this initiative, looking from a Latin-American perspective, the advantages of UNESCO leadership include:

Participation and Visibility: The success of UNESCO in influencing through its members this type of Initiative cannot be denied. This ability to influence countries through the respect they have for the organization makes it very likely for UNESCO to have an important impact on the World Landscape Convention. The WLC is an international instrument that will be able to deal with the whole landscape in an integrated manner. As a reward, it will provide an international context for landscape, placing this important resource alongside biodiversity and cultural heritage.

Capitalization on sectorial competencies: Because UNESCO is a specialized agency, it has particular expertise in this field. If they support the global proposal, it will give them a unique opportunity to apply their sectorial competency to the initiative.

Collaboration on a new holistic approach regarding landscape: In reference to the spirit with which the landscape concept was designed on the international and European scene, the UNESCO approach will be different resulting from the convergence of a multitude of cultural backgrounds, potentially covering the entire world. The approach from the CoE comes out of the vision of a European cultural background.

Why a Convention?

We believe an international convention is necessary because it will encourage a more strategic approach to the landscape. This is very important in addressing the major global challenges created by industrialization, urbanization, energy, demographic shifts, climate change, the depletion of natural resources, deforestation, biodiversity, heritage, issues relating to the quality of life and other aspects of land use development. It will help communities deal with the many threats to their everyday landscape.

A convention will influence government bodies. By providing excellent leadership and expertise and leveraging the support of other agencies. It will help those seeking to champion the landscape to articulate arguments convincingly and persuasively. It will challenge preconceptions and reward best practices, empower and provide support for communities and organizations across the world, concerned with the health and sustainability of their landscapes. Establishing landscape as the tool for planning sustainable development will help unlock greater value for people and the economy, now and into the future.

Our proposal builds on a new way of thinking about landscape. Focusing on the relationship between people and their physical environment, it considers the landscape as a cultural and natural concept, a physical and abstract entity, having economic and social value. Integrating at every point, nature and culture, dealing with issues of

expertise and public aspirations, with conservation and design, it deals with the protection of the past as well as the shaping of the future. This is not simply about landscape as it relates to bio diversity or ecology. It's not only concerned with the countryside or matters of heritage. It addresses the entire package, including the urban and suburban, the cities and the towns.

By, recognizing that different cultures have different ideas about the landscape and that these ideas are incredibly diverse, we see that there is little to no point in trying to find a common definition. Being comprehensive, flexible and overarching allows national, regional and local interpretation and application.

Rather than simply producing standards and rules, it is a framework agreement that contains principles and guidelines. By its nature it encourages a way of working across disciplines and established institutional, geographical and disciplinary boundaries. It also recognizes the vital connections between governance, culture, health and economics.

It reflects a changing discourse about the landscape. This is not about discovering a new language as such, but fusing, overlaying and cutting across concepts that have up until now, been compartmentalized and segregated.

Recognizing landscape as a resource that is environmental, economic and social makes for a more dynamic, as well as democratic concept. It is essential not to hold it up as an elitist, scientific, or intellectual concern, only there for those who can afford it. It deals with both remarkable and degraded landscapes, the special and the everyday, all territories from rural to urban and all areas, from the most treasured to the most nondescript and unloved; the places and spaces in desperate need of regeneration.

Kathryn Moore
IFLA ILC Chair

Towards a Latin American Landscape Initiative LALI

The Latin American Landscape Initiative (LALI) is a fundamental initiative to value the magnificent landscapes of Latin-America and to take care of the everyday landscape of the population. It will be a great honor for us to contribute to the promotion of the Initiative and to pursue our cooperation.

Maguelonne DÉJEANT-PONS

Head of the Cultural Heritage, Landscape and Spatial Planning Division, Council of Europe / Conseil de l'Europe

Salento, Colombia

El pantanal, Brasil

Buenos Aires

Peru cultural landscape

A bottom-up Regional Initiative

Since 2010, the Americas Region has worked on National Landscape Charters through civil society and institutions. Latin America Charters have been developed by Argentina, Bolivia, Brasil, Chile, Colombia, Costa Rica, Ecuador, Mexico, Peru, Uruguay and Venezuela.

The interdisciplinary partnership known as “The Latin American Landscape Initiative” (hereinafter referred to as “LALI”) was born. Member networks share a common commitment to uphold the vision of the LALI expressed in the declaration. The Latin American Landscape Initiative (LALI) is a declaration of fundamental ethical principles to promote the recognition, valuation, protection, management

and sustainable planning of Latin American landscapes. It does so by adopting agreements (laws-accords-decrees-regulations) that recognize local, regional and national diversity and values both tangible and intangible of landscape, as well as the principles and processes to safeguard it.

In this framework, the members commit themselves to develop and to put into practice the proposals subject to the present initiative. The signatories in shared agreement recognize that landscape is:

- An exceptional, fragile and transitory resource.
- The crucible of the intangible of Latin American communities.
- A cultural, social and environmental asset that represents integration and communication with the past of our towns and defines their evolution.
- A reference value and a way of controlling transformation through its association with the ancestral, collective memory and the cultural, natural and symbolic meaning that it contains.
- A right that all the human beings should be able to enjoy, the enjoyment of which generates commitments and responsibilities.

LALI endorses and supports the proposal of a global landscape initiative aimed to promote in all regions of the world appropriate landscape safeguarding legislation and regulation, the strengthening of international collaboration, exchanges and capacity building efforts and the adoption of an International Landscape Convention. This new normative tool will be targeted at focusing public policy on the relationship between people and their landscape. It will work on bringing together art and science, nature and culture as well as heritage and development in order to protect and improve the sustainability and value of the everyday landscape worldwide.

LALI is a regional initiative, but its meaning goes much beyond the limits of the Latin America region. It signals the mobilization of civil society for the safeguarding of important collective values, the ones that are represented by the conservation of beauty, of biodiversity, of traditional knowledge and of heritage in all its forms.

UNESCO praises the work that you have done, and wholeheartedly supports the LALI initiative as a basis for an enhanced regional and international action that will lead to the development of more effective and universal policies, in collaboration with all the main United Nations Agencies, the international NGOs and national and local governments of all the regions of the world.

Francesco Bandarin UNESCO Assistant Director-General

LALI is an inclusive, pluralistic, non-hierarchical initiative that emerged from IFLA, but that is open to the participation of representative groups on a local, regional and global level. LALI is a synergy that works within civil society, academia, organizations and institutions, with different ideas and voices. It advocates for the expansion of the concept of landscape in a metaphor for the inclusive multiplicity and pluralism in design, biology and planning.

The entire LALI network is composed of twelve (12) Latin American Landscape Charters and seven (7) clusters: Legal, Education, Publications, Best Practices, Civil Society, Landscape Networks and Communication. The MoU is with The Landscape Observatory of Catalonia, the illustrious advisors (Francesco Bandarin, Diana Balmori, Patricia Johanson and Mario Schjetnan), in synergy with civil society through the Fundación Cerros Bogota, the Fundación Humboldt, the Observatory IL_Paisaje México, Paisajes LAB Ecuador and Corporación Patrimonio y Paisaje de Chile, among others.

The Initiative serves as a mechanism for networking, communication and information-sharing among the Latin American Partnership. This partnership is to be comprised

of participating civil societies, international organizations, local communities, private sector entities, educational research institutes and NGOs. All of these organisms have stakes and interests in advancing human-nature considerations that the landscape is a common good and the right to the landscape is a human necessity.

The LALI seeks to convene state entities, organizations, institutions and civil society in order to:

- Establish specific policies related to landscape.
- Integrate landscape, with its due importance, in public sector policies (infrastructure and mobility, production, utilization of resources, renewable energy, health, tourism, urbanism and housing).
- Foster policies and participate in international programs related to the landscape, favoring regional and pluri-national cooperation.
- Encourage work in support of landscape through institutional, multidisciplinary and trans-disciplinary frameworks.
- Promote landscape conservation, restoration, and management plans and programs.
- Orchestrate landscape policy in regulation concerning land.
- Position in the value of landscape, one of the pillars of cultural policy, urban requalification and environmental recovery.
- Incorporate citizen participation in the activities of landscape management.
- Promote knowledge and valuation of landscape on the part of diverse population groups.

- Integrate the protection of landscape goods in urban and regional planning.
- Recognize the fundamental role of landscape and landscape architecture.

The landscape initiative is a vision of hope and a call to action. At a time when major changes in how we think and live are urgently needed, the LALI forces us to examine our values and to choose a better way for the transformation of the Latin American landscape. At a time when international partnership is increasingly necessary, the initiative encourages us to search for common ground in the midst of our diversity and to embrace a new ethic that is shared by a growing number of organizations and people throughout the world. At a time when sustainable landscape planning and management has become essential, the LALI provides a very valuable instrument.

LALI signing and endorsement Ceremony

D. Martinez, Mexico
 S.Kahtouni, Brasil
 C. Jankilevich, Costa Rica
 O. Moreno, Chile
 M.Espinoza, Bolivia
 A.Roncayo Ecuador
 C.Iberico, Peru
 G.Aponte, Colombia
 R.Rodera, Uruguay
 M.Genatios, Venezuela
 A.Echeverri urbam F.Bernal UPB, Medellin

The signing and official launch of the Latin American Landscape Initiative (LALI) was an emotional, momentous and memorable event that took us beyond our borders. On October 19, 2012 the Initiative was signed by civil society, academia, the local government and the participants who attended the IFLA /SAP Americas Conference in Medellin, Colombia.

There were 23 countries, nearly 400 participants, 96 students, 45 lecturers and speakers and 25 participants of the local government. Additionally, there were parallel activities that made the conference in Medellin the epicenter of landscape.

Distinctive endorsement was given by Maguelonne Déjeant-Pons; Head of the Cultural Heritage, Landscape and Spatial Planning Division of the Council of Europe and Secretary of the European Landscape Convention as well as Pere Sala; from the Cataluña Landscape Observatory.

The journey has just begun. LALI is still a baby; it is at the threshold where youth meets adulthood. LALI is the beginning of a joyous occasion. It is a time to collect wisdom. We are in need of advice and support. The journey may be difficult, but it is surely exciting.

The Endorsement of the LALI, Medellin Colombia

Maguelonne DÉJEANT-PONS Head of the Cultural Heritage, Landscape and Spatial Planning Division, endorsing the LALI

From the convention we realize that physical improvement cannot stand alone. Many people care passionately about their landscapes and take pride in their distinctive character and diversity. Cities, towns, villages and the landscape are a reflection of their social, political, economic and environmental context. Consequently, any improvement should affect the well-being of the people. Cities, towns and villages must make efficient and sustainable use of their land and other resources; be safe and accessible by foot, bicycle, car and public transport; have clearly defined boundaries at all stages of development; have mixed use and social diversity; have streets and parks, spaces that respects local history, the landscape and geography; and have a variety that allows for the evolution of society, functionality and design.

This is the vision that we connect with the European Landscape Convention.

Then, and only then, the pride we feel, as landscape architects will be matched by the quality of our contribution to this world.

LALI International Forums

First International LALI Forum Medellin

The LALI was signed and ratified at the IFLA Regional Conference in Medellin Colombia in October 2012, two days before the forum took place in Medellin Colombia. A follow-up committee had been developing the action plan for the implementation of the Initiative. The drafting of the LALI involved an inclusive and participatory process of 15 countries. This process is the primary source of its legitimacy as a guiding ethical framework. The validity of the document has been further enhanced by its endorsement by over 400 participants, including local government and international organizations. Ratification is open to anyone and any institution.

Composed in Colombia on August 30, 2012, the LALI declaration was set up in Spanish, English, and Portuguese. They are three equally authentic texts, in a single draft that will be deposited in the Latin American Landscape Observatory.

Medellin Botanical Gardens, LALI tree planting ceremony as part of the forum.

This forum was part of the parallel events that took place during the IFLA / SAP Americas Regional Conference 2012, with the theme "Borders Landscapes on Alert". We had the support of the city of Medellin, the mayor and the botanical garden where the event took place.

LALI Forum, supported by the Observatori del Paisatge Catalunya PERE SALA I MARTÍ

II International LALI Forum Guayaquil

This forum took place in Guayaquil, Ecuador on October 30, 2013. The main objective was to discuss the progress of the Latin American Landscape Initiative (LALI) and its advancement, strategies and goals, specifically with reference to each one of the seven clusters; Legal, Education, Best Practices, Civil Society, Landscapes Network, Publications and communication. An additional objective was the advancement of the 12 Landscape charters in the region.

At the forum we saw progress regarding the agreement with the Landscape Observatory of Catalonia, IFLA and LALI. This memorandum represents a great achievement for the Latin-American region to have the support and assistance of an organization which is a benchmark in the global landscape. We have advanced the collaborative program composed by concrete actions within agendas and a methodological proposal for the Observatory and the LALI.

Through the central theme; THE LANDSCAPE AS A CATALYST, we aim to make progress regarding our commitment to UNESCO, namely the Hangzhou Declaration, that was declared last May. This action has the objective of integrating culture as the fourth pillar of sustainable development. We are placing the landscape as the territorial dimension of culture. Within this concept the local landscape (the everyday landscape) is an engine for development, a means to increase peace and reconciliation, the level of self-esteem, foster identity and improve quality of life for the people of the territory. Therefore, in our LALI agenda we are collaborating with Millennium Development Goals (MDGs) and reporting and responding to the actions of the Hangzhou Declaration. The work of landscape architects is vital in creating places and environments in which we can live sustainable, productive and above all rich and happy lives.

This forum was one of the parallel events that took place during the IFLA / SAP Americas Regional Conference 2013, with the theme “Local Landscape Development and Sustainable Cities”. We were lucky to have the support of academia through the Universidad Técnica Particular de Loja, Guayaquil Headquarters, where the event took place.

Ref LALI BLOG, LALI WEB, Twitter, Facebook and LinkedIn.
<http://lali-iniciativa.com/> <http://lali-iniciativa.org/>

IFLA / SAP Americas Regional Conference 2013 and the LALI tree ceremony in Loja

LALI WORKING GROUP

LALI Chair

Martha Cecilia FAJARDO

IFLA Former President and ILC members

LANDSCAPE CHARTERS

- ARGENTINA CAAP Centro Argentino de Arquitectos Paisajistas: Virginia Lucrecia LABORANTI
- BOLIVIA SAPEMA Sociedad de Arquitectos Paisajistas, Ecología y Medio Ambiente de Bolivia: María Teresa ESPINOZA
- BRASIL ABAP Associação Brasileira de Arquitetos Paisajistas: Saide KAHTOUNI
- CHILE ICHAP Instituto Chileno de Arquitectos Paisajistas: Claudia OÑATE, Osvaldo MORENO
- COLOMBIA SAP Sociedad Colombiana de Arquitectos Paisajistas: Gloria APONTE GARCIA
- COSTA RICA ASOPAICO Asociación Costarricense de Paisajismo: Carlos JANKILEVICH

- ECUADOR SAPE Sociedad de Arquitectos Paisajistas del Ecuador: Alexandra MONCAYO
- MEXICO SAPM Sociedad de Arquitectos Paisajistas de México A.C. IFLA Presidente: Desiree MARTINEZ U.
- PERU APP Asociación Peruana de Arquitectura del Paisaje: Carmen BALARIN DE IBERICO
- PUERTO RICO CAAPPR Asociación de Arquitectos Paisajistas de Puerto Rico: Marisabel RODRÍGUEZ
- URUGUAY AUDADP Asociación Uruguaya de Arquitectura de Paisaje: Margarita MONTAÑEZ, Norma PIAZZA, Rafael DODERA
- VENEZUELA SVAP Sociedad Venezolana de Arquitectos Paisajistas: Marianella Genatios SEQUERA-TAMAYO
- PARAGUAY Sociedad Paraguaya de Arquitectos Paisajistas: Beatriz FRANCO PAATS

LALI CLUSTERS

- 1) LALI RED: Carlos Jankilevich (Landscape architect)
- 2) LALI JURIDICO: César Augusto Molina Saldarriaga (Lawyer)
- 3) LALI EDUCATION: Gloria Aponte (Landscape architect)
- 4) LALI PRACTICAS: Osvaldo Moreno (Landscape architect)
- 5) LALI SOCIVIL: Marianella Genatios (Landscape architect)
- 6) LALI COMUNICACIONES: Claudia Misteli (Journalist)

7) LALI PUBLICATIONS: Lucas Peries
(Landscape architect)

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- IFLA INTERNATIONAL FEDERATION OF LANDSCAPE ARCHITECTS President Desiree MARTINEZ
- UNESCO-IFLA towards ILC INTERNATIONAL LANDSCAPE CONVENTION chair Kathryn MOORE
- ICOMOS/ IFLA International Council on Monuments and International Sites Scientific Committee on Historic Gardens and Cultural Landscapes President Monica LUENGO
- AGREEMENT CATALUÑA LANDSCAPE OBSERVATORY: Joan NOGUÉ I FONT - Pere SALA I MARTI
- Agreement between the International Federation of Landscape Architects (IFLA) / the Latin American Landscape Initiative (LALI) and the L'OBSERVATORI CONSORTIUM OF CATALAN PAISATGE to establish the framework for collaboration in areas of mutual interest
- FRANCIA ELC – COE European Landscape Convention: Maguelonne DEJEANT-PONS

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- MEDELLIN COLOMBIA, Universidad Pontificia Bolivariana de Medellin UPB: Felipe BERNAL Facultad de Arquitectura

Message by UNESCO's Assistant Director-General for Culture to LALI

Message by Mr. Francesco Bandarin, UNESCO's Assistant Director-General for Culture on the occasion of the INICIATIVA LATINOAMERICANA DEL PAISAJE 2nd FORO INTERNACIONAL LALI GUAYAQUIL.

El Paisaje como Catalizador (The Landscape as a Catalyst)

CENTRO REGIONAL GUAYAQUIL, 30 October 2013

It is a great pleasure for me to send my warm greetings to the participants of this international forum, which will certainly provide new opportunities for the Latin- American landscape initiative.

I would like to express my special appreciation to the representative of IFLA International Ms Moore and the former president of IFLA, Ms Fajardo. The agenda addresses a truly interdisciplinary subject: landscapes;

We may have different approaches to landscapes – each culture and community may have a different understanding of the concept, but there can be no doubt that landscapes are a part of our daily lives.

UNESCO has extensive experience dealing with landscapes: Since the 1962 Recommendation on the Beauty and Character of Landscapes and Sites, the 1972 World Heritage Convention, which recognized cultural landscapes in 1992 and the 2003 Convention for the Safeguarding of the Intangible Cultural Heritage, which recognizes traditional practices essential for maintaining landscapes. You can also benefit from the lessons learnt through the elaboration and implementation of the 2011 UNESCO Recommendation on Historic Urban Landscapes, which I strongly encourage you to take into account.

I also refer you to the recently published special issue of the World Heritage Review (No. 69) devoted to agricultural landscapes. It is available on-line in English, French and Spanish at <http://whc.unesco.org/en/review/69/>.

As most of you are aware IFLA's resolution for a Global Landscape Convention was submitted to UNESCO's Executive Board in spring 2011, but was not adopted. Instead we were encouraged to work within existing frameworks. I think that the Latin American Landscape Initiative represents a plan for action that can serve as a model in other regions of the world. We will continue to promote similar initiatives to foster international recognition of landscapes.

Today we all recognize that threats to landscapes are increasing around the world: environmental degradation, unbridled urbanization, regional conflicts, natural disaster to mention only a few. Sustainable solutions must be found at

the national, regional and international level and UNESCO stands prepared to assist in addressing these challenges. We are convinced that the solutions lie in integrating a human-centered approach to development.

For this reason, UNESCO is leading international efforts to place culture at the heart of development strategies and policies. Culture can be an effective vehicle for environmental sustainability by integrating traditional knowledge systems and encouraging community involvement. The future of our planet depends on such an integrated approach.

I wish you successful deliberations.

Francesco Bandarin

Office of the Assistant Director-General for Culture
UNESCO Culture Sector

Preparations advancing well for strategic changes at IFLA

IFLA's Turning Point by Mike Owen Facilitator

IFLA is at a turning point in its history. A debate over the last two years about the Federation's future organisation and strategy led the World Council at its 2012 Cape Town meeting to set up a dedicated 'strategic planning working group' (SPWG) to look at such issues with a fresh perspective and, in conjunction with ExCo and an external facilitator, to develop new proposals to secure a strong future pathway for the organisation.

These proposals were considered and agreed at the 2013 meeting of the World Council in Auckland, with a few changes made to take account of Delegates' opinions expressed there. Since that meeting ExCo and SPWG members have been working further on the detail of the changes, particularly including the drafting of a new IFLA constitution and associated by-laws and fresh terms of reference for IFLA's standing committees and main groups. All changes are to be considered and voted on by Members at IFLA's next Council in 2014.

All IFLA Members were sent a copy at the end of August of a document called 'A new organisational framework for IFLA', which explained the main changes planned. Below is a further reminder of these changes:

- i. IFLA will stay as a single, international body revolving around its Regions who will share a supportive and co-ordinating Centre. However, IFLA's new Constitution will allow Regions much more flexibility in how they manage their activities. The organisation will also increasingly function as a global on-line community, with Members sharing and networking regarding topics of common interest across the world.
- ii. Regions will keep their co-ordinating and supporting role across their local Members but, if there is a local demand, a Region may set up some sub-Regional groups to help enable closer support or networking between Members. IFLA's Constitution will permit up to five Regions in the future.

- iii. IFLA's Centre is to focus on three key functions: central administration/secretariat needed for IFLA as an organisation as a whole; support for and co-ordination of the work of World ExCo, IFLA's Regions, and main IFLA committees; and IFLA communications (both with Members and external global PR and marketing).
- iv. To strengthen the effectiveness of the IFLA Centre, IFLA will establish a new post of Executive Director. ExCo will delegate some of their operational duties to this role.
- v. IFLA's current range of central committees and task groups is being rationalised and simplified to help make IFLA's delivery of projects more focused and efficient. There will be four central standing committees: Education & Academic Affairs; Communications & External Relations; Policy & Professional Practice; and Finance & Business Planning. Other committees or task groups will report in to one of these standing committees. New terms of reference have been developed for every committee.
- vi. Membership of world ExCo is being modified. Given the new role of Executive Director, IFLA's Constitution will drop the role of Secretary General. Alongside the role of world President and Treasurer there will be up to five Regional Presidents (one for each Region) and a role for each of the chairs of the new standing committees .
- vii. To further improve how IFLA operates, IFLA will develop a range of good-practice management guidelines which all parts of the organisation will be expected to follow. These will include a set of financial management guidelines and a set of strategic/business planning guidelines. A 'relationship agreement' will also be established between each Region and the IFLA Centre to clarify mutual expectations.
- viii. IFLA will develop new and additional streams of income to support its future activities. Areas it will review include IFLA's range of member categories, new commercial income sources, member subscriptions policy, and how IFLA's annual congress is managed.
- ix. IFLA will take measures to improve its communications - both with its Members and external communications to its major external stakeholders at a global level. Actions will include improved websites and greater use of relevant social media.

Final details of all new, proposed constitutional documents are being posted online in December for all IFLA Members to read. At the same time there will be a call for nominations for to fill vacancies on ExCo, including chairs for IFLA's new standing committees.

Please watch out for these important details and we kindly ask all Members to be ready to give careful thought and consideration to all the issues. IFLA is your organisation, so your support and opinion are crucial to the organisation's future!

If you have any questions or would like further information about the above process or planned changes, please contact the IFLA Executive Secretary in the first instance.

An update of a first draft prepared March 2013 based on decisions at WC Auckland 2013, subsequent review by ExCo and SPWG, and incorporating a fresh implementation schedule

leading up to WC June 2014

Drafted June/July 2013 by SPWG, updated by EXCO feb 2014

24th February 2014

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Appendix:

A1 – Summary of new role of IFLA Executive Director

1. Executive summary

IFLA is at a turning point in its history. A debate over the last couple of years about questions of the Federation's future organization and strategy led the World Council at its 2012 Cape Town meeting to set up a dedicated strategic planning working group (SPWG) to look at such issues with a fresh perspective and, in conjunction with ExCo, to develop new proposals to secure a robust future pathway for the organization.

These proposals were recently considered and agreed at World Council's 2013 meeting in Auckland, with a few

changes made to take account of Delegates' views expressed there. This paper summarizes what was agreed and also sets out an updated project programme and schedule to implement the changes - including, in particular, the drafting of a revised IFLA Constitution to reflect the changes and a formal vote by all Members to confirm acceptance of this in June 2014.

A central issue concerned IFLA's overall structure. The Federation is currently constituted as a global body formally operating around four Regions (IFLA Europe, IFLA Americas, IFLA Asia-Pacific and IFLA Africa) and its Constitution defines a fixed way in which each Region is expected to organise and run itself. However, the current Constitution ignores how there are many significant differences between these parts of the world in themselves and also how the Regions are at quite different levels of development in terms of how they are running their affairs.

For the future, whilst IFLA will keep the current regional basis of its organisation and operations, the new Constitution will provide for a lot more flexibility in the definition, number and running of Regions. Specifically, the Constitution will allow a more flexible division of Members into Regions, will raise the number of Regions permitted to five (from four), a Region may set up sub-regional groups if local Members wish this and, most significantly, Regions will have considerable freedom to define their own management arrangements to run their local activities - as long as they follow a core set of standards of good management to be defined by IFLA.

In this new structure, the role of the IFLA centre is to focus on three key areas: central administration needed for IFLA overall; support to and co-ordination of IFLA Members (including communications with Members); and marketing & promotion of IFLA externally at a global level.

In terms of the roles and mechanisms making up the IFLA centre, it is not planned to make any significant changes to

the role or composition of World Council, but it is intended that membership of ExCo should be widened to include the chairs of IFLA's main central committees in order to integrate their work better with the leadership of IFLA. Other important actions to strengthen the effectiveness of the IFLA centre are the appointment of an Executive Director and re-defining IFLA's central (global) committees and main working groups with fresh terms of reference.

To support these new governance arrangements, it is intended that IFLA enhance the effectiveness of how it implements ideas, decisions and policies – from World Council to individual committees – by adopting more professional project planning & policy implementation techniques. Additionally, IFLA will take steps to enhance its overall financial management processes and make more extensive use of strategic and business planning.

As well as changing its organisational structure and how it is managed, IFLA needs a transformation in how it funds what it does. Three important areas that need to be explored are development of IFLA's member categories, development of new commercial and other income sources into IFLA, and a new formula and policy for setting subscriptions (which also ensures a fairer and more equitable sharing between all regions and the IFLA centre). To address these vital issues, a dedicated 'income development' task group (involving IFLA's Treasurer, project facilitator, and a range of individuals who expressed strong interest at the Auckland WC) will begin a review early October and develop specific proposals by early 2014.

Looking at IFLA's current declared Vision and Mission statements, both are rather too wordy, not focused enough and not aspirational enough to be helpful for guiding the Federation's future. Therefore, new, better statements will be drafted and incorporated into the new Constitution for Members to consider and approve in the context of all other planned changes.

Finally, in this document, there is reference to how IFLA will take measures to improve both its communications with its Members and general external communications to major stakeholders at a global level, so as to raise the general profile of IFLA and the profession. Actions need to include improved website systems for IFLA centre and Regions, greater use of social media, and better brand management of the Federation.

It is a challenging but exciting agenda for IFLA. If adopted and successfully implemented, the Federation should be in an even stronger position to seize the future with confidence and steadily grow its global impact.

A summary schedule of principal action required over the latter part of 2013 and the first half of 2014 - leading up to the World Council in Buenos Aires in June - to implement the proposals is given as the last section in this document.

2. IFLA's corporate structure

2.1 A global forum with regional flexibility

IFLA will be one, united international body and also keep the regional basis to its organisation and operations - in order to both build on the established work and operations of its current Regions and continue to reflect differences (professional, social, economic, cultural) that, of course, exist between areas of the world.

However, the new Constitution for IFLA will provide for more flexibility and variation in terms of the definition, number and local structure and operation of its Regions:

- IFLA's current four Regions (IFLA Europe, IFLA Americas, IFLA Africa & IFLA Asia-Pacific) will continue as the primary units of the global organisation, but within this overall structure, the new Constitution will allow more

flexible compositions of the Regions (in terms of geography and Members) - to suit the wishes/preferences of individual Members and/or ensure sufficiently strong and balanced Regions.

- To accommodate possibly the wish for some IFLA Members to form a new different regional grouping, the organisation's new Constitution will enable IFLA to have up to five Regions in total. Any new Region must, of course, be voted on and agreed by IFLA World Council.
- Regions will in future have the flexibility and freedom to define their own management arrangements to organise, run and control their local activities without having to follow a fixed model and structure defined by IFLA (except the need to appoint a Regional President and a Treasurer and to follow a core set of standards for Regional elections and general management to be defined in IFLA By-Laws and guidelines). This flexibility includes composition of their management committee, definition of working sub-committees and groups, and operational ways of working. If Members in a current Region do still want to continue to operate with the Regional Council as defined in the current Constitution, they may certainly do so, but there will be no formal requirement to do so.
- Any Region - in response to local wishes or preferences expressed by its Members - may at any time define, set up and run one or more sub-Regional groups, comprising a particular set of more local countries/Members who want to co-operate or support each more closely whilst still working within the local IFLA Regional framework.

The main activities of Regional (and any sub-Regional) groups are already well recognised by Members, including the following:

- joint initiatives and shared programmes across the Region to promote landscape architecture (ranging from education and training to marketing, events and PR)

- Region acts as conduit and representative between IFLA centre and individual Members in Region, including having a place on World ExCo, and acting as coordinator/monitor of all IFLA affairs across Region
- first 'port of call' for general support and guidance to individual Member associations in the Region for planning or developing their association or issues concerning education or professional practice
- shared online professional resources
- online networking between Members in the Region
- regional professional events e.g. seminars, conferences
- regional awards
- regional exchange visits for LA students
- regional fundraising / income generation

2.2 Development of topic interest groups

As well as enabling geographically-based groups, IFLA is to encourage and assist its Members more to network, exchange, co-operate and support each other concerning common topics of interest (technical, industry, professional discipline, educational etc). Members can share such interests from anywhere across the world, not just in their IFLA Region, and therefore, these groups are likely to be more online-based (but not completely)

The activities of topic groups will include the following:

- shared online networking – discussion and debate about specific professional or academic issues
- shared online exchanges of learning, research, references, resources, publications etc.

- specialist seminars and conferences—online or face-to-face
- links with specialist academics and encouragement of specialist research and publications
- provider of specialist/expert comment and opinion on technical issues, news and developments in the topic field
- sponsorship of research and educational awards in the topic field

2.3 Other major organisational features intended for IFLA:

- Although the new Constitution will provide more freedom concerning how Members can run their activities, everyone will still belong to a single, united global organisation. Regional, sub-regional or other groups are not to be run as separate, independent bodies.
- Reflecting this, the name 'IFLA' and its logo are to be managed and promoted more carefully as a world 'brand' with improved control over use and presentation by Regions and groups.
- Although IFLA is an organisation, it may be more helpful to think of it also as a global 'forum' or exchange-hub of members and member-groups networking, interacting and co-operating together for common interests. Furthermore, this forum should be seen more – certainly for the future - as an online community of professionals sharing and networking together, rather than just a set of people who meet face-to-face occasionally at conferences.
- In this type of organisation, the IFLA centre will take on a more significant role than it has now – in terms of providing overall integration and support to Members, Regions and groups, as well as looking after central corporate administrative duties. This does not mean the centre needs to be expanded a lot, but it does require a

stronger level of management-level resource in order to be as effective as possible.

- To provide clarity over what Regions and the IFLA centre should expect of each other – in terms of functions and responsibilities - a 'relationship agreement' is to be entered into between each Region and the IFLA centre. To complement this, it is also planned that each individual IFLA Member association should have a similar (simple) 'IFLA membership agreement' (and supporting certificate) which they sign on joining IFLA (and periodically thereafter).

3. IFLA governance & leadership

A slightly modified governance model is intended for the global leadership and governance of IFLA, keeping some elements of the current organisation but also adopting some new arrangements:

3.1 World Council

It is not proposed to make any significant changes to the role or composition of this. It will continue to be the principal governing body of IFLA. It should continue to meet annually in an ordinary session, but periodically also utilising virtual/online voting for consideration of and resolution of specific policies or programmes in between its annual meetings.

3.2 World Executive Committee (ExCo)

This body will continue to be in charge of the general management of IFLA - answerable to the World Council as now. It is also intended to keep the current composition of ExCo (corporate officers and Regional Presidents), except for the following modifications:

- i) There will be only two ‘corporate’ roles: President and Treasurer. It is planned to drop the current role of Secretary General (SG) in 2015 after the current SG completes his term and replace it with an employed Executive Director who would take-on much of the SG’s responsibilities as well as several other duties (see section 4.2). In the short-term during the second half of the year 2014 and first half of 2015, it would be useful for the SG and new Director to work alongside each other until all changes proposed in this document are fully bedded-in.
- ii) There will be provision on ExCo for up to five Regional Presidents (Americas, Asia Pacific, Europe, Africa and one potential new Region).
- iii) The chairs of IFLA’s central standing committees will join as additional members of ExCo – to enable closer integration with and better management of the vital work of IFLA’s committees.
- iv) The President’s role is to delegate some of his/her ‘chief executive officer’ type duties to the new Executive Director role, to enable the President to have more time to focus on his/her global external relations/ambassador role. Notably, this delegation should include management of central secretariat administration and managing IFLA centre communications.
- v) One of the Regional Presidents should hold the formal role of IFLA Vice President. This role should be rotated (for example, every twelve months) between the Regional Presidents.

ExCo will operate mostly as a ‘virtual’ Board with regular (typically monthly) meetings held via Skype or other online means - as mostly happens already today. Face-to-face meetings for the whole ExCo will normally be limited to just once a year – at the same time as the annual World Council - but the IFLA President, Treasurer and Vice President should

also meet personally – together with the Executive Director – at least on one other occasion each year (ideally every six months) to ensure effective leadership and co-ordination.

3.3 IFLA central committees

At a global level IFLA’s structure needs to provide for a stronger (but limited) set of international committees to drive, co-ordinate and deliver purposeful initiatives, policies and programmes across its membership. This is intended as a key way to both raise the Federation’s value to its members and extend IFLA’s global impact and influence.

Four central standing committees are intended, the first three being evolutions of existing committees:

- i) Communications & external relations
- ii) Education & academic affairs
- iii) Policy & professional practice
- iv) Finance & business planning

Fresh, detailed ‘terms of reference’ are being developed for each of these committees. The Communications, Education, and Policy & Professional Practice committees will each be expected to have up to about a dozen members from across the world – recruited from willing/interested volunteers from Members – and have a chair and vice chair. Each of these three chairs will also have a place on IFLA’s ExCo and each committee would ideally be matched by a few similar Regional-level committees to feed-in ideas, views and suggestions on issues.

The Finance committee – replacing IFLA’s current, little-used Finance Commission - will have IFLA’s Treasurer as its chair and its other members will comprise a range of individuals from a selection of Members across the world, ideally including some people who are treasurer of an IFLA

Region or at an IFLA Member association. The Executive Director will also be a member of this committee.

3.4 IFLA task/working groups

Alongside the above four main committees, a range of IFLA working and task groups will continue to function - as now - except that there will first be an up-to-date review and check on the need and purpose of every group to ensure it is still needed and has clear terms of reference.

All groups, once their terms of reference are confirmed and clarified, will be placed under and asked to report regularly to one of the above global standing committees. The IFLA centre will also take a stronger role in ensuring all groups are well-integrated and effectively run. All Members, of course, should have equal opportunity to join and participate in any group that interests them.

4. IFLA centre & management

4.1 Role of IFLA centre

The 'centre' of IFLA is intended to refer to the people and mechanisms that form the corporate 'head-office' and central management and support functions of the Federation as a whole. In particular, it includes a strengthened but focussed central secretariat and stronger processes for planning, implementing and managing the organisation's activities.

It is intended that IFLA's central secretariat will be limited to a narrow range of essential 'core' duties and activities needed to ensure an effective global organisation or support or integrate its members.

These activities will include:

- central secretariat / administration
- central funding and financial management
- definition and management of governance policies and processes
- marketing of the profession at global level / across Regions
- relations with global strategic partners
- overall management, co-ordination and monitoring of global committees and task groups
- operation of shared online networking facilities for all Members
- provision of central/shared information & learning resources for all Members
- organiser of annual World Council and project management of decisions/policies arising
- encouragement of exchanges/flows of information and learning across Regions and groups
- communications & reporting to members and monitoring Members' needs, feedback, opinions, expectations and satisfaction with IFLA

Although the IFLA centre should be kept small and as cost-efficient as possible, it is important that it includes a strong level of skilled management-level resource in order to help make the centre effective and give good support to ExCo and committee heads who all fulfil their roles voluntarily and in their own time.

For this reason, it is planned that IFLA will create a new Secretariat role of Executive Director: see next section.

4.2 Executive Director

It is planned to strengthen the work of the IFLA centre by establishing a new IFLA position of 'Executive Director'. Reporting to ExCo and line-managed by the President, the role will be as an employee, not an elected post. Initially part-time (to contain costs), the role would, ideally, be expected to evolve into a full-time role. The person will be expected to work from a home/virtual office base and is likely to be employed on a renewable contract basis.

A summary role description and outline candidate specification is given in Appendix A.

4.3 Better planning & management

To support the new governance and management arrangements indicated above, IFLA will work to enhance the effectiveness of how it plans and implements ideas, decisions and policies by being better at project planning and implementation.

All major outcomes from World Council and ExCo meetings, for instance, should have dedicated project implementation plans prepared for them and the new post of Executive Director will have lead responsibility for arranging and monitoring such plans. All IFLA Regions and main committees will be expected to employ better implementation planning too.

In parallel with the above changes, IFLA needs to enhance its overall financial management processes and make better use of business planning. This refers to all parts of the Federation, not just the IFLA centre.

Key elements of improved financial management are to include better budgeting, better financial record-keeping, firm cost control (e.g. travel expenses), better reporting against budget, better reporting of financial data by groups and committees to the central Treasurer, assurance of reliable systems for receiving and making payments to the IFLA centre, and more extensive reporting of overall IFLA financial performance to the whole membership.

To reinforce better financial control, IFLA is to encourage all major parts of its organisation to adopt the use of longer-term (4-year) 'strategic' plans (to help match with Presidential election cycle), as well as annual action plans to go with their annual budget.

To encourage better financial management and planning, IFLA's central Treasurer will work closely with members of the new IFLA central Finance Committee (made up of representatives handling financial matters from across IFLA Regions and the new Executive Director).

Also, to help and guide Regions and promote early adoption of better project planning, financial management and strategic planning across IFLA, two sets of written guidelines will be prepared and issued by the Treasurer and project facilitator by the end of 2013: i) a checklist of essential 'financial management guidelines' and ii) a checklist of essential 'business planning guidelines'. The latter will give guidance on recommended basic standards of project, strategic and annual planning and will integrate with the new 'relationship agreements' that will be entered into between the IFLA centre and each Region.

5. Funding

5.1 Key financial issues

IFLA currently faces a range of difficult financial issues, which need to be reconciled and resolved to achieve a stronger, fairer and more sustainable footing for its long-term future, including:

- the extremely high reliance on Member subscriptions as income into IFLA;
- a strong imbalance between Regions in their level of subscriptions paid to IFLA centre in relation to regional membership numbers;

- several members are financially challenged and unable to pay their expected dues to IFLA;
- the reluctance of some Members to pay their full dues to IFLA because they think they are not getting enough value for money or their subs are too high;
- the wish of some Regions to share/keep more of the funds currently going to the IFLA centre;
- the very small net (operating) budget available to IFLA centre currently after it has covered the high costs (e.g. travelling) of running the World ExCo & Council;
- Regions vary in how strong and robust their accounting and financial systems are.

5.2 Key principles for future funding model

- IFLA as a whole needs to recognise and enable funding for four key aspects of the Federation: i) Regions & topic interest groups; ii) IFLA centre; iii) IFLA standing committees & other major central task/working groups; and iv) support/development funding for any specific or ad-hoc initiatives or areas.
 - IFLA centre's budget should cover World ExCo/Council, standing committees/main global task groups, and central administration & secretariat costs. The costs associated with all these areas are to be financed from the centre's revenue. All costs and expenses should be kept as low as possible and be subject to an annual budget/business plan by IFLA centre and approved by World Council.
 - Each Region should seek to develop as much direct revenue as possible from its own local efforts (e.g. events, services, sponsorship). Likewise, member-run topic-interest groups are to seek to cover their own expenses (e.g. a conference) from their own direct programmes.
 - IFLA will seek to develop a fresh, affordable formula for some future sharing of Member subscriptions between the IFLA centre and each Region. The starting basis for such sharing is likely to be the value of member subscriptions received from Members in that Region, but it will be up to the World Council to moderate or adjust the exact allocation of IFLA income each year when it assesses and decides on the following year's overall priorities and available, total IFLA budget. When a Region does receive a share of subscriptions, it should, in return, take on responsibility for contributing to the costs of sending its Regional President to world ExCo meetings.
- IFLA's Treasurer and the SPWG facilitator, with a dedicated working group of Members' representatives who showed interest at the Auckland WC, will develop and bring forward detailed policy proposals early 2014 to give effect to this - together with other, wider proposals for expanding IFLA's income base - see next points below.
- IFLA's current policy for determining the levels and rates of subscriptions paid by Members needs a total review and overhaul to make it more balanced, fair and consistent. This is planned to be an additional element of the income review working party referred to above, reporting early 2014.
 - As well as this major review of how member subscriptions are calculated, IFLA needs to review and possibly modify its present definition of membership categories (including categories like corporate or associate) and determine opportunities for attracting a greater number and variety of Members to help raise overall subscriptions income. This area will be a further element to be looked at by the income development working party.
 - From 2014 IFLA's funding model must steadily lower the organisation's reliance on Member subscriptions and move to a more diversified range of income sources

- which all parts of IFLA must develop (not just the centre of IFLA). This is also the route, at the same time, to raise the overall level of income into IFLA over the medium-term. Alongside new membership policies, potential new income sources include, for example: advertising and sponsorship, conferences and seminars, online events, awards and competitions, grants and donations, expertise and advice, and new commercially-based services or activities (e.g. publishing, training). IFLA's current approach to planning, organising, funding and managing the current annual congress must also be reviewed because it should be generating much greater and more reliable surpluses for the whole organisation. This is the final element of review intended as part of the income development working party, reporting in early 2014.

- Central support funding for any working groups or specific ad-hoc / development projects should be determined by ExCo each year according to what levels can be afforded after all principal IFLA central operating, committee and governance costs have been covered in the annual budget.
- Members' annual subscriptions should normally be paid to the central Treasurer, unless a Region provides acceptable, efficient arrangements for receiving local Members' dues directly.

6. Vision & communications

6.1 IFLA Vision statement

IFLA's current Vision says: "The organisation (IFLA) represents the landscape architectural profession (LA) globally, providing leadership and networks supporting the development of the profession and its effective participation in the realization of attractive, equitable and sustainable environments."

This statement needs to be revised as it is rather too long and it confuses being both a statement of what IFLA does and pointing to what external change the Federation would like to see. A better statement would focus just on the latter part of the present statement, seeking to be more aspirational, inspirational and motivational in pointing to a type of world and external environment IFLA would like to see.

A modified statement along these lines will be drafted and incorporated into the new Constitution for Members to see and approve in the context of all other planned changes.

6.2 IFLA Mission statement

The Federation's current Mission statement is reasonable as it - appropriately - indicates what IFLA actually does: "A democratic, non-profit organisation representing landscape associations and individual landscape architects globally. It aims to advance the practice of landscape architecture by: encouraging excellence in the design and management of the environment; promoting the skills and achievements of landscape architects; advocating professional standards and ethical practice; and providing a forum for the exchange of ideas and information....."

However, this statement also has too many words and, as such, equally fails to be a helpful, motivational statement for IFLA's future.

Likewise, therefore, a refreshed, shorter statement will be drafted and incorporated into the new Constitution for Members to consider and approve.

6.3 Member and corporate communications

Recent Member consultation indicated that Members want IFLA to improve communications between the IFLA centre and Members and improve communications aimed at

external audiences (to raise the general profile and credibility of IFLA and the profession). Members have also indicated they wish to see better IFLA online tools and resources for accessing and sharing more reference materials and documents (from technical guidance notes to academic papers) as well as for networking with each other more easily.

To respond to these expectations, an important area of required action is development of better website systems for both the IFLA centre and Regions. One or two Regions are already planning their own such developments but certain areas of information or service (e.g. operation of global topic groups and provision of common reference resources) will need to be delivered by the centre of IFLA. Therefore, an overall, co-ordinated project approach will be necessary across IFLA as a whole.

Major associated measures to improve member communications will include more news and feature content on the IFLA website and in its e-newsletter; adoption of a wider range of online information tools e.g. blogs; better links to Members' own online facilities; setting up of strong IFLA online community messaging and networking facilities; and greater use of relevant social media sites.

Some of these measures will also help to enhance the general external profile of IFLA and the profession, but a range of dedicated 'corporate communications' tools will also be developed by IFLA e.g. housing more reference and guidance information on the IFLA website about LA issues and developments; developing strong relationships with international media dealing with the profession; and publishing regular IFLA comment statements on topical professional issues.

As a necessary framework for all the above planned developments, IFLA needs to develop by early 2014 a fresh, overall 'online and communications' strategy to support IFLA over the next 3-5 years. The IFLA communications standing committee will play a key role in developing this strategy.

7) Change implementation schedule as on 24.02.2014.

Below is a summary of the main programme of actions carried in 2013 and planned in up to the June 2014 meeting of the World Council to advance and give effect to the strategic framework set out in this document:

Actions carried in 2013:

- Revised Constitution and By-Laws written and sent to the members of the world Council. Done
- Terms of reference drafted for future standing cttees & other main working groups. Done.
- First draft of financial management guidelines written. Done.
- At Berlin IFLA Europe mtg - NT, DM & IM with MO & BM review & integrate draft Constitution, cttee ToRs & financial guidelines. Done.
- Treasurer completes draft of 2014 budget. Done.
- Start-up of 'income development strategy' task group - to review/develop detailed proposals for new income from wider commercial revenue sources, member subs policy & member categories. To include review of how handle annual congress contract. Done.
- Elections for new roles on ExCo and chairs of standing cttees – Done.

Actions planned for 2014:

- Updated review of role & terms and drafting final Exec Director Job Description re new Exec Director post - JE end of February

- Drafting Exec Sec Job description – CB end February
 - Regions & centre prepare/progress improved website(s) CB, CJ, IN, AL end of February
 - Regional Presidents help explain/promote new Constitution to their members - CJ, IN, AL end of February
 - Treasurer completes draft of 2014 budget briefing note for Regions - JE end of February
 - Begin recruitment for Exec Director – IM March
 - Lawyers to be consulted on draft new Constitution and legal issues - IM end of March
 - Regions send Treasurer details of their 2014 budget, so overall IFLA budget can be updated & any subs sharing be decided CJ, IN, AL end of March
 - Treasurer's 2014 budget guideline note circulated to all Regions/Members, together with financial management guidelines – JE end of March
 - Drafting of 'IFLA marketing & communications strategy' development by elected CER cttee Chair with input from SPWG members – BM end of April 2014
 - IFLA branding strategy with firm new guidelines drafted and reviewed by EXCO CER chair BM end of April
 - To conduct a detailed, overall review and re-design of the Federation's policy regarding member subscriptions and bring forward for approval by World Council – JE end of April
 - Drafting of new 'relationship agreements' between Regions and IFLA centre, NA and IFLA Centre to support new constitution - development by elected PPP cttee Chair with input from SPWG members – CBr with IM end of April 2014
 - ExCo finalises & agrees draft of new IFLA centre-Region-NA relationship agreements – EXCO end of May
 - Draft required Motion written for approval of the World Council– EXCO end of May
 - New Exec Director starts end of May
- June 2014 WC Buenos Aires:
- Voting on new Constitution
 - New ExCo members and standing cttee chairs ratified
 - Voting/acceptance of proposals from income development task group (e.g. new subs policy, new member categories)
 - New Exec Director meets all Members
 - New integrated IFLA websites fully operational / launched

Appendix 1

Summary of new role of IFLA Executive Director

Main Job purpose

To plan and manage the day-to-day central operations and administration of IFLA, co-ordinate IFLA's global and cross-regional initiatives and activities, and champion the overall development and promotion of the organisation

Reporting to: IFLA World Council and ExCo (via IFLA President)

Hours: Approx 24 hrs/week initially. Flexibility needed.

Location: Home-based. Country: flexible

Priority tasks:

- financial management of IFLA central activities/services & support to IFLA treasurer with financial planning, record-keeping & reporting of IFLA as a whole
- developing and managing relations with major global stakeholders, working closely with IFLA President
- developing new opportunities to grow IFLA's membership and increase its income from new services and commercial activities

Main areas of responsibility:

- general corporate secretariat administration (e.g. legal, insurance, company records)
- management and development of all IFLA central support facilities, resources and services provided to IFLA Regions, groups and Members
- definition and development of central IFLA administrative & management processes
- advice and guidance to world ExCo in carrying out their governance duties and ensuring constitutional and legal compliance by IFLA
- helping the President with overall co-ordination of the work of IFLA's central standing committees and other leading global groups and projects, supporting and guiding the chairs of committees as needed
- planning and managing communications and reporting between IFLA centre, Regions and Members
- developing and managing IFLA's external marketing/communications/PR at global-level

- helping the President with planning & preparation of world ExCo and world Council meetings
- project/implementation planning & monitoring for decisions and policies from world ExCo and Council meetings
- motivation and management of work of any staff/volunteers working at IFLA centre

Essential candidate profile:

- Candidate should not be educated in landscape field.
- Extensive general management experience, including finance & people management
- Experience of business development and marketing
- Good knowledge of latest communications techniques, including websites and social media
- Ideally some experience working in membership, professional or not-for-profit organisations
- Experience of working with people from different cultures & handling international projects
- Strong communicator, personal drive and experienced at project management
- Excellent written & spoken English, with good knowledge of one or two other international languages (Spanish, French, Chinese could be as examples).
- Good knowledge of landscape architecture or related professions/fields could be an advantage but not required.
- Able to work flexible hours

Introduction

A strategic plan working group (SPWG) was set up by resolution at the World Council of IFLA in Cape Town in September 2012 to develop a fresh strategic framework for the Federation's medium-to-long-term future. The terms of reference included a review of IFLA's structure, governance arrangements and funding as well as reviewing the current committees and working groups. The first results were presented and approved this year at the World Council in Auckland, containing a wide range of guidelines that will change IFLA's center, regions, committees, working groups and finances overall.

One of the post-Auckland tasks was to revise the current committees, working-groups and task forces by analyzing their performance and content, and by rationalizing and simplifying them according to the new approved strategic plan. This will help IFLA to deliver projects more focused and more efficiently.

Within the SPWG, the revision process of the current committees and task forces was carried out by the co-chair, Bruno Marques, with representation from each of IFLA's regions: Carey Duncan (Africa), Terry Clements (Americas), Mustafa Kamal (Asia-Pacific) and Emily Wade (Europe).

The new terms of reference: pursuing the right information

Currently, IFLA holds a diversity of committees, task forces, coordinators and advocates that come to a grand total of 17.

The working group started the revision procedure by contacting all of the current committee and task force chairs. It was asked of them to send the latest version of the terms of reference as well as the existing working plan (if available).

From that, we obtained 11 answers:

- Communication committee
- Competitions coordinator
- Congresses and conferences coordinator
- Cultural landscapes
- Education committee
- Education opportunities database coordinator
- International landscape convention
- Landscape architects without borders
- Natural resources and protected landscapes
- Sir Geoffrey Jellicoe award
- Young professionals' advocate

Based on the collected information, the revision committee felt that it was insufficient to proceed and make reasonable conclusions. Hence, to fill the gap of information, the group

decided to put together an online questionnaire with 12 questions. The questionnaire would target the chairs once again to collect more accurate information on how the committees currently operate, focusing on the existing challenges/problems as well as what are the most time consuming tasks and what can be improved.

The feedback was incredibly high, with 14 committees and task forces answering the questionnaire. The results were extremely useful to get a clear view on what the current chairs are struggling to achieve and how that can be improved upon in the new terms of reference.

The working group decided to create summary sheets for each committee, helping to summarize the information.

New standing committees: the drafting of the terms of reference

Writing the new terms of reference for the standing committees has been a challenging task. On one hand we wanted to have a transparent process and on the other hand we wanted to be concise regarding the future guidelines.

With all of the collected information, the revision committee started by drafting a new template, which could meet the new needs of the standing committees. Then, the drafting of the new terms of reference was divided among the committee. This was followed by several video-conference discussions with the liaison for the revision committee for IFLA's constitution and by-laws, the facilitator Mike Owen, and of course IFLA's EXCO.

We followed up on the feedback obtained in the questionnaire by the current chairs, which allowed us to improve upon current errors.

The final terms of reference were submitted and accepted by the EXCO at the end of October. The document will be sent to all delegates for discussion at the World Council in 2014.

Reorganization of task forces

After some consideration, the working group felt that current task forces should be placed under a standing committee. This will allow a proper flow of information to the responsible chair, which consequently will inform the EXCO on current actions taking place.

Due to the heterogeneity of the task forces, some with more global impact and others with a more specific field of action focused on regional or even national issues, the working group has agreed that current task forces will be organized differently.

We believe some task forces shall continue their work as before, while other task forces shall be reduced to a member representation at the standing committee and others shall be merged or disbanded. We also identified task forces that are extremely important for IFLA to keep in the future.

The working group also agrees that specific orientation guidelines shall be given to the future chairs of the standing

committees as a mere follow-up of this exercise in how to handle the task force's re-organization.

Conclusion

At a global level IFLA's structure needs to provide for a stronger (but limited) set of international committees to drive, co-ordinate and deliver purposeful initiatives, policies and programs across its membership. This is intended as a key way to both raise the Federation's value to its members and extend IFLA's global impact and influence.

Four central standing committees are intended, the first three having evolved from existing committees:

- i) Communication & external relations
- ii) Education & academic affairs
- iii) Finance & business planning
- iv) Professional practice & policy

The communication, education and policy & professional practice committees will each be expected to have up to a dozen members from across the world recruited from willing/interested volunteers and have a chair and vice chair. Each of these three chairs will also have a place on IFLA's EXCO and each committee would ideally be matched by a few similar regional-level committees to feed-in ideas, views and suggestions on issues.

The Finance Committee replacing IFLA's current, seldom used Finance Commission will have IFLA's treasurer as its chair. Its other members will be comprised of a range of individuals from a selection of members across the world. Ideally these will include people who are the treasurers of an IFLA region or at an IFLA member association. The executive director will also be a member of this committee.

Alongside the above four main committees, a range of IFLA working and task groups will continue to function. There will first be an up-to-date review and check on the need and purpose of every group to ensure it is still needed and has clear terms of reference.

All groups, once their terms of reference are confirmed and clarified, will be placed under and asked to report regularly to one of the above global standing committees. The IFLA center will also take a stronger role in ensuring that all groups are well integrated and effectively run. All members, of course, should have equal opportunity to join and participate in any group that interests them.

IFLA Framework to development and growth of IFLA's future income

Mike Owen – Strategic Facilitator

Joel Albizo - USA

Damian Tang – Delegate Singapore.

John Easthope - Treasurer

1. Introduction

Together with a review of organisational structures, a significant part in IFLA's recent strategic planning/change project was the need to carry out a fresh review of how IFLA can improve its overall finances. A core issue is how IFLA's (global) centre can increase the level of revenue it receives to cover its commitments as part of an overall, equitable arrangement with IFLA Regions.

ExCo already know the worrying details of IFLA's financials over the last couple of years - in particular: the high reliance (70%) on member subscriptions as IFLA's source of income and a lack of other additional sources; a level of income into the IFLA centre that does not cover the centre's costs (and which has been further reduced by IFLA Europe cutting back its payment to 25k euros); and a falling level of reserves held by IFLA. The latest figures from the IFLA Treasurer show an operational deficit of IFLA (at a global level) of 75k euros for the financial year just ended (2013) and that the organisation's reserves are down to 243k euros.

A small working group was set up in November 2013 to assist the IFLA Treasurer in taking a fresh look at IFLA's finances. In particular, the group focused on thinking about how IFLA at a global level could develop and expand its sources of revenue over the next few years (2-4 years) and what would be the right approach to move forward from today. With the Treasurer, the group comprised Joel Albizo (USA),

Damian Tang (Singapore), and Mike Owen (strategic facilitator) - all individuals who originally took part in the financial workshop at the 2013 IFLA World Council (WC) in Auckland. Since November the group has exchanged ideas and views via four Skype meetings and many emails.

This short paper gives a summary of the group's thoughts and ideas so far - as a short, indicative framework for ExCo to note and consider. It emphasizes that IFLA, unfortunately, is not really in a position until 2015 to start securing new sources of income, as it needs to put in place certain essential 'building blocks' first during 2014 - including issues around structure, resource, brand, marketing and systems. The group is ready to develop its proposals in more detail (e.g. income/cost budgets for next few years) if wanted by ExCo - before and/or after the 2014 World Council in Buenos Aires to help in whatever way it can. However, the group believes that detailed advancement of the proposals will need the dedicated time and energy of an IFLA executive director and it urges ExCo to move ahead promptly with the recruitment of a person to this role.

2. Consideration of size of income increase needed by IFLA

IFLA's new strategic approach for the future (see 'A new organisational framework for IFLA', approved by Auckland WC

2013) aims to de-centralise as much as possible to the IFLA Regions with only a minimal IFLA 'centre'. As part of this approach, all IFLA Regions will be expected to focus more on generating wider revenue sources themselves, not just rely on member subscriptions (IFLA Europe does this already very well). Therefore, the aim for the IFLA centre is not to grow and maximise the amount of future income into IFLA at a global level - but simply to better cover the costs of a more focused (and more efficient) central secretariat - as already defined and agreed in the strategic framework document); provide a reasonable level of central reserves as a safety net/back-up resource for the organisation as a whole; and fund a limited range of future projects/activities/services which should sensibly be provided by the IFLA centre.

In the current absence of clear/firm budgets or indicative business plans for a wider range of potential IFLA projects and activities (e.g. professional development, policy/communications, education & training etc) that could seek support from the IFLA centre, as a guide, this working group suggests that a desirable future, target minimum annual level of income for the IFLA centre would be about 120k-140k euros per annum i.e. about an extra 60k-80k euros above what it is now. The basis of this view is the guide, overall cost budget given in Appendix 1 attached, which indicates an approximate cost figure of 135k euros for a desirable, focused IFLA centre. This sort of figure would afford, in particular, both an executive director and some (limited) definite funding for some new robust projects by the standing committees. This sort of budget could apply from the 2015 financial year onwards - but obviously not before - because time will be needed before then (i.e. 2014 and the first months of 2015) to work on developing and actually securing new sources of revenue.

In the short-term i.e. before mid-2015 it looks very much that IFLA will have to rely on further drawing down from its central reserves to fund the necessary 'strategic steps forward' the organisation wants.

Looking at IFLA centre's latest (end 2013) level of accumulated free reserves - 242k euros - although they have

been going down over the last 18 months, actually they are more than the normal, prudent level of reserves for a not-for-profit body (about 6 months of income) and so could arguably be seen as reasonably high. Furthermore, with the new strategic approach for IFLA's future (referred to above) seeking to decentralise more to the Regions, it could be argued that IFLA centre's past high level of reserves is not needed in the future.

However, until all Regions and the IFLA centre do start to successfully develop wider income sources, in the short-term i.e. over 2014, this working group believes that IFLA should be prepared to accept a decrease in its reserves of about 75-80 k euros in 2014 (made up of a further operational loss and about 60-80k euros for the new website, executive director and some work by IFLA's new standing committees). This would mean a fall in reserves down to a figure of about 175k euros by the end of 2014. This will still be a reasonably prudent level, though. From 2015 onwards, with the executive director ideally in place from mid-2014 leading wider income development efforts, it should be possible for IFLA to stop drawing down its reserves - but this will depend crucially on successful development of the wider, new income sources outlined below.

3. Preliminary measures IFLA needs to take before expansion of revenue

The working group believes IFLA needs to ensure the following are in place before it can realistically hope or expect to develop strong new sources of income into the centre:

a. Adoption of new settled organisational & committee structure -

Before IFLA can give serious attention to developing new revenue streams it must have a settled, clear and widely supported organisational and operating structure. Specifically, this means that the new organisational model set out in IFLA's latest strategic framework must be well on its way to being implemented, with the IFLA centre and Regions following their defined roles and mutual obligations, and the new standing committees started-up with elected chairs and beginning actual programmes of action that reflect their new terms of reference.

To help clarify and guide new expectations between the Regions and the IFLA centre, ExCo should ensure - as previously agreed in the strategic framework - that a written draft for a suitable 'Relationship Agreement' is prepared before the June 2014 World Council for agreement there and implementation immediately after.

b. Early recruitment of an Exec Director and stronger business-like management across IFLA -

This working group believes that it is critical for ExCo to proceed urgently with the recruitment of an Executive Director for IFLA - for all the reasons as set out in the agreed strategic framework, but including specifically as a resource for providing the substantial time and effort required to further advance and develop the new sources of income proposed below in this paper. As already indicated in the strategic framework, it is enough for this new appointment to be on a part-time basis for the short-term and it is important too that IFLA's current Executive Secretary should be retained - at least in the short-term - to work alongside the Director to support him/her, particularly with administrative and communications support tasks. Beyond the short-term, though, the Director should be free to propose possibly different support arrangements. Another major recommendation from this working group is that part of the Director's remuneration package should be performance-based in terms of what new, additional revenue he/she manages to bring in (around 20% of total pay is suggested).

Part of the Executive Director's wider role is to promote and help provide more professional management, financial control and strong project delivery efficiency across the organisation. As a specific way to support this aim, ExCo should ensure that the previously drafted Finance & Business Planning Guidelines (written by the Treasurer and the strategic facilitator) are finalised and suitably promoted and accepted at the WC 2014 and then immediately and fully adopted - particularly by Regional Treasurers. As a further measure, ExCo should ensure the previously planned new Finance & Business Planning Committee - led by the IFLA Treasurer and including Regional Treasurers - is fully adopted and starts to work effectively as soon as possible.

c. A clearer, stronger IFLA brand/value proposition:-

To attract wider sources of income IFLA needs to attract the awareness, interest and support of many more people around the world. To do this IFLA must be able to define and present clearly and precisely why it exists and what its aspirations are, so it can connect with other people who share and support a similar views, hopes and aims. So, IFLA needs to take a closer look and refine better what it has drafted for its vision (how it wants to see the wider world look like in the longer-term), the major beliefs and values that drive this vision, a set of aspirational goals/targets (more specific ways it would like to see its vision take shape), the principal audiences it seeks to influence and work with, and what is its own focused role/mission and impact goals will be over the next 2-5 years.

Together with these overall elements of strategic direction ('statement of purpose'), IFLA must define in more precise, appealing terms the overall 'offer' it is making to its core members, on the one hand, and other wider audience groups/stakeholders (from potential corporate sponsors to universities to private individuals who may visit IFLA's website) on the other.

Its offer includes services and activities, yes, but most fundamentally, must be based around its defined statement of purpose.

All these elements together define IFLA's 'brand', with the organisation's name and visual identity being parts of that brand. It is the driving hopes, beliefs and goals that really need to be the primary issue for the organisation as it is these that will enable IFLA to connect with and influence others.

d. Establish public links and potential strategic partnerships with other global bodies who share IFLA's aims:-

A powerful way to help IFLA attract wider support and potential wider income is for the organisation to identify a range of suitable external global organisations who are well-regarded and who share some common interests or aims with IFLA, seek to build relations with those organisations, and then promote these connections publicly in IFLA's external communications (e.g. website, IFLA news, e-newsletter, media statements). One type of technique for doing so would be for IFLA to present its vision and beliefs as a public 'manifesto' and get the other bodies to 'sign-up' to this manifesto so IFLA is seen as part of a bigger movement, rather than being alone. With some of these organisations, IFLA should seek to develop particularly close relations so that it can collaborate together on suitable projects and initiatives and a few may be suitable for regarding as 'strategic partners' for IFLA. Suitable organisations might include, for example, other professional bodies, international research bodies, charities, academic bodies or even corporate organisations.

e. A much better IFLA website and external profile:-

As well as IFLA needing to be better connected with other organisations to raise its prestige, the organisation needs also - more fundamentally - to improve its external marketing and improve its visibility, awareness and general profile. In the first place, better marketing needs

to start with better communications with IFLA members but the bigger need is to increase coverage of IFLA in suitable external media, channels and places - ranging from online media through suitable professional journals to conferences and meetings organised by other organisations. Critically, IFLA needs a much better website with much deeper and varied professional content and a quality journal/newsletter which can be viewed not just by members but general external stakeholders too.

f. Strong, visible, evident programme of projects & delivery by IFLA committees-

To further build external credibility and respect for IFLA, both members and non-members need to see that the organisation actually has a definite range of projects, activities and initiatives that it is working on and so is being useful and purpose-driven! People also want to see those activities being communicated and promoted externally in a way that publicly shows that IFLA is doing a valuable job and is a serious, significant body. To achieve all this ExCo (with the planned Executive Director) needs to establish a strong programme management approach across its (new) main committees with good monitoring and support from the IFLA centre backing up strong leadership by the committee chairs.

4. Consideration of IFLA's subscriptions income

Since member subscriptions are currently by far the largest source of income into IFLA, they should first be looked at to see if there are any opportunities to increase this area of income. Unfortunately - as ExCo knows very well - IFLA's current subs policy has caused a lot of dissatisfaction - at least with IFLA Europe - as can be appreciated easily from the following breakdown of member numbers and subs actually received:

Approximate breakdown of IFLA members & member subs paid by Regions to IFLA centre (2012): (Value of subs shown is in euros):

Region: No of members: % of total m'ship Value of subs (euros)

Europe 9,202 40% 25,000
Americas 13,107 50% 20,000
Asia 1,798 9.2% 23,000
Africa 127 0.8% 1,000

It can clearly be seen that, in proportion to their respective numbers of members, IFLA Europe has been very much over-paying as a share of the overall IFLA global budget, whereas IFLA Americas has been under-paying. This imbalance led IFLA Europe earlier in 2013 to refuse in future to pay more than their 40% share of IFLA's overall membership, but this has now meant that IFLA centre's income is directly reduced by 25k euros, further increasing the centre's nominal overall deficit.

Overall, IFLA needs a major (long-term) review of its member subs policy to achieve a more reasonable balance in terms of sharing subs between Regions and covering the costs of the IFLA centre. The problem is not so much the current basis of calculation used to arrive at each member association's subscription cost (with its three bands based on numbers of individuals attached to a member organisation) but rather that some large members do not see enough value from IFLA to be worth paying for and the overall income IFLA receives from subs - as the dominant income source for IFLA - is simply too small to finance IFLA's centre's costs and allow a sum for each Region.

Further detailed review, thinking and consultation is needed on this issue by this working group and/or by the new executive director after his/her appointment. There is also a political reason why a new subs policy cannot be introduced simply and quickly in 2014. The strong advice

from IFLA's Treasurer is that before IFLA seeks to change any aspect of current policy IFLA needs to 'reconnect' with its membership and develop much more positive regard and respect - by showing itself to more efficient and doing more useful activity. Otherwise, there would be the serious risk that several members would simply leave the organisation. ExCo would be wise to follow this cautionary approach.

For the short-term i.e. the rest of 2014 and up to around mid-2015 the priority for IFLA, in terms of increasing its income, should be to focus on investigating and working on developing other, new sources of income that can add to member subscriptions. However, for IFLA's longer-term future, the organisation does need to carry out a major subscriptions policy review sometime by mid-2015 to enable fresh proposals to be shared with IFLA members and then considered and approved by a regular (or extraordinary) World Council during the first half of 2016. This should be a joint task for the IFLA Treasurer and Executive Director to work on together.

5. Recommended priority ways (mid 2014/end 2015) for IFLA to develop new income:

a. Target and convert into membership all known existing contacts / lapsed members / past enquirers, together with other LA associations who could be potential members

An early starting point for seeking new revenue should obviously be for the IFLA centre to make fresh contact with all landscape bodies who have previously shown interest in IFLA membership and other associations/bodies who are known to exist and could be potential IFLA members and try and persuade them to become

members. Updating them about the latest plans and improved organisation will hopefully go a long way to make them more willing to consider joining IFLA.

Additionally, however, it may be helpful/necessary too to consider offering a small incentive of some sort to secure their interest (e.g. 35% discount off their member sub for the first year).

A related suggestion regarding membership would be for the IFLA centre to (diplomatically!) check with any current IFLA members where it seemed that IFLA's subs calculation is not based on an accurate, up-to-date number of local individuals.

b. Increase financial success from annual congresses by the IFLA centre providing more guidance and support to IFLA host countries

The working group was of the strong view that it should be possible for IFLA as a global organisation to make significant and reliable profits from its world congresses every time, provided the event is: planned and managed with a strong commercial approach, the programme is well designed to appeal to professionals/members and sponsors/exhibitors, and the location chosen is well-connected in terms of flights and not too expensive for visitors. Ideally, IFLA should carry out a fresh, fundamental review of its whole approach to world congresses and allow brave questions like: is there a better cost and revenue sharing policy that could be used between hosting Region and the IFLA centre?; does the Congress need to be every year?; could it not be based at just one or two fixed major 'global' cities?; could the event be more virtually-based i.e. online with audio-visual not just a physical meeting?; should the event be owned and led more by the IFLA centre, not just left to a Region to manage?; and perhaps IFLA should set up a dedicated subsidiary commercial company to organise each event?

For the moment, since IFLA has already defined and allocated its annual congress programme across the Regions for the next several years, such a fundamental review is not appropriate, but it is recommended that ExCo/ the new Executive Director needs to do such a review sometime in the next 18 months and, if necessary, delay confirming a decision about congresses after 2020 until it has completed the task.

In the short-term, given the current arrangements, the working group believed the most useful measure it could propose was that the IFLA centre should assemble a dedicated task-group to develop and write an overall set of practical guidelines (a 'handbook') on how Regions should plan, organise and promote a successful and profitable Congress. The task group should be made-up of people from across the Regions who have previously worked on very successful congresses, together with the new Executive IFLA director and possibly one or two other IFLA centre individuals or external specialists/advisers. The need for and terms of reference of the task group should be agreed at the 2014 WC and the task group should be asked to submit its draft guidelines and advice to ExCo by early 2015.

c. Define, develop and promote a definite and strong membership offer/package for wider IFLA audiences - including corporates, academic institutions and strategic partners

IFLA needs to strengthen its appeal to and attract not only more LA association Members (termed category A in the new draft Constitution) but also more 'secondary' Members - bodies who support and are interested in IFLA's work but who are not themselves a national LA member association.

The new Constitution defines three new member categories: category B: Individuals in a country where no LA association exists; category C: Honorary Members ; and category D: 'Corporate' Members - a potentially wide

group ranging from other educational and professional bodies to commercial organisations who wish to support or promote the objectives IFLA has. The working group believes that it would be very helpful if an approximate, indicative offer (with a working/draft overall matching pricing policy) is defined for each category ready for the June 2014 World Congress so all Members could understand and agree the overall shape/look of IFLA's future membership strategy which the new Executive Director could then immediately start to work up into full, final detail to propose to ExCo later in 2014, ready for adoption and promotion by the start of 2015.

The offer for each membership category needs to be based around a common core of central beliefs and support for IFLA's overall vision and objectives, but beyond that will consist of a different, relevant combination of opportunities/services/benefits. Within the new 'Corporate' category it is likely that the offer will need to be further adapted to suit the particular audience in question - for example, a commercial company might look for advertising/sponsorship opportunities with IFLA but an academic institution would be less interested in such opportunities and more in the chance to work together on a joint research or publishing initiative.

As the new structure of member categories/offers is to be used by IFLA Regions for within their territory and by the IFLA centre for global-level application, obviously, actual selling and securing new members in the member categories will need dedicated time and resource from IFLA Regions and the IFLA centre. IFLA's new Executive Director will be the major resource for such work at the IFLA centre, focusing particularly on approaching and attracting large/international new Corporate Members.

d. Organise some new professional/training events - on-line and/or physical - each on a dedicated, focused topic and working in partnership with other organisations to share cost and returns

The working group believes there is definite opportunity for IFLA at a global level to run/deliver some dedicated professional development/training events on a carefully selected range of specific professional topics - without crowding-out or competing too much with any Regional level events or IFLA's annual congress. Many, many topics in a profession like landscape architecture have a global/international aspect and individuals/Members of course often have a matching interest in what is happening beyond their own country and hearing/sharing/learning from other people in other countries. The opportunity is for IFLA to offer on-line and/or physical events (from a 90 minute webinar to possibly a one or two day conference/Masterclass training course) and make the content / programme attractive and relevant and useful, so that people will be prepared to pay money to attend. IFLA as a whole - probably via its new Professional or Education standing committee - needs to review, think about and plan a suitable programme of suitable events as soon as possible (by the end of 2014) - starting modestly at first with a trial programme of a few events running from about mid-2015 to end of 2015.

Given its limited finances, IFLA should seek to find commercial or public partners to develop, finance and deliver this new type of events programme. Partnerships will also, obviously, help to reduce the risk to IFLA and share the workload that will be required to set up the programme.

e. Develop and promote a strong range of commercial advertising and sponsorship opportunities

An obvious way for possibly attracting more revenue into IFLA is to develop and 'package' an attractive range of advertising and sponsorship opportunities for external organisations who are interested in communicating with IFLA's members or being associated publicly with the federation. Opportunities would range from an ad on IFLA's website or in its publications through to sponsorship of a specific event, project or service run by IFLA.

Establishing such a package, together with suitable pricing, should be an early task for the new Executive Director. Of course, as mentioned above, unfortunately it will be difficult for IFLA to attract much advertising or sponsorship income at all until it has actioned the preliminary measures set out in section 3) above - particularly the presentation of a stronger IFLA brand proposition and established a definite programme of activities with evidence of support from other partners and organisations.

6. List of some other, more complex / longer-term new income sources which IFLA should further consider:

a. Grants & fundraising

Given its type of purpose and social/non-profit objectives, IFLA should be able to attract some types of funding from some public or charitable bodies or even perhaps philanthropically-minded individuals who support IFLA's aims. Funding bodies could perhaps range from internationally-minded academic/research/scientific charities and international global environmental agencies/institutions to charitable arms of major multinational companies who are keen to display their concern for the environment. Potential funders are probably going to be most interested in supporting specific publicly-oriented projects or activities with specific defined goals and outputs (e.g. academic study of the potential of 'liveable' cities or an international award/competition for LA students) rather than internal IFLA processes or functions.

ExCo needs to consider how it can make appropriate use of IFLA's existing charitable arm, The IFLA Foundation, which was set up a few years ago based in the UK

as an English-registered charity, but which has essentially been dormant so far, even though it has had some nominated directors.

b. Publishing & information provision

It is an obvious thought that a professional body like IFLA should be involved in publishing or providing information of various types - both as a service to its members and to generate income for itself. Critically nowadays, of course, any such activity needs to include an online dimension, rather than be printed material. One of IFLA's new standing committees should be asked to take an early look at this area and identify what specific topics or types of content might be most appropriate for IFLA to develop and how, together with assessing what the costs and income opportunities would be. Topic opportunities might range, for example, from a technical/professional/scientific/educational journal or international news database/bulletin service to registration or documentation around new consultancy assignments, job opportunities or technical or academic standards or studies.

Making money from publishing is not at all easy, is commercially risky and would need a lot of time (2 years+) and effort from IFLA before profits could safely be earned reliably. For these reasons, it would definitely be best for IFLA to work in partnership with other parties (academic, commercial or other) to gain access to wider expertise, resources and start-up capital needed.

An easier option for IFLA (in terms of less cost and risk) might be to focus on simply on being an online information 'portal' (distributor-publisher) that aggregates information, news, and articles from various other sources rather than be a 'pure' publisher of wholly original material. Such an approach may be less profitable than being an original publisher but may be attractive, anyway, as part of a way to increase IFLA's professional value and service to its member associations.

c. Education, training & professional support

Another natural area of opportunity for IFLA to look at is supporting member associations and IFLA Regions with the development or provision of standards, materials, services or activities concerning the professional education or ongoing learning of landscape architects. Standards could concern, for example, definition of competencies for specific levels of LA professional or academic standards and content for types of education course. Materials could include commissioning of academic or training books, electronic self-teaching or assessment products, or web-based tools for people to record their own professional learning. Services could include design of particular training events or learning programmes for specific skills or topics for member associations to take as a basis for their own local delivery. Activities could include direct delivery of paid-for training programmes on-line or at physical events (offered to people in conjunction with individual associations/Regions or directly to individual associations' members online).

There is clearly a wide range of opportunities and options that might be available for IFLA to pursue. Not all options will necessarily make money for IFLA as a whole and some will need partnerships or close working with other organisations to gain required resources or expertise. There is also the important need for the IFLA centre not to crowd-out or compete with the local role and work of IFLA Regions' own education and training activities and relationships.

IFLA's new Education standing committee should be asked to carry out an early review and assessment of what are the most appropriate opportunities for IFLA at a global level that both support IFLA regions/member associations educationally/professionally and also can generate some incremental new income for IFLA centre. The IFLA brand will be something that will be important to think about and apply and manage carefully with any future developments.

d. Registration / accreditation / referral / directory services

There is the opportunity for IFLA to become a fee-charging reference source/introductory intermediary to which people can turn and rely on for finding quality, reputable providers of services relevant to landscape architecture. Providers could be, for example, education institutions (e.g. universities), training companies, providers of specific technical/professional landscape trades/services/skills, general business consultants, general business service providers, or even individual landscape architects. IFLA's role could range from simply providing a directory list of classified people with little assessment to highly assessed full accreditation/endorsement of people (using rigorous standards/criteria developed by IFLA). IFLA could potentially make money in a number of ways - for example, a simple 'listing' fee (paid by the provider), an 'enquiry/access' fee paid by the enquirer/client, a percentage commission paid by a listed provider based on the value of business gained, an inspection/assessment fee for where IFLA is to offer explicit or detailed approval/endorsement/accreditation, and a 'brand licence' fee where IFLA is asked to enter into a partnership or simply attach its name to an external event or activity.

e. Different and extra levels of support to members

The IFLA centre could perhaps make some extra revenue by offering additional support or extended advice to individual member associations to help their management or development. If such support were beyond what might be considered to be an expected, basic level of support from the centre, it would be reasonable in some cases to request those members concerned to pay extra.

A related opportunity in this area of thinking is for IFLA possibly in future to present its core offer to members not as one, uniform package but as a choice from two or three alternative levels/packages (the so-called idea of a 'bronze, silver, gold' structured membership approach). This new type of strategic approach would,

of course, need to be considered as part of the wider definition and development of all IFLA's newly defined membership categories. Normally, this type of approach enables a membership body to achieve an overall, higher level of total revenue compared to just having one, fixed core membership offer (provided the lowest cost option is not too low compared to the pre-existing general, single offer) - mainly because members like making a choice to suit their needs and many will choose the top level of membership if they really value the membership body.

7. Overall summary & key next action

This paper has presented a summary framework prepared by a small task-group working with IFLA's Treasurer indicating a range of recommended measures and opportunities for the federation to take to improve its level of income (particularly, income received by the IFLA centre). Ten specific new revenue areas are recommended and, although five were indicated as short-term priorities for earlier implementation, it is important to appreciate that some further investigation and thinking about the other five, more complex sources should also proceed at the same time because some options, of course, need more time to develop.

The working group is suggesting that IFLA needs to generate at least an additional 50-70k euros each year, starting in 2015, to cover the desired future role of the IFLA centre. However, for the year 2014, there will be a need to rely further on IFLA's central reserves and reduce them down to a level of about £175 euros by year-end - in order to fund the organisational structural changes already planned and allow time for putting in place the range of preliminary measures identified in this paper that IFLA needs before it can realistically expect to generate significant new income sources.

These recommended, preliminary measures include: urgent definition of a stronger/clearer brand/value proposition for IFLA together with outline definitions of membership offers for each of the new IFLA member categories; the preparation of written relationship agreements between IFLA centre and Regions/members; further enhancement of the main IFLA website; and - most important of all - the early appointment of a part-time Executive Director (to be in post by mid-2014) as a much-needed resource to both improve the management capacity of the organisation and do the detailed work to develop the range of new income sources proposed in this paper.

The working group hopes that its advice and proposals here are of help to ExCo and will be pleased to offer further support leading up to the 2014 World Council and/or afterwards. It believes that it would be wise to keep the group going in some form to support to drive the measures and ideas proposed, but probably widening its membership to include representation from some Regional Treasurers and one or two specialists (e.g. fundraiser).

Landscape Olympics

The 47th IFLA World Congress
Suzhou, China
May 28-30, 2010

Xiaoming Liu
CHSLA, Delegate to IFLA



The 47th IFLA World Congress, hosted by the Ministry of Housing and Urban-Rural Development (MOHURD) and the International Federation of Landscape Architects (IFLA) was organized by the Chinese Society of Landscape Architecture (CHSLA), the Department of Housing and Urban-Rural Development of Jiangsu Province, the Suzhou People's Government, the Shanghai Landscaping and City Appearance Administrative Bureau and the Beijing Forestry University, and was co-organized by the China Architectural Culture Center. It was held with great success in Suzhou, China from the 28-30 of May, 2010. The Congress focused on cherishing and protecting traditional, natural and cultural values and examined how to balance tradition and development in today's society within the broader context of rapid globalization and urbanization. Suzhou is an excellent example of achieving this balance. It is an old city in which historic sites, traditional gardens and successful modern landscape development are mingled together. The congress was called the "Landscape Olympics of the profession worldwide" by Chinese colleagues. It was a productive and constructive promotion of the profession, both domestically and internationally. The congress focused on ecology and human habitat improvement, the achievement of natural & cultural landscape heritage, the construction of the built environment in urban and rural areas and on landscape architectural education in mainland China. Each concept was successfully introduced to international colleagues, friends and students. Because of this event, the government, society and public in mainland China paid more attention to the profession and learned more about the role of landscape architecture professionals. This influence was definitely powerful and widespread.

On May 28, nearly 3,000 people (including about 230 foreign colleagues) from 50 countries and four regions attended the opening ceremony (Photo 1), keynote speeches, exhibitions and a welcome dinner at Suzhou International Expo Center. Leaders from the Chinese government, Jiangsu Province Government, Suzhou City Government, CHSLA, IFLA President Diane Menzies, IFLA President-elect Desiree Martinez, Asia Pacific Region Vice President Tong Mahn Ahn, Europe Region Vice President Nigel Thorne, Americas Region Vice President Darwina Neal, Secretary-General Virginia Laboranti and Treasurer James Hayter, were on the rostrum during the opening ceremony.

The opening ceremony began with a performance by local artists and an IFLA World Congress promotion video. Ms. WANG Zhizhen, Vice President of the National Committee of the Chinese People's Political Consultative Conference (CPPCC); Dr. QIU Baoxing, Vice Minister of MOHURD; Mr. HE Quan, Vice Governor of Jiangsu Province; and Mr. YAN Li, mayor of Suzhou, respectively extended a warm welcome and congratulatory opening addresses to IFLA leaders and attendees from home and abroad. Ms. WANG Zhizhen (Photo 2) cited the role of the profession in urban development and eco-civilization. She encouraged professionals to meet the needs of societal development, explore actively, innovate with determination, fully utilize the advantages of the profession, make greater and much needed contributions to low-carbon city construction, urban health and sustainable development, address global climate change and promote the progress of human civilization. Dr. QIU Baoxing (Photo 3) pointed out that IFLA, as the most influential international organization of its kind, has made





tremendous contributions in fields such as international LA exchanges and cooperation, promoting the profession globally, increasing the visibility of landscape art at all levels of society, enhancing LA education and discipline, conserving the natural environment and historic and cultural heritage, improving human habitat and improving the quality of life. He emphasized that landscape architecture has been an important foundation for creating a harmonious society in China through eco-friendly construction. He asked Chinese professionals to work together, based on studies of history, past experience and information exchange. Additionally, he asked them to work with foreign colleagues to exchange information and benefit from

their advanced experience in planning, construction and management, as well as to innovate boldly, utilizing inherited traditions and Chinese landscape culture and art to increase the sustainability of the world. He hoped that landscape architects, experts, scholars and officials would engage in meaningful exchanges, deep discussions and friendly cooperation to make the magnificent congress a truly professional, friendly and productive event!

Based on the Congress theme, "Harmony and Prosperity - Traditional Inheritance and Sustainable Development", six keynote speakers presented their insights and wisdom from different perspectives that were welcomed by

the audience. Dr. QIU Baoxing lectured on “Constructing Green Infrastructure toward an Ecological Civilization Era through a Sound Urbanization Approach with Chinese Characteristics”: Prof. Niall Kirkwood (Photo 4) from Harvard University on “Resilient Landscape - Dimensions of Future Landscape Architectural Practices”; Prof. LI Deren (Photo 5), from Wuhan University, on “Digital Cultural Heritage and Digital Landscape Garden”; Prof. ZHOU Ganshi (Photo 6), Honorary President of CHSLA, on “Green World, Peace and Harmony”; Prof. MENG Zhaozhen (Photo 7), from Beijing Forestry University, on “Traditional Chinese Gardens in Suzhou”; and Prof. SHINJI Isoya (Photo 8), from Tokyo University of Agriculture, on “Landscape Theory: Development from Diversity”.

Immediately after the keynote speeches, officials in LA administrations from Suzhou city, Shanghai city, Jiangsu Province and Guangdong Province shared their local experiences and successes in LA strategies, practice and development. They presented innovative ideas and measures in environmental protection and sustainability.

Then 77 Mayors from cities and counties all across China were awarded National Garden City Plaques by MOHURD at a special ceremony. Since 1992, the MOHURD National

Garden City strategy has been very successful and influential in promoting and publicizing the profession.

Finally the marvelous exhibitions were opened by IFLA President Diane Menzies and CHSLA President CHEN Xiaoli. They were: the China natural and cultural heritage exhibition, the China landscape architectural education exhibition, the exhibition of landscape projects granted prizes of excellence, the exhibition of the excellent achievements of Chinese landscape architecture planning and design, and the exhibition of Suzhou landscape architecture achievements.

There were 5 other highlights of the congress that need to be mentioned.

The first was the successful IFLA World Council meeting (Photo 9) that produced results such as an IFLA global landscape convention action plan. It was then that the Honorable Tun Jeanne (Photo 10), leader of Landskap Malaysia and former first lady of Malaysia, was invited to speak on the vision, mission and successful practices of that organization. In fact, Landskap Malaysia aspires to create a Malaysian society with an ingrained culture that loves landscape and the natural environment.





The second was the noontime opening on May 26th of the 47th IFLA World Congress Memorial Wall and Ding (Photo 11). The memorial was designed, built and sponsored by the congress organizer in the Shihu (Stone Lake) scenic area where the student charette project was located. This was the first memorial for an IFLA World Congress in the history of IFLA.

The third was a lecture by Prof. Bernard Lassus (France), winner of the Sir Geoffrey Jellicoe Award (Photo 12), at the Hall of the School of Architecture at the Suzhou University of Science and Technology, on the evening of May 25th. The lecture was introduced by IFLA President Dr. Diane Menzies. IFLA Executive Secretary Ms. Christine Bavassa did the interpretation. In the audience were IFLA officers and officers-elect, IFLA delegates and observers of the IFLA world council meetings, presidents of IFLA member associations, teachers and students from the IFLA student charette and teachers and students from the Suzhou University of Science and Technology.

The fourth was the Presidents' Round Table Meeting (Photo 13) that was held on May 26th. It was the first time that such an event had been held at an IFLA World Congress. It was initiated by IFLA and CHSLA and generously sponsored by CHSLA. The meeting was hosted by IFLA President Diane Menzies and attended by the Presidents of 10 IFLA member associations; CHSLA President CHEN Xiaoli, ASLA President Gary Scott (USA), AILA President Mandy Rounsefell (Australia), AEP President Juan Jose Galan Vivas (Spain), CSLA President Linda Irvine (Canada), SAPM President Laura Alonso Lutteroth (Mexico), NLA President Yngvar Hegrenes (Norway), ILASA President Stuart Glen (South Africa), ICHAP

President Carla Ruttimann (Chile), SAPE President Alexandra Moncayo, Ecuador and Prof. Kathryn Moore, attending on behalf of LI President Neil Williamson (United Kingdom).

The fifth was the IFLA Student Charette (May 25-27) in which 111 students (62 participants, plus 49 volunteers) and 14 teachers from 44 universities and 15 countries participated by forming 10 teams (Photo 14). 14 tutors from China, Australia, the USA and the UK also participated. The topic of this Student Charette was: "Prosperity with Nature: Landscape Design of an Island in the Shihu (Stone-lake) Scenic Area". This topic dealt with the restoration and regeneration of the cultural landscape in the context of urbanization and globalization as well as landscape design innovation in the context of nature and culture. Also considered was the future of the island, after the pending relocation of the breeding program for the endangered South China Tiger, which has been based there for just over 10 years, to a mountain site.

On May 29th, at the Suzhou International Conference Center, almost 80 professionals and leaders, including Ms. Carol Johnson, Prof. Jusuck Koh, Mr. CHEN Min, Mr. ZHANG Jianting, Prof. James Taylor, Prof. WANG Xiangrong and Prof. YANG Rui, spoke during seven sessions entitled: (1) Protection of Natural and Cultural Resources; (2) Eco-system Rehabilitation/Restoration/Development; (3) Landscape Planning & Design; (4) Landscape Architectural Education; (5) Sustainable Landscape Construction & Technology; (6) Landscape Stewardship and Management; and (7) Landscape Planting. Finally, the IFLA Student Competition, IFLA History and Development Exhibitions were open to the public.





On the afternoon of May 30th, at the Suzhou International Conference Center, the closing ceremony was attended by IFLA Officers, Mayor YAN Li, CHSLA President CHEN Xiaoli and other local leaders. The ceremony, hosted by IFLA President Dr. Diane Menzies (Photo 15), included the awarding of the IFLA student design competition prizes, introduced by Prof. Beverly Sandalack, the IFLA Competition Committee Chair. Additionally, there was the presentation of The 7th IFLA Asia-Pacific Region awards for landscape architecture, introduced by IFLA Vice President Tong Mahn Ahn; a report on the 47th IFLA World Congress student charrette by Prof. LIU Binyi, Director of the Student Charette; and a final summary by IFLA President Dr. Diane Menzies and IFLA President-elect Ms Desiree Martinez (Photo 16).

The ceremonial handover of the IFLA flag from CHSLA to BSLA, which would be hosting the 2011 congress took place and a promotional video of the 48th IFLA world congress in Switzerland was also shown. Ms Martinez emphasized IFLA 's unity and leadership in key global and local issues as well as her optimism for a brighter future.

Technical visits in the city of Suzhou on May 30th and a post-congress technical tour of the Shanghai World Expo and landscape projects in Shanghai from May 31st to June 1st (organized by the Shanghai Greening & City Appearance Bureau), gave the delegates an overview of historic sites, gardens and the latest modern landscapes. This opportunity was enjoyed by all attendees.

Scales of Nature, from Urban Landscapes to Alpine Gardens

The 48th IFLA World Congress
Zurich, Switzerland
June 27-29, 2011

Christian Tschumi
BSLA delegate to IFLA



The IFLA World Congress in Zurich in 2011 was an important landmark for the profession of landscape architecture in Switzerland. For the organizing committee it was an overwhelming experience, especially the last weeks before the event as well as the congress itself.

We had 1358 participants from 74 countries and two thirds of them from Europe. Almost 400 students registered and 25 journalists were accredited. We had 8 keynote speakers, 29 sessions with four presentations each, 212 posters were submitted, 36 technical excursions and 9 post congress tours. We had 360 students taking part in the competition and 23 participants in the charette. 35 delegates came to the World Council meeting in Rapperswil. Judging the congress by these numbers, we have to say it was a huge success! Even the weather came in as ordered.

An early start and a strong partner gave us more than 3 years to do the work; two important prerequisites for such a large project. The regular, well-prepared monthly meetings were then the rhythm in the organization of the congress and guaranteed continuous progress. Written agreements between the project partners defined roles and clarified expectations. This established a solid basis for cooperation.

The Congress itself was well organized and many friendly volunteers did their best to make our international guests feel welcome. The program was rather extensive, illuminated many diverse aspects of the congress theme and therefore the expectations of the participants were well met.

The record number of participants proved this and was also a great success for the organizing committee, perhaps the best compensation for all the invested time and energy. The partnership of the professional association and the city of Zurich proved to be ideal, a win-win situation where both parties were able to benefit from each other.

For the BSLA as a professional body, the congress was of paramount importance. We have made history and established the city of Zurich in many minds as a place of innovative outdoor spaces. We put Switzerland on the map of countries where landscape architecture is practiced at the highest level.

In the year 2011 it was particularly important that one recognized Zurich and Switzerland not only for its banks but also for outstanding local landscape architecture. We are hoping that this will have a lasting impact and that our foreign visitors have returned home with good memories of Zurich and its high-quality open spaces of varied scales. For our Swiss colleagues on the other hand, it was important to show to a broad public once more that landscape architects exchange ideas internationally, maintain many contacts with the rest of the world and while learning from others, proudly present their own work.

The collaboration with the city of Zurich was very close, characterized by high professionalism and mutual respect. Hayal Oezkan as a committed organizer and eloquent communicator was a godsend for the organizing committee as well as the congress as a whole! The professional association alone would have had a hard time hosting a congress



at this level without such a potent partner at its side. The excellent cooperation between the two quite unequal partners was the key to a very successful event for our industry. Many thanks again to everyone involved!

Financially the congress was a disaster. Unfortunately the accounts were closed with large dept. To hear the extent of the dept was shocking for everyone on the organizing committee. No one had expected it. How could this have

happened? What were the reasons for the financial short-fall? Following the factors that contributed to the deficit: 1) There were more than twice as many participants as in our most optimistic estimate: we had planned for a crowd of 600 people. Early registration too was relatively slow, but days before the congress the numbers simply exploded. This gave us no time to renegotiate the contracts with different service providers. The cost for extra equipment and food as a result was tremendous. Additional meals, busses, registration kits etc. cost us dearly! 2) There was 3 times the number of students expected: more than 300 students took part in the congress, which was nice and much more than anticipated. But their registration fee did by no means cover their actual cost as they were heavily subsidized. 3) The dollar lost (when we fixed the congress registration fee) 27% of its value against the Swiss Franc in February of 2009, which resulted in CHF 100'000 less in registration fees. 4) It was very difficult to get any larger local companies to sponsor a congress for landscape architects in Zurich. Hence we were not able to reach the more conservative estimates we had made for money based on sponsors.



Lessons learned

1. It is difficult to budget 20% of registration fees when you don't know how many people will attend your congress and who will attend (professionals, students, etc.). Any estimate is almost certain to be wrong. That

means as an organizer you are in for a surprise and as past examples teach us, it is more likely to be a bad one than a good one. To give future organizers of IFLA congresses a better grip on their cost, we propose that a (low) fixed sum be contributed to IFLA's budget by each congress, for the right to use the label.

2. Once all the money is spent, and possibly a deficit looms, it is very difficult to collect 20% of registration fees, or whatever IFLA wants to make on its future congresses. The BSLA suggests that IFLA Executives collect the fee right after the congress has been formally awarded to a specific association that is at or before the signing of the agreement.
3. When the numbers of potential attendees run out of control a congress is in trouble. That is naturally when you get too little or too much turnout. An organizing committee needs to plan for that. In our case we should have capped the number of total attendees at 1000 and the numbers of students at 200. For a long time we hoped for 600 participants and dreamt of maybe even 700. In the last few weeks when the numbers exploded, we were caught by surprise as we had never expected such a high turnout.

Why was it important to organize the congress? Very simple: Switzerland became internationally visible. We played a main role on the stage of global landscape architecture in 2011! We have also brought over a 1000 people to Switzerland and showed them that our country has a lot to offer with regard to the subject of



landscape architecture. In our diverse and high-quality open spaces we may justly be proud and from time to time show them to the rest of the world. An international conference is the ideal platform to do so. With this we are part of a strong tradition of Swiss participation in international organizations and have participated in the global exchange of knowledge for the benefit of mankind.



Landscapes in Transition

The 49th IFLA World Congress
Cape Town, South Africa
September 5-7, 2012

Claire Burgess



The 49th IFLA World Congress took place in Cape Town in September 2012 and was hosted by the Institute for Landscape Architecture in South Africa (ILASA). This congress was attended by over 500 landscape architects from 46 countries and was a resounding success. The event was the culmination of four years of planning and preparation by the Local Organizing Committee (LOC) chaired by Bruce Eitzen (Communications & Finances) and Vice Chair Clare Burgess (Technical Tours).

Other key members of the LOC included: Clinton Hindes (Papers & Student Competition), Liana Müller (Young Professionals Symposium & Papers), David Gibbs (Young Professionals Symposium and Master of Ceremonies), Johan van Papendorp (Exhibition), Jason Turner (CPD & Social Responsibility), Antoinette Raimond (CPD, Greening, Exhibition & Plans), Gerald Garner (Sponsorship & Marketing), Herman de Lange (ILASA President) and Stuart Glen (ILASA Past President). Key Assistants included: Christine Thorne (Technical Tour Maps), Bernie Oberholzer (Papers) and Anton Comrie (Papers).

The congress was held in the imposing Cape Town City Hall as the City of Cape Town partnered with ILASA in hosting the event. Tarnia Aspeling of Molweni Africa was the Professional Congress Organizer (PCO) and was aided in her task by Centeq for delegate registrations while the web site was designed and maintained by RylurxIT.

The congress was generously supported by many sponsors most including Corobrik, Zeoplant, Cement & Concrete Institute, Johannesburg City Parks, UIA eThekwin

Municipality, Servest Landscaping and Urban Green File. The sponsors combined with our many trade and allied industry exhibitors to provide an extensive exhibition in the City Hall.

The venue was generously planted up by Just Trees and Trees SA who provided numerous large trees both inside and outside while a landscaped terrace garden was created by Megan Anderson with the assistance and supply of plants and labor by the Cape Town City Parks Department, Cape Contours, Arnelia, New Plant Nursery and Shadowlands. This formed part of the greening of the congress as sustainability was integral to congress planning as well as reducing the event's carbon footprint with the assistance of Just Trees in determining the figures.

Clare Burgess arranged a tree planting ceremony sponsored by Cape Town City Parks, Zeoplant, Just Trees and Trees SA in District 6's McKenzie Street Park to coincide with Arbor Week. This event kicked off the conference which was preceded by two days of world and regional council meetings held at The Townhouse Hotel. This hotel was the official congress hotel with official transport by the carbon neutral car hire company Avis. An exciting opening ceremony was held on Tuesday the 4th at 6pm which was attended by her worship the Mayor of Cape Town, Patricia de Lille.

Key events at the Opening Ceremony were the awarding of prizes for an international student competition and a young professionals symposium. All three student competition prizes went to Chinese students of landscape architecture





from 3 different Chinese universities, namely, Huazhong University of Science and Technology (3rd), Chongqing University (2nd) and Beijing Forestry University (1st). The young professionals symposium also awarded prizes for projects hosted by local practices as follows: Earthworks (3rd), City of Cape Town Urban Design Branch (2nd) and CNdV Africa (1st).

The congress theme was “Landscapes in Transition” with 3 sub-theme days being cultural, urban and natural landscapes in transition which were explored over Wednesday the 5th through Friday the 7th. Keynote speakers included three international speakers of merit, namely, Kathryn Gustafson (US), Anthony Wain (SA) and Chuck Hutchinson (US). Other key speakers were: Skip Graffam (US), Anton Comrie (SA), Graham Young (SA), Diane Menzies (NZ), Patricia O’Donnell (US) and Simon Kilbane (Australia). The presentation of the 2012 Sir Geoffrey Jellicoe Award of excellence in landscape architecture went to the 93 year old Hungarian landscape architecture Professor Mihály Mőcsényi.

During the congress proceedings there were discussions around an international landscape charter where it was noted that a more strategic and holistic approach was desperately needed to provide support to communities in dealing with the many global threats and challenges which face our world today. Landscape architecture can help raise aspirations, reinforce democracy, encourage local culture and by recognizing the true value of the landscape help ensure the creation, protection and long-term management of memorable, equitable and sustainable landscapes to improve the quality of life for all. At the congress wrap up session, a panel of 10 international speakers agreed that landscape architecture was a vibrant and young profession that needed to assert itself as the leading environmental and design profession across the board of built, natural and cultural landscape environments. There has been a concerted effort from landscape architects in Africa to follow-up on the landscape charter process and a small team is working on putting together a document which can serve the entire continent.

Another important element of the congress was the technical tours which ran every afternoon and visited important landscape architectural projects around the city and environs. Two self-guided walking tours of the city center and its public places were also included. Projects showcased the Green Point Urban Park, the West Coast IRT Route, Intaka Island at Century City, violence prevention through the urban upgrade (VPUU) project in Khayelitsha, ILASA merit award projects such as the Mitchell's Plain transport interchange and the new roof garden at the Life Sciences building at the University of the Western Cape, Babylonstoren, Vergelegen and Rustenberg gardens in the Cape Winelands, Kirstenbosch, the Cape Point, the Peninsula and the Victoria & Alfred Waterfront development.

The recently published book South African Landscape Architecture in two volumes: A Compendium and A Reader, was also released at the congress. These large full color volumes include a review of the last 25 years of award-winning projects and in-depth articles written by well-known

South African academics and practitioners, published by UNISA Press.

After a week of fine spring weather and the presentation of over 60 high quality papers and keynote addresses from around the world, the congress finished off in high African style at Moyo restaurant in the Spier Wine Estate in Stellenbosch where a rousing celebration was held. This event was sponsored by Corobrik with a delightful presentation by landscape architect and botanical 'extraordinaire' Wim Tijmens.

The success of the Congress has led to ILASA being able to generate more sponsorship income from the industry. This year Cape Town will be hosting a national conference to follow up on some of the issues raised at the IFLA event and to workshop important issues such as the impact of the green building movement on landscape architectural practice and ways to stimulate academic discourse in the landscape profession in South Africa.



Shared Wisdom in an Age of Change

The 50th IFLA World Congress
Auckland, New Zealand
April 10-12, 2013

Renee Davies



*Ma te whakaatu ka mohio
Ma te mohio ka marama
Ma te marama ka matau
Ma te matau ka ora
(Maori saying)*

By discussion comes understanding
By understanding comes light
By light comes wisdom
By wisdom comes well-being

Despite having more knowledge at our disposal than any other period in history, we are still grappling with how to live and share our world and in many instances we are still at a critical crisis point.

The notion of innovative environmental responsibility set alongside localized sense of place was echoed by a number of speaker and delegate discussions at the International Federation of Landscape Architects (IFLA) 50th World Congress. The theme of the Congress – Shared Wisdom in an Age of Change aimed at throwing out a challenge to explore these issues, discuss opportunities to influence and manage change in our landscapes and to safeguard and enhance where appropriate, the qualities we value.

The Congress was six years in the planning, with the NZILA/ AILA bid to host the 2013 IFLA World Congress confirmed at the August 2007 World Council meeting. Since then a sub-committee met on a regular basis to progress the planning and coordination of the Congress with the ambition of hosting one of the pivotal landscape architecture events to be held in the Southern Hemisphere.

The Congress is now a memory – but one that we believe has left a legacy of positive engagement, knowledge sharing and the celebration of our profession and the unique landscapes and culture of New Zealand. The program of speakers, social functions, field tours and associated student and indigenous sessions ensured a vibrant and memorable exploration of the congress theme, Shared Wisdom in an Age of Change; a key theme which honors the unique culture of New Zealand and challenges us as landscape architects to consider key issues facing us.

A total of 670 delegates from 40 different countries* attended the Congress with the largest gathering of New Zealand landscape architects ever seen. The student charette hosted

64 students from 14 countries and explored a key cultural development project for local Iwi Ngati Whatua at Okahu Bay.

Countries represented included: Australia, Austria, Brazil, Canada, Chile, China, Colombia, Costa Rica, Czech Republic, Denmark, Finland, Germany, Hong Kong, Hong Kong Sar, Iceland, India, Indonesia, Iran, Japan, Kenya, Malaysia, Mexico, New Zealand, Nigeria, Norway, Russia, Singapore, South Africa, South Korea, Sweden, Switzerland, Tahiti, Taiwan, Thailand, Netherlands, Turkey, Uganda, United Kingdom and The United States,

The venue of the Congress, Auckland, New Zealand and the President of the NZILA at the time, Stephen Brown outlined eloquently the special character of the host country in his welcome speech:

“Early Maori navigators called New Zealand Aotearoa – the land of the long white cloud – attributing it a sense of place and identity derived from the elemental forces acting on its elongated sequence of islands. In fact, New Zealand is still strongly influenced by both sub-tropical and sub-antarctic climatic regimes, while much of its terrain has been shaped by geological processes that date back more than 500 million years. Even so, many of its most spectacular landforms are the much more recent, indeed violent, progeny of the Pacific Ring of Fire and the constant state of hostilities between the Pacific and Australian plates. The 40 odd volcanic cones that still dot the Auckland Isthmus bear testimony to this heritage, while the 2010 and 2011 earthquakes in Christchurch are an eloquent reminder of the tectonic forces still shaping this country.





Many visitors to New Zealand also comment on our unique plant life: this is hardly surprising, given that Aotearoa's flora and fauna remained effectively isolated from the rest of the World upon the disintegration of Gondwana – through to the arrival of early Polynesian explorers some 8-900 years ago.

Yet, change across New Zealand's varied spectrum of natural landscapes accelerated very markedly with the advent of Maori occupation some 8-900 years ago, and increased exponentially after European colonization, some 170 years ago. Quite appropriately, therefore, the IFLA50 Congress is fundamentally about landscapes in a time of accelerated, and exceedingly rapid, change; economic, social, and – perhaps most worrying of all – environmental and ecological. The World has held its breath at the successive economic and banking crises, but remains surprisingly muted about climate change, the current sequence of worldwide droughts and heat waves, air pollution, forest contraction, arable soil loss and species extinctions”.

Landscape Architects are well placed to address such issues and provide leadership and guidance with these challenges and opportunities. As we practice we need to be alert to the need for new knowledge, to changes in technology as well as climate and social conditions. Like no other profession we rely on knowledge from varied disciplines, this shared wisdom can be better utilized to ensure our work is not only technical or artistic but that it is respectful of a range of communities and cultures. This point was highlighted by Dr. Rana Singh who suggested an approach that honors the spiritual connection we have with the environment and the art of “Acting locally but insightfully”.

Vincent Ward explored local experiences and memories and their importance to landscape, the secret of which he believed was to create “pockets of enrichment that will provide for experience... to find the specific that will resonate”. Vincent's thoughts were discussed by a group during the break where it was agreed by Ian Henderson that landscapes should exhibit an “intensification of moments” supported by Will Threshers suggestion of a “heightening of the sense of difference”. These impromptu discussions were a special feature of the congress. Here, ideas put forward by the speakers were further explored through varied discussion with a truly international perspective. 40 different countries were represented by the congress attendees.

As highlighted by Sim van der Ryn and Stuart Cowan in the book *Ecological Design* “We live in two interpenetrating worlds. The first is the living world, which has been forged in an evolutionary crucible over a period of four billion years. The second is the world of roads and cities, farms and artifacts that people have been designing for themselves over the last few millennia. The condition that threatens both worlds – unsustainability – results from a lack of integration between them”. A number of speakers explored the notion of sustainability and environmental/ecological design. A point of difference was that the speakers recognized the importance of linking people to place within these concepts. Thomas Woltz illustrated through a series of rural projects how narrative can be used in design as a way to tell stories to link people to place and how design was an important vehicle for making values of conservation visible. In his view the virtues of distinguishing between these interpenetrating worlds provided an opportunity to support stewardship. “It is ok to



show artifice – to tell the story of the reconstruction – artificiality tells the story of redemption and becomes an insurance policy for longevity”. Thomas’s statement that “Beauty is the portal between us as designers to create a society of stewards” is an honest and unashamed belief in aesthetics and its role in what we do as designers – that we should celebrate that contribution and use it.

Michael Pawlyn presented further concepts of sustainable design and shared the knowledge of biomimicry as an inspiration for design. He championed a curiosity about what is coming next in order to respond as designers with creativity and appropriateness. He outlined interlinked challenges, to increase resource efficiency; a move from lineal to closed loop and a move from fossil fuel economy to solar economy. He also emphasized the need to look at the whole metabolism of cities, going from lineal to closed loops. He urged us as designers to play a different role to fearlessly create futures. He believed that “Inspired collaboration will get through the challenges of the future... we can choose to shape the future instead of fear the future”

Jim Sinatra’s irreverent and vibrant approach to exploring sense of place and the local in design culminated in the statement that “The future of our profession is creating peace”. This concept seemed to resonate with a number of delegates and was further emphasized by Jacky Bowring, whose powerful discussion on memory and landscape highlighted human and spiritual connection as a critical component of our landscapes.

“Remembering is critical to identity and who we are - the key to resilience is connection to place”

A culmination of all the above concepts explored, discussed and debated throughout the congress was presented in a collective declaration. A declaration that supports the International Landscape Convention being championed by IFLA and aims at articulating to a broad audience the potential of landscape as a tool for sustainable development. A declaration that also supports and empowers local communities and deals with the idea of landscape as a whole space (rural, urban, wilderness, man-made, treasured and degraded) in order to give it strength. Most importantly it highlights the relationship that people have with landscape in a holistic and integrated view that sits above the compartmentalized nature of landscape so often presented. A sentiment that became very apparent during the presentations and ensuing discussions during the congress.

Our discipline grapples on a daily basis with concepts of change and dynamism. To appropriately respond to this we need to ensure constant exploration of new knowledge and sharing of wisdom. Sharing and exploration adds value to the understanding and knowledge of our discipline and in so doing, constantly improves our professional competence and potential to change the world.

We need to be united and address these issues, because as a profession we have much to offer, and the world has never needed our services more.

*The desire to reach for the stars is ambitious.
The desire to reach hearts is wise.*

Maya Angelou



51st IFLA World Congress

Buenos Aires, Argentina
June 5-7, 2014

María Guadalupe Bunge
CAAP President

The 51st IFLA WORLD CONGRESS (International Federation of Landscape Architects), organized by the CAAP (Centro Argentino de Arquitectos Paisajistas) was held in Buenos Aires, from June 5th to 7th. The theme of the Congress was “Thinking and Action, Earth, Home, Landscape of Places”. The venue of the Congress was the St. Agustin Hall, in the Pontificia Universidad Católica Argentina.

The objective of this Congress was, within the “Thinking and Action” thematic, to think the landscape as professionals and responsible people, with ethics and determined to care for the Earth, our Home, aiming to improve life quality of beings that live in and on the Planet. We know that landscape is a complex and fragile phenomena, with an extraordinary value and richness. To think landscape thoroughly, is an act of respect and courage. To spend time, which is independent of virtual or immediate reality, thinking over the way to reinforce our bonds with the environment around us, was a unique opportunity offered to us by this Congress.

398 people assisted to the Congress, from 44 different countries, 79.15 % from America, 3.30% from Europe, 7.85 from Asia, 1 % from Oceania and 0.30 % from Africa, all landscape professional, authorities, professors, students and general public.

The Minister of Urban Development of the City of Buenos Aires, Daniel Chain, opened the Congress, describing a new plan for the city, called “Buenos Aires green”, which is very

ambitious, to be put in practice in during the next 40 years. We next had the privilege to count on outstanding key speakers and speakers that shared with us their knowledge and doings during this Congress. On Thursday, Rolando León emphasized the importance of taking everything into account of “the place” to be intervened, before developing any project; he mentioned some available biological/ecological tools that can be used in order to achieve a correct intervention in the landscape, based on serious thinking and planning mechanism considering social and rational aims. Tomas Abraham, explained his point of view about “thinking”, and made a series of observations from a non-landscape specialist, about the dilemmas faced by those worried about life in cities today, and the impact that the economic dynamics of the great centers of power have on life on Earth. Beatriz Franco Praats delighted us describing the ecological problems Paraguay is facing now, and the importance of preserving their natural resources. Martín Rein Cano, described Superlinken, a beautiful project achieved by TOPOTEK 1 in Copenhagen, as an example of his design strategy, dealing with space as social development, aestheticizing and recontextualizing conflict, not avoiding the problem, but rather naturating them as in a garden, accepting that there is often no immediate solution. His lecture explored the potentials of the design of public spaces to address problems of hybrid identity in modern cities.

On Friday, Teodoro Fernández Larrañaga explained “la Quinta” Project, a historic landmark in downtown Santiago

de Chile, achieving a sustainable surrounding where the culture of the place would be represented, the origins of design tendency and the time ore state of the art of this discipline, considering the different trees and flowers that climate may oblige us to use. Laura P. Spinadel, described the depth of holistic architecture as a search for spirituality in architecture. In Campus WU Case, the basic democratic rights of a good habitat were respected as were the rights to light, visuals, water and were implemented as an equilibrium between ecology and urbanism, achieving a thoughtful and absolute response in optimizing the quality of the environment. Fumiaki Takano, spoke to our hearts, he explained how during his 30 years of working with his clients, he learnt to recognize each of their dreams, understanding the importance of games and contact with nature for children, in their devolvement to capable adults.

Two round tables were organized, one oriented to the theme "Thinking" the landscape, where professionals from different institutes of landscape investigation explained the development of their work, coordinated by Marta Miras, the other, oriented to the theme "Action", where the landscape professionals, working in different institutions, governmental and independent, showed the management and planning of the landscape, coordinated by Cora Burgin.

One hundred and eighty work abstract's were received, from which ninety five works were selected to be edited on a CD that we gave out to everyone taking part in the Congress, and six of these work's were put on show. Two on Patrimonial Landscape, two on Landscape in emergency and two on Productive Landscape.

During the Congress, there were some very special moments: the Award Ceremony of the CAAP "Benito Carrasco" Prize, received by the Prof. Rolando León, when the students received the Charrette's Prizes, and the Prizes of the Student Competition (the winners were absent), the Award Ceremony of the Prize "Sir Geoffrey Jellicoe Trophy Design "won by the Argentinean Mariano

Filipini (absent), the Award Ceremony of the IFLA "Sir Geoffrey Jellicoe" Prize, won by the Prof. Sung Xiao Xiang (absent), and the closing words of farewell given by IFLA President Desiree Martinez.

Regarding the students activities, some four hundred and fifty papers were received to be evaluated at the Students competition and, the Charette, an intensive work shop on Landscape Architecture was held for three days in lovely surroundings on an Island in the Tigre Delta.

On the last day, three Technical Visits were organized, one guided around parks in Buenos Aires City, one to Tigre, visiting the "Tigre Delta" on the Rio de la Plata and the third group went to a typical "Estancia" of the province of Buenos Aires.

In respect to the economical balance of the Congress, we haven't yet got to the final closure, but have managed to pay all bills, which is quite an asset if we consider that this Congress was organized in a very short time during a difficult period in our country.

The congress was the exact theoretical frame needed for diffusion and acknowledgment of our profession. Reflecting with some colleagues we realized that the ST. Agustin Hall is in the basement and in this location underground, we were thinking about themes related to the landscape. Couldn't this situation be related to the Allegory of Plato's Cave. Who knows what place we find ourselves in? Are we responsible of producing the images or are we responsible for accepting them? We hope to be recognizing the true reality.

But what I have a clear mind about, is the fact that we must keep acclaiming to everyone, the LANDSCAPE that we are talking about and also give our dear President Desiree Martinez a very heartfelt farewell, she who during four years as head of IFLA & EXCO, implemented strategies to order and better IFLA's functioning. To her, many many Thank-you's and hope to see you soon!!!!

IFLA Executive Council

IFLA ExCo is currently composed by three corporate roles: the President, Treasurer and Secretary general. The four regional presidents (Africa, Americas, Asia-Pacific and Europe) are also members of the ExCo as Regional Presidents.

The Executive Council is responsible for the general management of IFLA and to develop policies and propose these to the World Council. The ExCo members are nominated by the members and elected for a two year term.

President

Ms. Desiree Martinez
president.ifla@gmail.com

President-elect

Prof. Kathryn Moore

Secretary General

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Vice-president IFLA Europe

Ms. Ana Luengo
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IFLA Delegates and Volunteers

Delegates

ARGENTINA: Ana Luisa Artesi
AUSTRALIA: John Easthope
AUSTRIA: Karl Grimm
BELGIUM: Pol Ghekiere
BERMUDA: Sarah Vallis Pietila
BOLIVIA: Jenny Medinacelli
BRAZIL: Saide Kahtouni
BULGARIA: Lubima Karacheva
CANADA: Raquel Peñalosa
CHILE: Osvaldo Moreno Flores
CHINA: Xiaoming Liu
COLOMBIA: Diana Wiesner
COSTA RICA: Carlos Jankilevich
CROATIA: Barbara Klemar
CZECH REPUBLIC: Igor Kyselka
DENMARK: Anja Boserup Qvist
ECUADOR: Alexandra Moncayo
ESTONIA: Bruno Marques
FINLAND: Emilia Weckman
FRANCE: Karin Helms
GERMANY: Fritz Auweck
GREECE: Thanos Sklavenitis
HONG KONG-CHINA: Leslie Chen
HUNGARY: Tamas Domotor
ICELAND: Thorhildur Thorhallsdottir
INDIA: Sachin Jain
INDONESIA: Soehartini (Tinoek) Sekartjajarini
IRAN: Mohammad Motallebi
IRELAND: Tony Williams
ISRAEL: Leor Lovinger
ITALY: Anna Sessarego
JAPAN: Hiko Mitani
KENYA: Arthur Aadeya
LATVIA: Lilita Zeltina
LITHUANIA: Gintaras Stauskis
LUXEMBOURG: Jacky Mazy
MALAWI: Abigail Khonje
MALAYSIA: Nor Atiah Ismail
MEXICO: Monica Pallares
MOROCCO: Akram El Harraqui
NETHERLANDS: Charlotte Buys
NEW ZEALAND: Renee Davies
NIGERIA: Tunji Adejumo
NORWAY: Gyda Grendstad
PARAGUAY: Marta Cabrera
PERU: Carmen B. de Iberico
PHILIPPINES: Efren A. Aurelio
POLAND: Urszula Forcezek-Brataniec
PORTUGAL: Margarida Cancela d'Abreu
PUERTO RICO: Marisabel Rodriguez
ROMANIA: Andrei Condoros
RUSSIA: Ilya Mochalov
SERBIA: Andreja Tutundzic
SINGAPORE: Damian Tang Kok Fei
SLOVAKIA: Magdalena Hornakova
SLOVENIA: Suzana Simic
SOUTH AFRICA: Antoinette Raimond
SOUTH KOREA: Tai Ho Kang
SPAIN: Cristina Del Pozo
SRI LANKA: Priyanka Ranatunga
SWEDEN: Emily Wade
SWITZERLAND: Christian Tschumi
TAIWAN-CHINA: Chun-Yen Chang
THAILAND: Ariya Aruninta
TURKEY: Mustafa Artar
UKRAINE: Viktor Skorohod
UNITED KINGDOM: Kathryn Moore
UNITED STATES: Terry L. Clements
URUGUAY: Ana Vallarino
VENEZUELA: Diana Henriquez de Fernandez

2010	World Congress	Regional Conferences	IFLA Projects and IFLA working with partners	National Events
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May

World Congress Suzhou

An important impulse for the profession in Asia, especially in China. Very representative and with a huge attendance. My message to IFLA: We are a team, we are the good guys. Main tasks for IFLA: The International Landscape Convention.



Jinzhou Project

First meeting with Jinzhou government and Liaoning province government, together with Diane Menzies and Darwina Neal. Outline of the Jinzhou project.



August



Opening of the Masters Program in Landscape Architecture, Río de Janeiro, Brazil

Participation and speech at the opening ceremony of the masters program at the University of Río de Janeiro, led by Lucia Costa. Task: Congratulate and honor the importance of fostering more and better opportunities for Landscape Architecture education.

September



Conference at the University of San Sebastián, Concepción, Chile

Invitation from Paula Villagra to participate at a Workshop and lecture at the Architecture Faculty on Environmental Risks, right after an Earthquake in Chile. Task: underline the contribution of LA in risk prevention and mitigation. Promote the profession of LA at the architecture faculty.



Regional Conference of the Americas, Santiago de Chile

Successful and elegant congress in Santiago de Chile, perfectly organized by ICHAP. An important impulse for the profession in the Region and especially in Chile. First LALI Forum took place. Task: Represent the profession and support the idea of the LALI, impulse for implementation thanks to Martha Fajardo.



2010

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October



Landscape Architecture Symposium, Lebanon

Visit and participate in a Seminar at the American University of Beirut, with students, alumni and other professionals of the Region. Discussion the importance of Landscape Architecture for the Region and the problems of the term *Landscape* in Arabian language.

Task: communicate the importance of professional representation, encourage Lebanese colleagues to form a Lebanese Association and join IFLA.



Architectural Biennale, la Paz, Bolivia

Attendance and participation with a lecture at the Architectural Biennale in la Paz, Bolivia.

Task: Position Landscape Architecture as a different and unique profession (MoU with UIA) before our colleagues/architects. Encourage our Bolivian colleagues to continue developing the profession.



Iberoamerican Congress of Parks and Gardens, Lima Perú

Attendance and participation with a lecture at the Iberoamerican Congress of Parks and Gardens.

Task: Emphasize the role of landscape architects in the development and design of parks and gardens.



November

Symposium on Public Space, College of Architects, Playa del Carmen, México

Event organized by the Architects College in Playa del Carmen. Discussion with architects on public space and the importance of quality of life for the local population in touristic cities.

Task: promote the profession in touristic regions. Create awareness about the relevance of quality of life. Support the few landscape architects settled in the Region.

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UIA-Parallel Event within the frame of the COP-16 in Cancun, Mexico

Invitation to UIA's parallel event at the COP16-Conference in Cancun, Mexico. Lecture on Landscape Architecture Projects contributing to mitigate Climate Change and raise quality of life. Task: Position Landscape Architecture as a solution proposing profession.



UN-Habitat event on Inclusiveness of Cities in Mexico City

Participation at the event; intervention at the discussion mentioning the importance of public space quality for inclusive cities and the role of LA. Finally delivery of a paper on the subject. Task: Underline the contribution of landscape architects dealing with public space.



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January



APR Regional Conference, Bangkok, Thailand
 Participation at the warmhearted and traditional APR Conference in Bangkok. Intervention at opening and closing ceremony, as well as award giving ceremonies.
 Task: Promote the idea of National Landscape Charters in the Asia Pacific Region.



March



Signing of the Mexican Landscape Charter
 Participation as IFLA President, but also as member of SAPM at the signing of the Mexican Landscape Charter.
 Task: Promote the meaning of the Charter within the context of the Latin American Landscape Initiative and the potential International Landscape Convention.

April



Habitat Professional Forum Meeting in Nairobi, Kenya
 Attendance to the HPF meeting in Nairobi and to the steering committee meeting from UN-Habitat.
 Task: Participation as partner of UN-Habitat with other NGO members (UIA, ISOCARP and others)



Garden Expo Xi'an
 Participation as part of the jury in Garden EXPO Xi'an with APH members and President.
 Task: Emphasize the importance of design in gardens and the role of landscape architects, despite the economic point of view.



June

World Congress Zurich, Switzerland
 Great congress, huge success for the profession in Switzerland and Europe.
 An intense World Council, not without discussions, but very successful and democratic.
 A special highlight was to award Cornelia Hahn Oberlander, the first woman to get the SGJA.
 Tasks: To chair the World Council meeting successfully and support the decisions made by the EXCO before the World Council.
 Chair the Congress.



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SAPM National Congress, Ensenada, México

Sunny congress in a contemporary cultural landscape, the vineyards of the Valle de Guadalupe.

Meeting with CLARB members.
Tasks: Champion the profession, its achievements and contributions for better cities and a high quality environment.

Link CLARB with IFLA.

September



Visit to Jinzhou Project with Landscape Architects

International Landscape Architects had an intense meeting with Chinese Landscape Architects to implement the concept designs for the Landscape Art Exhibition.

Task: Represent IFLA, its participants and its principles before the Jinzhou and Liaoming Governments.



ISOLA National Congress, Ahmedabad, India

Intimate and charming congress in Ahmedabad, which is a complex jewel of Indian architecture, art and tradition.

Acknowledge Prof. Bhagwan as the patriarch of India's landscape architecture and Prof- Rana Singh as an authority regarding sacred landscape.

Task: Open the discussion on Indian public urban space.

October



Africa Symposium, Nairobi, Kenya

Perfectly organized and well attended symposium. The term's highlight was the foundation of IFLA's Africa-Region.
Task: Foster unity and working energy within the Region.

Contribute, together with Jim Taylor, Martha Fajardo, Hitesh Metha andto organize elections in the region and formalize it.



2011

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Taller Sur, Universidad Austral, Chile
Seminar at the University, focused on finding local identity, the special character of South America.
Task: contribute to highlighting the characteristics of the landscape of southern Chile and its implications for the profession. To present landscape as the foundation of a holistic strategy.



Americas' Regional Conference, Punta del Este Uruguay

Very cultivated congress in the beautiful costal landscape of Punta del Este in a traditional *chakra* (land-house).
2nd LALI Forum was organized.
Task: Promote the idea of landscape as a holistic strategy, encourage associations to create National Charters and foster the integration of the LALI.



November



ASLA Annual Meeting in San Diego, USA

Festive and very successful meeting, showing the diversity of ASLA member's activities.
Task: Motivate ASLA to a closer participation with IFLA and to regularization of their due's status.



**UN-Habitat Event
San Cristóbal de las Casas,
Mexico**

Attendance and participation with a lecture at an event organized by UN-Habitat and Mexico's Urban Development and Housing Ministry.
Task: Emphasize the role of landscape architecture in cities to foster equity, environmental quality and cultural identity.



2012	World Congress	Regional Conferences	IFLA Projects and IFLA working with partners	National Events
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March



Habitat Professional Meeting in Paris

Meeting of HPF members at the UIA headquarters in the *tour de Montparnasse* in Paris.
Task: Motivate HPF members to promote the ILC. Put UN-Habitat and HPF in contact with UNESCO Assistant General Director for Culture.



Signature of renewed MoU with UIA

Signature of MoU at UIA headquarters.
Task: Represent the profession and underline the partnership relationship with our colleagues/architects.



April



ECLAS-Conference, Antalya, Turkey

Attendance and participation through a lecture at the Conference.
I also had the pleasure to meet members of the Turkish Institute of Landscape Architects and exchange ideas.
Task: Present IFLA's activities, as professionals, regarding education and as professional representation.



May



Inauguration of the New Landscape Architecture Building at Ankara University, Turkey

A friendly and festive event at the University of Ankara.
I also met colleagues from the Turkish Institute of Landscape Architecture for lunch and exchanged ideas.
Task: Celebrate the success of the program at the university, acknowledge academic achievements.



Lecture at University Bartın, Turkey

A small and very warm hearted event at the University in Bartın. It represented an impulse to integrate the region onto the World Heritage list.
Task: Acknowledge the beauty of the region and take advantage of the position to promote the region as world heritage.

2012

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September

**World Congress Cape-Town,
South Africa**

Wonderful Congress embedded in the spectacular landscape of Cape Town.

A highlight was the presentation of the advances in the digitalization of IFLA files by the René Pechère Library.

A special honor was to award Prof. Mihali Moceny with the SGJA.

Task: initiate the process of strategy planning.



**UNESCO Seminar on Protection
of Landscapes, Florence, Italy**

A charming and Italian event, with the presence of many Italian majors, all engaged with landscape.

An important step forward regarding landscape awareness and a firm intention from UNESCO to foster landscape stewardship.

The outcome: The Florence Declaration.

Task: To support IFLA's project of a landscape convention or agreement.



**European Landscape Biennale,
Barcelona, Spain**

Participation as part of the jury at the Biennale in Barcelona.

Task: Select the winner, which was the outstanding project from Marti Franch in Catalonia.



**Americas Conference, Medellín,
Colombia**

An immensely festive congress in Medellín, perfectly organized and very successful.

The special highlight was the signing of the LALI in a very emotive ceremony.

Task: Further promotion of the LALI



2013

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February



National Congress SAPM

Event at the National Autonomous University. 1st Mexican Forum on the Legal Framework for Landscape Stewardship. Planting of the LALI tree, an oak (*Quercus insignis*)

April

World Congress Auckland

A festive congress very linked to the Earth and ancient rituals. An amazing outcome was the Tamaki Makarau Declaration. Task: Follow up on strategy planning, communicate to delegates the work done by EXCO and SPG members.



May



Opening of the Jinzhou Landscape Art Exhibition

After an emotive opening ceremony we got to see the built designs of the 20 participating landscape architects. Some arrangements still needed to be done and Alan Titchener and Xiaoming did a great job communicating the designer's requests. The Jinzhou project was over all a success, a great experience for the participants and a good working together between IFLA and the Jinzhou and Liaoming Governments.

Projects like the Jinzhou Landscape Art Exhibition can be very positive for IFLA and for the exhibitions.



Culture: Key to Sustainable Development, Hangzhou, China

Major event organized by UNESCO to launch the idea of culture as a motor for sustainability.

Participation of Martha Fajardo as panelist. Meeting with ISOCAPR President, Milica Bajic-Brkovic and UIA President, Albert Dubler.

Task: Position Landscape as the physical dimension of culture.



2013

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July



Homage to Prof. Gonçalo Ribero Telles

To celebrate the 2013 SGJA award winner Prof. Ribero Telles, the Gulbenkian Foundation organized a homage to this important LA. I had the opportunity to give a short *Laudatio* regarding his lifetime achievements.

It was a very emotive celebration! Task: Honor one of our most outstanding professionals, with achievements in landscape architecture, as an educator and as a politician.

August

Arquideas

Lecture at a forum on ideas organized by the Mexican Architecture Chamber.

Task: sensitize young architects on landscape issues.

September



IFLA-Europe General Assambly in Berlin, Germany and BDLA 50th Anniversary

A very friendly meeting and a wonderful party! Ana Luengo was endorsed as new IFLA-Europe President! Another great friend in IFLA.



October



Africa Education Symposium in Abuja, Nigeria

A successful impulse to the African Region. A charming meeting with African friends.

Successful elections and installation of Regional EXCO chaired by Tunji Adejumo from Nigeria. The Region began to work immediately! CONGRATULATIONS!!!

Task: Facilitate the elections together with James Taylor and Hitesh Metha, which was easy because of the enthusiasm and good will of the African members.



Americas Regional Conference in Loja and Guayaquil, Ecuador

November



ASLA Annual Meeting in Boston

Opportunity to talk again before the Board of Trustees and make contact with several ASLA officers. There is interest in working with IFLA and some interest to become full members again.

Task: Get ASLA interested in IFLA and encourage them to regularize their member status.

2014

World Congress

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February

Meeting with Assistant General Director for Culture of UNESCO in Paris

Informal meeting and lunch with Mr. Francesco Bandarin, a great IFLA supporter and friend. Working for landscape will be easier from the roots, than achieving an International Landscape Convention in the short or middle term. Mr. Bandarin will retire this year.

March



Landscape Forum City Park and Exhibition in Moscow

A new concept for IFLA events: small, but broadcasted all over the nation. Discussion on the importance of the urban green and new urban paradigm.

Further participation at the opening of an exhibition of the garden and landscape industry.

Task: Highlight the functions of urban green for a new city paradigm.



UN-Habitat Forum Medellín, Colombia

Attendance to the huge event with more than 28,000 participants and participation at: HPF meeting, meeting on "the Age of the City" project, steering committee meeting World Urban Campaign, World Urban Campaign presentation, presentation at HPF-dialogues.

Task: position landscape architecture as a profession which is already defining the new urban paradigm through projects.



April

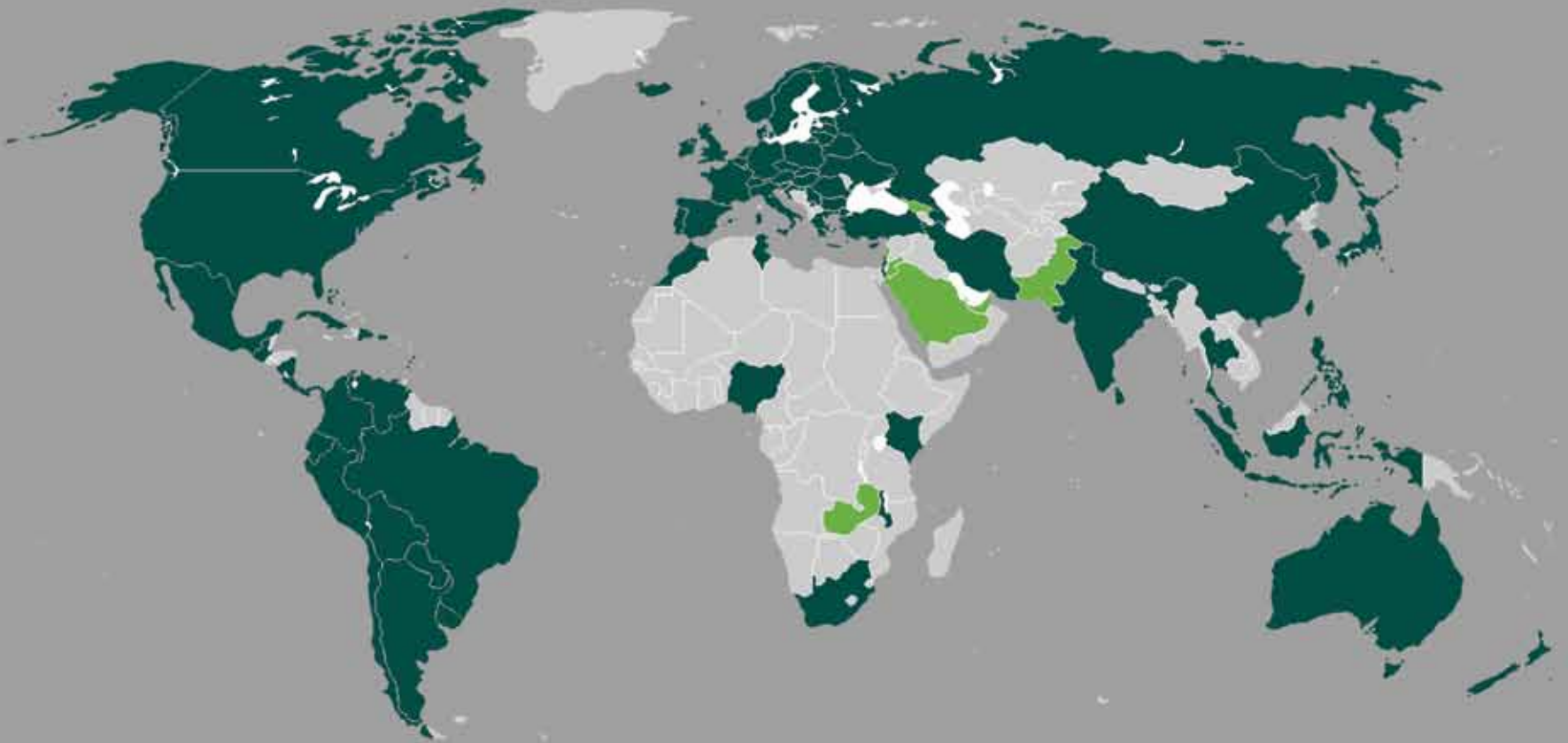


Asia-Pacific Regional Conference Kuching, Malaysia

A tropical and warm hearted meeting and conference. The Asia Pacific Region is working hard on important issues, like enhancing education, certification and registration.

The implementation of an Asia/Pacific Landscape Initiative was approved.

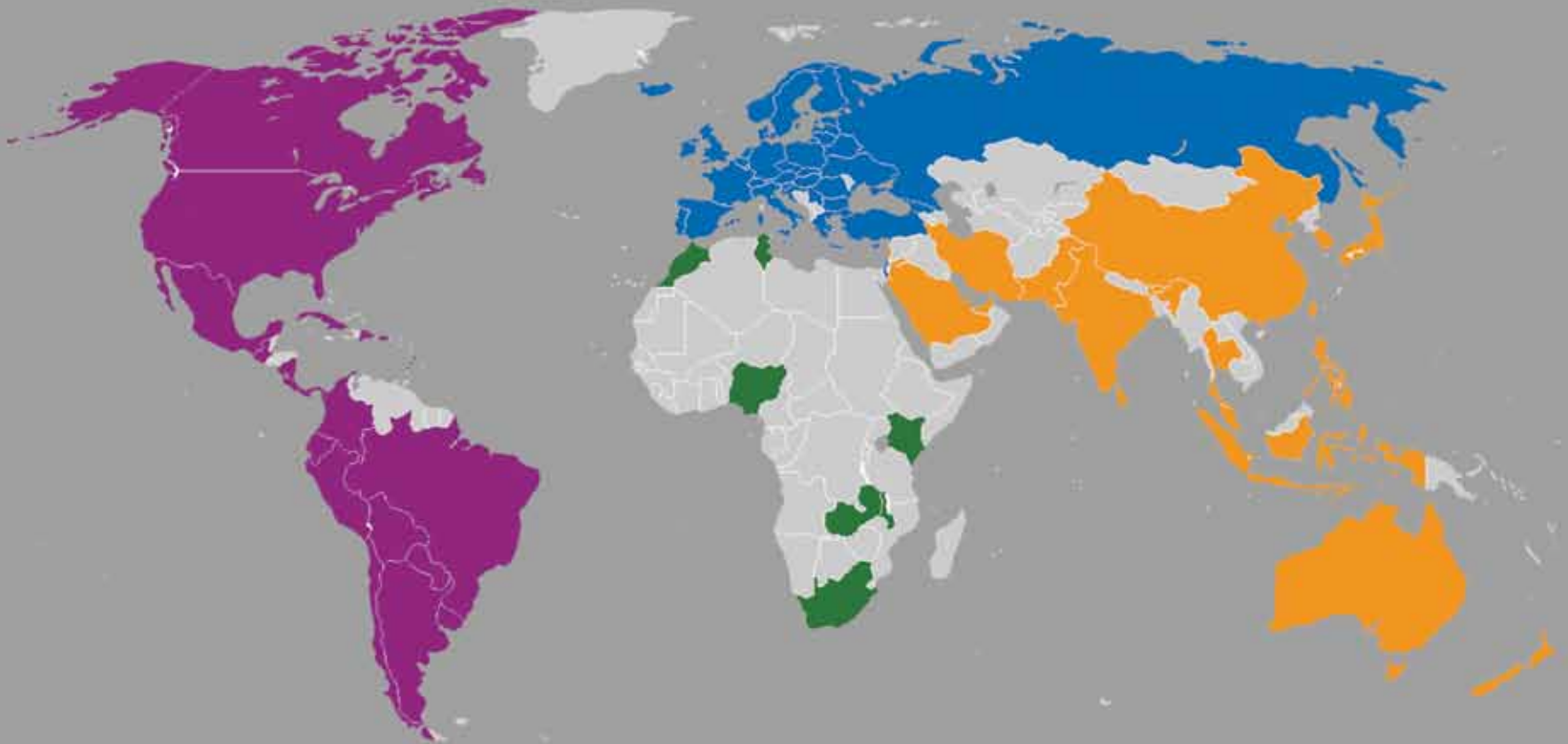




IFLA
INTERNATIONAL FEDERATION
OF LANDSCAPE ARCHITECTS

IFLA MEMBERSHIP

- Member Associations
- Individual Members



IFLA
INTERNATIONAL FEDERATION
OF LANDSCAPE ARCHITECTS

IFLA REGIONS

- | | |
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|  Americas |  Asia - Pacific |
|  Europe |  Africa |



 **IFLA AMERICAS**
INTERNATIONAL FEDERATION
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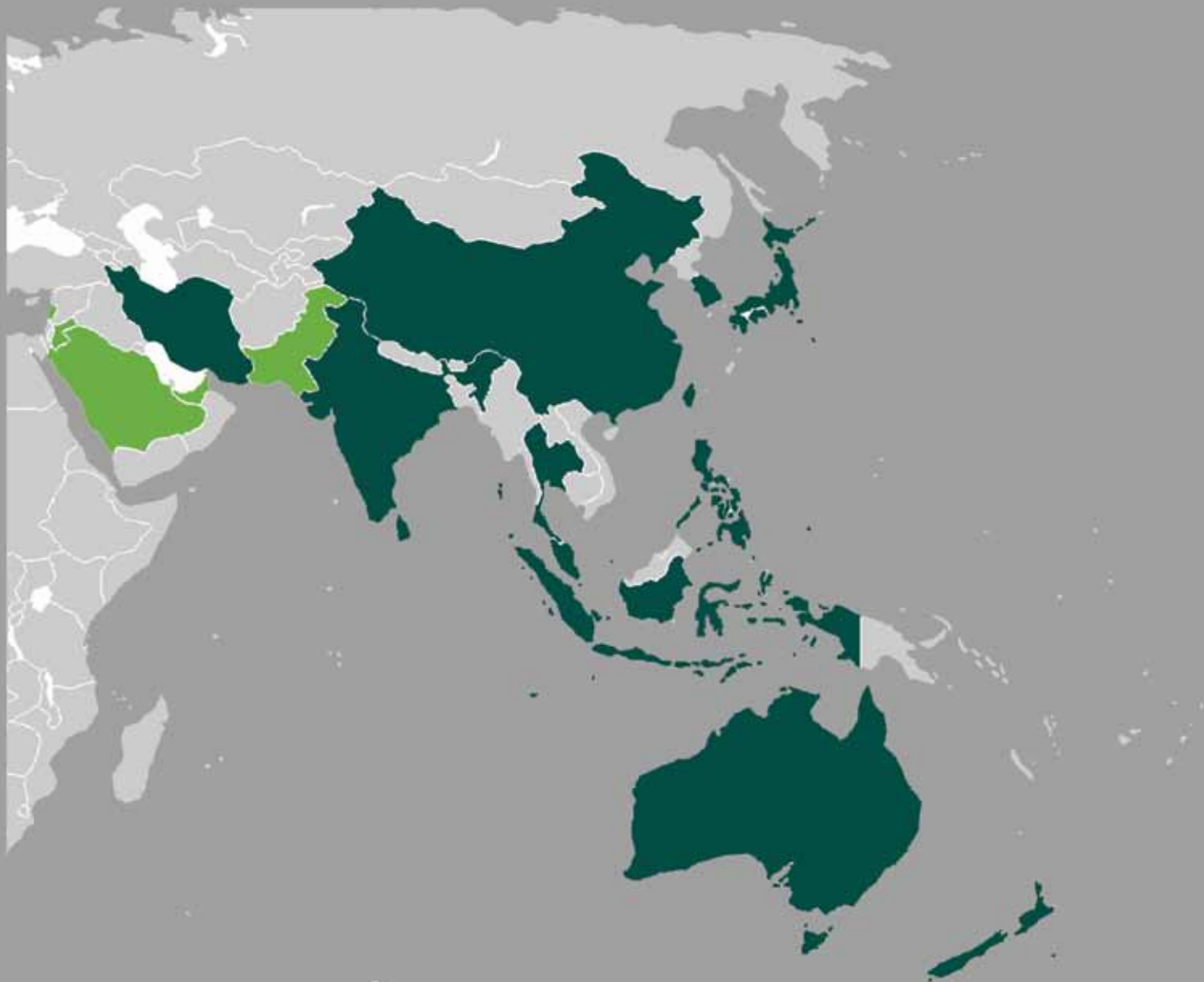
 Member Associations



IFLA EUROPE
INTERNATIONAL FEDERATION
OF LANDSCAPE ARCHITECTS

■ Member Associations

■ Individual Members



IFLA ASIA-PACIFIC
INTERNATIONAL FEDERATION
OF LANDSCAPE ARCHITECTS



Member Associations



Individual Members



IFLA AFRICA
INTERNATIONAL FEDERATION
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Member Associations

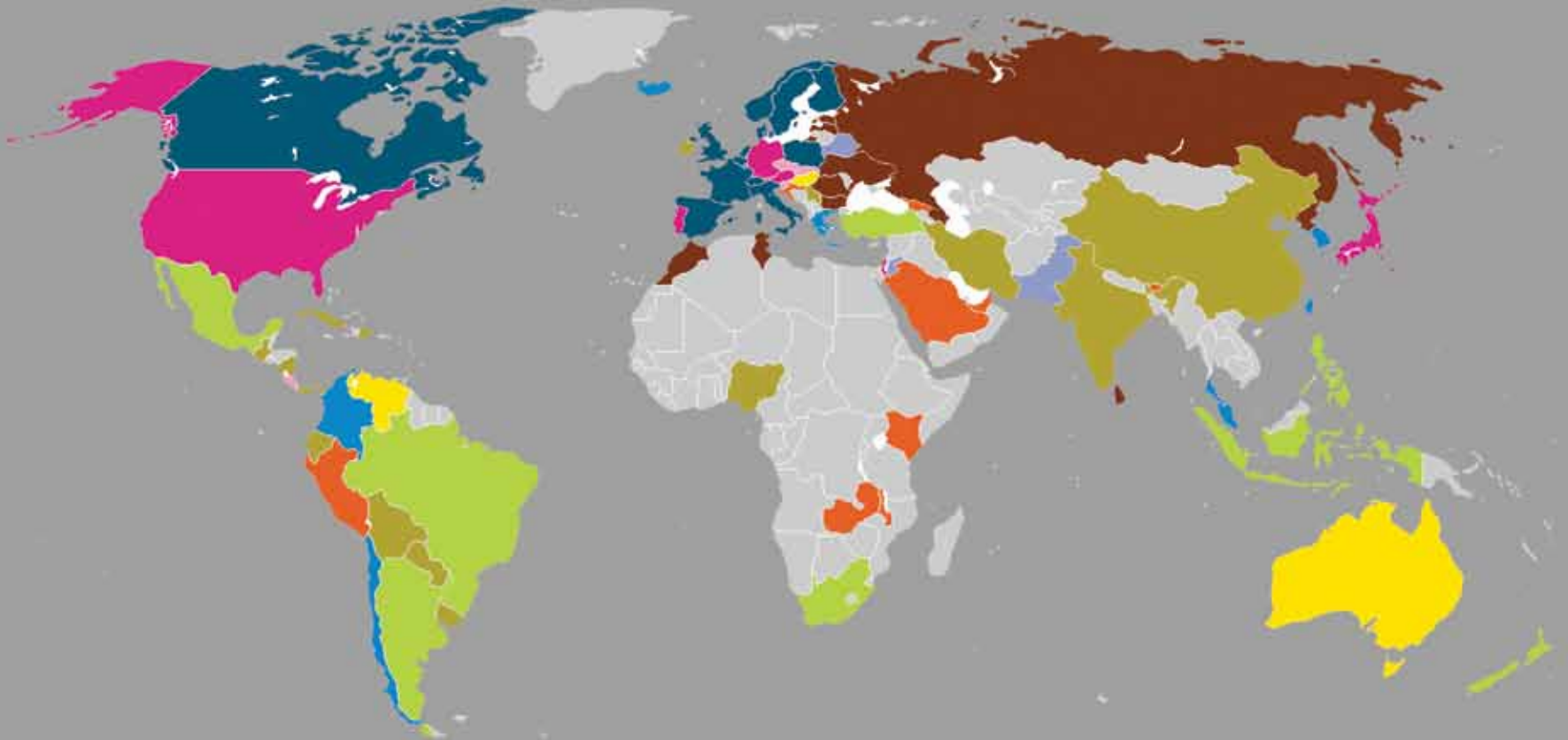


Individual Members



IFLA
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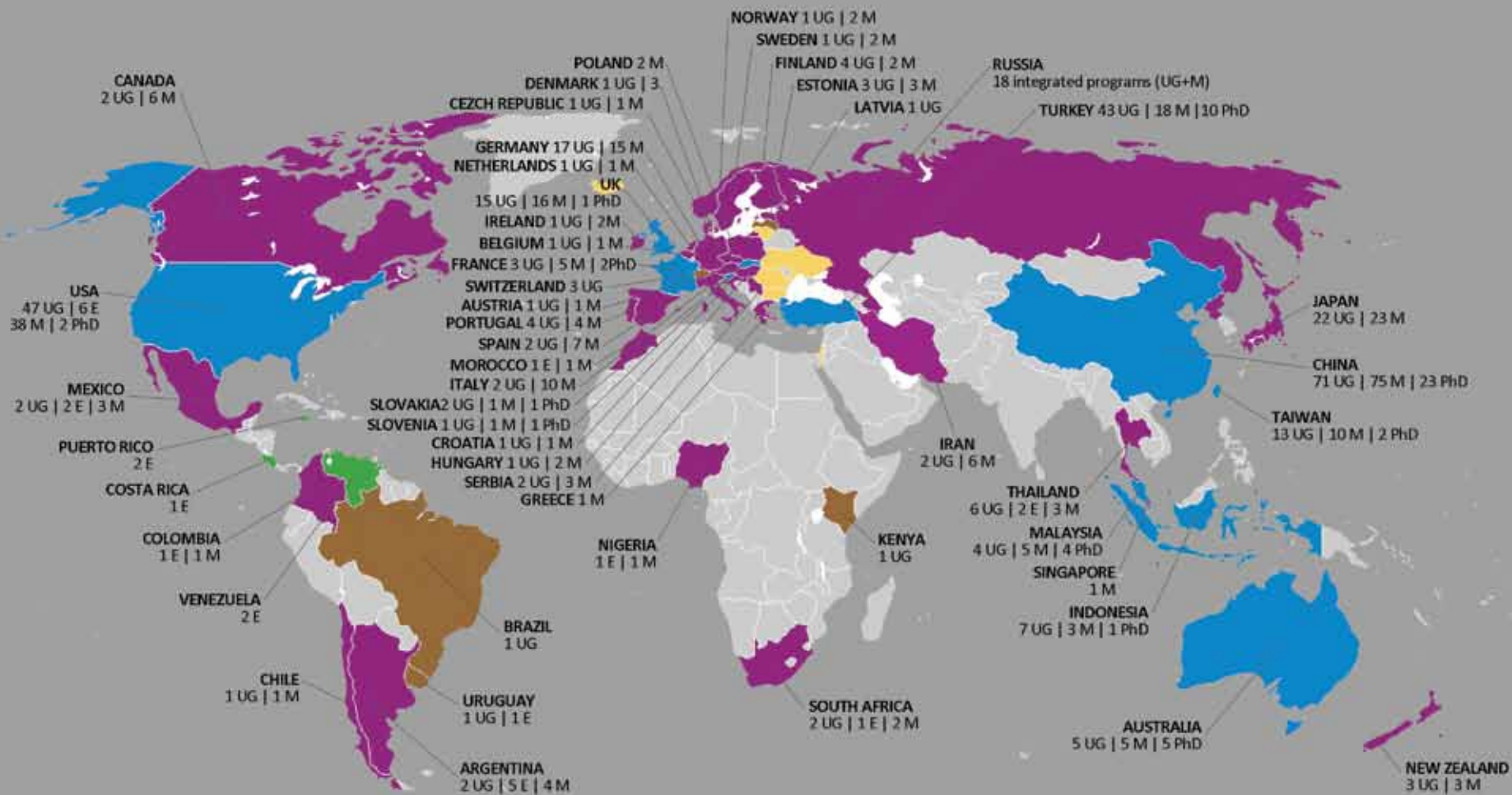
IFLA WORLD CONGRESSES



IFLA
INTERNATIONAL FEDERATION
OF LANDSCAPE ARCHITECTS

**IFLA MEMBERSHIP
HISTORY**

- | | | | | |
|--|--|--|--|---|
|  Founding Members - 1948 |  1950's |  1970's |  1990's |  2010's |
|  Individual Members |  1960's |  1980's |  2000's |  Dates not confirmed |



EXISTING TEXT

PROPOSED TEXT

Introduction

As the continued health, welfare and enjoyment of the population of all nations depend upon their living in harmony with their environment and their wise use of its resources.

And as those expanding populations, aided by rapidly developing technical capacities to effect change, make increasing social, economic and physical demands upon those resources.

And as the future success in meeting those demands without deterioration of the environment and waste of its resources will require special knowledge, skills and experience relating to natural and cultural systems, physical processes and human relationships, normally found in the practice of the profession of landscape architecture.

Therefore, further to discussions held in Brussels in 1935, Paris in 1937 and Berlin in 1938, the delegates of various national associations of landscape architects concerned with these matters established at Cambridge in the United Kingdom in September 1948, a federation, now known as the International Federation of Landscape Architects, hereinafter referred to as IFLA, and governed by the following Constitution.

INTRODUCTION

In Cambridge, UK in September 1948, further to discussions held in Brussels (1935), Paris (1937) and Berlin (1938), a federation, now known as the International Federation of Landscape Architects (hereinafter referred

to as IFLA) was established and is governed by the following Constitution. IFLA is a not-for-profit, non-political, non-governmental organisation.

VISION

IFLA will be the leading international body promoting the creation of a globally sustainable and balanced living environment from a landscape architectural perspective.

MISSION STATEMENT

IFLA will promote the landscape architecture profession within a collaborative partnership of the allied built-environment professions, demanding the highest standards of education, training, research and professional practice, and providing leadership and stewardship in all matters.

Article I OBJECTS

1. The International Federation of Landscape Architects is a non-profit making, non-political and non-governmental, democratic organisation. It shall have the following objects:
 - 1.1 To develop and promote the profession and discipline of landscape architecture, together with its related arts and sciences throughout the world.
 - 1.2 To establish the profession of landscape architecture in its continuing role as an instrument of aesthetic achievement and social change for the public welfare.
 - 1.3 To contribute in identifying and preserving the intricate balance of those ecological and social systems upon which the future of civilization depends.

- 1.4 To establish high standards of professional practice in design and planning of the landscape, its management, conservation and development, and due responsibility for constructed change.
 - 1.5 To promote international exchange of knowledge, skills and experience in landscape architecture, both educational and professional, within diverse populations.
 2. In order to attain these objects, IFLA, through its governing body, the World Council, shall undertake all necessary and appropriate measures, and in particular, may:
 - 2.1 Support the formation of national or multinational associations of landscape architects and the development of existing associations.
 - 2.2 Establish Regions and Regional Councils.
 - 2.3 Hold congresses, conferences and other meetings, and publish the proceedings thereof.
 - 2.4 Form committees, task forces and similar bodies.
 - 2.5 Develop, upgrade and maintain worldwide educational standards for the profession of landscape architecture.
 - 2.6 Encourage and support scientific research relating to all aspects of the practice of landscape architecture.
 - 2.7 Assist all levels of government to establish and to improve legislation relating to the profession of landscape architecture.
 - 2.8 Co-operate with related bodies and professional groups.
 - 2.9 Prepare, publish and distribute documents relating to research, professional studies, articles and other relevant information.
 - 2.10 Prepare, formulate and disseminate statements of strategy, and make appropriate representations to governmental, non-governmental, national and international agencies.
 - 2.11 Encourage and support international programs and projects relating to all aspects of the education, practice and theory of landscape architecture and contributing to the attainment of the objects of IFLA.
 - 2.12 Take any other action which will benefit the profession of landscape architecture and its practice throughout the world.
- 1. Objectives.**
- IFLA shall have the following objectives:
- 1.1. To establish, develop and promote the profession, discipline and education of landscape architecture, combined with its diverse range of arts and sciences on an international basis.
 - 1.2. To establish, develop and promote the highest standards of education and professional practice influencing the widest range of landscape architectural operations (including but not limited to planning, design, ecology, biodiversity, management, maintenance, culture, conservation, and socio-economics).
 - 1.3. To develop and promote international exchange of knowledge, research, skills and experience in all matters related to landscape architecture across all cultures and communities.
- In order to achieve such objectives the governing body of IFLA shall:

1.4. Encourage and support the formation and development of new and existing national and multi-national professional associations of landscape architects.

1.5. Encourage and support the establishment of Regions, regional groups and associated councils or assemblies, and special interest groups.

1.6. Hold congresses, conferences and other relevant meetings.

1.7. Allow the formation of appropriate committees and working groups for task-specific purposes in accordance with predetermined strategies and plans.

1.8. Encourage and support the formation, establishment and development of landscape architecture educational opportunities, standards and research worldwide.

1.9. Encourage and support all levels of government to establish and to improve legislation relating to the profession of landscape architecture.

1.10. Collaborate and cooperate with appropriate international bodies and professional groups for the progression of the profession.

1.11. Encourage and support the publishing and distribution of research information relevant to the profession's progression and development.

1.12. Make appropriate representations to governmental, non-governmental, national and international agencies in support and on behalf of existing and potential national associations.

1.13. Encourage and support any other action that will benefit the profession of landscape architecture in an appropriate fashion throughout the world.

Article II MEMBERSHIP

1. Members of IFLA shall comprise the following categories:

CATEGORY 'A':

National and multi-national associations of landscape architects

CATEGORY 'B'

Foundation Members

CATEGORY 'C'

Individual Members

CATEGORY 'D'

Honorary Members

CATEGORY 'E'

Corporate Members

CATEGORY 'F'

Affiliate Members

1.1 CATEGORY 'A'

National or multi-national association members are associations of landscape architects of their country, countries or territory(s) whose Constitution and By-laws have been approved by the World Council of IFLA. Only one association of landscape architects per country, countries or territory(s) can be a member in Category 'A'.

1.2 CATEGORY 'B'

The Foundation Members are members for life, and are the delegates who signed the declaration at Cambridge in 1948, establishing an international federation. Such membership can neither be delegated nor transferred by any means.

1.3 CATEGORY 'C'

Individual Members are landscape architects whose qualifications and experience are acceptable to IFLA, who practice in countries where:

- a) No national or multi-national association of landscape architects exists.
- b) The national or multi-national association has not yet been approved as a member of IFLA, or has lost the approval of IFLA.

1.4 CATEGORY 'D'

Honorary Members are those individuals who are not landscape architects whom IFLA may wish to honour as a mark of distinction for having rendered, or are continuing to render, outstanding services to, and in support of, the profession of landscape architecture, including its related arts and sciences, at an international level.

1.5 CATEGORY 'E'

Corporate Members are scientific, educational and professional institutions, professional associations or corporations, connected with landscape architecture, and professional, commercial or industrial organisations wishing to promote the aims and aspirations of IFLA.

1.6 CATEGORY 'F'

Affiliate Members are those members that:

- (i) Are admitted as Category A members; and
- (ii) Upon their request are admitted to, or arranged in, a Region to which they geographically do not belong.

2. ADMISSION AND LOSS OF MEMBERSHIP

2.1 The World Council recognizes and admits members to IFLA, unless an association with legal personality functions as a region of IFLA pursuant to Article III.3 of the Constitution, in which case the executive body of this association shall approve the admission of members to IFLA subject to ratification by the World Council.

2.2 If an association with legal personality functions as a Region, membership of this association is a requirement for membership of IFLA, whereas the statutes or Constitution of this association must specify:

- (i) That its members must apply for membership of IFLA and remain a member of IFLA; and
- (ii) That refusal or loss of membership of IFLA shall result in loss of its membership.

2.3 Admission and loss of membership is without prejudice to the provisions in this Constitution, governed by the By-laws of IFLA.

3. MEMBERSHIP DUES

3.1 Details of membership dues are governed by the By-laws of IFLA.

3.2 Membership dues for any year shall become due and payable on the first day of January in that year.

4. VOTING RIGHTS OF MEMBERS

4.1 Members in Categories 'A', 'B' and members of the Executive Committee shall have the right to vote.

Each member in Category 'A' shall have one vote.

In Category 'A' the voting right is vested in the Delegate appointed by each national or multinational association, and accredited annually to the World Council.

In Category 'B' voting is the exclusive right of the Foundation member.

Members in Category 'F' shall have the voting rights of members in Category 'A', but shall have no voting or other membership rights in the Regional Council or membership meeting of the Region to which they geographically do not belong.

- 4.2 Whenever a formal vote is taken pursuant to Article IV, Para. 4.1 or by mail ballot pursuant to Article IV, Para. 4.2, a simple majority (unless otherwise specified in this Constitution) of affirmative votes cast by the eligible membership shall be required for a motion to be carried. Abstentions shall not be counted as votes cast.
- 4.3 The voting rights of a member association shall be automatically suspended when the dues of that member association are one year in arrears. If the dues of a member association become two years in arrears, the World Council may suspend all remaining rights of that association. Such suspension shall be lifted as soon as all arrears of membership dues have been paid.
- 4.4 In the event that dues of an individual or a corporate member are unpaid six months after the due date, that membership shall be subject to automatic cancellation.
- 4.5 Delegates to the World Council representing associations in Category 'A', 'F', past delegates, world level officers, regional officers, and committee chairs who have been appointed by the World Council, shall all be eligible to hold office in IFLA at world level after personally attending two World Council meetings in

that capacity during the six-year period prior to nomination. All must have personally attended at least the equivalent of one full day of a World Council Meeting to be listed as an attendee for eligibility purposes.

The Secretary General shall keep a list of those eligible to hold office at world level. The Secretary General is to check that nominated candidates are current members of their association and that their association is a member that is duly paid up in respect to current dues. For the purposes of eligibility for nomination and election only, the position of Vice-President of each region is to be regarded as a regional office, rather than a world level office. Delegates, past delegates, world and regional level officers and committee chairs shall be eligible to hold the offices of Vice-President, Regional Secretary and Regional Treasurer after attending two Regional Council meetings, not held in conjunction with a World Council meeting, or two World Council meetings, or one of each meeting in the six-year period prior to nomination. The Regional Secretaries shall keep lists of those eligible for regional office. Regional nominees must also be members of member associations that are duly paid up in respect to current dues.

2. Membership

- 2.1. Category A: National and multi-national associations of landscape architects defined by country, countries or territories whose Constitution and By-laws have been approved by the World Council. Only one representative association per country, countries or territory/s is permitted.
- 2.2. Category B: Individual Members, are landscape architects from a country, countries or territory where no national or multi-national association exists and whose qualifications and status are determined by the World Council to be acceptable.

- 2.3. Category C: Honorary are those individuals whom IFLA may wish to honour for their support and engagement with the profession on an international, regional or national level.
- 2.4. Category D: Corporate Members are scientific, educational and professional institutions, associations or corporations, connected with landscape architecture, and professional, commercial or industrial organisations wishing to promote or support the objectives of IFLA.
- 2.5. Admission and loss of membership is governed by and detailed in the IFLA By-laws.
- 2.6. Details of membership dues are governed by and detailed in the IFLA By-laws.
- 2.7. Only members in Category A, represented by appointed delegates from each national or multi-national association, and Executive Committee members shall have the right to vote (one vote per eligible member).
- 2.8. Members in categories B, C and D are not eligible to vote.
- 2.9. A simple majority of affirmative votes cast by the eligible membership shall determine the carrying of a motion.
- 2.10. Members are not eligible to vote if the association that they are representing has failed to pay its full dues in the year immediately preceding the world council at which the vote is taking place.

Article III ORGANIZATION

1. IFLA shall consist of:

- 1.1 Membership as defined in Article II.
- 1.2 The World Council as defined in Article IV.
- 1.3 The Executive Committee as defined in Article V.
- 1.4 The Regional Councils as defined in Article VIII.
2. **The powers of IFLA shall be vested in the World Council, Regional Councils, its Delegates and its elected officers.**
3. **The member associations of IFLA shall be arranged in Regions reflecting the various geographic areas in the world. The World Council may recognize an association with legal personality to function as a Region if such association meets the conditions set out in:**
 - (i) The Constitution;
 - (ii) The By-laws; and
 - (iii) As may be imposed by the World Council.

A resolution to render recognition must comply with the provisions applicable to a resolution to amend the Constitution.

3. Organisation

IFLA shall comprise the following:

- 3.1. Membership as defined in Item 2 above.
- 3.2. A World Council comprising officers of the Executive Committee and the duly appointed delegates of the national or multi-national associations which have been admitted to IFLA as members.

- 3.3. An Executive Committee comprising an elected President, an elected Treasurer, a maximum five Regional Presidents (elected regionally), a maximum three elected Standing Committee Chairs and one ex-officio member of the IFLA Secretariat.
- 3.4. The member associations of IFLA shall be arranged as determined the World Council in a maximum of five Regions reflecting appropriate geographic areas in the world.

Article IV THE WORLD COUNCIL

1. COMPOSITION

The World Council shall consist of the following, who shall have the right to vote:

- 1.1 The duly accredited Delegate of each national or multi-national member association of landscape architects.
- 1.2 The members of the Executive Committee.
- 1.3 The Foundation Members.

2. FUNCTIONS

The functions of the World Council shall be:

- 2.1 To act as the governing body of IFLA and:
- (a) To recognize and accept national and multi-national associations of landscape architects as members of IFLA, as well as Individual Members, Corporate Members and Honorary Members, without prejudice to the provisions set out in Article II.2 of the Constitution.

- (b) To designate the various geographic areas in the world that constitute a Region.
- (c) To establish Regional Councils in various geographic areas of the world, unless the World Council has accepted an association to function as a Region pursuant to Article III.3 of the Constitution in regard to such Region.
- (d) To elect a President, a Secretary-General and a Treasurer. See Article V: para. 4.)
- (e) To determine the dues of members of IFLA in accordance with the stipulations of the By-laws.
- (f) To establish the annual budget and to approve the development of sources of income and expenditure, to authorize and to receive an annual audit of the accounts of IFLA.
- (g) To establish committees and other bodies and approve appointments to them.
- (h) To approve the outline of, and to monitor services to members, including all programs, publications, plans, projects and schedules for congresses, conferences, exhibitions, study courses, or any other activity organized under the name of IFLA.
- (i) To authorize establishment of an administrative office and employment of staff as required for the conducting of the business and affairs of IFLA.
- (j) To review and overrule a decision or action of any Regional Council found to be unconstitutional.
- 2.2 To establish the general policy of IFLA and:
- (a) To represent the profession of landscape architecture worldwide.

(b) To make representations to governmental, non-governmental, national and international organizations on any matters relating to the objects of IFLA.

3. PROCEDURE

3.1 The World Council shall meet annually in an ordinary session.

3.2 An extraordinary session of the World Council shall be convened:

(a) If so requested by at least one half of the members of the World Council.

(b) If so requested by the Executive Committee.

3.3 The World Council shall determine the time and location of each ordinary session of the World Council, which shall be communicated to its members, together with the agenda, by the Secretary-General, at least three months in advance of each session.

3.4 The President, Secretary-General and Treasurer of IFLA shall be elected by the World Council in accordance with the procedure laid down in Article V Para. 4 of the Constitution and By-laws.

3.5 The President, or, at the President's request, one of the Vice-Presidents of IFLA, shall preside at any session of the World Council.

3.6 The World Council shall adopt its own Rules of Procedure in accordance with this Constitution.

4. VOTING

4.1 The President, at a session of the World Council, may rule that a decision has been made by informal vote. The President may proceed to a formal

vote if the President should consider it necessary, or if so requested by a voting member. The procedure for a formal vote shall be as laid down in the Rules of Procedure for a World Council. (Refer to By-laws "Rules of Procedure for the World Council of IFLA.")

4.2 All matters within the competence of the World Council shall be decided by a system of electronic voting.

5. PROXY VOTES

5.1 Those Delegates of the World Council in Category 'A', and the members of the Executive Committee who are unable to attend a meeting may be represented by:

(a) Another Delegate in Category 'A' or another member of the Executive Committee respectively.

(b) In the case of the Executive Committee members, each member of the Executive Committee may only carry the proxy vote of their own country's association or of another member of the Executive Committee.

5.2 No voting Delegate in Category 'A' may cast more than five votes, including their own vote.

6. REVIEWS OF DECISIONS

6.1 A decision may be reviewed if it is taken by the World Council under the following conditions:

(a) When less than one quarter of the member associations in Category 'A' and members of the Executive Committee are represented at the World Council.

(b) When it involves a question not on the agenda distributed to all members in advance of the meeting.

Then the decision shall be subject to suspension. Suspension may also occur if Delegates of member associations representing at least one quarter of the total votes in Category 'A' and members of the Executive Committee so request, within one month of the mailing of the minutes reporting that decision or decisions. The matter shall then be subject to mail ballot in accordance with Article IV, Para 4 of the By-laws.

4. The World Council.

- 4.1. The World Council shall act as the governing body of IFLA.
- 4.2. The World Council shall determine how the operational regions, groups and committees are set up around the world to ensure the most effective and efficient structure for the international Federation in accordance with an approved Strategic Plan.
- 4.3. The World Council shall elect a president and a treasurer.
- 4.4. The World Council shall agree the level of annual dues to be paid by all members.
- 4.5. The World Council shall establish and agree an annual budget, determining sources of income and expenditure in accordance with the approved Strategic Plan and receive and approve an annual audit of the IFLA accounts.
- 4.6. The World Council shall authorise the establishment of an administrative office and employment of staff required for the conducting of IFLA's business and affairs (the Secretariat).
- 4.7. The World Council shall meet physically in ordinary session annually with a minimum of ninety days notice being given by IFLA Executive Committee in advance of any such session.

4.8. An extraordinary session (physical or online) of the World Council shall be convened when at least one half of the eligible voting members or if the Executive Committee requests it with a minimum of ninety days notice being given by IFLA Executive Committee in advance of any such session.

4.9. The president, or at the president's request, one of the IFLA Regional Presidents, shall preside at any session of the World Council.

4.10. The World Council shall adopt its own By-laws and Rules of Procedure in accordance with this Constitution.

4.11. All matters within the competence of the World Council could be decided by a pre-approved online system of electronic voting.

Article V THE EXECUTIVE COMMITTEE (World Level)

1. COMPOSITION

The Executive Committee is in charge of the general management of IFLA, and shall consist of the following members:

The President

The Regional Vice-Presidents

The Secretary-General

The Treasurer

2. FUNCTIONS

- 2.1 The Executive Committee shall exercise those powers vested in it by the World Council and shall be responsible to the World Council of IFLA for making all decisions necessary to achieve the objects of IFLA decided upon by the World Council.
- 2.2 It shall recommend policies and programs for the approval of the World Council.
- 2.3 It shall be responsible for the procedures governing the holding of mail ballots and the election of officers.
- 2.4 It shall be responsible for convocations to, and the preparation of agendas for, all ordinary and extraordinary meetings of the World Council in accordance with Article IV of the Constitution.
- 2.5 It shall have general responsibility for the collection and disbursement of the funds of IFLA in accordance with Article II, Para. 3 and Article VI, Para.4 & 5 of the Constitution.
- 2.6 It shall be responsible to the World Council for appointing Committee Chairs and members, other bodies and individuals, as directed, and ensuring their proper functioning, in accordance with the Constitution and By-laws.
- 2.7 The decisions of the Executive Committee, including those not specifically provided for by this Constitution and its By-laws, must be in accordance with policies decided by the World Council.
- 2.8 The Executive Committee shall receive all disputes relating to the affairs of IFLA which may arise and endeavour to resolve them amicably. Should this prove impossible, a dispute shall then be referred to the World Council.
- 2.9 Members of the Executive Committee shall represent the interests of IFLA, not those of their respective associations, unless they also serve as Delegate of their association.
- 3 PROCEDURE**
- 3.1 A meeting of the Executive Committee shall be convened at least once a year:
- (a) By the President
- (b) By request of at least one half of its members.
- 3.2 The Executive Committee shall establish its own Rules of Procedure in accordance with the Constitution and By-laws.
- 3.3 The decisions of the Executive Committee shall be by simple majority. The President shall have a casting vote in the case of a tie.
- 3.4 The liability of the Executive Committee shall be limited in accordance with Article VI Para 3 of the Constitution.
- 4. THE OFFICERS**
- 4.1 The President
- (a) The President shall be the chief executive officer of IFLA and shall preside over the meetings of the World Council and chair meetings of the Executive Committee.
- (b) The President shall present an annual report to the World Council on the current achievements and proposed policies recommended in order that IFLA may attain its stated objects.

- (c) The President shall be responsible for ensuring that the decisions of the World Council are implemented.
- (d) The President shall be the legal representative of IFLA in court proceedings but shall not be allowed to prosecute without specific authorization from the World Council.
- (e) The President shall be elected by the World Council for a period of two years and may be re-elected for no more than one consecutive term of two years.
- (f) In the interest of continuity of administration, the terms of the President and Secretary-General shall not coincide.
- (g) The President, who is absent from duty, may be replaced by a Vice-President.

4.2 The Vice-Presidents

- (a) The number of Vice-Presidents is identical to the number of Regions established by the World Council.
- (b) Vice-Presidents shall be residents of, and represent, a geographic region whose boundaries shall be defined by the World Council as deemed necessary to achieve the objects of IFLA and their respective region.
- (c) Vice-Presidents shall direct activities within their respective regions in order to achieve the objects of IFLA.
- (d) The Vice-President shall be the chief executive officer of the Region and shall preside over the meetings of the Regional Council and chair meetings of the Executive Committee of the Regions. If an association with legal personality functions as a

Region pursuant to Article III.3 of the Constitution, the Chair of the Executive body of that association shall be the Vice-President representing that Region.

- (e) The Vice-President shall present an annual report to the Regional Council and the World Council on the current achievements and proposed policies recommended in order that the Region may attain its stated objects.
- (f) The Vice-President shall be responsible for ensuring that the decisions of the Regional Council are implemented.
- (g) The Vice-President shall be the legal representative of the Region in court proceedings, but shall not be allowed to prosecute without specific authorization from the World Council.
- (h) The Vice-President shall be elected by the Regional Council for a period of two years and may be re-elected for no more than one consecutive term of two years.

4.3 The Secretary-General

- (a) The Secretary-General shall be the general administrative officer of IFLA and shall be responsible for all correspondence with its members, for the archives and for:
 - (i) Carrying out the duties of Secretary for all meetings of the World Council and the Executive Committee, and being responsible for the Minutes of all meetings.
 - (ii) Recording the Minutes of all such meetings in English and keeping them in a secure database in both the IFLA Secretariat and the IFLA Archives.

- (iii) Seeing that all Minutes are signed by the President and counter-signed by the Secretary-General.
- (iv) Presenting an annual report to the World Council on the activities of IFLA and the Executive Committee.
- (v) Observing the Constitution and its By-laws.
- (vi) Taking over the duties of the Treasurer should this position fall vacant and pending any election to fill that office.
- (b) Administrative duties of the Secretary-General may be delegated to the IFLA Executive Secretary cited in Article XII, under her/his supervision.
- (c) The Secretary-General shall be elected by the World Council for a period of two years, and may be re-elected for no more than one consecutive term of two years.
- (d) The term of office of the Secretary-General shall not coincide with that of the Treasurer.

4.4 The Treasurer

- (a) The Treasurer shall prepare the annual budget, keep the accounts of IFLA, and administer its finances and properties, and shall be directly responsible to the World Council.
- (b) The Treasurer shall present an annual report to the World Council, giving a clear and concise account of the financial activities of the past year, compared to the budget previously approved for that year.
- (c) The Treasurer shall present to the World Council a proposed budget for the next financial year,

compared to the approved budget for the previously completed financial year.

- (d) The Treasurer shall circulate all such financial documents to all members of the World Council at least two months in advance of the annual World Council meeting.
- (e) The Treasurer shall take over the duties of the Secretary-General, should this position fall vacant pending any election to fill that office.
- (f) The Treasurer shall be elected by the World Council for a period of two years and may be re-elected for no more than one consecutive term of two years.

5. The Executive Committee

- 5.1. The Executive Committee shall comprise: the president, the treasurer, the regional presidents (maximum five in number), the chairs of standing committees (maximum three in number) and one ex-officio member of the IFLA Secretariat.

The Executive Committee shall:

- 5.2. Be responsible to the World Council for determining all necessary decisions to achieve the objectives, aims and aspirations of IFLA in accordance with the approved Strategic Plan and associated action plans.
- 5.3. Be responsible for all day-to-day administrative operations in accordance with the approved procedures set down in the By-Laws by the World Council.
- 5.4. Be responsible for the collection and disbursement of the funds and finances of IFLA.
- 5.5. Represent the interests of IFLA, not those of their respective associations.

- 5.6. Convene a meeting at least once a year to be presided over by the president.
- 5.7. All officers shall be elected initially for a minimum period of two years with the possibility of standing for re-election for a further, second, two-year term of office after a successful mandate (i.e. a maximum period of four years in the elected role).
- 5.8. All matters relating to the rules of procedure and of officers elected to the Executive Committee shall be set out in the IFLA Rules of Procedure (By-laws) in accordance with this Constitution.
- 4.4 Services rendered in accordance with the objects of IFLA.
- 4.5 The sale of publications.
- 4.6 Fees received from the organization of exhibitions, conferences, congresses, symposia and any other event or activity held under the name of IFLA.
- 4.7 Grants in respect to research studies and fees for international programs and projects.
- 4.8 Any other source, subject to the approval of the World Council.

Article VI FINANCE

- 1. The Financial year of IFLA shall be the calendar year.**
- 2. The properties of IFLA are composed of its capital, fixed and movable assets.**
- 3. The assets of IFLA are the only warranty for the management of the Executive Committee as approved by the World Council. Therefore, no claims shall be entertained against the members of the Executive Committee, either jointly or severally.**

4. The income of IFLA may be derived from:

- 4.1 Dues from national and multi-national member associations of landscape architects. (Members in Category 'A')
- 4.2 Dues from Individual and Corporate Members. (Members in categories 'C' and 'E')
- 4.3 Grants, donations, legacies and payments in support of IFLA.

5. Fees/Reimbursement of Expenses

- 5.1 The Officers, Delegates, Committees and designated representatives of IFLA shall receive no fees for the duties they perform.
- 5.2 The Officers, Delegates, Committees and designated representatives of IFLA may be reimbursed, but only by pre-arrangement, for an amount of expenses they incur in connection with those duties approved by the World Council and/or the Executive Committee, and Regional Councils.

Article VII FINANCE COMMISSION

1. The Finance Commission shall consist of:

- 1.1 The Treasurer of IFLA as an Ex-Officio member.
- 1.2 A Chair, elected by the World Council, who is either a current or past member of the Finance Commission or a past Treasurer.

1.3 The Delegate of a member association in Category 'A' of each IFLA Region whose membership is amongst the smallest in the region, elected by the World Council.

1.4 The Delegate of a member association in Category 'A' of each IFLA Region whose membership is amongst the largest in the region, elected by the World Council.

1.5 The Chair and Finance Commission members shall be elected for a period of two years and may be re-elected for no more than one further term of two years. Half of the Commission shall be elected in alternate years to ensure continuity.

2. The Functions of the Finance Commission are:

2.1 To review the annual budget prepared by the Treasurer of IFLA with the view of recommending it to the World Council.

2.2 To review the membership fees and make recommendations to the World Council as, and when, the need arises.

3. The decisions of the Finance Commission shall be by two-thirds majority votes.

6. Finance.

6.1. The IFLA financial year shall be the calendar year (starting January 1st).

6.2. The properties of IFLA comprise its capital, fixed and movable assets.

6.3. The assets of IFLA are the only warranty for the management of the Executive Committee as approved by the World Council. Therefore, no claims shall be entertained against the members of the Executive Committee, either jointly or severally.

6.4. The income of IFLA may be derived from any legally approved method accredited by the World Council, including but not limited to members dues, sponsorship, grants, donations, legacies, sale of publications, events, seminars and other services rendered to further the objectives of IFLA.

6.5. The Officers, Delegates, Committees and designated representatives of IFLA shall receive no fees for the duties they perform.

6.6. The Officers, Delegates, Committees and designated representatives of IFLA may be reimbursed, but only by pre-arrangement, for an amount of expenses they incur in connection with those duties approved by the World Council and/or the Executive Committee.

Article VIII THE REGIONAL COUNCILS

Regional Councils are established and approved by the World Council to further the objects of IFLA, in accordance with Article IV, Para 2.1(b) of the Constitution.

1. COMPOSITION

Regional Councils shall consist of the following, who shall have the right to vote:

1.1 The duly accredited IFLA Delegates of the national or multi-national member associations of landscape architects within the respective Regions, with the exception of Category F members.

1.2 The members of the Regional Executive Committee.

1.3 IFLA Foundation Members and members of the IFLA Executive Committee domiciled within the respective Regions.

2 FUNCTIONS

The functions of the Regional Councils are:

2.1 To act as the governing body of IFLA in their respective Region and:

(a) To share and exchange information on all matters relating to the practice of the profession of landscape architecture, and its related arts and sciences, within geographic areas.

(b) To act as co-ordinator for IFLA member associations within its region for development of programs, policies and projects initiated and funded by those members.

(c) To establish their own common Rules of Procedure in accordance with the Constitution and By-laws of IFLA.

(d) To elect a Vice-President, Regional Secretary, Regional Treasurer and any other Regional Executive Committee member/s that may prove necessary for carrying out the duties vested in them by the Regional Council.

(e) To determine any additional dues of members of the region so as to ensure the proper function of the organisation in the Region and raise funds for programs and projects.

(f) To establish the annual regional budget, approve the development of sources of income and expenditure, and authorize and receive an annual audit of the accounts of the Region.

(g) To establish the outline of all regional programs, publications, plans and schedules for congresses, conferences, exhibitions, study courses, or any other activities organized under the name of IFLA in their respective region and refer to the World Council for approval, as necessary.

(h) To decide on the establishment of a regional office and the employment of staff as required for conducting the business and affairs of the Region.

(i) To make representation to governmental, non-governmental, national and Regional Organizations on any matters relating to the objects of IFLA in the region.

3. PROCEDURE

3.1 The Regional Council shall meet at least once a year in ordinary session.

3.2 An extraordinary session of the Regional Council shall be convened:

(a) If so requested by at least one half of the Delegates of the Regional Council.

(b) If so requested by the Vice-President, on the advice of the Regional Executive Committee.

3.3 The Regional Council shall determine the time and location of each ordinary session of the Regional Council, which shall be communicated to the Delegates of the Region, together with a proposed agenda, by the Regional Secretary, at least one month in advance of each session.

3.4 The Vice-President, Regional Secretary and Regional Treasurer shall be elected by the Regional Council in accordance with the procedures laid down in Article V Para 4 of the Constitution and By-laws.

3.5 At the request of the Vice-President, or in the absence of the Vice-President, the Regional Secretary shall preside at any session of the Regional Council.

4. VOTING

4.1 The Vice-President, at a session of the Regional Council, may rule that a decision has been made by informal vote. The Vice-President may proceed to a formal vote if she/he should consider it necessary, or if so requested by a Delegate. The procedure for a formal vote shall be as cited in the Rules of Procedure for the World Council.

4.2 All matters within the competence of the Regional Council shall be decided by a system of electronic voting.

5. PROXY VOTES

5.1 Those voting Delegates of the Regional Council in Category 'A', and the members of the Regional Executive Committee who are unable to attend a meeting may be represented by:

(a) Another Delegate in Category 'A' or a member of the Executive Committee respectively.

(b) In the case of the Regional Executive Committee members, each member of the Executive Committee may only carry the proxy vote of their own association or of another member of the Executive Committee.

5.2 No voting Delegate in Category 'A' may cast more than five votes, including their own vote.

6. REVIEWS OF DECISIONS

6.1 If a decision of the Regional Council should be taken under the following conditions:

(a) When less than one quarter of the Delegates of member associations and members of the Regional Executive Committee are represented at the Regional Council.

(b) When it involves a question not on the agenda distributed to all Delegates in advance of the meeting.

In this instance, the decision shall be subject to suspension. Suspension may also occur if Delegates representing at least one quarter of member associations in Category 'A' and the Regional Executive Committee so request within one month of the mailing of the minutes reporting that decision or decisions. The matter shall then be subject to mail ballot in accordance with Article IV, Para 4 of the By-laws.

6.2 If a decision of the Regional Council is questioned as to its constitutionality, it shall be referred to the World Council.

7. APPLICABILITY TO ASSOCIATIONS AS REFERRED TO IN ARTICLE III.3 OF THE CONSTITUTION

7.1 The provisions in this Article VIII do not apply if an association with legal personality functions as a Region pursuant to Article III.3 of the Constitution. The provisions set out in this Article VIII must, however, be incorporated or reflected in the statutes, by-laws or other similar documents governing such association to achieve a corresponding or similar regime to the extent possible.

Article IX REGIONAL EXECUTIVE COMMITTEE

1. The Vice-President

1.1 The Vice-President shall be the chief executive officer of the Region and shall preside over the meetings of the Regional Council, chair meetings of the Regional Executive Committee and direct regional activities in accordance with Article V, Para 4.2 of the Constitution.

1.2 In the interest of continuity of administration, the terms of the Vice-President and Regional Secretary shall not coincide, unless either one shall be elected to the office of the other.

1.3 The Vice-President, who is absent from duty, may be replaced by the Regional Secretary.

2. The Regional Secretary

2.1 The Regional Secretary shall be the general administrative officer of the Region and shall be responsible for:

(a) Carrying out the duties of Secretary for all meetings of the Regional Council and the Regional Executive Committee, and being responsible for the Minutes of all meetings;

(b) Recording the Minutes of all such meetings in English and filing them in a secure database and in the IFLA Archives.

(c) Seeing that all Minutes are signed by the Vice-President and counter-signed by the Regional Secretary;

(d) Presenting an annual report to the Regional Council on the activities of the Region and the Executive Committee.

(e) Ensuring the observance of the Constitution and its By-laws;

(f) Taking over the duties of the Regional Treasurer should this position fall vacant pending any election to fill that office.

2.2 The Regional Secretary shall be elected by the Regional Council for a period of two years, and may be re-elected for no more than one further term of two years.

2.3 The term of office of the Regional Secretary shall not coincide with that of the Regional Treasurer.

3. The Regional Treasurer

3.1 The Regional Treasurer shall prepare the annual budget, keep the accounts of the Region, administer its finances and properties, and shall be directly responsible to the Regional Council.

3.2 The Regional Treasurer shall present an annual report to the Regional Council, giving a clear and concise account of the financial activities of the past year, compared to the Budget previously approved for that year.

3.3 The Regional Treasurer shall present to the Regional Council a proposed budget for the next financial year.

3.4 The Regional Treasurer shall circulate all such financial documents to all members of the Regional Council at least two months in advance of the annual Regional Council meeting.

3.5 The Regional Treasurer shall take over the duties of Regional Secretary, should this position fall vacant, pending any election to fill that office.

3.6 The Regional Treasurer shall be elected by the Regional Council for a period of two years and may be re-elected for no more than one further term of two years.

4. Applicability to associations as referred to in article III.3

- 4.1 The provisions in this Article IX do not apply if an association with legal personality functions as a Region pursuant to Article III.3 of the Constitution. The provisions set out in this Article IX must however be incorporated or reflected in the statutes, by-laws or other similar documents governing such association to achieve a corresponding or similar regime to the extent possible.

Article X PROGRAMS, PROJECTS, PUBLICATIONS, POLICIES AND PUBLIC RELATIONS

1. IFLA shall encourage, support and/or develop international programs and projects on areas such as research and professional studies, educational exchanges and professional practice.
2. IFLA shall organize world congresses, regional conferences and other meetings, as well as design competitions and exhibitions.
3. IFLA shall publish and circulate to all members, information on the activities of IFLA and all aspects of the practice of landscape architecture, its related arts and sciences. Whenever feasible, information shall also be disseminated to related organizations and the public at large.
4. IFLA shall develop international programs and policies regarding environmental, social and economic issues affecting the practice of landscape architecture and disseminate such information broadly

within the IFLA membership, as well as to allied organizations, international, national and local governmental agencies, and the public at large.

Article XI SEAT

1. **The official Headquarters of IFLA is in Versailles, France.**
7. **Legal Address.**
 - 7.1. The legal address of IFLA is in the country where it is legally registered.

Article XII ADMINISTRATIVE SUPPORT

1. **Administrative support for IFLA is provided by an Executive Secretary in Brussels, Belgium.**
8. **Administrative Support.**
 - 8.1. The level of administrative support required by the organisation shall be determined by the World Council and paid for from the funds of IFLA.

Article XIII OFFICIAL LANGUAGE

1. **The official language of IFLA is English.**
2. **In order to facilitate the organization of international meetings, such other languages as deemed**

necessary may be used in addition to the official language.

9. Official Language.

9.1. The official language of IFLA is English.

9.2. In order to facilitate the organisation of international meetings, such other languages as deemed necessary may be used in addition to the official language.

Article XIV LEGAL STATUS

1. IFLA, a non-profit making, non-governmental and non-political organization, is an international federation established pursuant to the laws of the country in which its Headquarters is located.
2. IFLA, as an international professional federation concerned with education, social and cultural matters, is eligible for support by international organizations and their agencies.
3. The President, subject to the approval of the World Council, may take the appropriate steps to obtain, in accordance with the laws of the respective countries, both of each IFLA national/multi-national member association and others, such legal status as may help to achieve the objects of IFLA in those countries.

10. Legal Status.

10.1. IFLA, a not-for-profit, non-governmental and non-political organisation, is an international federation established pursuant to the laws of the country where it is legally registered.

10.2. IFLA, as an international professional federation concerned with education, professional practice, social and cultural matters, is eligible for support by international organisations and their agencies.

Article XV BY-LAWS, ADOPTION AND AMENDMENT

1. The World Council shall adopt and may amend the By-laws, which shall conform to the Articles of this Constitution.
 2. The By-laws shall not limit the powers of IFLA, vested in its World Council, to exercise control over any matter covered by this Constitution.
 3. Any amendment to the By-laws shall be communicated to the member associations at least six months before the meeting of the World Council that must vote on it.
- ### 11. By-laws & Rules of Procedure, adoption and amendment.
- 11.1. The World Council shall adopt and may amend the By-laws & Rules of Procedure, which shall conform to the objectives of this Constitution.
 - 11.2. The By-laws & Rules of Procedure shall not limit the powers of IFLA, vested in its World Council, to exercise control over any matter covered by this Constitution.
 - 11.3. Any amendment to the By-laws & Rules of Procedure shall be communicated to the member associations with a minimum of ninety days' notice before the meeting (physical or online) of the World Council that must vote on it.

Article XV AMENDMENTS TO THE CONSTITUTION

1. Any amendment to this Constitution proposed by at least 20% of voting members shall be considered by the World Council, provided that such a proposal is received by the Secretary-General in time to be circulated to all members not less than six months prior to an ordinary or extraordinary session of the World Council. Such a communication shall include explanations of the purposes of the amendment(s) and comments of the Executive Committee, if any.
2. Amendments proposed in accordance with the foregoing paragraph shall be considered by the World Council and shall become effective immediately upon receiving a two-thirds majority vote of the voting members.

12. Amendments to the Constitution

- 12.1. The World Council shall consider any amendment to this Constitution providing it has been proposed by at least 20% of voting members or by the Executive Committee. Any such proposal must be received by the president not less than ninety days prior to an ordinary or extraordinary session of the World Council for circulation to the members. Full explanations of the purposes of the amendment(s) must be included.
- 12.2. The World Council shall consider amendments proposed in accordance with 11.1 and shall become effective immediately upon receiving a two-thirds majority vote of all eligible members.

Article XVI DISSOLUTION

1. The World Council may only resolve on the matter of the dissolution of IFLA on the basis of a written, signed motion submitted either by the Executive Committee, or by at least half of the voting members of the World Council to be sent to all members at least three months before submission of such a resolution to the World Council. Adoption of such a resolution would require receipt of a two-thirds majority vote of all members in Categories 'A' and 'B' and the Executive Committee.
2. On dissolution, the assets of IFLA shall be distributed in accordance with a previous decision of the World Council and in accordance with any legal requirements of the law of the country in which its Headquarters is located.

13. Dissolution.

- 13.1. The World Council may only resolve on the matter of the dissolution of IFLA on the basis of a written, signed motion submitted either by the Executive Committee or by at least half of the voting members of the World Council. The signed motion must be distributed to all members not less than ninety days before submission of such a resolution to the World Council meeting. Adoption of such a resolution would require a two-thirds majority vote of all eligible members.
- 13.2. On dissolution, the assets of IFLA shall be distributed in accordance with the decision of the World Council and any legal requirements of the law of the country where IFLA is legally registered.

Many thanks to all people that contributed to accomplish all IFLA tasks of these last 4 years: First of all, my dear IFLA EXCO colleagues, Carlos Jankilevich, Alan Titchener, Nigel Thorne, Virginia Laboranti, John Easthope, Ilya Mochalov, Tunji Adejumo and Ana Luengo. Thank you to all committee members that brought our tasks forward and worked hard to accomplish the IFLA Africa foundation: Jim Taylor, Hitash Mehta, Martha Fajardo, Ingrid Duchard. I am also deeply thankful to the organizers of the World Congress from CHSLA, BSLA, ILASA, NZLA and CAP for the incredible organization of the World Congresses in Suzhou, Zürich, Cape Town, Auckland and Buenos Aires. Thanks to CHSLA specially Xiaoli Chen and Xiaoming Liu and to the members of the Jinzhou Government and the Government of the Liaoning Province for making the Jinzhou Landscape Art Exhibition possible. Special thanks to the members of the SGJA nomination committee and jury, Darwina Neal, Martha Fajardo, Liana Muller, Lars Nyberg, Jenny B. Osuldsen, Diana Wiesner, Fritz Auweck, Greg Grabach and Carey Duncan. This wonderful team made it possible to award the most outstanding and amazing landscape architects of the world! Thank you also to Beverly Sanderlak, who year by year organizes the student competition and to Hans Pohlman that fosters the student charette through the Nava Pohlman Foundation. Thanks to Paula Villagra and Christine Bavassa for keeping all members informed and communicate our tasks and achievements in a wonderful way. A very special thanks to Shirah Cahill, dear friend and colleague that completed a an interesting and very appreciated IFLA-News every 2 months.

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