



BCLNA Strategic Plan
2004 – 2007

See cover document in same file

Acknowledgement of Contributions

The BCLNA strategic action plan is the cumulative result of many people's efforts, including hundreds of volunteer hours. Special thanks to the following:

The BCLNA Membership for their responses to surveys that provided direction on many issues

- The committee of members and affiliates who brainstormed key issues, actions and priorities in August 2003
- Lucie Gosselin of Meyers Norris Penny, facilitator for the August 2003 session
- Greg Sims, G. Sims & Associates Ltd., consultant for development of this plan
- BCLNA staff
- BCLNA Board of Directors 2002 – 03; 2003 - 04

The Board of Directors during the development period includes:

Andrew Flokstra	Jason LaRonde
Anthony Krakau	Jeff Hicks
Barbara Edwards	John Derrick
Bill Hardy	Michael Evison
Brian Ramor	Michael Kato
Cary van Zanten	Michelle Pain
Dave Van Belle	Peter Levelton
Fairfield Tree Nurseries	Richard Desmarteau
Fred Giesbrecht	Ruth Olde
Fred Halldorson	Sandy Mathies
Gordon Mathies	Stephen Head
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Vision Statement: Where BCLNA is Heading

An organization whose actions result in global recognition of British Columbia as a leader in landscape horticulture

Operating Principles

1. The promotion of high standards of horticultural practices within the Province of BC;
2. The provision of skilled services to the public by members of the Association;
3. The promotion of the relevance of horticulture in fostering the healthy stewardship and beautification of urban and rural environments;
4. The furtherance of the interests of members of the Association; and
5. To do all such things as are incidental or conducive to the attainment of the above principles

Member's Code of Ethics

I will strive to promote the following principles for myself and my business:

1. To dedicate myself and my business to the advancement of all matters aiding the development and improvement of my vocation and the industry;
2. To conduct myself and my business in a fair and just manner at all times, and to condemn unfair trade practices;
3. To practice fundamental honesty which is the foundation of all worthwhile endeavours;
4. To be proud of my occupation as a professional in the landscape and nursery industry and the opportunity it affords me;
5. To make no false claims in advertising my products or services;
6. To foster every movement toward a higher standard in the growth, sale, installation and care of landscape products and services so that the consumer will be offered only true to name, first quality products and services;
7. To improve and adhere to the Objects and By-laws of the Association

Mission Statement

To provide an effective organization for meeting the needs of nursery growers, landscape professionals and garden centres, while progressively engaging relevant issues, to the benefit of the industry

Association Operating Priorities

1. Membership
2. BCLNA Organization
3. Trade and Business
4. Awareness and Communication

The British Columbia Landscape Nursery Industry

British Columbia is world-renowned for its quality and quantity of magnificent gardens. Behind the scenes, the splendour of these gardens is supported by a thriving ornamental horticulture industry that makes a significant annual contribution to the provincial economy. In fact, ornamental horticulture is the #1 agricultural sector in the province, representing about 19% of all agricultural farm receipts for nursery and floriculture growers. The estimated overall value to British Columbia of the various components of ornamental horticulture is as follows:

Nursery growers	\$170 million
Floriculture growers	\$332million
Retail garden centres (est)	\$410 million
Landscape installation (est)	\$150 million
Landscape maintenance (est)	\$200 million
Landscape design	\$ unknown
Floral sales	\$362 million
<u>Botanical / public display gardens</u>	<u>\$ unknown</u>
Total estimated ornamental contributions	\$1.624 billion
Total estimated landscape nursery contributions	\$930 million + unknowns

The landscape nursery industry has grown quickly, with grower sales more than doubling in the past 7-8 years. It is more difficult to track growth in other segments, but membership feedback shows a high demand for landscape design, installation and maintenance services.

The British Columbia landscape nursery industry is broadly recognized for its consistent willingness to adopt emerging quality standards and sustainable horticultural practices. A considerable proportion of its workforce is passionate about their career area – and so they should be as the end product of their efforts is enhancement of British Columbia’s beauty.

BC Landscape & Nursery Association (BCLNA)

The BCLNA, with over 650 members, is a non-profit organization that reflects the passion and horticultural interest of its industry members. Today representing British Columbia's wholesale growers, retail nurseries, garden centers and the varied sectors of professional landscape activities, the BCLNA was formed in 1953 by a group of nurserymen who wanted their own provincial association. Following an amalgamation with the local landscape in industry in 1961, the BCLNA has grown into a full-fledged, all-inclusive advocate of horticultural issues in the province.

It is presently structured around a Board of Directors, which establishes strategic direction for the organization and provides oversight to its activities. The board is supplemented by an Executive Director who is responsible for the implementation of the association's policies. This team has evolved the organization's practices to reflect the growing importance of horticulture in British Columbia and the need for pro-active, professional leadership.

As membership has grown so have the number and scope of activities and issues. To operate in this increasingly demanding environment, the BCLNA has put in place measures to ensure a good match between staff expertise and industry needs, as well as to maximize fiscal efficiency and responsibility.

Through the activities of the BCLNA and its members, the B.C. horticulture industry has forged strong ties with the industry throughout North America, especially across Canada and the Pacific Northwest. By partnering with fellow organizations in these regions, the BCLNA has been able to leverage its resources while sharing a leadership role in the industry's efforts to deal with the important issues that arise.

In order to assist the BC horticulture industry in adapting to the changes taking place in our society and with the goal of growing the members' business, the BCLNA Board of Directors has sponsored the creation of the following Strategic Direction document. It lays out the long-term strategic plans of the organization; consistent with it, an annual plan will be developed with more detail on how to carry out the broader plans.

BCLNA 'SWOT' Analysis - 2004

The Board of Directors and a variety of other members representing BCLNA commodities and programs met in late 2003 to begin developing the new strategic plan. Their reference material included the results from membership surveys and planning meetings. An important first step was identification of the BCLNA's current strengths and weaknesses, opportunities and threats. The goal was to use these factors as an indication of areas for priority actions.

Strengths:

- Strong administration (good people, right priorities)
- Industry leadership (re Canada and US)
- Positive volunteer situation
- Supportive members
- Good communication with members
- Commodities/members work very well together (formally, informally)
- Recognized and respected at North American. level of industry
- Has strong industry alliances
- Has very effective input into national + international committees

Weaknesses:

- Insufficient communication with the public
- Low membership (%) especially in the landscape commodity group
- Lack of action on key retail needs
- Insufficient funding
- Industry is not attracting enough skilled and unskilled workers
- Insufficient coordination, laddering by educational element of the industry
- Lacks a model for quickly educating/training members on emerging critical issues
- Insufficient number of alliances with local governments and affiliated industry associations
- Lack of service to affiliated chapters
- Small size of BC industry compared to North America

Opportunities:

- Promotion of the horticulture industry
- 2010 Olympics (increase business, increase awareness of horticulture)
- New product/services due to regulatory changes and evolving public opinion
- Expansion of commodity groups to attract new members and to more fully represent industry
- Grow membership in existing commodity groups
- Forge alliances with municipal governments to implement the use of industry standards
- Work to help coordinate the educational aspect of the industry
- Make better use of up to date technology (efficiency, communications, data management)
- Develop new educational programs for members
- Continue to partner (as stewards of the environment) with all levels of government to influence policy
- Develop global markets for growers (plants, breeding technologies)
- Continue to maintain a strong presence in CNLA and by extension, in international committees

Threats:

- Lack of ongoing sufficient funds would cripple the growth of the BCLNA
- Long-term negative impact on the industry from an unaware/uninformed public and its governments
- Quarantine pests threaten the industry's ability to sell to other markets
- The USA's increasing tendency to use pseudo-tariffs and possible new regulations to impede trade
- Increasing friction at the urban/farm interface threatens to increase regulatory limits
- Reduced land availability and resultant increase in price restrict industry growth
- Labour shortages of skilled and unskilled workers (short and long-term)
- A too prevalent use of price as the basis for sale combined with the public's lack of product/service differentiators threatens long-term profitability
- A lack of evolution re BCLNA structure and size would result in an inability to meet the increasing number of challenges faced by the industry
- Any lack of competitiveness will result in loss of global business
- Continuing fluctuations in the Canadian \$ can negatively impact the industry

Societal Trends Impacting the B.C. Landscape Nursery Industry

A “situational analysis” of societal trends that were impacting the BC landscape nursery industry in 2004 was carried out to provide, along with the SWOT, a context and foundation for the BCLNA’s strategies and actions.

A. Background Trends to be considered:

Population Demographics (evolution of the Baby Boomers)

- The baby boomers represent the largest demographic bulge in the history of North America.
- The popularity and lifecycle of products and services has followed the boomers as they age. This means that less strenuous activities such as gardening are increasingly becoming popular.
- This is the most self-centered group to date which means the boomers think about themselves as much as about the world around them.
- The boomers are the most educated, financially well-off group as well as being the most environmentally, socially and ‘change’ involved group in history.
- The leading edge of the Baby Boomer bulge is reaching the age of 55 to 60. This is starting a new wave of impact that the boomers are having on society. As they retire, they will leave a very large gap in the number of qualified trades and business people.

This will mean that there will be a tremendous competition for young people to fill job vacancies – horticulture will have to compete. Because of their wealth, the state of health care and their own physical activity, they will be the longest living group to date. They will have money to spend on the quality services they want. They will also have time to get more involved in social/environmental issues (pesticide use, blower use, etc.) that will result in legislation changes at all levels of government. Education on these emerging issues will be critical if decisions are to be based on fact rather than emotion.

- The aging of this group will force governments to change their spending priorities e.g. a much stronger focus on health care; thereby putting more intense scrutiny on public funding for other issues (including ones that are horticulture related).
- As this group ages, its housing requirements will change. Many will downsize into condos and townhouses thereby changing their gardening needs. Younger families will move into existing housing.

Increasing Urbanization

- We will continue to see a larger and larger percentage of the population living in urban centers. This shift will have an effect on various aspects of society:
 - Demand for green space and trees
 - The impact of large population centers on pollution generation (primarily air, noise, water) and subsequent legislative attempts to reduce it
 - Society's outlook on agriculture and horticulture will be in transition with the result that society will be open to education.

Evolution of Lifestyle

- The reality of needing two income earners for a family has greatly reduced the time available for non-work related activities.
- This lack of time has led to the desire for instant solutions.
- The lack of time has led to the need to contract out work that used to be done by the homeowner. This has brought on a heightened level of concern with finding reputable contractors to do the work. BC residents may be especially concerned due to the problems noted with "leaky condos".

Spread of Pests

- With the increase of travel, the exploration of previously unknown geographical areas and the resultant dispersal of both people and plants throughout the world, pest concerns will continue to rise. This will result in the outbreak of new pests, the need for new regulations and procedures, and the likelihood of pseudo-tariffs based on disease.

Government/Industry Partnerships

- Driven by competing public demands on a limited budget, governments will be looking to improve their efficiency in spending and to finding new sources of revenue. This will open up opportunities for business and industry to work with the governments towards mutually beneficial goals.

The Transitional Status of the Horticulture Industry

- The horticulture industry in Canada is relatively immature when compared to many other industries and as such does not have a large or clear presence of mind in the BC/Canadian consumer. The public does not have a good understanding of the range of activities covered under the horticulture umbrella nor does it fully comprehend the industry's present and potential economic and cultural impact. The industry is presently at a stage of transition as to its standards and practices (technical and business), trying generally to move from a low-price business model to one of quality. This transition and relative lack of maturity vs. other industries results in comparatively weak position, especially when viewed from the points of public visibility and financial resources.

Internet Usage

- The amount of information (both accurate and inaccurate) available on the net is growing at a phenomenal rate. In that the net covers virtually all subjects it is understandable that it is becoming the preferred means to acquire knowledge, especially amongst the younger generations. This will be a key factor in any effort to disseminate information.

Perceived Declining Personal Security

- In addition to the normal desire to ‘cocoon’ brought on by older age, the increased feelings of insecurity brought on by the world terrorist situation will cause more people to want to stay home – a further impetus to gardening and landscaping. If they do travel, people will be more inclined to want to visit areas and attractions that are comforting or that appeal to their personal interests.

Globalization/Consolidation

- As trade and commerce continue to become global in scale, virtually all industries are seeing a consolidation in the makeup of their members. Some industries are well down this road with others just beginning the process. The likelihood is that horticulture in B.C./Canada will be subjected to this reality in the foreseeable future.

BCLNA Priority Issues and Actions

BCLNA has four primary issues which must be dealt with on an ongoing basis: its membership, the organization itself, supporting the trade and business of its members and effective awareness / communication of specific messages to key audiences. Measurable goals are set where appropriate and actions are identified that will move these goals along the first steps toward reality. The Board, with committee input, has ranked the overall importance of the major actions and their urgency of implementation. The “now or later” urgency ratings which are currently being used will become specific timeframes during the next stage described below.

The final planning step is to develop a more detailed action plan for the work to be done during Year 1 of this 3-year plan. Year 1 will begin on July 1, 2005, which is the start of the BCLNA’s next fiscal year. Much of this detailed work plan will be developed during a Think Tank which will be held in early 2005. It will be sponsored by the BCLNA Industry Development Council.

A. Membership

1. Increase Membership:

Increase overall membership by 12 % over three years.

High priority, begin “now”

- a) Student membership:
 - Keep knowledge of hort schools, their programs and key contacts current
 - Prepare a customized student membership package
 - Develop a program to introduce BCLNA to hort students at all schools – preferably early in their term, using a school contact, or a BCLNA industry or staff representative
 - Accept student membership applications as complete if a known faculty sponsor signs it
 - Develop a communication vehicle that is targeted to the students. E.g. a special one-page newsletter, a special section in HortWest
 - Develop a process to facilitate transition from student membership to full membership – to minimize loss of contact during early working years
- b) Non-members in existing member categories: Landscape, Grower, Retail, Associate, Individual (Municipalities, Botanical/Display Gardens and School Boards)
 - Identify new potential members (individuals, companies)
 - Prioritize them as to who would bring the most value to BCLNA (put into groups for years 1, 2 and 3)

- Identify what these potential members require to feel they would get good value from being members (through discussion, focus groups, etc.)
 - Compare this information to the existing package of ‘values’
 - Make decisions – change/modify benefits, start recruiting highest priority selections using existing members as ‘testimonial’ salespeople
 - Develop new professional recruitment material
 - Continue present mailing practices that include recruitment material
 - Investigate other options
- c) Non-members in new or under-represented categories: e.g. Commercial landscape, Bedding Plant Growers, Specialty Growers/Retailers
- Use above process

2. Service Members:

High priority, begin “now”

- a) Identify member ‘wants,’ ‘needs’ and level of satisfaction members as a foundation for decisions re value, benefits, etc
 - Carry out an annual member satisfaction survey to establish baseline and track improvements
- b) Establish standards for membership service
- c) Provide better communications with members
 - Develop a private member website to include updates, what’s new, BCLNA messages, etc.
 - Develop an efficient system to advise members when they should check their site for breaking information
- d) Ensure that benefits are clearly understood by members
 - Develop a new members’ benefit information package

3. Retain Members:

High priority, begin “now”

- a) Maximize retention of existing members to lose no more than 7 % of members per year.
- a) Implement actions for “service members” to ensure maximum satisfaction
- b) Identify and record reasons why members do not renew; identify/ remedy problems as feasible
- c) Contact former members still in business to measure renewed interest

B. BCLNA Organization

Provincial Organizational Structure and Governance

Medium priority, begin “now”

1. Evolve the organizational structure of the BCLNA to bring further value to membership throughout the province.
 - a) Review existing structures (board, committee, chapter) to identify areas of improvement and opportunity (including nomination processes); consult with other regions to obtain their input; plan and implement necessary changes
 - b) Provide professional development for board and committee members
 - c) Investigate models for, and value of, past president involvement
 - d) Monitor evolution of CNLA structure to maximize resources

Physical Structure

High priority, begin “now”

The present office facility is marginally meeting needs in 2004.

- a) Identify future needs and when required
- b) Identify options to meet needs in a timely fashion

Human Resources

High priority, begin “now”

1. Transparency of Activities to ensure that Human Resource activity costs are understood and covered
 - a) Establish criteria/filter to categorize activities / programs into “core” association activities and those activities that should be “self-financing”
 - b) Apply the filter to all existing activities / programs, identify those that should be self-financing, develop action plans to make them self-sufficient
 - c) Apply the filter to all new/proposed activities; all non-core activities must have in-place funding (this should free up financial resources that can be used to pay for more employment hours).
 - d) Communicate the process to the Board, staff and all committees that make action recommendations.
2. HR Management Practices

The BCLNA must have and utilize the best HR management practices to ensure that its HR resources are maximized. Examples of practices are hiring, job descriptions, supervisory skills, performance reviews, salary and benefits, employee development, cross training and succession planning.

 - a) Develop an HR Management Practices program

- b) Formalize implementation of the program, allocating necessary resources with priority on:
 - Updating job descriptions
 - Annual employee review process
- c) Review progress on a regular basis

3. Executive Director

- a) Evolve the post of Executive Director into a true executive management function.
 - Identify the risks of not proceeding with the evolution
 - Evaluate priority of responsibilities
 - Alter job description as a result
 - Calculate the impact on HR resources (of a probable increase in delegation of low priority tasks)
 - Prepare succession plan (emergency and planned)

Financial Resources

High priority, begin “now”

1. Identify sufficient financial resources to fund all planned projects and to carry on core activities – from membership dues, project funding and new sources. The yearly fundraising target to be based on annual business plan requirements.
 - a) Use membership processes above to generate commensurate additional member revenue.
 - b) Participation in CNLA long-term funding project to generate flow through funding.
 - c) Develop complimentary BCLNA long-term funding action plan
 - d) Identify potential revenue returns from BCLNA (and as appropriate, CNLA) benefit programs
 - e) Develop a dedicated resource (committee, member, hired person) to generate funding from partners, sponsors, private and public foundations, associations
 - f) Develop business model to generate positive cash flow from training programs.

Volunteer Resources

High priority, begin “now”

1. Encourage and reward volunteer participation in BCLNA activities
2. Develop a complete volunteer program

C. Trade & Business

1. Maximize on new trends and opportunities for growth inside and outside BC

Medium priority, begin “later”

- a) BCLNA will work to identify new growth opportunities for commodity (e.g. Kyoto Accord, plant biotechnologies, public demand for environmentally sensitive products and services):
 - Gather information (trends, innovations) e.g. through trade publications; analyze and categorize as to action responsibility: individual company or industry; disseminate information as appropriate
 - Initiate annual ‘Think Tank’ of key industry players, pertinent individuals and organizations (via Industry Development Council)
 - Ensure broad industry awareness of Industry Development Council and process for funding projects that facilitate industry development

2. Generate and utilize pure and applied research necessary to future growth

High priority, begin “now”

- a) Identify and manage research projects key to industry through research committee and think tank process.
- b) Make available to members research results from other jurisdictions in conjunction with CNLA (especially via Quebec’s IDQHO horticulture research database)
- c) Establish up-to-date statistics (industry, production, market) and a process for establishing frequency of renewal
- d) Build Pacific Northwest research function
- e) Maintain national Research/IPM coordinator in conjunction with CNLA

3. Assist members in growing their businesses within BC

High priority, begin “now”

- a) Grow Business for Growers within BC
 - Promote import replacement: Medium priority, begin “now”
 - Revalidate existing plant import research - Identify type and potential of replacement opportunities - Disseminate information to members.
 - Advance business practices
 - See Business Practices.
- b) Grow Business for Retailers within BC
High priority, begin “now”
 - Work to reduce unfair competition (e.g. seasonal corner flower sellers)
 - Research issue (size of problem, jurisdictional options/responsibilities)
 - Develop plan of action if warranted

- Improve cost competitiveness through establishment of better buying levels for items to be determined by the industry.
 - Research buying group models; determine which (if any) any meet industry needs and are feasible; implement if appropriate, ensuring that an over ride percentage is returned to the BCLNA.
- Provide a strong education program to address key seasonal and ongoing training needs:
 - Develop 2-3 year training program based on retail input
 - Implement sales and customer service training in year 1
 - Formalize annual process for retail education planning

c. Grow Business for Landscapers within BC

High priority, begin “now”

- Accelerate the change from consumers using price to using quality as decision criteria
 - Develop and deliver industry sales and customer service training modules
 - Raise consumer awareness of quality, standards, landscape value: see awareness
 - Research the possibility of obtaining regional business licenses
 - Research and assess the feasibility of provincial trades licensing of landscape companies
 - Encourage all levels of government to include apprenticeship, CHT or equivalent standards as part of the criteria for contracting out their landscape services
- Investigate options for drawing landscape industry together (e.g. annual show, events)
- Establish membership criteria once numbers have reached an agreed upon level
 - Research and implement membership qualification criteria (e.g. WCB registration, etc)

d. Grow Business for all Commodities within BC

Promote sales by increasing the quantity and quality of gardening in BC (including the pre and post opportunities presented by the 2010 Olympics)

High priority, begin “now”

- Make CanWest ‘the’ destination show for outstanding plants and garden design:
 - Research the feasibility of the concept; if feasible, develop an action plan
- Increase member participation in public shows
 - Identify feasibility of new opportunities/shows with an emphasis on the Okanagan
 - Improve the model for how members can utilize show opportunities

- Increase member participation in industry shows
 - Improve the model for how members can utilize show opportunities

- Continue to establish the BC Landscape Standard as the foundation and point of reference for all landscape activity in BC:

High priority, begin “now

Define, develop and fund a complete BC Landscape Standard project to include:

 - A new (7th) edition - with an expanded range of subjects e.g. Green Roof, xeriscaping, organic gardening, etc.
 - Promote increased municipal enforcement of landscape standards (BC Landscape Standard or municipal bylaw standards)
 - Develop user-friendly versions for target groups (e.g. property managers, the public)
 - Use it to promote the use of hiring standards and specifications (including certification, CHT, etc.)

- Continue supporting the strengthening of the Communities in Bloom program to develop new business for all commodities

High priority, begin “now

 - Promote the inclusion of Communities in Bloom in regional economic development and tourism programs
 - Participate as a primary stakeholder in developing non-profit organizational status for the program; become a member
 - Raise awareness of the BC Landscape Standard as a reference for community project development

- Initiate a greater presence of BC gardens/plants in marketing initiatives of Canadian Tourism, Tourism BC, Regional Tourism

High priority, begin “now

 - Sustain current Garden Inspired Tourism program while working with Tourism BC and BC Agri-Tourism to develop and implement shared structural and administrative models
 - Develop large image bank of BC gardens and plants and use relationships to get placement of materials and to influence marketing initiatives
 - Promote cooperative presence of BC gardens at key North American tourism trade shows and major public garden shows
 - Support garden writers to encourage more articles on BC gardens (e.g. North American Garden Writers of America conference in September 2005)
 - Longer-term work with Tourism BC to include travel writers

- Initiate stakeholder discussions to feasibility of a sequence of future major garden events that can be used by Tourism BC and the Canadian Tourism Commission for local to global promotional purposes
- Work with other industries and business sectors to increase their increased effective use of plants and gardens to make their premises more attractive to consumers
High priority, begin “now”
 - Work with Agri-Tourism, Tourism BC, Communities in Bloom, regional tourism, Chambers of Commerce, etc, to make garden criteria available to, for example, arts, cuisine, winery tours, golf groups
 - Work with Ministry of Transportation if / when they initiate relevant highway beautification programs
- Ensure that BCLNA members can capitalize on the opportunities of garden related tourism.
Medium priority, begin “later”
 - Develop a communication package that clearly illustrates the sales benefits of member participation.
- Strengthen the presence and quality of display and botanical gardens in BC
Low priority, begin “later”
 - Recognize the role of these gardens as an important outward, public face of British Columbia’s garden industry, and their staff as a component of our commodity groups
 - Determine feasibility of integrating into public gardens educational demo gardens on water conservation, IPM, etc.
 - Determine feasibility of gardens introducing mini “idea” gardens that feature new plants, new hardscape materials, etc. Participate if feasible.
 - Recognizing the struggle public gardens have in achieving sustainable funding, jointly explore the feasibility of public fundraising initiatives that would benefit all BC public gardens while meeting some BCLNA awareness needs. (also see Awareness & Communication)
- Encourage municipal involvement in Mosiaculture / Eco-sculpture (plant topiary)
Low priority, begin “later”
 - Maintain awareness of communities interested in participating in program
 - Identify and promote potential industry growth benefits of participation

4. Assist members in growing their businesses outside of BC

High priority, begin “now”

- a) Continue implementing the existing Export Development Strategy
- b) Develop standards for BC products (quality assurance) through the continuation of existing initiatives (NQA, CNCP)
 - Complete development of standards, create linkage between programs and implement the programs (also see Issues - keep borders open)
 - Product promotion through electronic marketing (website)
 - Work with CNLA on Canadanursery.com to make it more effective.
 - Develop a positive image of the BC horticulture industry:
 - Continue having a presence at key N/A industry trade shows
 - Continue placing effective advertising in key N/A industry publications
 - Continue building on existing foundation of stakeholder marketing efforts
 - Utilize image and promotional activities from Grow Inside BC
 - Generate and utilize market research
 - Evaluate how often industry export data needs to be refreshed
 - Review and evaluate the original objective of PlantCo; take action as appropriate.
 - Encourage developing nurseries to expand their markets
 - Raise awareness of export manual
 - Encourage participation in good business practices and other educational programs

5. Ensure the commodities have a consistent supply of workers

a) Provide adequate numbers of skilled workers to the industry

- Formal education-based skills:

High priority, begin “now”

- Expand scholarship program throughout BC post secondary and high schools
- Make better quality and earlier contact with high school or junior high school students
- Enhance access and participation to formal horticulture training via Horticulture Trades Training (HTT) programs
- Maintain full involvement with the process of HTT (including governance and marketing), ensuring it continues as an effective, cohesive entity into the future

- Provide information to potential students:
 - ~ Present a clear picture of industry opportunities (e.g. with job posting website)
 - ~ Show all schools, all programs, laddering
 - ~ Illustrate all options for accessing the educational alternatives
- Ensure BCLNA involvement in all horticulture education arenas through strong, constructive relationships, and as appropriate, as a co-ordinator and facilitator
- Promote increased educational capacity (measured in available seats) to meet needs
 - ~ Develop a process to identify future industry needs
 - ~ Work with the Articulation Committee and other stakeholders to promote increased formal education capacity.
- Demonstrate that the horticulture industry is competitive with other industries.
 - ~ Include salaries, etc. in communication vehicles (especially Internet) and provide information to school councillors and business writers
- On the job learning:

High priority, begin “now”

Provide for necessary training/education options for those workers wishing to upgrade their skills:

 - Implement an annual review of the scope and priorities of training by commodity and region
 - Facilitate the development of training subjects, content, delivery options and funding (e.g. WCB and provincial labour funding sources)
 - Ensure the timely promotion of training options
 - Create an inventory of non-BCLNA training options and publicize them

b) Provide adequate numbers of unskilled workers to the industry

Medium priority, begin “now”

- Utilize the Guest Worker Program
 - Finalize the validation of industry needs; establish timing of needs and how they integrate with other sectors’ needs; work to have needs met
- Utilize government funded retraining programs
 - Establish the need (quantities of employees and skill sets) for each commodity
 - Establish the level of difficulty in meeting these needs
 - Identify the who and what of available government funded retraining programs
 - Coordinate the process for industry members
- Research other training and delivery options

c) Manage all Worker Programs

Medium priority, begin “now”

- Establish a new internal BCLNA structure to manage/coordinate worker program issues:
 - Establish the scope of activities and issues including:
 - ~ Skill based certification (e.g. CHT, CLP, landscape design, interiorscape)
 - ~ WCB/safety
 - ~ BCLNA initiated education modules
 - Establish what additional human resources are required
 - Review the board/committee structure for overseeing worker program issues

6. Issue Management

High priority, begin “now”

- a) Use formal issue management practices
 - 1. Develop and implement a formal issue management process to cover both crisis and ongoing issues
 - Adapt the national (CNLA) crisis management plan for use on a BCLNA/provincial and company level
- b) Be aware of all industry and regulatory issues
 - Work more proactively through existing affiliate relationships to identify and understand emerging issues
 - Encourage members to forward possible issues to BCLNA office
 - Do an annual review of issues, decide what action is required, communicate with members
 - Ensure consistent BCLNA involvement and representation on CNLA, BC Agriculture Council (BCAC) and affiliated committees
 - Ensure adequate staff back-up for industry volunteers
- c) Be a respected participant in all processes
 - Continue building positive relationships (also see Awareness/Communication)
- d) Be aware of, and have positive relationships with, key stakeholders relevant to each issue
 - Identify key stakeholders, and their needs relative to issues via two-way communication
- e) Manage existing issues:
 - Blower Noise – implement action plan
 - Urban Pest Management – develop and implement comprehensive plan including HR element

- Environmental standards and compliance: finalize and implement Environmental Farm Plans project
 - Sudden Oak Death: continue development and delivery of SOD certification program and maintain support for affected members
 - Performance-based complaints from consumers and industry: further develop and implement a process
- f) Keep the border open
- BCLNA must have positive relationships and involvement with key groups:
 - Federal Government – AAFC, CFIA, CPPAC
 - Provincial Government – Ministry of Agriculture, BCPPAC
 - North America –NAPO, WRNAE, NLAE
 - Pacific Northwest – Washington, Oregon (*), California
 - Canada – all provincial associations through CNLA
 - ~ Perform annual review to assure an adequate presence and representation with identified groups
 - ~ Identify new recipients for HortWest magazine
 - ~ Invite members of selected groups to social events where feasible and applicable (e.g. key government officials)
 - Technical Analyst Coordinator position (via CNLA) must have long-term success
 - Stay involved with the project through promotion, participation and monitoring of progress/success on components such as: development of national crisis management plan, short-term issue management, grower communication, international meeting support, development and keeping current a growers' export manual
 - BCLNA must be aware of all relevant issues
 - Utilize BCLNA industry development coordinator and industry to gather information
 - Promote successful member implementation of CNCP/SODS certification and NQA (clean stock) programs.
 - Finalize coordinated programs
 - Develop training programs
 - Coordinate delivery of training programs
 - Promote the quality and benefits of programs to members
 - Track number of members being certified and/or qualified
 - Crisis management – see issue management
 - Promote successful member implementation of nursery worker certification (CHT equivalent).

- Identify sources of funding (include in general funding initiatives)
- Coordinate program development based on skill needs; implement

7. Good Business Practices

Medium priority, begin “later”

- a) Provide members with information to improve their knowledge of best business practices in areas such as Finance, Human Resources, Strategic Planning, Marketing and Sales, Safety, Succession Planning and Environmental Practices
 - Identify and prioritize needs by commodity (e.g. grower inventory/production costs)
 - Develop and coordinate delivery of programs

D. Awareness & Communication

The Goal:

Create a positive, accurate image of BCLNA and the horticulture industry with the following target audiences:

- Public
- Governments
- Industry
- Affiliates
- Media

The Messages:

BCLNA Messages: BCLNA is a standards based, quality based organization. It is objective, inclusive, forward/long-term based; believes in environmental stewardship and takes into consideration other stakeholder points of view. It is underpinned by a passion for plants, protection for consumers and a commitment to professionalism.

Industry Messages: A meaningful economic contributor with diverse and widespread career opportunities. It contributes to the natural beautification of our lives and promotes environmentally sound practices.

Delivery methods:

- Media and Public Relations
- Internet (+Intranet)
- Industry communication vehicles
- Relationships (person to person, organization to organization)

Target Audiences and Actions

General

High priority, begin “now”

- a) Restructure the current Inside BC Market Development Committee to separate responsibility for “grow business” and awareness / communication actions

- b) Incorporate existing awareness / communication plans for BC Landscape Standard and worker certification into actions for the following audiences (also see Trade / Business)

1. Public Audience Awareness and Communication

High priority, begin “now”

- a) General – for all public audiences:
 - Establish a baseline for public levels of awareness through external market research.
 - Identify key messages for inclusion in the potential public garden fundraising project (see Trade/Business – Grow Business in BC)
- b) Young people audiences
 - Future employees – industry message – Internet, PR, industry communications
 - Use the Hort Trades Training marketing strategy as the core of all initiatives
 - Identify, prioritize PR opportunities; draw up plan and implement
 - Identify the role of the various communications vehicles presently used in other jurisdictions
 - Future gardeners – industry + BCLNA messages – all methods
 - Investigate possible use of ‘Agriculture in the classroom’
 - Inventory and evaluate extension programs presently available
 - Committee to identify other opportunities
- c) Involved individual audiences
 - Gardeners – BCLNA message – all methods
 - Continue and expand BCLNA presence in key garden shows across the province
 - Use shows to efficiently and effectively communicate current BCLNA messages
 - Develop a plan to realize the full potential of GardenWise Directory
 - Develop a plan to utilize retail garden centers as communication venues/vehicles
 - Environmentally conscious – BCLNA message – all but relationships
 - Ensure the inclusion of an environmental aspect in all communications

2. Government Audience Awareness and Communication

All 3 government levels: industry + BCLNA messages – relationships, industry communications, Internet

- a) General
 - Develop a one- page statement outlining BCLNA’s general approach to working with government politicians and civil servants (i.e. define parameters of relationship management) – to be used as a reference guide by all staff, committees, members representing the BCLNA and/or industry when dealing with governments.

- Conduct research to establish value of landscape nursery industry in BC; prepare brochure for use when meeting with government and other groups
- b) Federal
 - Work with CNLA to establish and maintain ongoing relationships with key government agencies at the national level
 - Build key relationships at the provincial level of national government agencies
 - c) Provincial
 - Identify all key agencies/departments that impact the landscape nursery industry and their significant contacts.
 - Build relationships based on a clear understanding of the needs and goals of the identified agencies
 - d) Municipal and Regional
 - Develop and implement plan for raising municipal awareness. Include Union of BC Municipalities and regional district;, prioritize geographical areas to maximize the investment of time and resources
 - Utilize BCLNA chapter members to extend local government relationships
 - Form relationships with government agencies dealing with specific issues, such as TransLink, 2010 Olympic Committee

3. Industry Audience Awareness and Communication

- a) General
 - Plan to consistently utilize tradeshow, events and meetings attended by members and non-members to reinforce key awareness messages
- b) Members

BCLNA message with a little industry message – industry communications, Internet (Intranet), relationships

 - Evaluate current member communications, including HortWest, to identify strengths, weaknesses and opportunities and develop action plans as appropriate
 - Re-develop BCLNA’s website to include a private member website with updates, what’s new, BCLNA messages, etc.
 - Develop automated telephone message delivery system to advise members when they should check their site for breaking information
- c) Non-members

BCLNA message – industry communications, Internet, relationships, promotion

 - Maintain extensive, up to date non-member list
 - Maintain a planned (not necessarily frequent) mail communication with non-members and ensure a complete follow-up
 - Make educational/training activities available to non-members

4. Affiliate Audience Awareness and Communication

- a) Environmentally-focused organizations
BCLNA + industry messages – relationships, Internet, industry communications
 - Establish relationships as a first step, arrange small stakeholder meetings to discuss issues
 - Maintain ongoing relationship management
- b) Garden Clubs
BCLNA message – relationships, Internet, industry communications
 - Build relationships through a BCLNA ‘information package’ (HortWest, Directory, etc)
 - Have a presence at the annual meeting of the Council of Garden Clubs; facilitate member presentations to individual clubs as requested
- b) Master Gardeners
BCLNA + industry messages – relationships, Internet, industry communications
 - Arrange for personalized information packages (Directory, HortWest subscription)
 - Offer them the opportunity to participate in educational/training courses
- c) Botanical and Public Gardens
BCLNA + industry messages – industry communications, relationships, Internet
 - Arrange for personalized information packages (Directory, HortWest subscription)
 - Coordinate an annual meeting to identify and discuss issues
- d) Home/Construction related
BCLNA message – relationships, industry communications, Internet
 - Identify the main organizations and their key people on a province-wide basis
 - Identify common interests and issues
 - Build relationships and exchange information

5. Media Audience Awareness and Communication

All types – industry + BCLNA messages – relationships, targeted industry communications, Internet

- a) Update and keep current a prioritized media database
- b) Manage programs for media categories based on their needs:
 - All media types: include (where appropriate) as attendees at identified meetings/events
 - Garden media: Provide HortWest subscription and press releases; executive director to be available for phone calls
 - Business media: press releases for the short-term issues