

# Landscape New Brunswick Horticultural Trades Association

## Strategic Plan 2014-2017



## ABOUT THIS STRATEGIC PLAN

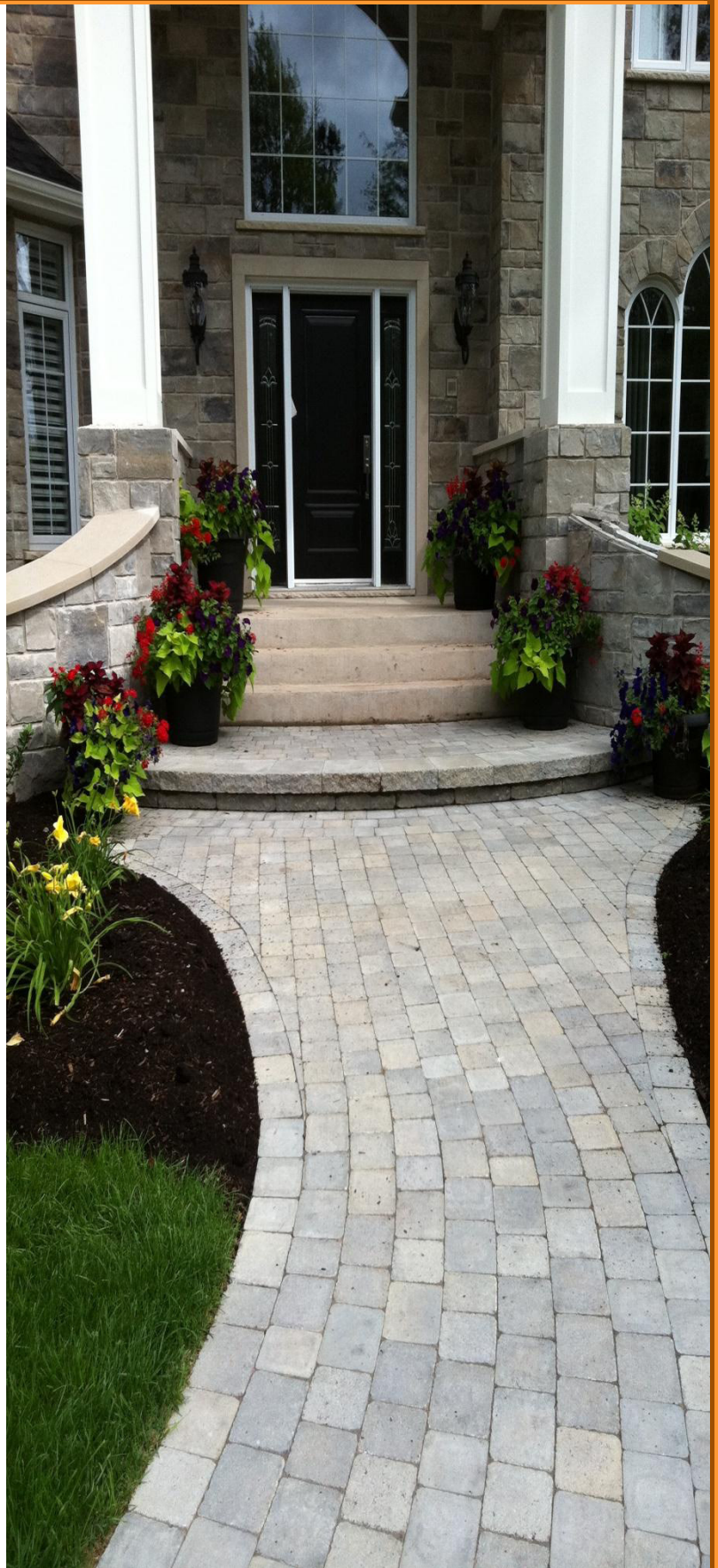
This strategic plan replaces the 2004-2007 LNBHTA strategic plan. The planning process began with a two day session with the Board of directors in August 2014. A draft of the plan was subsequently presented to and approved by the Board of directors. Management then developed an operational plan detailing the key actions needed to achieve each strategic goal together with centers of responsibility and completion dates.

In the course of the planning process, the Board focused on exploring how best to meet the changing needs of the members as well as the changing needs and expectations of consumers and governments. To that effect, it was determined that over the next three years of the LNBHTA would pursue five strategic goals to achieve its stated vision and mission and to carry the organization successfully into the future.

Working together on the implementation of our new 3 year strategic plan will:

- Strengthen our **IMPACT**
- Extend our consumer **REACH**
- Ensure our members **SUSTAINABILITY**
- Build on our **BRAND**

Jim Landry  
Executive Director  
Landscape New Brunswick



## LNHBTA AT A GLANCE

Landscape New Brunswick Horticultural Trades Association is a not for profit trade Association established over 30 years ago for those (and by those), who work in the Landscape and Horticultural trades in both New Brunswick and PEI. We have over 140 companies as members who work as landscape contractors, garden centres, growers or suppliers to our trade.

Membership in the LNHBTA includes businesses, organizations and individuals in the following categories:

- Landscape Contractors
- Landscape Maintenance Operator
- Nursery And Floriculture Producers
- Greenhouse Producers
- Landscape Architectural / Landscape Designers
- Turf grass Producers
- Arborist
- Retail Garden Centre Operators
- Equipment Providers (Sales, Rentals And Service)
- Suppliers (Concrete, Stone/Brick, Sand/Gravel, Topsoil And A Range Of Horticultural Products)
- Government, Universities, Colleges, Municipalities, Towns And Cities
- Private Individuals

Professional landscapers impact the environment and property



LNHBTA provides a link to our national body, the Canadian Nursery Landscape Association (CNLA), which represents the other provincial associations as well, and develops national member benefit programs and lobbies the federal government on our behalf (among many other things).

Our association is dedicated to the advancement of all matters pertaining to the development of the landscape industry and its relationship to the users of its products and services. Our mandate is to raise the level of professionalism within our industry by providing training and certification for our members, and as well we have a commitment to maintain confidence and trust in the profession of horticulture and to encourage and support education and research within the horticultural field.

Our members  
are leaders in  
the ornamental  
and landscape  
horticultural  
industry

LNHBTA is governed by an elected Provincial Board of Directors, which volunteers its time and effort to oversee the many programs and functions of the association. The opportunity for professionals to network in order to share ideas and brainstorm potential solutions to problems is one of the founding principles of the association.

## OUR MISSION

To serve as the voice of the Landscape Horticultural industry, to advance the interests of its members and the development of the industry on the basis of integrity, professionalism, and environmental stewardship of NB and PEI.



We are the  
voice of the  
Landscape  
industry

## OUR VISION

LNBHTA symbolizes professionalism and environmental stewardship.

## OUR VALUES

The LNBHTA believes in the following important values:

- *Transparency & open communication*
- *Integrity and professionalism*
- *Cooperation*
- *Accountability*
- *Social Responsibility*
- *Environmental Stewardship*



# Strategic Goals

The *strategic goals* are those areas where the LNBHTA must succeed in order to achieve its stated vision and mission and to carry the organization successfully into the future. The gap between where the organization is today and where it wishes to go in the future will require strategic objectives to bridge that gap. Strategic objectives keep the membership, the overall organization, the executive director, and staff all focused on the same set of objectives and priorities to bridge those gaps.

**The 5 Key strategic goals of the LNBHTA 2014-2017 Strategic Plan are:**

1. Education and training
2. Human resources
3. Educating the stakeholders
4. Environmental stewardship and research
5. Industry standards

## Education and Training

**To provide effective educational programs for the Landscape Horticultural industry targeted to the specific needs of each commodity groups within the membership.**

***Objectives:***

1. To provide the LNBHTA membership with high quality targeted education opportunities that meet the standards.
2. For suppliers to see the value of our training to their customers

***Anticipated Results  
(What success looks like)***

1. The Association offers a full array of training
2. The uptake by members increases year over year

***Core Strategies & Actions:***

1. Provide the committee with adequate resources to fulfill its mandate. Ensure that commodity groups feed the educational needs of their sectors to the education committee on an annual basis.
2. Maintain dialogue with community colleges, private colleges, and universities in the region to better understand issues of mutual interest.
3. Continue to support and expand the CHT, CLP, retail training, programs and other certifications available to the LNBHTA membership.

## Human Resources

To ensure sustainable access to skilled and unskilled labour for the members and sustainable governance for the association.

**Objectives:**

1. To attract young people into the landscape horticulture industry.
2. To influence public policy that adversely the seasonality of the industry.
3. To attract engaged volunteers and champions.

**Anticipated Results  
(What success looks like?)**

1. The E.I. program is adapted to the seasonality of our industry allowing our members to keep their employment.
2. The availability of skilled and unskilled labour is improved.
3. More people willing to serve.

**Core Strategies & Actions:**

1. *Align with other seasonal industry groups a strategy to influence changes to the E.I. program rules.*
2. *Develop a strategy to enhance the image of the profession with guidance counselors, parents and peers.*

## Educating the Stakeholders

To raise awareness throughout the supply chain of the value of the landscape horticulture profession.

**Objectives:**

1. To enhance the profile and reputation of the profession.
2. To increase business opportunities and profitability for the members of LNBHTA.

**Anticipated Results  
(What success looks like?)**

1. The number of customers for industry members and the value of contracts are increased.

**Core Strategies & Actions:**

1. *Promoting to the public and other professions the impact of professional landscapers on the environment and property value.*
2. *Help our members educate consumers*

## Industry Standards

To create an industry standard that distinguishes the LNBHTA members as the leaders in the ornamental and landscape horticulture industry in New Brunswick.

**Objectives:**

1. To have a complete set of standards
2. To bring all stakeholders to use the standards

**Anticipated Results  
(What success looks like?)**

1. The people that don't use the standards are held accountable

**Core Strategies & Actions:**

1. Develop or adapt existing Standards for all Sectors of the Industry
2. Promote the standards to all stakeholders, including lender writers (?) and landscape architects.

## Environmental Stewardship

To be recognized as the leader in environmental stewardship of landscape horticulture in New Brunswick and Prince Edward Island.

**Objectives:**

Position LNBHTA with government and municipalities and with environmental groups as a partner in ensuring sustainable development.

**Anticipated Results  
(What success looks like?)**

1. *LNBHTA is seen as valued participant and resource by all groups with shared interests. Industry peers, provincial and municipal governments consult the LNBHTA because it recognizes it as the leading credible source for environmental stewardship information, advice and practices in New Brunswick.*
2. *Consumers recognize the value of sound environmental landscape practices and are willing to pay for professional services.*

**Core Strategies & Actions:**

1. *Be a catalyst for the movement from esthetics to sustainable landscaping. (ie: storm water management, energy conservation)*
2. *Continue to support research in environmental stewardship practices in landscape.*
3. *Continue to be proactive leaders in the development of industry and environmental stewardship codes of practices through the development of an (IPM) Integrated Pest Management, Topsoil and (BMP) Best Management Practices standards, etc.*

