



MANITOBA NURSERY LANDSCAPE ASSOCIATION

Strategic Plan for 2022 through 2026

CREATED MARCH 2022

Introduction

The Manitoba Nursery Landscape Association (MBNLA) is a provincial association dedicated to advancing the interests of horticulture and landscape professionals. MBNLA is a non-profit organization whose members are businesses and individuals committed to promoting awareness of environmental horticulture and upholding the highest standards of the nursery and landscape industry.

The MBNLA has developed the following strategic plan to take effect in 2022 and carry the organization through, with regular updates, to the end of the 2026 fiscal year.

MBNLA Vision

The Landscape Horticulture sector in Manitoba has access to a knowledgeable and receptive market and has access to the competencies and tools to enable success.

MBNLA Mission

MBNLA's Mission is to see the Landscape Horticulture sector achieve its potential in Manitoba and to enhance MBNLA members' ability to offer exemplary services to their customers.

MBNLA Mandate

MBNLA's Mandate is to enable and encourage collective action to advance the Landscape Horticulture sector in Manitoba. MBNLA will strive to develop a unified sense of community within the sector aimed at developing a supporting environment.

MBNLA Values

We are:

- ❖ *Knowledgeable* – we pride ourselves in the strong and continually expanding knowledge base we are able to share with our members.
- ❖ *Progressive* – we seek to discover and share emerging knowledge and techniques in our sector to enable member success.
- ❖ *Collaborative* – our members come together in a spirit of sharing and collaboration with the intention of strengthening the sector in Manitoba. We improve through collective action.
- ❖ *Accountable* – we are accountable to our members for the work they entrust us to perform on their behalf and we are accountable to the public for the quality of the information we share with the community.
- ❖ *Environmentally Conscious* – We are aware of the challenges associated with environmental sustainability and are proud to assist our members to be part of the solution.

We are committed to:

- ❖ *Integrity* - we say and communicate what we are going to do and we do what we say with the resources provided and we do it on time.
- ❖ *Diversity* – we value diversity in our staffing and professional development activities.
- ❖ *Value-added* - We exist only to serve the needs of our members. We do so with a professional approach. MBNLA members get more out of MBNLA than they put in.

MBNLA Value Proposition

- ❖ MBNLA welcomes and encourages the involvement of the full scope of product and service providers in the Landscape Horticulture sector. We pride ourselves in our responsiveness to a wide range of member needs.
- ❖ MBNLA embraces a strong culture of mutual communication and learning supported by frequent and regular member events and networking opportunities.
- ❖ MBNLA engages in collective action to improve the success of member businesses, especially through advocacy with regulators and the larger institutional clients of our members' businesses.
- ❖ MBNLA provides or enables a wide range of professional training opportunities and assists its members to stay abreast of emerging knowledge and techniques.
- ❖ MBNLA has a recognized and credible awards program.
- ❖ MBNLA offers its members a large array of money-saving member benefits.

Factors MBNLA is entrusted to Influence

MBNLA has been created to accomplish work that is made possible or easier through collective action. The factors which MBNLA is intended to influence may change over time, but, at any given point in time, they must be front and centre in the strategic plan. The first four factors below are the reasons MBNLA exists and need to be the dominant focus of planning. The fifth reflects the fact that MBNLA must be an effective organization to be able to deliver on its reasons for being.

Public and Media Awareness – currently, the public has an undeveloped awareness of the value-added our member organizations bring to their work and the difference it makes when our work is done by proud and qualified professionals. Our prospective customers need to be aware of what they can and should expect from product and service providers in our sector. Additionally, MBNLA seeks to become the go-to voice of the sector for the media.

- ❖ *Vision – a knowledgeable customer base which values and seeks professional products and services. Media recognizes MBNLA as its go-to source on related news and information items.*

Regulatory and Administrative Regimes – MBNLA desires to be proactive and engaged in processes that result in regulation of the sector and also to ensure that institutional and governmental clients understand the sector well enough to ensure suitable bidding and proposal requirements.

- ❖ *Vision – The evolving regulatory regime reflects the needs of our sector. Bidding processes include the essentials and are not unnecessarily complex and they ensure fairness.*

Member Self-improvement Opportunities – involves the development and understanding of appropriate and available standards and certifications within the sector and the expansion of professional development opportunities for the MBNLA membership. It also includes the opportunity for members to compare themselves with the best in the sector.

- ❖ *Vision – MBNLA members have awareness of and access to a broad array of standards and certifications which are also recognized in the market. Members understand where they are in the continuum of practice.*

Member Benefits – everything MBNLA accomplishes should constitute member benefits. In addition, however, there are discrete member benefits which can always be improved or expanded or to which access can be improved.

- ❖ *Vision – members have access to and take advantage of a wide selection of member benefits including, potentially, more local purchase benefit programs.*

Health and Sustainability of the MBNLA – MBNLA must be strong enough to meet member needs. It must always be worthwhile to the members who contribute to it. It must use the resources members provide efficiently and effectively.

- ❖ *Vision – MBNLA is on a sound financial footing. Resources are proportional to the amount of activity the members seek from the MBNLA. Membership is strong. MBNLA is characterized by strong and collaborative interactions among its members. Members feel ownership of the organization. Non-members in the sector seek to join MBNLA.*

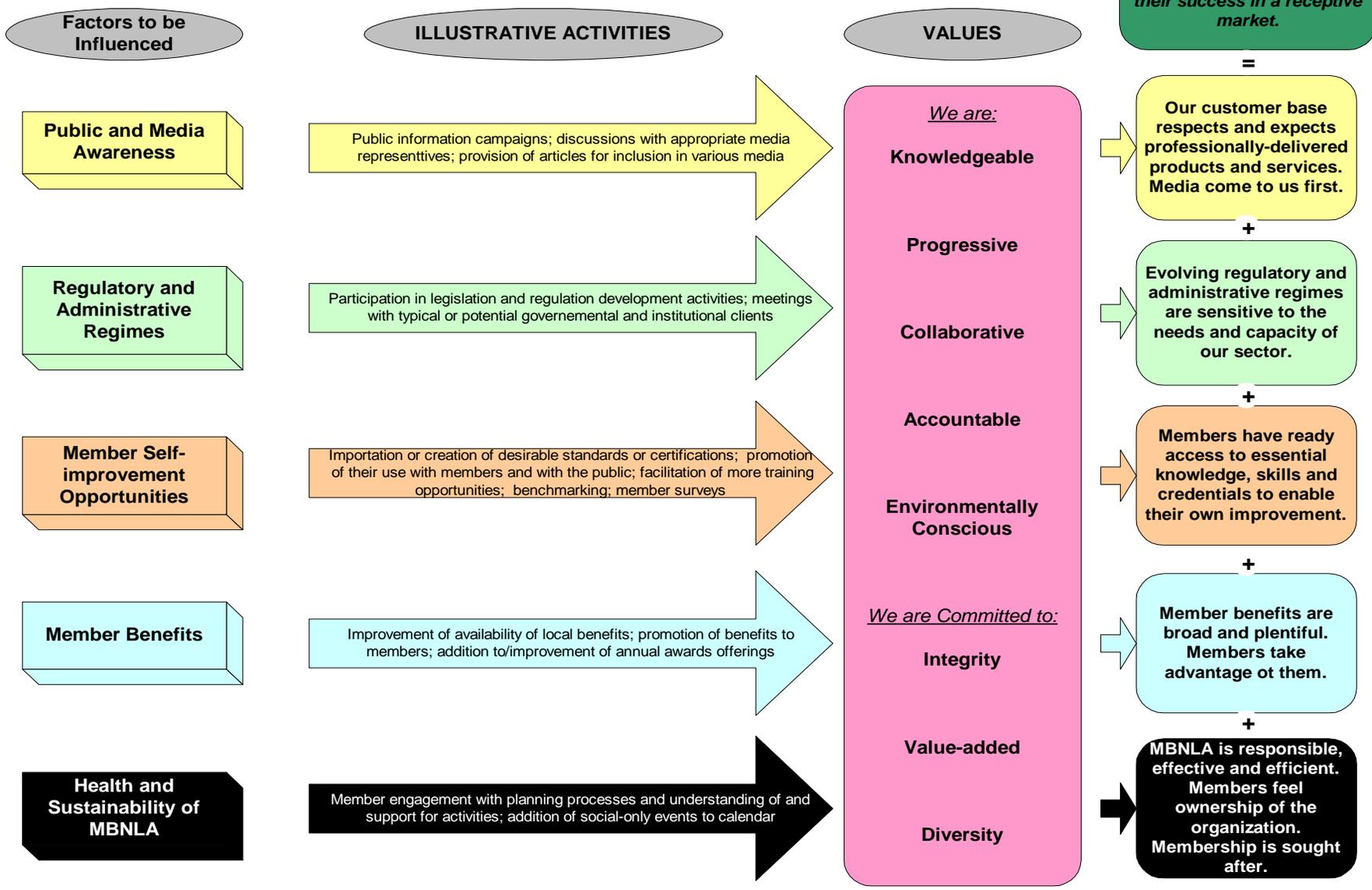
Strategic Directions Diagram

The following page portrays, in summary, the strategic direction of MBNLA for the period 2022 through to the end of the 2026 fiscal year. A primary purpose of the diagram is to enable Board members, in particular, but any other members or the interested public, to see, at a glance, what MBNLA is about. It enables easy reflection by Board members about what they are and what they are at the Board table to do.

The first column lists the factors that MBNLA exists to influence. The second column, or directional arrows, include illustrative actions that could be taken to ensure progress is made in influencing each particular factor. The fourth column is, essentially, a filter of the MBNLA values – MBNLA does not do work that is not filtered through these values. The last column includes a summary of the above individual visions which then add up to an overall vision in the upper right-hand corner of the page.

It is noted elsewhere that the diagram needs to be keep current. However, the elements of the diagram are so fundamental that change should only be necessary when there is a major change within MBNLA, for example, an altered mandate or an amalgamation with another organization.

MBNLA STRATEGIC DIRECTIONS - 2022 through 2026



APPENDIX A
Internal and External Assessments

INTERNAL AND EXTERNAL ASSESSMENTS

INTERNAL

Strengths

- ❖ Executive Director – brings many strengths to the position; it is so good to have someone handling the administrative details
- ❖ Website – the website is well-designed and is kept current
- ❖ Existing Member Events – are well-planned and conducted, e.g. the annual conference, the golf tournament
- ❖ Board is Invested and Knowledgeable – current members know the sector they represent and are also committed
- ❖ Diversity of Membership – several of the various sectors are represented among MBNLA members
- ❖ Financial Soundness – for the current level of activity, MBNLA is sufficiently and dependably financed
- ❖ Developmental Opportunities – offer many opportunities currently
- ❖ Adaptable and Resilient – our response to the COVID pandemic demonstrated we can be light on our feet

Weaknesses

- ❖ Engagement with Members – connection between the organization and its members is not always sufficient
- ❖ Volunteer Pool – much of the work of MBNLA requires considerable volunteer effort. The pool of available volunteers is small. Reliance is placed on too few to get the work done.
- ❖ Static Membership – although membership is up from two years ago, MBNLA wants to push past the current membership plateau
- ❖ Board Focus is Seasonal – the nature of the work MBNLA members do means that Board member availability is diminished during the growing season
- ❖ Board Transition Process – is insufficient to enable renewed Board to hit the ground running
- ❖ Overall Staff Capacity – there is much more work that could be done by staff, but cannot be accommodated with only a part-time Executive Director
- ❖ Lack of Governance Clarity – this pertains particularly to the relative roles and responsibilities of the Board versus the Executive Director, for example, related to visioning and idea generation
- ❖ Resourcing of MBNLA Activities – while there is financial soundness for the current level of activity, MBNLA aspires to be doing substantially more and that will require additional resources
- ❖ Member Retention – even once new members are enrolled, keeping them in the fold presents challenges
- ❖ Lack of Up-take of Developmental Opportunities – enrollments are often small

EXTERNAL

Opportunities

- ❖ Growing Demand – there is an expanding demand for the kinds of services MBNLA members provide
- ❖ Climate Change – many of the services provided by MBNLA members contribute to either climate change mitigation or adaptation
- ❖ Government Tree Planting Challenges – MBNLA members are well-positioned to contribute to and benefit from these challenges.
- ❖ Governmental Relations – developing and then exploiting relationship with all orders of government will have benefits previously untapped
- ❖ Professionalism – MBNLA members will benefit from increased recognition and application of specific professions will improve projects MBNLA members participate on, for example, architects and not landscape architects designing landscape plans

Threats

- ❖ World Events – the occurrences of pandemics, international conflicts, etc. cause significant uncertainty among MBNLA members
- ❖ Supply Chain Changes – although partly due to the pandemic, there continue to be major changes in the availability and cost of required supplies
- ❖ Modifications to Legislation/Regulation – MBNLA finds itself in a difficult reactive mode when it comes to regulatory changes. This is of particular concern in Occupational health and Safety
- ❖ Climate Change – the responses to this issue will require members to find new ways of doing things, e.g. adapting to a world with less fossil fuel use
- ❖ Evolution of Bidding Process – the direction of the evolution of bidding processes is to make them less accessible to MBNLA members. Added complexities do not contribute to a better project.

APPENDIX B
Maintenance and Currency

Maintenance and Currency

The following provides the desired approach to keeping the MBNLA Strategic Plan current from year to year over its five-year life. The value of the plan is lost if it is not kept current. If it is kept current, then plan renewal at the end of the five-year period is less onerous than its initial creation.

MBNLA will endeavour to keep critical elements of the Plan current by reviewing, and adjusting, if necessary, no less frequently than annually:

- The elements of the strategic directions diagram, including the Factors or Areas to be influenced, the Values which characterize MBNLA's work and the visions for which MBNLA strives. If the diagram is correct at the outset of the plan, it may well retain currency for the duration of the plan. However, a brief re-examination annually is recommended.
 - Following some period of use of the diagram, MBNLA should assess its value to the Board and to others and determine if improvements to its functionality may be in order.
- The Internal and External Assessments (Strengths, Weaknesses, Opportunities and Threats - SWOT). The SWOT lists will require periodic adjustment to ensure currency. It is recommended that the lists be reviewed annually or more frequently when there is significant internal or external change.
- Workplans need to be kept current and fitted to the evolving SWOT analysis and the capacity of MBNLA to implement the work plans. Changes in the SWOT analysis or in MBNLA's capacity may well necessitate a re-ordering of priorities and adjustments of timelines.
- If new ideas emerge or an existing initiative needs to be re-assessed and will vie for MBNLA resources, the Assessment Tool, provided in Appendix C may be used to determine the overall effect of the initiative on MBNLA's entire set of priorities.

MBNLA may choose to incorporate updating processes into other existing procedural documents.

APPENDIC C

A Tool for Assessing New and Existing Activities

Appendix C - A Tool for Assessing New and Existing Activities: To be used to assess the fit and value of pursuing a new activity or to re-assess an existing area of effort. It is suggested a brief analysis like this could be used for any initiative proposed to the Board for decision.

Description of Proposed Initiative:					
Objectives of the Initiative:					
Factor	Public and Media Awareness	Regulatory and Administrative Regimes	Member Self-improvement Opportunities	Member Benefits	Sustainability and Health of MBNLA
Considerations					
Weaknesses and Threats	Insert comments in each cell that identify how and to what degree the initiative might detract from the factor				
Strengths and Opportunities	Insert comments in each cell that identify how and to what degree the initiative might enhance the factor.				
Summary Effect	Summarize the net impact on each factor				
Recommendation and Reasoning:					
Decision and Conditions of Approval:					