

LANDSCAPE ONTARIO 2030

NURTURING THE FUTURE

A FUTURE-READY PLAN FOR A FUTURE-READY CAREER IN A FUTURE-READY INDUSTRY

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OPENING NOTE

Landscape Ontario (LO) finds itself in a position of strength. Strong team. Engaged community. Healthy financial position. And a track record of delivering outcomes to the industry. We have cemented our place as a critical trade organization that represents the interests of a broad group of sectors, chapters, and members across Ontario.

But as the world around us shifts, we must also level up. Every day, Landscape professionals are tasked with a clear mandate: leave it better than you found it – regardless of your title, sector, or chapter; we are growers, builders, and fixers. It is what we do every day; for our customers, communities, and the environment.

Now, we as LO must also consider how to *leave it better than we found it*. The time is now to pursue a Strategic Plan that is bold and ambitious, and better prepares us for the opportunities and obstacles ahead of us.

This purpose-driven profession brings a clear, positive impact to society. We will proudly tell our story, expand our tent, and make investments to win the next 5 years. This is our Future-Ready Plan for a Future-Ready Career in a Future-Ready Industry.

Here, we are **NURTURING THE FUTURE.**

MESSAGES FROM LANDSCAPE ONTARIO'S PRESIDENT & EXECUTIVE DIRECTOR



ED HANSEN
President

The idea of *leaving something better than you found it* is extremely appealing to me. I found myself coming back to this principle numerous times throughout the process of creating this Strategic Plan. To me, this is what this plan is all about - making sure my time as President sets the course for the Organization to build on the success it has already seen and secure its place as a leading trade organization in the future.

I am privileged to have worked on this Strategic Plan alongside a dedicated and brilliant Executive Committee. Our shared vision for LO transcends nurturing the future success of the organization to ensuring that everything we collectively do lends to the security of the landscape horticulture trades.

What we set out to do in this Plan is no mean feat. But I am certain that if we as an organization work together, we will continue to leave things better than we found it, far into the future.



JOE SALEMI
Executive Director

There are many exciting things to share about this Strategic Plan. But if you were to ask me to name one, it's that our members played a material part in how this plan came to be. Consulting our members to help write this plan was a deliberate choice made by the Executive Committee when we embarked on this journey. As an organization that exists to serve its members, it only felt right to involve them in the process of putting together a roadmap for LO, for the next five years.

The result is a Strategic Plan that's informed by LO members, for LO members. The 5 Pillars of this Strategy tell the story of what we heard is important to prioritize as we grow LO to better serve our many stakeholders and secure the future of the landscape horticulture trade.

Thank you to our members who took part in the process and to everyone who is part of our LO community that helps contribute to the growth of our industry.

MISSION, VISION, AND VALUES

MISSION

Be the leader in representing, promoting, and fostering a favourable climate for the advancement of the horticulture trades in Ontario

VISION

For Landscape Ontario to be the hub for sustainable careers

VALUES

Serve the Membership

LO prioritizes serving its members by providing resources, support, and opportunities for growth. This commitment ensures that professionals in the industry receive valuable assistance and stay connected

Build Community

The association actively fosters a sense of community among its members. Whether through networking events, educational programs, or collaborative initiatives, Landscape Ontario encourages professionals to connect and build meaningful relationships

Collaboration

Collaboration is at the heart of LO. By working together with industry partners, government agencies, and other stakeholders, the association aims to create a stronger, more resilient horticulture trades.

Stewardship

LO recognizes its responsibility as stewards of the environment. This value emphasizes sustainable practices, conservation efforts, and responsible management of natural resources

Inclusivity

LO promotes inclusivity by welcoming professionals from diverse backgrounds, experiences, and perspectives. Inclusivity ensures that everyone feels valued and has a voice within the organization

Professionalism

LO upholds high standards of professionalism. Members are encouraged to maintain ethical conduct, continuous professional development, and excellence in their work

Education

Education is a cornerstone of LO's mission. The association provides educational programs, certifications, and resources to enhance members' knowledge and skills

OUR PROCESS

This Strategic Plan is greatly informed by LO Stakeholders. A comprehensive discovery phase was conducted to ensure that the Plan reflects the current state of the organization and delivers a clear path forward to a future state that reflects the organization's priorities in terms of growth and advancement.



SURVEY

A survey was conducted with LO volunteer board members and staff to evaluate the current state of the organization and what areas of work to prioritize in the future for its members and other stakeholders

COMPREHENSIVE CONSULTATION

Interviews were conducted with the Executive Committee and select representatives across LO's Chapter Boards and Sector Groups to provide context and further interrogate questions asked in the survey

STRATEGIC PLANNING

Select members across LO and the organization's staff leadership team came together for a 2-day planning session which was designed based on learnings and results of the discovery phase

THE HOW

5 PILLARS OF THE STRATEGIC PLAN





**LANDSCAPE ONTARIO 2030:
NURTURING THE FUTURE**

This Pillar Flywheel summarizes the five priorities of LO's Strategic Plan

The model illustrates that success in one priority area fosters success in another, with each Pillar reinforcing the next

ENVIRONMENTAL STEWARDSHIP

Environmental stewardship is deeply rooted in the work done by those in the landscape trades. As part of *nurturing the future*, LO will ensure that the positive environmental impacts the organization and its members are trying to make on the industry are supported and well-documented by the organization.

In each Pillar of the Strategic Plan, Key Initiatives in **GREEN** identify where the organization advances its work in environmental stewardship.



DIVERSITY, INCLUSION AND BELONGING






LO has started our journey in Diversity, Inclusion and Belonging (DIB). In each Pillar are examples of DIB initiatives and projects that the organization is pursuing but are not mandatory for members to take on. Examples are broken down to delineate what LO can:

- **INSPIRE** - actions the organization can take to promote Diversity, Inclusion and Belonging through its work
- **ACTION** - internal or external projects that are led and resourced by LO and are optional for members to engage with

STARTS WITH OUR STORY

LEVERAGE THE GOOD WE DO FOR OUR MEMBERS TO ADOPT A CLEAR, FOCUSED STORY AND BRAND FOR LANDSCAPE TRADES: IMPACTFUL, SUSTAINABLE, AND AN ECOLOGICALLY SOUND CAREER CHOICE

Success looks like..

-  *Engaged members who are inspired by LO's vision for the future*
-  *Shared understanding of the good the industry does for society and the environment*
-  *Greater understanding of LO's value proposition*

PILLAR 1: STARTS WITH OUR STORY

KEY INITIATIVES

Deliver the LO brand refresh

Ensure that all future marketing and communications integrate the updated brand

Launch Updated LO website

This will reflect newly developed content and improved user experience for all organization stakeholders

Launch a comprehensive Marketing and Communications Strategy

Support LO's refreshed brand and story that focuses on the landscape trade as impactful, sustainable, and ecologically sound

SUCCESS MEASURES

By 2030...

A stronger and more consistent LO brand that is widely recognized by the landscape industry

Website established as a tool that supports every aspect of LO's business

Greater awareness of LO's work and a clear association and understanding of the positive impact that the industry has on the environment

In year 1...

Launch the initial LO brand refresh internally and socialize this with Chapters and Sectors

Tease the new website at LO Congress and launch the website within specified timelines

Develop and update all existing marketing and communications materials to consistently reflect LO's updated brand message



Key Initiatives in Green represent tactics and projects where Landscape Ontario advances its environmental stewardship work

PILLAR 1: STARTS WITH OUR STORY

KEY INITIATIVES

Gather our LO Community at Congress

Story tell about member engagement at Congress and promote a network of industry professionals and business owners who are advancing the landscape trade

Support the delivery of strategic Chapter and Sector events

These events advance the story of LO with current members and serve as touchpoints to engage

Tell the story of peer support in LO

Position this to prospective members as an opportunity for industry professionals and business owners to support and learn from one another

SUCCESS MEASURES

By 2030...

Stronger sense of community at LO through consistently achieving positive and meaningful member experiences during Congress

Engaged membership that regularly takes part in smaller Chapter and Sector events

Peer support benefits of LO membership are widely promoted to prospective and current members

In year 1...

Determine the best approach to capture and track member experiences during Congress

Determine the best approach to measure member engagement and satisfaction for smaller Chapter and Sector Events

Begin documenting peer support stories are and promote these on LO's channels



Key Initiatives in **Green** represent tactics and projects where Landscape Ontario advances its environmental stewardship work

PILLAR 1: STARTS WITH OUR STORY

SPOTLIGHT ON

REFRESHING THE LO BRAND



As we start this Strategic Plan with a story, updating and refreshing the LO brand is a good place to begin.

We are tweaking the LO logo, creating accompanying brand guidelines, and issuing an updated style guide for our team, members, and suppliers to leverage for marketing and communications purposes.

Through this project, we are ensuring the integrity of the LO brand and setting the foundations to build an even stronger brand in the future.

DIB INITIATIVES IN THIS PILLAR

Action

LO has committed to a wider representation of more people from diverse backgrounds in the stories that we tell.

This is a way to share that our trade is welcoming to all and is representative of a diverse Canadian population.



Inspire

As LO continues its Diversity, Inclusion, and Belonging journey and begins to pursue internal practices related to this in areas such as recruitment and hiring, staff education, and support for diverse staff, the organization is committed to documenting and storytelling its learnings as a possible resource for members to leverage.

EXPAND OUR BASE

TELL OUR STORY IN MODERN, BEST-IN CLASS WAYS WITH OUR MEMBERS AND NEXT-GENERATION ENTRANTS TO THE LANDSCAPE HORTICULTURE TRADES (YOUTH, NEWCOMERS, DIVERSE CANADIANS, AND POTENTIAL ENTREPRENEURS)

Success looks like..



Engaging youth, newcomers, diverse Canadians and young businesses in the landscaping industry as potential LO members



Members sharing best practices in terms of recruiting next-generation entrants to the landscape horticulture trades



Higher membership retention



PILLAR 2: EXPAND OUR BASE

KEY INITIATIVES

Implement the Youth Engagement strategy

Streamline this strategy to ensure that it supports LO's ambition to growth membership in the youth demographic

Launch the Youth Ambassador Program

Ensure the development and promotion of this program

Promote environmentally forward programs

Use the Fusion Landscape Professional (FLP) and Water Smart Irrigation Professional (WSIP) to attract members who are interested in environmental stewardship

Leverage the LO Congress

Use the momentum of this event to engage next-generation entrants to the landscape horticulture trades

SUCCESS MEASURES

By 2030...

More entrants to the landscape trade through the youth engagement programs of LO

Developed portfolio of Youth Ambassadors that LO can leverage for youth engagement opportunities

Growth in membership numbers due to interest and enrollment in the FLP and WSIP programs

Growth in target demographic membership brought in by participating in Congress

In year 1...

Commit to specific areas of focus when it comes to youth engagement initiatives of LO and determine areas of greatest impact

Pilot the Youth Ambassador Program and refine the process of this program given learnings from year 1

Begin marketing and storytelling about FLP and WSIP with an environmental stewardship angle

Begin marketing Congress to LO's identified target demographics



Key Initiatives in **Green** represent tactics and projects where Landscape Ontario advances its environmental stewardship work

PILLAR 2: EXPAND OUR BASE

KEY INITIATIVES

Develop Congress Job Fair

Build the profile of this event to attract next-generation entrants to the landscape horticulture trades

Strategic Partnerships with Civic Organizations

Form partnerships with civic organizations that work with newcomers to Canada, diverse Canadians and young entrepreneurs

Support free community events

Community events (e.g. Touch-a-Truck) are a way for the public to learn about LO and the wider landscape trades industry

Improve member retention

Engage the existing LO community as informal ambassadors of the organization to reach wider audiences

SUCCESS MEASURES

By 2030...

Establish the job fair at LO's Congress as a core touchpoint with LO's target demographics

Partnerships established with civic organizations where careers and learning opportunities in the landscape trades are regularly promoted to LO target demographics

All Chapters actively and regularly pursue community events with the support of LO

Consistent increase in the membership retention rate of LO

In year 1...

Develop metrics to evaluate success of the job fair at Congress as well as best practices to leverage in the following years

Determine a prospective list of civic organizations that LO, through its Chapters and Sectors, can pursue for partnerships

Support 10 chapter-driven community events

10% increase in the current membership retention rate



Key Initiatives in **Green** represent tactics and projects where Landscape Ontario advances its environmental stewardship work

PILLAR 2: EXPAND OUR BASE

SPOTLIGHT ON

LO CONGRESS AND ATTRACTING NEXT-GENERATION ENTRANTS TO THE LANDSCAPE HORTICULTURE TRADE



With a proven track record of success at Congress, this event is the perfect opportunity to expand LO's base to next-generation entrants to the landscape horticulture trades.

As part of LO's building capacity to deliver Congress, a digital marketing coordinator has been added to the team to take charge of growing the digital presence and year-round promotions of the event.

Their involvement will determine how to reach key target audiences to expand LO's base. This includes promoting Congress to younger audiences, newcomers to Canada, diverse Canadians, and entrepreneurs.

DIB INITIATIVES IN THIS PILLAR

Action

Part of LO's commitment to DIB is the organization's goal to become a resource hub for members who are seeking to employ next-generation entrants to the landscape horticulture trade.

An online resource hub will be launched on LO's website sharing the organization's key learnings on DIB as well as best practices to reach and recruit diverse talent. Ready-made and easily customizable DIB materials, - specific to LO's different sectors - will also be available for members to download and repurpose for their own businesses, on this resource centre.

Inspire

As a component of LO's online DIB hub, a panel or workshop sponsored by LO's DIB Committee will be organized as an offering that's part of Congress. This session will feature DIB resource people who can share best practices on reaching and recruiting diverse talent.

Congress participants and LO members are free to attend this session.

LEVEL-UP OUR TEAMS

RECRUIT STAFF IN KEY STRATEGIC AREAS WHERE LO NEEDS TO BUILD CAPACITY TO NURTURE THE FUTURE OF OUR PROFESSION WHILE UPDATING OUR VOLUNTEER COMMITTEE STRUCTURE TO BE SIMPLER AND MORE EFFECTIVE.

Success looks like..



Growing and upskilling our core full-time team with future-ready skills



Improved understanding of the roles that LO volunteers and board members play



More effective and efficient committees

PILLAR 3: LEVEL-UP OUR TEAM

KEY INITIATIVES

Recruit staff to run government-funded programs

Ensure that the Skills Development Fund (SDF) GROW and Apprenticeship Program is well supported by a team

Expand the Marketing and Communications team

Grow the team to focus on digital marketing and enhanced storytelling projects

Streamline the existing committee structure

Focus on expanding the Environmental Programs Subcommittee to drive forward LO's environmental stewardship efforts

Optimize the Chapter Engagement Committee

Ensure that this improves cross-chapter communication and collaboration

SUCCESS MEASURES

By 2030...

Successful delivery of the SDF Grow and Apprenticeship Program with grant targets met

A Marketing and Communications team that has greater capacity to deliver on the various needs of LO

An active Environmental Programs Subcommittee leading projects in which LO members actively participate

Improved communications across chapters as facilitated by the Chapter Engagement Committee

In year 1...

Meet year 1 milestones as indicated in the grant

Determine where the gaps are in the current Marketing and Communications team and resource against this

Conduct a review of all committees and produce a Terms of Reference that each committee can leverage for scope

Document the roles and responsibilities of the Chapter Engagement Committee and circulate this to members via a Terms of Reference



Key Initiatives in **Green** represent tactics and projects where Landscape Ontario advances its environmental stewardship work

PILLAR 3: LEVEL-UP OUR TEAM

KEY INITIATIVES

Centralize sponsorship sales

Establish this process for all Chapter and Sector Events as well as for all LO Departments

Improve onboarding experience

Streamline the process for new Chapter and Sector board members

Support annual Chapter planning cycles

Continue to conduct annual planning sessions with Chapters to support all events they run in a year

Gain insight into member satisfaction with LO services

Deploy a member-wide survey to help the LO team track success, best practices, and areas of improvement

SUCCESS MEASURES

By 2030...

Greater control over sponsor management and messaging along with a comprehensive understanding of where sponsors are spending their dollars

An overall better-supported and efficient Board

An efficient process for planning Chapter Events with greater capacity in the team that supports member-driven events

A more efficient LO team that better understands the needs of members

In year 1...

Consistent event sponsorship revenue from this project and document a better-coordinated process for managing sponsorship sales

Streamline the onboarding package for new LO Board Members and introduce twice-a-year volunteer training

Introduce an annual planning cycle where member event specialists will work with Chapter Boards to plan their full year of events

Determine best approach to deploying member surveys and what metrics are necessary to track

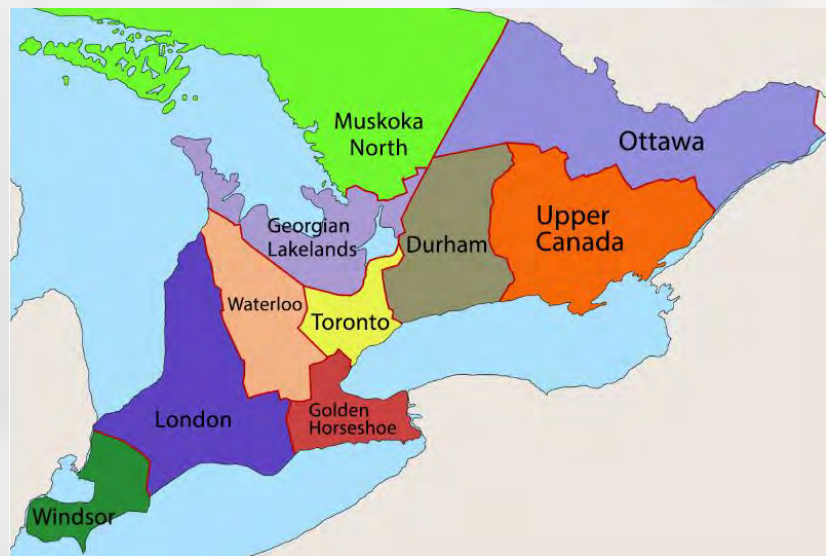


Key Initiatives in **Green** represent tactics and projects where Landscape Ontario advances its environmental stewardship work

PILLAR 3: LEVEL-UP OUR TEAM

SPOTLIGHT ON

LO'S CHAPTER ENGAGEMENT COMMITTEE



It is at the Chapter-level where LO can create the best engagement with its members. Part of that engagement is promoting collaboration between chapters so that all LO members have the chance to learn from one another.

To support better and more efficient cross-chapter collaboration, LO has established the Chapter Engagement Committee to improve communication and coordination between all Chapter Boards. This initiative leans into being able to better support Chapters where the need is greatest.

DIB INITIATIVES IN THIS PILLAR

Action and Inspire

Our Diversity, Inclusion and Belonging journey starts at home with the LO team and staff. We believe that DIB is essential to our success and LO leadership is committed to creating a workplace where everyone feels valued, respected, and empowered to reach their full potential. Our DIB commitment includes:

- **Promoting diversity** as we actively seek to recruit, retain, and advance a diverse workforce that reflects the society we live in
- **Ensuring inclusion** that's rooted in fair treatment, access, and opportunity for all employees, regardless of their background
- **Fostering a Culture of Belonging** as we strive to build an inclusive environment where all voices are heard and celebrated

Through our DIB journey, we strive to create a safe and secure future for our members, customers, and the people that our work reaches.

FOCUSED BIG BETS

WITH OUR RE-TOOLED TEAM, FOCUS ON INVESTMENTS ACROSS DIGITAL AND IN-PERSON TRAINING FACILITIES TO DRIVE ENGAGEMENT WITH OUR MEMBERS

Success looks like..



Launching and completing projects we see as Big Bets for the organization



Improved learning and development offerings from Landscape Ontario to its members



PILLAR 4: FOCUSED BIG BETS

KEY INITIATIVES

Construct the new Training Facility

Start building the state-of-the-art, net zero-ready training Facility through SDF Capital Funding and LO Investment

Create and launch the new virtual learning platform

This will house all workforce development training programs that are standardized and accessible to members

LO-owned GROW Program

Establish GROW to be completely driven by LO and independent of government funding

Support large Chapter and Sector events

Continue organizing the Green Trade Expo, Snowposium, Gear up for Spring, Lighting Conference, Irrigation Conference, Plant Symposium, Grower's Short Course, and SkillsOntario

SUCCESS MEASURES

By 2030...

Fully constructed training facility that's ready to accommodate training and development provided by LO

Fully launched virtual learning platform with consistently positive feedback from members who utilize this

Deliver a sustainable GROW program with majority funding from LO

Consistent member satisfaction in these events with a growing number of participants each year

In year 1...

Meet year-1 grant milestones and complete a business plan to support significant investment in the construction of the training facility

Determine a project plan that phases the delivery of the virtual learning platform

Complete a multi-year transition plan to in-house the GROW program

Determine how best to capture member satisfaction across these large Chapter and Sector events



Key Initiatives in **Green** represent tactics and projects where Landscape Ontario advances its environmental stewardship work

PILLAR 4: FOCUSED BIG BETS

SPOTLIGHT ON

COMING SOON: A STATE-OF-THE-ART TRAINING FACILITY AT OUR MILTON OFFICE



We are excited to share that LO has started the work on constructing a state-of-the-art, net zero-ready training facility at our headquarters in Milton.

The overall mission of this project is to create an environmentally conscious and sustainable building that incorporates new technology and hands-on training opportunities for LO members.

DIB INITIATIVES IN THIS PILLAR

Action

Key aspects of Landscape Ontario's Workforce Development efforts focus on assisting underrepresented groups, and those with barriers to entry into the landscape industry; and equipping and empowering employers with the right resources. LO's commitment is to meaningfully support these groups and ensure that their needs are heard and met as they take part in this program.

Inspire

LO will distill learnings from supporting underrepresented groups in the GROW program, and with the DIB committee, create a resource hub that members can access if they are interested and looking to integrate diversity, inclusion and belonging into their business practices and operations.

AMPLIFY+ADVOCATE

USE SUCCESS DATA AND MEMBER-FOCUSED CASE STUDIES TO INFLUENCE SYSTEMS, POLICIES, AND FUNDING OPPORTUNITIES THAT HELP THE LANDSCAPE TRADES THRIVE IN PUBLIC FACING DOMAINS

Success looks like..



Increased awareness of LO's work



Improved perception of the landscape industry



Better relationships with government at all levels



Grants awarded to LO

PILLAR 5: AMPLIFY + ADVOCATE

KEY INITIATIVES

Cultivate relationships with government branches

SDF program reporting and key milestone moments within government-funded programs

Pursue funding for the FLP and the WSIP

Promote these programs to municipalities as investments that build more ecological and sustainable communities

Establish a government relations and advocacy strategy

Create comprehensive plans to support relationship-building efforts with the government and build LO's public profile

Support community service projects

Ensure that Chapters are supported by LO when pursuing projects for community enhancement

SUCCESS MEASURES

By 2030...

Stronger relationships with government partners who regularly engage with LO programming

A portfolio of municipalities across Ontario that have adopted the FLP and WSIP Programs

Manage government relations in-house with a Senior Policy staff member part of the LO core team

Documented positive impact on local communities as led by LO Chapters

In year 1...

Determine a government relations strategy that builds on required reporting for SDF programming

Ensure that messaging against the FLP and WSIP promotes these as environment-forward programs

Complete a multi-year plan for the government relations and advocacy strategy, including how to staff this over the next five years

Determine the exact support needed by Chapters and codify the support the LO can provide given desired impact



Key Initiatives in **Green** represent tactics and projects where Landscape Ontario advances its environmental stewardship work

PILLAR 5: AMPLIFY + ADVOCATE

KEY INITIATIVES

Effectively disseminate key LO information

Leverage Chapter Board, Sector Group, and Committee meetings to share LO's current programming and initiatives

Continue to publish LO's Magazines

Strategically incorporate LO's story to support the landscape trades to become an impactful, sustainable, and ecologically sound industry

Launch a comprehensive Thought Leadership strategy

Build the profile of LO's Executive Director, Executive Committee, and key representatives from the Chapter and Sector Boards within the industry

SUCCESS MEASURES

By 2030...

Streamlined communications where all members are aware of LO's current work and engaged with projects of interest

Growth in readership and increased advertising revenue through digital products and sponsored content

Recognition of Landscape Ontario's role in the industry as an influential organization improves the landscape horticulture trades

In year 1...

Explore how Chapter and Sector Meetings can be leveraged to disseminate key information

Maintain advertising revenue and increase circulation of both magazines

Deliver a communications plan that integrates opportunities to develop key LO representatives as forward-facing representatives of the organization



Key Initiatives in **Green** represent tactics and projects where Landscape Ontario advances its environmental stewardship work

PILLAR 5: AMPLIFY + ADVOCATE

SPOTLIGHT ON

THOUGHT LEADERSHIP AS A MEANS TO ACCELERATE OUR WORK AT LO



As we pursue all the key initiatives within this Pillar, a thought leadership Strategy is a means to fast-track recognition of the work we do.

As our leadership shares insights, research, and forward-thinking perspectives from our organization, we build credibility and trust and position ourselves as a leader in the industry.

LO's thought leadership strategy will bolster our PR and marketing initiatives and ensure that the story of an impactful landscape trade is advanced through this initiative.

DIB INITIATIVES IN THIS PILLAR

Action

As we amplify our work at Landscape Ontario, the organization is committing to work with multicultural media suppliers and influencers who represent diverse backgrounds. Investing in work provided by individuals and groups from underrepresented backgrounds is an actionable way to ensure that Diversity, Inclusion and Belonging at LO goes beyond lip service.

Inspire

The editorial lens we take when it comes to LO publications, particularly its magazines, now integrates Diversity, Inclusion and Belonging in terms of the stories we tell, the writers and creators we employ, the imagery we choose, and the language we use.

Through these choices, we make room for our members to learn about DIB in projects and initiatives that have always existed for Landscape Ontario

IN SUMMARY: 5 PILLARS OF THE STRATEGIC PLAN



CLOSING NOTE: NEW STRATEGIC PLAN HELPS PROTECT CORE REVENUE STREAMS WHILE SETTING UP DIVERSIFICATION OPPORTUNITIES

Rev. Stream	% of Revenue ('24 Forecast)
GENERAL	6%
MEMBERSHIP	31%
COMMUNICATIONS	11%
CONGRESS	39%
WORKFORCE DEV	12%
TOTAL REVENUE	100%

HOW OUR STRATEGIC PLAN HELPS:

- 1) Protect the Core:** Focus on “Expand the Tent” and new member engagement strategy with diverse audiences will protect both Membership and Congress; injecting focus and resources into 2 largest streams
- 2) Using our New Brand to Win with Sponsors:** Strategic Plan’s focus on “Start with a Story” and key tactics / programs to bolster our brand around a purpose-driven and environmentally friendly career offers more inventory we can sell to Provincial Level corporate partners
- 3) A Big Bet on Workforce Dev:** Strategic plan calls on LO to invest in technology updates for Workforce Development training opportunities, increasing chances for monetization
- 4) Upside for our Communication:** Investment in advertising & digitization of Landscape Trades magazine offers upside for our Communications pillar

ACKNOWLEDGEMENTS

CHAPTERS

Durham
Georgian Lakelands
Golden Horseshoe
London
Muskoka North
Ottawa
Toronto
Upper Canada
Waterloo
Windsor

SECTORS

Garden Centre
Grounds Management
Growers
Hardscape
Interior Plantscapes
Irrigation
Landscape Contractors
Landscape Designers
Lighting
Snow and Ice Management
Turf Management

Landscape Ontario thanks all our members for their participation, involvement and contribution to growing the landscape horticulture trades industry across the province.

APPENDIX

STRATEGIC PLAN MEASUREMENT DASHBOARD

PILLARS

METRICS *(how we're measuring success against each Pillar)*

PILLARS

METRICS *(how we're measuring success against each Pillar)*

IT STARTS WITH OUR STORY



- Complete LO Brand Refresh Project
- Complete Website Relaunch Project
- Project Plan established: Marketing and Communications Strategy
- LO brand attribute tracking results
- Website performance
- Social Media performance
- Member engagement rate at Congress
- Number of Strategic Chapter events supported
- Number of Strategic Sector events supported
- Storytelling content frequency

EXPAND OUR BASE



- Membership growth within priority demographics
- Membership growth linked to environmental stewardship programs
- Membership growth linked to Congress
- Membership retention rate
- Civic Organization Partnerships
- Free Community Events supported
- Launch youth engagement strategy
- Launch LO Ambassador Program
- Number of LO youth ambassadors

LEVEL-UP OUR TEAMS



- Committee structure update project completed
- Centralized sponsorship sales for events across Chapters and Sectors established
- Number of staff recruited
- Environmental Programs subcommittee expanded
- Satisfaction rate in the chapter engagement committee
- Satisfaction rate in the onboarding experience for new board members
- Number of completed annual planning cycles with Chapter boards for events
- Member satisfaction rate in LO services

FOCUSED BIG BETS



- Project Plan established: Training Facility - accompanying business plan
- Project Plan established: Virtual Learning Platform
- Project Plan established: Transition GROW to LO-led program
- Complete training facility construction
- Launch Virtual Learning Platform
- Launch transitioning GROW to an LO-led program
- Number of large Chapter events supported
- Number of large Sector events supported

AMPLIFY & ADVOCATE



- Project Plan established: Government relations and advocacy strategy
- Project Plan established Thought leadership strategy
- LO representation in industry events
- Government relations and partnerships
- Support for Chapter-led community service programs
- Awareness rate of LO programs and events at the Chapter, Sector and Committee level
- LO Magazine performance

LIST OF ABBREVIATIONS USED IN THIS STRATEGIC PLAN

ABBREVIATION	DEFINITION
LO	Landscape Ontario
DIB	Diversity, Inclusion, and Belonging
FLP	Fusion Landscape Professional Program
WSIP	Water Smart Irrigation Professional
SDF	(Ontario) Skills Development Fund
GROW	Get Ready for Opportunities at Work