



Grow Your Future



Canada



BRITISH COLUMBIA



GROW YOUR FUTURE BC

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Final Report

The views and opinions expressed in this report are those of its author(s) and not the official policy or position of the Government of British Columbia
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1. Foreword

The Sector Labour Market Partnerships Program (SLMP) helps industry and employers understand and respond to changing labour market demands. The Program also provides funding for partnership-led projects that address broader sector and regional labour market issues within British Columbia's diverse economy.

The BC Landscape and Nursery Association (BCLNA) is pleased to lead and facilitate this fourth project with industry stakeholders. The BCLNA would like to express its deepest appreciation to all those who contributed to this project, particularly the many industry stakeholders whose ideas, suggestions and invaluable time form the basis of the report, and without whom this work could not have been completed. The BCLNA would also like to give a special thanks to its many partners at the Province of British Columbia, especially at the Ministry of Advanced Education and Skills Training and the Ministry of Agriculture, Food and Fisheries, who contributed to this post COVID-19 project.

Horticulture is a combination of diverse sectors of the agriculture industry. The term 'horticulture' literally means the culture of a garden. It includes the production of plants, flowers, landscape, turf and golf, trees, shrubs, and food crops. The horticulture industry combines scientific, technological, and production activities. The outcome of these activities results in quality products and services for purchase by the consumer. Each sector of horticulture is diverse and unique and includes many career opportunities.

2. Executive Summary

The BC horticulture industry relies on a diverse workforce - a combination of domestic and foreign workers. COVID-19 has created havoc for industry to secure temporary foreign workers this past year. It is anticipated the gaps and challenges related to access of foreign workers will continue indefinitely. This in and of itself has led the British Columbia horticulture industry to examine issues related to its image and perception, recruitment and retention. The demand for quality services and products continue to increase; the BC horticulture industry requires a consistent and diverse workforce to meet consumer demands.

This report weaves facts and insight from previous Sector Labour Market Partnerships (SLMP) projects specific to research and strategy. Recognized as a priority, industry stakeholders value the context from previous projects to link specific details to demonstrate consistent solutions to the issues related to attracting, recruitment and retention of a diverse workforce.

Due to the heavy reliance on foreign workers, the British Columbia horticulture industry has not accessed a domestic workforce efficiently or effectively to fill the extensive gaps within the sectors. In combination with this, there is the challenge of seasonality and perceived 'low wage', hard work perception. Led by the BCLNA and supported by the provincial government, industry associations,



LMP Governance Committee and subject matter experts, the industry has established a comprehensive awareness and recruitment marketing campaign to change this reality.

The horticulture industry in British Columbia is desperate to raise awareness and change the perception and image of the industry and its sectors. To attract individuals to join the BC horticultural industry to build a satisfying career, industry stakeholders decided to use social media as the means of communication. This innovative approach (for the industry) was designed to create an awareness to influence enthusiasm for the defined target audience (domestic population) to work in the industry and sectors.

The development of the campaign to raise awareness supports the need of the BC horticulture industry to introduce awareness of job opportunities and career paths in horticulture. There is an opportunity to communicate favorable details (specific to the work) to under-represented groups to understand the job skills, training and career paths within the horticulture industry. As the industry systematically designed and created the communication, the process evolved into a 'call to action' to work with us - the BC horticulture industry sectors. This led to job matching, that leads into retention by introduction of training, mentorship and development of career paths.

Communication through Grow Your Future highlights positive elements of working in industry. Some examples are skill development, training, education, wellness, working outdoors, being a part of a team, a contribution to environmental issues (climate change, urban planning), food security, pest management and control. Another aspect Grow Your Future identifies is the flexibility related to the seasonal job opportunities within the industry. Industry stakeholders realize the value of improving the quality of the work force and are dedicated to ensuring 'best practices' systems are established to improve the quality of the work experience for both the employee and employer.

Communication was distributed via social media to increase awareness and create a synergy of excitement for the under-represented groups to learn more about the BC horticulture industry. Social media combined with industry representation at virtual career fairs welcomes opportunities to introduce and expand awareness of the industry. Outreach via social media was widespread to include the province of British Columbia and a national and international demographic. Industry stakeholders believe this to be a great way to start to change perceptions of the BC horticulture industry and sectors.

To fill the expansive workforce gaps, the industry is determined to ensure resources with links related to information about the workplace, the nature of the work, the seasonality of the work 'hot spots' in the province (job vacancies related to each sector) and occupational health and safety is accurate. The new employee would have access to the details contained within the onboarding guide to understand the diversity of the industry and sector to make informed decisions to apply for open positions and secure employment.

The industry is motivated toward a 'best practice' process of development to support awareness recruitment and more important retention strategies to build a diverse workforce. This endeavor will take time as the BC horticulture industry learns how to adapt to a changing demographic, working



with an under-represented diverse group and coordinating human resource functions. As the industry continues to explore job match placement and more importantly retention, the value of onboarding guides with resources for new employees and employers is critical for success.

COVID-19 and issues related to the seasonality of the industry continue to affect the BC horticulture industry in their recruitment and retention efforts. Occupational health and safety guidelines introduced new systems of training and support for both employer and employees. This was helpful to ensure that health and wellness of both employers and employees was a priority. The Provincial Health Officer established restrictions pertaining to the travel to different regions of the. People who had to travel from one health region to another were presented with challenges, as they had to explore new opportunities to travel. Economic relief through the federal government was available to individuals who had lost employment. CERB, although a benefit to the job seeker, did not support the industry that is desperate to fill gaps at levels of operation within the BC horticulture industry.

Supported with the vision statement identified in strategy development (SLMP project 3); by 2025 the industry will effectively recruit, retain and grow a diverse workforce to produce premium BC- grown products and quality service. The work continues as industry stakeholders, governance committee and subject matter experts continue to address the issues of the increased recruitment needs of the horticulture industry due to COVID-19. In doing so, the British Columbia horticulture industry will continue to be guided by the values they identified as integrity, collaboration, practicality, sustainability and adaptability to ensure success is realized.

Throughout the project, it has been proven, through analytics that out of the four social media channels that were used to connect with the target audience, Facebook provided the most results. A total reach of 770,105 was accumulative from November 1, 2020, to March 4, 2022. The second most popular platform in terms of overall reach was Instagram, totaling in at 100,209. Twitter follows with a total of 17,831 total impressions and lastly, YouTube with a total view count of 13,620. The overarching goal of the social media channels and advertisements that ran on social media was to direct the target audience to the Grow Your Future website, where they could contact a staff member to match with a job opening. There was a total of 47,508 users on the site through the duration of the project. Of that amount, 131 people filled out the inquiry form. 10 people were matched with a job and 2 people were referred to education options. Refer to section 11 of the report for a greater breakdown of recorded metrics.

The impact of physical media (Bus shelter ads and billboards) was brand awareness. Grow Your Future is a new brand that needs to build trust with the public. By displaying the Grow Your Future logo and website link on billboards and bus shelters, the opportunity to be seen by the general public was large. Through both campaigns, the total circulation was 2,367,595. Pattison using the total amount of plays and the estimated number of impressions creates circulation numbers. As billboards and bus shelters are a physical media source, there are no confirmed impressions. Refer to appendix 12 for a further breakdown of physical media breakdown.

By adding more Day in the Life videos to the project expansion, we were able to display greater diversity within the industry. This helped in creating unique content that was posted on social media.



3. Introduction

BC's food and agricultural service providers, including horticulture, has been declared an essential service during the COVID-19 pandemic. The horticulture sector includes grains, oilseeds, tree fruits, berries, grapes, field and greenhouse vegetables, floriculture and nurseries, which collectively contribute \$1.8 billion (2018) annually to the BC economy.¹ Due to the constant shortage of the domestic labour supply in the sector, BC has a high reliance on temporary foreign workers (TFWs) as a source of labour supply. In 2018 TFW's represented 21.4% of BC's agriculture sector workforce.²

As a result of the COVID-19 pandemic, horticulture employers are facing additional costs and logistical barriers to accessing TFWs and have identified a strong need to increase recruitment efforts towards the domestic workforce. The BC Landscape and Nursery Association (BCLNA) is prepared to address these challenges based on its leadership in the sector and strong industry partnerships established during previous SLMP projects. Previous work has included engagement of the horticultural sector in identifying labour market issues (C17LMP024), the collection of labour market information (C18LMP013), and the development of a BC Horticulture Workforce Strategic Plan (C19LMP016).

To support the horticultural sector in meeting the increased recruitment challenges resulting from COVID-19, BCLNA has piloted a series of priority tactics identified in the 2019 Horticulture Workforce Strategic Plan and measured their effectiveness. Grow Your Future (the project) complements existing Federal³ and Provincial⁴ government initiatives to address labour shortages in agriculture and agri-food industries.

A comprehensive social media campaign to raise British Columbians' awareness of job opportunities and career paths in BC agriculture is innovative and shows both the diversity and variety of careers in the horticulture industry sectors. The campaign includes the creation of "Day in the Life" videos to highlight career paths and sub-sectors within BC's horticulture industry. Key messaging tailored toward the target audience including youth, women & Indigenous peoples and job seekers (in general) has invited the target to reach out to Grow Your Future for more information.

BCLNA has further supported job seekers with a strong presence in province-wide virtual recruitment fairs and has provided individualized support to connect job seekers with available jobs in BC's horticulture sector. To help ensure the job connections are sustainable, onboarding packages were compiled to provide new workers with essential information about safe work practices, career paths, education & training.

¹ https://www2.gov.bc.ca/assets/gov/farming-natural-resources-and-industry/agriculture-and-seafood/statistics/industry-and-sector-profiles/fast-stats/fast_stats_2018.pdf

² <https://www150.statcan.gc.ca/n1/pub/45-28-0001/2020001/article/00002-eng.htm>

³ <http://www.agr.gc.ca/eng/canadian-agri-food-sector/step-up-to-the-plate-help-feed-canadians/>

⁴ <https://bcagjobs.gov.bc.ca/>



Project Purpose: The purpose of the project is to support the BC horticultural industry with their increased recruitment needs due to COVID-19 by raising British Columbians' awareness of job opportunities and career paths in horticulture.

This strategy implementation project supports both the agriculture horticulture and landscape horticulture sectors in the Province of British Columbia and is led by the BCLNA. A governance committee consisting of representatives from industry and community, coordinated by the BCLNA has participated and contributed to all steps of the development of the project. This report is the fifth deliverable in this Sector Labour Market Partnerships implementation project.

The project 'Grow Your Future' has supported the BC horticultural industry with their increased recruitment needs and builds on the B.C Horticulture Workforce Strategic Plan (LMP#C19LMP016) and previous SLMP projects. This project is significant due to the constant shortage of a domestic labour supply.

Grow Your Future links together the previous SLMP completed projects. It aligns with the industry gaps, workforce shortage issues specific to awareness and appreciation for the industry and supports the opportunity to showcase a diverse industry and job opportunities. This project has:

- Facilitated opportunities for engagement with a project governance committee to review and validate project tasks/activities and deliverables.
- Supported a consultative process with horticulture industry stakeholders to ensure engagement and commitment for the feasibility and validity of the development of the project.
- Introduced a social media campaign including 'Day in the Life' videos to showcase a variety of occupations, career paths and sectors of the BC horticulture industry.
- Promoted the BC horticulture industry via social media; specifically, YouTube, Facebook, Instagram, Twitter and the Grow Your Future website.
- Participated in the BC education virtual career fairs to present job opportunities and diverse career opportunities to job seekers.
- Created an onboarding guide for employers and new workers with information on:
 - Occupational health and safety.
 - Detail about the workplace.
 - The nature of the work; and
 - Career paths.

Grow Your Future messaging has been consistent with messaging found on the Government of Canada's 'Step up to the Plate,' and Province of BC's recruitment campaign and initiatives for the agriculture sector.



4. Seasonality

Work in agriculture-horticulture and landscape-horticulture has many similarities; oftentimes the perception of the BC horticulture industry is neither viewed as appealing nor valued as a viable career option. Seasonal business cycles present challenges: the BC horticulture industry requires labour at different times of the year. Demand for labour increases in early February and continues to increase up to and including the summer months into early autumn. Each sector within the BC horticulture sector has their own peak periods that are influenced by weather and consumer's demand. The work is highly physical, often monotonous and repetitive, often involving heavy lifting and working in all weather conditions. It is a challenging endeavor for owner/operators to fill job vacancies.

The following lists each month of the year and highlights the peak season for the BC horticulture industry sectors:

1. January: Arboriculture Floriculture (new cycle)
2. February: Arboriculture, Landscape, Floriculture.
3. March: Floriculture, Greenhouse crops, Landscape, Nurseries, Turf and golf.
4. April: Floriculture, Greenhouse crops, Landscape, Nurseries, Turf and golf.
5. May: Floriculture, Greenhouse crops, Berries and fruit, Landscape, Nurseries, Turf and golf.
6. June: Floriculture, Greenhouse crops, Berries and fruit, Landscape, Nurseries, Fruit tree, Turf and golf.
7. July: Floriculture, Greenhouse crops, Berries and fruit, Landscape, Nurseries, Fruit tree, Turf and golf.
8. August: Floriculture, Greenhouse crops, Berries and fruit, Landscape, Nurseries, Fruit tree, Turf and golf.
9. September: Floriculture, Greenhouse crops, Berries and Fruit, Landscape, Nurseries, Fruit tree, Turf and golf.
10. October: Greenhouse crops, Landscape, Turf and golf.
11. November: Arboriculture and Greenhouse crops.
12. December: Arboriculture.

A map of British Columbia is posted on the Grow Your Future website to show seasonality and regions. The regions confirmed by the Ministry of Agriculture are identified as:

- Vancouver Island Coast.
- South Coast.
- Cariboo Chilcotin Coast.
- Thompson Nicola.
- Okanagan.
- Kootenay.
- Omenica Skeena; and
- Peace.

An interactive map of British Columbia to show seasonality, regions, horticulture sector, and employer locations is on the Grow Your Future website. The map is dedicated to the seasonality of the industry. The page contains the interactive map and associated content related to the



horticulture sectors, and peak busy times for employers. The visitor may use filters to narrow down results by sector of interest. The map changes the results shown, with an added content area below the map outlining highlights of that sector as well as a link to the sector detail page. Hovering on a region on the map adds another content area below the map with highlights of that region and a link to the region detail page.

Each region has a page on the website. The navigation and home page section also has direct links to the pages listed. The region-landing page has a short write-up of highlights including reference to the main cities and towns. The page lists the top sectors in the region (between 1-6) as well as a graph to illustrate these top sectors and their activity level throughout the year. Below the graph is a reference area of the top sectors along with direct links to the sector detail page. Lastly, there is a list of employers located in the region with brief information and links to their website.

This information aligns with the project purpose and showcases the horticulture industry throughout the province of British Columbia. The public will learn valuable information and detail related to the industry sectors specific to locations-demographics, the seasonality and peak periods for job opportunities.

The design is a 'heat map' visual on the interactive map to provide a more granular visualization of employers within a region. The heat map gradient will indicate the number of employers in that region. As a user scrolls in on the map a more detailed range of individual pins will replace this single number for employers grouped by their location. This step of improvement is intended to be contemplated in the future.

An animation of activity month-by-month will be created and visible upon first page load. The month indicator (the scale Jan. to Dec.) will move throughout the year and stop on the current month. Visual animation will illustrate the changing demands (peak or busy time) for employees across the province throughout the year. This animation will primarily work in conjunction with the heat map gradient.

The timeline is broken down into the twelve months of the year. As the industry becomes busier the shading on the map will change; for example, '0' will show little colour if any; '3' showing more and '4' showing the most shading. It is also important to illustrate the region of activity throughout the province. The individual page for each sector provides detail of where the different operations are located within the province.

The map tool requires additional detail with regard to potential employers listed and the granularity previously mentioned, this is a next step to the full implementation of the tool.



Weather and Climate Change

Weather is an influence of the BC horticulture industry. If the winter months are cold with snow, and spring is cold with heavy rain and varied temperatures, it impacts the growing season, as does a hot and dry summer with little or no rain. Each year is different, and the industry has and always adapts to the seasons. In British Columbia the horticulture industry starts in early February; by the time March rolls around the industry is in full swing with levels of production high.

Climate change influences the BC horticulture industry; in British Columbia the Ministry of Environment and Climate Change Strategy⁵ identified numerous impacts:

- Warmer temperatures in all seasons.
- More intense and more frequent heavy rain events.
- Changes in growing seasons for crops and gardens.
- Increased drought and water shortages.
- Larger and more frequent wildfires.
- Changes in stream flow patterns and lake levels; and
- Stronger storm surges.

The Nature of the Work

The other aspect that relates to the seasonality of the industry is the work itself; the industry requires many different people to do a variety of work. Work is classified as seasonal, part-time and full-time. The seasonality of the work compounds retention issues, as good workers may not return to their position season after season. This creates an annual cycle of onboarding and training followed by the loss of some workers not suited to the work conditions and expectations. This can create another round of recruiting, onboarding and training all under pressures of unforgiving seasonal cycles – if crops go unpicked, and landscaping contracts are refused for lack of labour, then employers face financial losses, businesses cannot grow and may shrink, losing talent and jobs.

5. Impact of COVID-19

The BC horticulture industry and the agriculture sector were identified as an essential service. This was great news for the industry, as well as a dilemma specific to recruitment and retention. Given the pandemic, affective values of fear, apprehension and unease contributed to a lack of engagement with individuals wanting to work. COVID-19 changed how people worked, where they worked and was a contributing factor as to whether or not there was work. This created a surplus of job seekers willing and able to work, and yet it was not necessarily the case.

This past year, with the onset of the COVID-19 pandemic, the challenges related to recruitment and retention was monumental for the industry. COVID-19 saw extensive layoffs within the retail,

⁵ [Impacts of Climate Change - Province of British Columbia \(gov.bc.ca\)](https://www2.gov.bc.ca/gov2/industry/sectors/landscaping/impacts_of_climate_change)



hospitality and tourism sectors. Many people were out of work and searching for work and yet, in combination with restrictions to isolate, work from home, or secure financial benefits, did affect the effort of finding employees to work in the industry.

A recent article stated about three million Canadians lost their jobs in spring of 2020 as COVID-19 forced thousands of businesses to shut their doors or lay off staff, but few of the jobless applied for farm work, despite a severe shortage of labour on farms across the country.⁶ This continues to be the case provincially, locally and nationally.

One significant challenge was the COVID-19 economic relief via Canadian Emergency Response Benefits (CERB). An economic incentive available for people to receive money while temporarily laid off and unable to work because of the pandemic. Individuals were able to apply to receive \$2,000 for a four-week period between March 15 and September 26, 2020. The CERB is now closed, and the process is for individuals to transition to employment insurance for economic support.

The industry through their recruitment efforts last fall and through 2021 struggled with filling vacancies because many individuals who lost their jobs were collecting CERB and not interested or did not have transportation to get to the worksite.

Another factor that affected potential workers was the threat of COVID-19 infection; many parents refused to let their children work, even those up to 18 years old, because of this issue. As the waves of COVID continue to affect many aspects of a normal life, it may continue to be a factor, as will mental health.

6. Additional Challenges

Another issue that continues to challenge the BC horticulture industry is transportation. The industry has many different job opportunities. The reality is if a person does not have transportation and relies on public transit, it will limit his or her ability to secure employment. Many of the BC horticulture sectors are located in rural areas where there is limited or no public transit. Additionally, many employers want employees to be available for full-time work rather than part-time or contract work.

Apprehension to working in an industry that is perceived as labour intensive with little or no potential for career advancement or growth is an ongoing challenge for the BC horticulture industry. There is truth to this: the work can be laborious and even monotonous. What the public does not realize is that there is a wide variety of job opportunities (Appendix 2). This includes everything from human resources, accounting, payroll, marketing and communication, shipping and receiving, irrigation, pest control, quality assurance, customer service, et cetera. In greenhouse work for example, there are always challenges, whether it is a marketing issue, a production issue or disease

⁶ https://www.vancouverisawesome.com/coronavirus-covid-19-local-news/unemployed-canadians-shun-farm-work-3611367?fbclid=IwAR1gxz2-gxWCxHj9rwV7jSJI6B_AjW5IGHjAMZxckG-tcZg3EX3zCs5RR4



or pest issue, or a mechanical issue when something breaks down - it makes the job exciting and challenging⁷.

The challenges of recruitment and retention continue to test the industry. It is common to hear within the horticulture industry conversations about the struggles related to recruitment. The sectors continue to recruit through a variety of strategies, for example:

- Traditional job banks.
- Secondary school career fairs.
- Post-secondary career fairs.
- Community Social Service Agency career fairs.
- Networking.
- Word of mouth and.
- Poaching.

Coupled with COVID-19, this past year the greater challenge, notwithstanding recruitment, is retention. A common issue faced by numerous sectors was a lack of interest and response to postings. Interviews were both a hit and miss; sometimes a person would show for an interview, other times and most often, there were no shows. There is a cost to recruitment including the advertisement cost, time for pre-screen interviews, selection and placement. When an individual did show up for an interview, and offered a job, it was considered a win. Employers confirmed, however, there were times when a new hire would work part of a shift and then leave or did not return the next day. Feedback expressed from the new employee⁸: “This wasn’t what I was expecting”, “It is too hot outside”, “This is hard work” and “I can’t get to work for 8am as I don’t have transportation”.

⁷ Accessed June 29, 2021, [Horticulture Facing Many New Challenges - Greenhouse Canada](#)

⁸ Anecdotal evidence from industry stakeholders



7. Sustainability: Beyond the Project Term

This project pilot has been instrumental in bringing the governance committee and industry stakeholders together to resolve recruitment challenges in the horticulture industry. The most successful element of the project is the social media campaign and 'call to action' to visit the Grow Your Future website to learn more about the industry. The tactics implemented to support the social media campaign are many; few gained recognitions as critical to move the project from pilot to continued programming status.

Strategies identified from the project pilot that will continue are listed below; the governance committee, identification of strategies that will ensure financial sustainability for those continuing Project elements, and industry will ensure financial sustainability for those to contain by creating a 'fee for service' model.

Sustainable Components include:

- Day in the life videos.
- Grow Your Future website.
- Job Match; and
- Onboarding

The BC Agriculture Council and the BCLNA will work collaboratively to continue to provide service and enhance the program. The [Canadian Agricultural Human Resource Council](#) (CAHRC) and partners recently announced the development of a *National Workforce Strategy* to address the persistent and growing labour and skills shortages affecting Canada's agriculture and food processing industries.

Rationale for Transition Plan

A series of 'Day in the Life' videos were created to display an employee working in a particular sector of the horticulture industry. These videos offered an opportunity for the individual to highlight a few key aspects related to their position. The videos were a success with the most viewed video, with 13,681 views, being "[Discover a Career in Arboriculture!](#)" Recent additions to the selection displayed different employers and sectors, introducing a variety of job opportunities. The horticulture industry sectors will remain the same as those in the project pilot. The videos are posted on the YouTube channel and will link to Facebook, Twitter and Instagram. The call to action will be to visit the Grow Your Future website for the target audience to learn more to connect with a 'job match' to the employer.

The detail within the onboarding package has essential information about the safe work practices, career paths and education & training offered at the business. Industry believes this will influence the target audience to make informed decisions to reach out to apply for work.

The governance committee and industry stakeholders identified a variety of successful elements in raising British Columbians' awareness of job opportunities and career paths. A commitment to continue this work is required, as the shift to fill employment gaps has been realized as a result of



this pilot project. The successful elements of the project were a combination of the social media campaign, billboard and bus shelter advertisements, ‘call to action’ inviting the target audience to visit the Grow Your Future website where information was available for job seekers to connect for a job match and onboarding.

A job match function has been implemented. Industry wants to ensure the target audience not only learns more about the industry and is referred to educational institutions and associations (for information specific to a sector), but also a job match into a position. A direct link will next be established for the target audience through a pre-screen system to an employer.

The governance committee and industry stakeholders want to implement a schedule for annual recruitment of individuals into the British Columbia horticulture industry. With the seasonality of the industry, a more formal approach to recruitment will be created to support the industry with their required vacancies.

Strategic Direction 1: Collaborate with the BC horticulture industry to link career opportunities to a defined target audience to build human capacity (business growth).

Goal: Create communication with industry sectors to build human capacity within the BC horticulture industry.

Objectives	Tactical Directions	Tactics
Link industry sectors	Collaborate with industry to identify career opportunities via social media.	Develop and create an employer marketing and communication plan. Film day in the life employer videos to display a variety of career opportunities within the industry sectors. Post videos to Grow Your Future YouTube channel and social media. Track analytics from social media.



Goal: Build human capacity through a horticulture industry recruitment process utilizing the website and job matching

Objectives	Tactical Directions	Tactics
<p>2021-2022 – Establish a benchmark % of industry interest in a horticulture industry ‘job match’ recruitment process.</p> <p>2021-2022 Establish fee for service benchmark (financial sustainability).</p> <p>2021-2022 Test the ‘job match’ recruitment process through Grow Your Future project.</p> <p>2022- 2023 Revise ‘job match’ recruitment process for implementation (fall 2022)</p> <p>2022 – 2023 Align Grow West Coast Trade Show with onboarding sessions for target audience.</p> <p>2022-23 Implementation</p>	<p>Design a horticulture industry ‘job match’ recruitment process to fill employment gaps within the sectors.</p> <p>Establish a small working group of governance committee subject matter experts.</p> <p>Build a ‘job match’ system to align target audience with:</p> <ul style="list-style-type: none"> (a) Pre-screening (b) Sector information (c) Job opportunities (d) Application process (e) Selected onboarding information session <p>Build a ‘job match system to align employers with:</p> <ul style="list-style-type: none"> (a) Potential new recruits (target audience) (b) Pre-screening results (c) Selected onboarding information session (d) Invitation to meet for interview 	<p>Establish a BC horticulture recruitment cycle.</p> <p>Create a recruitment cycle communication plan for industry.</p> <p>Identify a system to streamline a process through the Grow Your Future website.</p> <p>Create links between the contact sheet on the GYF website to a recruitment database.</p>



Description of Risk and Mitigation

The governance committee and the BCLNA support the Grow Your Future project. In fact, the Sector Labour Market Partnership project process is a fantastic opportunity for industry to learn, grow and create sustainable solutions to workforce challenges.

This implementation pilot project offered the BC horticulture industry time to create a comprehensive marketing and communication strategy to raise awareness of job opportunities within the horticulture industry sectors. The success of this project has industry excited to move forward with the next step of further coordinating the 'job match' recruitment process to streamline placement of the target audience into the industry sectors.

The first step has been to showcase employers through the day in the life videos. Employers have had the opportunity to highlight their business and speak to the diversity of the sector and the variety of job opportunities. There is little to no risk associated with this activity, due to the small film crew, little disruption to the employer and promotion of the industry via the employee day in the life videos.

The next step was to invite the target audience (Appendix 1) to visit the Grow Your Future website. A visitor to the site will see a lot of information and detail about the industry sectors. The risk associated with website maintenance is low to medium as content updates are required and there is an expertise associated with the creation of content and graphics to align with the GYF brand.

The website has a contact sheet for the visitor to request information specific to job opportunities within the industry sectors. This touch point will continue to evolve as the governance committee determines how to link together the system to streamline a more formal 'job match' recruitment process. There is little to no risk associated with the task of maintaining the contact sheet and disseminating the information.

The third step relates to the coordination of a system to streamline a 'job match' recruitment process for the British Columbia horticulture industry. This has required a concerted effort, with focus and clear direction to create a model to fill employment vacancies within the sectors. The task/activities have been, and will continue to be, the creation of opportunities for engagement to bring about a higher degree of recruits entering the industry. Greater support is needed to ensure the individualized job matching is fulfilled.



8. Stakeholder Engagement

Engaging the industry stakeholders across all regions in British Columbia is a key component of the Sector Labour Market Partnerships (SLMP) projects. Therefore, engagement included several key methods: correspondence via email and telephone, governance committee meetings, outreach through e-newsletter blasts, and industry association meetings.

An introductory email overview of the Implementation project was distributed through the industry at the start of the project. A request was made of the previous governance committee and partnership team to continue to work and support the project in an advisory capacity. Contact with the committee and engagement has been consistent throughout the SLMP projects.

A “Terms of Reference” document was developed for the governance committee. Appendix 3 identifies the membership and terms of reference for the committee.

The most efficient means of communication, as people in the horticulture industry work long hours and are often onsite working outdoors during the day is email. In addition to regular email correspondence, there were numerous phone calls and six governance committee meetings (Appendix 4).

The industry hosts commodity meetings and committee members regularly attend offering updates to the attendees. Additionally, the BCLNA Board meets monthly, and members of the committee attend, providing an opportunity for regular project progress updates. This opportunity allowed for engagement, participation and confirmation of the following:

1. Project management work plan and approach.
2. Communication strategy.
3. Communication materials.
4. Interim report.
5. Draft final report; and
6. Final report.

The first review and request for input was related to the project management work plan approach. The governance committee reviewed the project purpose, background and context previously identified in this report. The project activities and tasks are many; the governance committee wanted assurance that everything planned within the deliverables was to be executed and completed in a timely manner. The other consideration identified was the ability of the BCLNA team to balance the competing priorities to ensure all project work was completed efficiently and effectively.

There was agreement on the approach; the BCLNA along with the governance committee would approach projects by using a standard project management template. The template helps to identify and acknowledge the project parameters, specific to a project work plan. The following questions discussed with the Governance Committee and industry stakeholders prior to the official start of the project provide the details with suggested considerations to build out the project work plan.



- How do we build awareness and appreciation for the industry?
 - Identify diversity of the industry; there are a variety of sectors within BC horticulture
 - Showcase a variety of career paths and job opportunities
 - Introduce potential of seasonal work
- What messages do we want to communicate?
 - Industry is aligned with agriculture and agri-food industry
 - The work is of value and responds to consumer demands
 - Standard of excellence and best practice integrated into the BC horticulture industry
 - Opportunity to find worthwhile opportunities to build a career
- How will we communicate the messages (multimedia)?
 - Social networking
 - Photo sharing
 - Micro blogging
 - Video sharing
- Where do we communicate the messages (what platforms)?
 - Social networking: Facebook, LinkedIn
 - Photo sharing: Instagram,
 - Micro blogging: Twitter
 - Video sharing: YouTube
 - Website
- Whom do we involve in the process to create meaningful messages?
 - Industry professionals, employees and employers
 - Industry associations
 - Industry partners
- What information (diversity of industry, occupational health and safety, general information about the industry – seasonality, flexibility and what to expect) do we want to present for the target audience and job seekers?
 - The landscape sector in BC is dominated by small independent operators with small workforces, while golf clubs tend to be establishments with large number of employees
 - The BC horticulture industry sectors are driven by consumer demands, which change over time. Shifts in consumer preferences can present opportunities for growth that require a stable and reliable labour force
 - Introduce the value of industry and change the perception to include expansive career path development
- How do we prioritize the sectors, is this necessary (align this with the seasonality of the industry), related to awareness and recruitment (job opportunities)?
 - Identify a target audience (Appendix 1) that meets a wide audience; youth (age 15 – 29 yrs.), women, Indigenous peoples and job seekers



- Highlight the diversity of the industry with different communication and media
- Communicate through social media the nature of the work
- How will we measure success?
 - Track and report on social media analytics
 - Engagement and participation of industry

The information acquired from the responses to the questions helped the BCLNA project team plan a methodical and logical work plan to address the requirements as outlined with the Ministry of Advanced Education and Skills Training contract. The work plan is also a standard project management resource to ensure the project from start to finish meets all requirements as identified within the contract.

Engagement with the governance committee continued as they took time to review and comment on both the communication strategy and communication materials. It was important to the committee and industry that the strategy and materials be innovative and creative to display the diversity of the sectors.

The governance committee expressed excitement about the potential outreach for the Grow Your Future social media marketing and communication plan. The committee and industry stakeholders continued to be vocal in how the industry is presented through social media. The Grow Your Future project brand introduces the opportunity to change the perception, introduce the diversity and identify opportunities for a defined target audience to explore the various (and there are many) careers in the BC horticulture industry. This was critical to the governance committee as was the messaging to attract a domestic workforce to the horticulture industry. To attract domestic workers in the current and projected labour market, BC's agriculture, horticulture and landscape employers must be prepared to make some changes to enhance interest in working in their industry. This marketing and communication campaign can help to:

- Address the perception of the industry overall and work toward making it more positive.
- Recognize the importance of the reputation of each individual operations as an employer; and
- Find ways to alleviate the stress of physical demands on the body and the tedious nature of monotonous work on the mind. This may include better break structures and job rotations to produce a healthier more positive workplace overall.

The industry has a strong voice, and this is evident from the participation levels. Clear timelines were given for feedback and, typically, feedback came in both before and after the timeline for comment. The greatest challenge related to engagement with industry relates to feedback and comments for the interim, draft final and final report. There were comments and suggestions made; the engagement was less than the other identified key deliverables.

Chart 1 Steps and Planning for Project Success



Steps	Description
Initiation: prepare the project plan	Review previous resources/research Identify project concept and budget Create a project management work plan and budget Finalize details with project purpose, goals, objectives, timelines and finances
Planning: identify details and milestones to measure project progress and success	Scope – deliverables Definition – break down tasks Tasks – identify of what and who Schedule – timeline Cost – financial system/process Quality – standards of excellence Organization – reporting/progress Staff – team roles/Governance Committee roles Communication – how it will be disseminated and who is responsible Risk – measure/impact and probability Procurement – determination of who (contracts)
Execution: project start	Staff and Governance Committee meetings Progress updates Reporting/submission of deliverables to funder Track tasks, timelines and milestones Administration – manage oversee activities and contractors
Monitor and Control: review and revise timelines, milestones	BCLNA team meetings Review of timelines, tasks and activities Progress, status and mitigation Review financials (fiscal responsibility)



9. Project Progress and Activity Achievement

The Grow Your Future project is essentially a marketing and communication campaign to increase awareness and highlight job opportunities to the target audience to explore the potential to learn more about the sectors and secure employment within the BC horticulture industry. The marketing and communication resources established for Grow Your Future were consistent and did align with the vision and value statements from the SLMP project workforce strategic plan (C19LMP016) found in Appendix 5.

The project messages and graphics are consistent with, and do not duplicate, messaging found on the Government of Canada's "Step up to the Plate"⁹ and Province of BC's recruitment campaign and initiatives for the agriculture sector¹⁰ and are consistent with the BCLNA's 2019 Phase 3 (C19LMP016) SLMP "Workforce Strategic Plan".

This section of the report describes the progress achieved on activities and milestones identified in the Grow Your Future project management work plan. It is all inclusive of the following project deliverables:

- Engagement with the governance committee and consultative process of the horticulture sector stakeholders
- Development and management of a social media campaign
- Participation and evaluation of the virtual recruitment fairs
- Development and management of the job match concept; supporting job seekers with job opportunities in British Columbia; and the
- Creation of the employer and employee onboarding guides.

Engagement with the Governance Committee

The governance committee and industry partners from previous SLMP projects continued and supported the Grow Your Future project with oversight, direction and validation for the BCLNA SLMP project.

The governance committee consists of 15 individuals and representative of the diversity of the horticulture industry sectors.

⁹ Accessed July 8, 2021 [Step up to the plate — Help feed Canadians | Agriculture and Agri-Food Canada \(AAFC\)](#)

¹⁰ Accessed July 8, 2021, [BC Agriculture & Food Jobs Connector \(gov.bc.ca\)](#)



Governance Committee Members

Name	Sector	Organization	Title	Region
Dalell Amed*	Greenhouse Vegetable	Village Farms International	Human Resource Mgr.	Metro Vancouver
Lisa Ayton	Industry Training	Industry Training Authority	Program Lead	Fraser Valley
Wendy Bennett*	Work Safe	Ag Safe BC	Executive Director	Fraser Valley – representative of Province of BC
Ken Denbok*	Floriculture/Greenhouse	Rainbow Greenhouses Inc.	Director of Human Resources	Fraser Valley
Garrison Duke*	Community Social Service Agency; Employment and Language Programs	<i>DIVERSE</i> city	Director Employment and Language Programs	Fraser Valley
Hedy Dyck*	Landscape, Nursery, Grower and Retail	BC Landscape and Nursery Association	Chief Operating Officer	Fraser Valley – representative of Province of BC
Reg Ens*	Agriculture	BC Agriculture Council	Executive Director	Fraser Valley – representative of Province of BC
Jeff Foley*	Landscape	Para Space Landscaping Inc.	President and CEO	Metro Vancouver
Jacob Kerkhoff*	Greenhouse	Calais Farm, BC Greenhouse Vegetable Growers' Association	Owner and representative	Fraser Valley – representative of Province of BC
Victor Kulla	Landscape	Huckleberry Landscape and Design	General Manager	Fraser Valley
Rebecca Mikulic	Viticulture	EarlCo., and BC Grape Growers' Association	President EarlCo., and Board Director	Okanagan
Luisa Nygren	Nursery	Van Belle Nursery	Human Resource Manager	Fraser Valley
Gregory Parson*	Education Technology & Research	CogCentric Inc.	Business Development Manager	Fraser Valley
J. Paul Robertson	Golf	BC Golf Superintendents' Association	Manager/Links Superintendent, Victoria Golf Club	Vancouver Island – representative of Province of BC
Len Smit*	Nursery	Kato's Nursery and BC Ag Council Labour Committee	Production Manager	Fraser Valley
Ann Marie Walsh	Subject Matter Expert	Solstice Consulting	Project Manager	Fraser Valley

* Identifies members who sat on previous SLMP project governance committees.



There were also ex-officio members of the governance committee, and the individuals were representative of the Ministry of Advanced Education and Skills Training, Ministry of Agriculture, Food and Fisheries, Industry subject matter experts and the BCLNA project staff team.

The committee has met in-person or virtually as a group 5 times during the project timeline.

The initial meeting of the governance committee was held on August 27, 2020. The topic for the first meeting was about governance committee logistics related to the terms of reference, and a discussion related to the project management work plan. The committee was focused on the project purpose and aligned itself with the innovation of a social media campaign to support the BC horticultural industry with their increased recruitment needs due to COVID-19 by raising British Columbians' awareness of job opportunities and career paths in horticulture.

The next meeting, September 23, 2020, brought the governance committee together to discuss the components of the communication strategy and introduced design templates for social media, messaging and the day in the life video script. The engagement and feedback from the committee members was positive and enthusiastic. The communication themes from the committee were for example:

- Messaging is clear and concise.
- Colour and graphics look sharp, clean and professional.
- Differentiate the messages to the different target audience; as youth are different from women, Indigenous peoples and job seekers.
- Test the messages with the target audience to ensure we are on track; and
- How will we measure success?

The third meeting, October 14, 2020, focused on the Grow Your Future brand and the design and development of the website. The governance committee agreed the project should have a brand and a website to welcome the target audience with information about the industry. There was controversy and concern over the intention behind the website. The original concept for the Grow Your Future website was to have job opportunities and postings listed. This created controversy; the project was not to duplicate current websites and or promotions of job opportunities found on the established Farm, Fish, Food Job Connector website. The focus for Grow Your Future website changed; the committee determined the best approach was to inform, educate, link day in the life videos and resources for the target audience to understand the potential of job opportunities within the diversity of the industry. The information and resources included:

- Awareness and education about the diversity.
- Day in the life video links.
- Onboarding guides for employees, including Ag Safe BC links, information about the workplace, nature of work and career paths.
- Seasonality and diversity within the horticulture industry; and
- Web links to interesting articles or information about the industry.



The next two meetings November 19 and December 17, 2020, respectively had low attendance from the committee members.

Two members from the governance committee found employment elsewhere and resigned from their position on the committee. There is a gap, as the positions were not filled; the two individuals had expertise in human resources and represented greenhouse vegetables and nursery production. This gap has created a few challenges when it comes to the review, design, and input of the onboarding resources for both new employees and employers. The other challenge we realized related to the concept and design of the 'interactive map' to display seasonality of the industry.

Seasonality as mentioned previously in the report is a challenge for the industry when it comes to recruitment and retention. The governance committee as a tool to inform and provide more detail to the target audience to make informed decisions about potential employment introduced the concept of the 'interactive map'. The process of creating the map was a challenge and progress is slow and steady.

The meeting on January 21, 2021, focused on progress made in the following areas: Social media analytics, work on the job match initiative, website launch on January 12, 2021, 'Day in the Life' videos with 3 versions complete and a request for further input on the Onboarding Guide.

The participation and level of engagement from the governance committee was high and positive. Follow-up phone calls and emails were consistent throughout the timeline of the project. This offered additional opportunities for members of the committee to express and participate in the growth of your future project.

Additional meetings were held April 22, 2021, and June 10, 2021, by which time 7 of the 12 videos had been completed. Billboards were confirmed for June to October. The website work continued including the heat map. Two governance committee members had left the project by the end of June and staff have not been hired for additional assistance with the project.

A few of the challenges that are consistent with the governance committee is the seasonality of the industry. It is easier for members of the committee to meet late November through to early February, as that most often is the 'down time' for the industry sectors. As the season starts to ramp up mid-February through to mid-November it is more difficult for members to meet for a meeting.

One benefit that was a success related to COVID-19 and the fact that the meetings were held virtually rather than face to face. This coupled with the early morning meeting time frame did allow individuals from the committee to meet somewhat regularly throughout the project timeline.

Details of the Governance Committee Meetings are provided in Appendix 4.



10. Development and Management of Social Media

The Grow your Future project introduced the value and diversity of the British Columbia horticulture industry to the target audience through social media. This tactic was strategic and in alignment with the workforce strategic plan (SLMP) project completed in November 2019.

Grow Your Future identified the following social media for the marketing and communication strategy:

- YouTube – an online (Day in the Life) video sharing and social media platform.
- Facebook – an online social media and networking platform.
- Instagram – a video sharing social networking platform.
- Twitter – a micro blogging and social networking service with posts and messages; and
- Website – a collection of web pages with information, photographs and resources related to the domain name.

Social Networking Goals

Five specific goals were identified for the Grow Your Future social media outreach. The goals are identified below and are consistent with the purpose of this project. Additionally, the goals align with the British Columbia Horticulture Workforce Strategic Plan recommendations, next steps and development process for incorporating best practices into the BC horticulture industry.

1. Create Brand Awareness

Grow Your Future BC is the brand for the implementation project pilot. Following numbers for all social media accounts tracks the measurement in brand awareness. It can also be seen through Ad analytics by how many impressions the ads have made.

The governance committee and industry stakeholders participated in the process of development and contributed to the design for the brand. Approximately 15 people responded and confirmed the BRAND colours were: appealing, bright, representative of British Columbia. The comments were enthusiastic and were looking forward, future and next day or new day, and growth. There was consensus that Grow Your Future BC., was representative of a professional industry, there are job opportunities, work, careers, and education or training for the future to grow or move into something new.

2. Promote Grow Your Future website

The Grow Your Future website was launched in January 2021. The website promotes all social media platforms. The website link has been sent out to industry partners, the Governance Committee, Association partners and BCLNA membership. The link has also been shared on Grow Your Future social media channels and advertisements.

The governance committee and industry stakeholders confirmed an interest to research, design and create a website to support the BC horticulture industry. The intention behind the website is to



showcase and raise awareness of the diversity of the industry. Concerns were raised in relation to the creation and design of the website. The Grow Your Future website was thoughtfully designed to ensure it did not duplicate current and/or existing industry websites; for example, BC Farm, Fish & Food Job Connector (BC Agriculture & Food Jobs Connector (gov.bc.ca)). The Grow Your Future (Looking for work in BC horticulture? Grow Your Future BC can help) website is representative of the horticulture industry. The website identifies the different sectors within horticulture, highlights the nature of the work, includes links to interesting articles or reports and has the Day in the Life videos posted and linked to the sectors. As the website evolved throughout the project, an interactive map shows the seasonality and busy seasons of each sector within the regions of the province. A contact page invites people to reach out to find more information about job match opportunities.

3. Post consistent messages on social media to encourage audience engagement

Posts to social media have been consistent starting in November 2020. Three posts are created and posted each week; and each post includes a picture or video and a caption that adds value to the viewer. Further information and details related to analytics and numbers is located in the social media descriptions further in the report.

4. Design creative project messages and materials to spark interest for the target audience to learn about the potential of a career in horticulture by visiting the Grow Your Future website.

A variety of messages with input from the governance committee and industry has been created for the target audience, youth, women, Indigenous peoples, job seekers. Materials were created for the education career fairs and made available to the participants.

A graphic designer utilizing images taken during Day in the life video production and stock images when necessary to represent sub-sectors such as berries and fruit trees also created advertisements for billboards and bus shelters. Pattison Advertising throughout British Columbia distributed the billboards and bus shelter ads.

A sample of the Communication Materials is provided in Appendix 6.

Tactics used to reach the target audience have included the following:

- Outreach through social media.
- Outreach through the virtual career fairs.
- Advertisements for billboards and bus shelters.
- Infographic for secondary and postsecondary youth.
- Presentations to:
 - BC Young Farmers.
 - Progressive Intercultural Community Services Society
 - Agriculture Training Program
 - Greenhouse Technician Production Program
 - DIVERSEcity Community Resources Society



- HEAL for work program for women survivors of violence

5. Call to Action: Connect to the website for job opportunities through a job match program.

The Grow Your Future website has a contact page for the target audience to reach out to Grow Your Future to learn more and connect to industry. Three pillars for placement to measure connection rate and success have been identified as:

1. Referral to education programs specific to the agriculture horticulture industry. The opportunities for education include but are not limited to apprenticeship, certification, diplomas, degree.
2. Referral to an industry stakeholder to learn more about the work requirements; and
3. Referral to a specific job.

A total of 131 people has filled out the contact page. Of that amount, 10 people have been matched to a career within the horticulture industry and 2 people have been matched with educational resources.

Lesson Learned:

Job matching required a lot of time and attention from staff. It would have been beneficial to have a team member or two dedicated to job matching with a background in Human Resources. There is a portion of people interested in a career within the horticulture sector that does not have a valid driver's license. This is a challenge for the industry as job sites are not often near public transportation.



11. Social Media Analytics

YouTube – Day in the Life Videos

A total of 12 Day in the Life videos have been created to showcase a variety of occupations, career paths and sectors in the British Columbia horticulture industry. The Day in the Life videos were posted to the YouTube channel shared on social media and distributed to industry via Friday Files industry communication e-news blasts, governance committee, BC Agriculture and project partners. The videos were successful, and outreach continued to increase during the project timeline. On YouTube, the video with the most views was the arboriculture video with a total of 12,201 views. Green house crops had the most clicks directed to the website with a total of 1,480 page views.

YouTube Analytics

Date	Subscribers	Video views total	Watch time (Hours)
November 2020	0	19	0.1
December 2020	0	98	1.2
January 2021	3	206	2.7
February 2021	6	385	5.3
March 2021	6	174	2.5
April 2021	6	286	3.9
May 2021	7	293	4.2
June 2021	10	1085	13.2
July 2021	17	1,257	13.5
August 2021	24	940	9.6
September 2021	27	627	6.7
October 2021	31	1302	14.7
November 2021	41	2,120	19.5
December 2021	43	1,531	15.3
January 2022	55	2,544	24.9
February 2022	63	2,112	19.9



Viewer age	Views		
	Female	Male	User-specified
Total	2.5%	97.5%	0%
13-17 years	—	—	—
18-24 years	—	—	—
25-34 years	2.5%	75.6%	—
35-44 years	—	21.9%	—
45-54 years	—	—	—

The Grow Your Future YouTube audience overview can be seen above. Majority of viewers are male and between the ages of 25-34 years old. This overview determines that we reached the target audience of youth through the YouTube channel.

Video	Views	Watch time (hours)	Average view duration	Impressions	Impressions click-through rate
Total	15,156	158.9	0:37	165,145	5.4%
Discover a Career in Arboriculture!	13,670 90.2%	138.9 87.4%	0:36	160,109	5.4%
Discover a Career in Landscaping!	387 2.6%	4.8 3.0%	0:44	1,248	6.6%
Discover a Career in Turf or Golf!	291 1.9%	4.1 2.6%	0:50	514	6.4%
Discover a Career Growing Veggies!	208 1.4%	2.9 1.9%	0:50	406	10.8%
Discover a Career Growing Plants!	172 1.1%	2.2 1.4%	0:46	368	7.9%
Discover a Career in Viticulture	153 1.0%	1.6 1.0%	0:38	1,008	6.4%
Discover a Career Growing Flowers!	106 0.7%	1.5 0.9%	0:49	522	7.3%
Branch out and see the possibilities!	47 0.3%	1.5 1.0%	1:57	290	4.8%
Discover a Career at a Garden Centre!	44 0.3%	0.4 0.3%	0:36	189	7.9%
Discover a Career in Landscape Construction	42 0.3%	0.5 0.3%	0:41	112	5.4%
Discover a Career in Food Production	35 0.2%	0.3 0.2%	0:35	285	7.0%
Get Ready To Grow Your Future!	1 0.0%	0.0 0.0%	0:47	94	1.1%

The table above displays a breakdown of analytics per video. As seen here, the arboriculture video expressed the most interest.



The Grow Your Future pilot YouTube goals were identified as:

Goals (November – April)

- **Reach 50 subscribers by April 2021**
 - On April 30, 2021, there were 6 subscribers to the Grow Your Future BC YouTube Channel.
 - On July 16, 2021, there were 20 subscribers.
 - On September 30, 2021, there were 27 subscribers.
- **Post 1 video a month**
 - Due to the seasonality of the industry 2 videos (Landscape and Greenhouse Vegetables) posted in November because December traditionally is a quiet time for the industry and sectors.
 - 2 videos (Nursery Production and Arboriculture) posted in January; this was a tactical decision to introduce the diversity of the industry to the public
 - No filming in February because of the weather conditions
- **Increase views and watch times**
 - Views and watch time increased steadily over the course of the project.

Project Extension Goals (April – October)

- **Increase Website Traffic**
 - Increase referral traffic from 5 (January – March) to 15 in October 2020
 - **Complete:** A total of 39 website visitors were referred from YouTube from March to October.
- **Increase Engagement**
 - Increase total video views by 100 each month for a total video view count of 1,085 by October 2021
 - **Complete:** View count in October 2021 reached 1,302
 - Increase total watch time by 2 hours every month for a total watch time of 19.3 hours by October 2021
 - **Incomplete.** Watch time in October was 14.7 hours.



For the purpose of this project the horticulture industry identified the following sectors as but not limited to nurseries, floriculture, greenhouse crops, berries and fruit, tree fruits, viticulture, arboriculture, landscape and landscape construction and turf. The Day in the Life videos completed during this project are listed below:

- Landscape
- Greenhouse vegetable
- Nursery
- Arboriculture
- Golf
- Floriculture
- Viticulture
- Vegetable crops
- Retail Garden Centre
- Landscape Construction

The day in the life videos showcase the diversity of the industry and highlight a variety of the jobs and opportunities. The videos continue to be a successful means of communicating a variety of skill and competence as well as diversity of the industry. Highlights from the videos that show the variety of jobs opportunities, careers and tasks are identified as:

Landscape: mowing, racking, landscape maintenance, plant health, pest management (disease control – science based), a combination of indoor and outdoor work, operation of equipment – shovels, lawn mowers, trucks, pruning equipment et cetera.

Greenhouse vegetable: operations supervisor, grow vegetables, prune, harvest, sort, package and distribute vegetables, manage teams, irrigation and light operation of equipment – conveyor belts for example.

Nursery production: perennial grower, office – filing, orders, invoice, documentation, team support, water, pest management, disease control, soil, variety of work both inside and outside of the greenhouse.

Arboriculture: arborist, climbing trees, work outside, trim, prune and remove branches, critical thinking and problem solving, operation of equipment – chainsaw, chipper et cetera.

Golf: associate superintendent oversees the staff, scheduling, delegating tasks and activities, team environment, working outdoors oversees the care and maintenance of the turf, ornamental plants, shrubs, trees and wetlands on the facility grounds.



Viticulture: vineyard manager, work with and supervise a variety of individuals, working outdoors, exciting to participate in pruning, harvest of grapes; the seasonality of change of seasons can be a challenge, every year is different.

Vegetable Crop Production: Crop manager, producing millions of servings of food, farming, food production, agriculture, working outdoors.

Garden Centre: Supply manager, helping guests, teaching the public about nature, maintenance work, managing the store, creating video content or publishing marketing materials, interacting with the public.

Landscape Construction: Foreman, physical job, creative tasks, utilizing blueprints, hard surface, garden, installation of walkways, play structures, setting up cranes.

The Grow Your Future YouTube channel was created to house the 'Day in the Life' videos. Additionally, the videos were placed on the Grow Your Future website and short clips (less than 30 seconds) have been posted to Facebook, LinkedIn and Instagram.

The participants in the Grow Your Future videos were provided with questions (Appendix 7), rather than a script, to offer a casual, comfortable introduction to the industry.

Facebook

Facebook is a free social networking Web platform used to communicate information, graphics and communicate with friends, colleagues, and the public. Facebook can also be used as a business communication-advertising tool. A public Facebook page and Facebook advertising were both used to communicate with the target audience. The demographic that uses Facebook is all ages and the number of seniors accessing and using Facebook continues to increase.

Facebook saw the most results compared to the other social media channels that were used to promote Grow Your Future. This was largely because of the advertisements that ran during the duration of the project. 51% of Grow Your Future Facebook followers are female. Of 370 followers, the age group 25-44 is dominant.

Facebook is the only social media platform that allows users the option to like and or follow business pages. "When someone likes a Page, they're showing support for the Page and that they want to see content from it. The Page will show up as being liked in the 'About' section of that person's profile. When someone follows a Page, it means they may receive updates about the Page in their News Feed." (<https://www.facebook.com/help/171378103323792>)

With all 31 ads, Grow Your Future was able to reach 987,663 people. Of that reach, 73,259 people clicked the link to the Grow Your Future website and 44,543 people clicked the link and stayed on the landing page.



Month	Reach	Engagement	Followers	Link Clicks
November 2020	0	0	0	0
December 2020	56	7	5	0
January 2021	44,826*	5,280*	24	3,927*
February	286,276*	45,914*	147	8,927*
March	245,257*	30,691*	225	15,822*
April	102,334*	14,455*	238	6,830*
May	499,660*	42,612*	273	8,657*
June	14,941*	6,188*	287	496*
July	73792*	3523*	304	2,224*
August	152,274*	5,555*	327	2978*
September	359	100	331	0
October	150,969*	9377	344	4,039*
November	170	3	348	0
December	52,006*	48	350	1,766*
January 2022	90,607*	94	369	4,808*
February	4,270*	1,374*	370	368*

*Includes paid reach

Project Extension Goals (April – October)

1. Increase Brand Awareness

- Increase followers from 223 to 500 by October 2021
 - **Incomplete:** 344 followers as of October 31, 2021
- Increase likes from 141 to 300 by October 2021
 - **Incomplete:** 213 likes as of October 31, 2021
- Increase post reach from 249,783* in March to 300,000* by October 2021
 - **Complete:** Post reach at 475,685 by October 31, 2021

2. Increase Website Traffic

- Increase referral traffic from 26,065* (January – March) to 50,000 (April – October)
 - **Incomplete:** Referral traffic was at 12,980 from April 1 – October 31, 2021
- Increase landing page views* from 40,980 (January – March) to 80,000 (April – October)
 - **Incomplete:** Landing page views at 12,327 from April 1 – October 31, 2021

3. Increase Engagement

- Increase post engagement from 32,462* in March to 50,000 in October
 - a. **Complete:** Post engagement reached 81,710 in October.

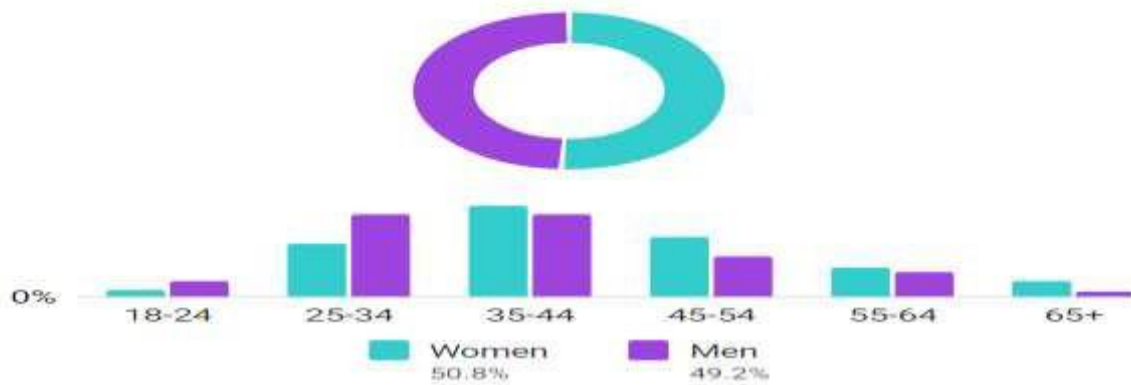


Grow Your Future Facebook Page Key Demographics

Facebook Page Likes ⓘ

232

Age & Gender ⓘ



Top Cities





Recommendations:

- Share social media cheat sheet (how to like, comment, share, tag) with Governance Committee, industry associations and BCLNA membership
- Post 4-7 times a week
- Use creator studio to schedule posts
- Post a photo or video with every status update
- Mix of created (Content directly created by the Grow Your Future team), curated (Content from reputable sources that can be shared) and earned content (Content from target audience such as referrals, reviews and anything else that comes from outside the industry)
- Review and track metrics and analytics monthly

Content

- Share Day in the Life videos
- Share on-boarding guides
- Share information regarding virtual career fair
- Promote Grow your future website
- Link or tag Government of Canada's "Step up to the Plate", and BC Government's "BC Farm, Fish and Food Job Connector
- Share the stories of the person in the day in the life videos
- Promote job opportunities in the BC horticulture industry
- Review and track metrics and analytics monthly

Grow Your Future was active on Facebook posting a variety of graphics and messages directed to the target audience. Samples of the graphics and messages are listed in Appendix 4. The project pilot communicated both organic and paid advertisements to promote and raise awareness of the British Columbia horticulture industry and sectors.

We can prove that our target audience; youth, and women have been reached through Facebook by evaluating the above graphics pulled from the Grow Your Future Facebook page. It can be assumed that Indigenous peoples and job seekers in general who access Facebook saw the combination of Grow Your Future paid and organic posts given the percentage of users on Facebook. However, there is no measurable way to track those demographics on Facebook.

Ads on Facebook began to run in January 2020 and each ad reflected different horticulture industry sectors or messages. Two A/B tests ran during two separate campaigns. The first A/B test compared the results of the landscape video ads, and the second A/B test compared the results of the nursery video ads.



The winning campaign of the landscape A/B test was campaign #1 that hosted the full-length landscape video. It also had four variable primary messages. The winning campaign of the Nursery A/B test was campaign #4. It also displayed the full-length video and four variable primary messages.

Challenges and Lessons Learned with Facebook

The Facebook algorithm is challenging to reach new followers. The best way to reach new followers on Facebook is by having other people and pages share posts. Ads can help to grow followers as they may share the post to other individuals, groups of businesses. We often do not gain followers from 'ad' interaction. Ads do influence the number of people who visit websites. A tactic that has been discussed with industry stakeholders relates to messaging. Industry believes if we create a message that states clearly; 'do you know someone who might be interested in a job in BC horticulture?', there may be an increase in outreach. As of October 31, 2021, Facebook has referred a total of 40,972 people to the Grow Your Future website.

Videos perform the best on Facebook; they tend to receive the most interactions. The day in the life videos have been a great way to introduce the Grow Your Future project and more specifically the diversity of the industry sectors.



Instagram

Instagram is a free social media platform for sharing photos and videos. This platform is a popular way to connect with brands. Instagram is owned by Meta. The same owners as Facebook. Because of this, Facebook and Instagram share the same advertising platform. All ads that have been created and ran on Facebook to promote Grow Your Future have also run-on Instagram.

The first Grow Your Future post was published on Instagram in November 2020. A total of 182 posts have been published up to and including February 28, 2022. Posts are published three times a week; Monday, Wednesday and Friday. The topic of each post varies from and is unique to the BC horticulture industry sectors. As of February 28, 2022, Instagram has referred a total of 601 people to the website.

Instagram content is made up of a variety of media including.

- Day in the Life videos.
- Graphics with a call to action to visit the website.
- Virtual career fair engagement linked to the Instagram story.
- Grow your future website link.
- Short clips and statements from the subject taken from day in the life videos; and Jobs in the horticulture sector.

Date	Reach	Engagement (Content Interactions)	Followers
November 2020	0	0	0
December 2020	509	100	60
January 2021	660	110	106
February 2021	25,212	107	220
March 2021	16,742	110	262
April 2021	10,107	120	279
May 2021	43,629	82	308
June 2021	4,628	57	318
July 2021	3,479	122	340
August 2021	4,408	76	342
September 2021	170	31	347
October 2021	4,032	55	362
November	112	4	359
December	3,113	6	375
January 2022	4,196	4	385
February	756	0	396



Project Extension Goals (April – October)

- **Increase Brand Awareness**
 - Reach 700 followers by September 2021
 - **Incomplete:** 347 followers by September 30, 2021
 - Increase account reach from 31,099 accounts in March to 40,000 in October
 - **Complete:** A total of 112,916 accounts were reached by October 31, 2021
- **Increase Website Traffic**
 - Increase website taps from 33 in March to 60 in October
 - **Complete:** Reached a total of 117 website taps
 - Increase referred traffic from 305 (January – March) to 600 in October
 - **Incomplete:** Total of 551 referred traffic
- **Increase Engagement**
 - Increase content interactions from 131 in March to 250 in October

Content interactions were at 55 in October

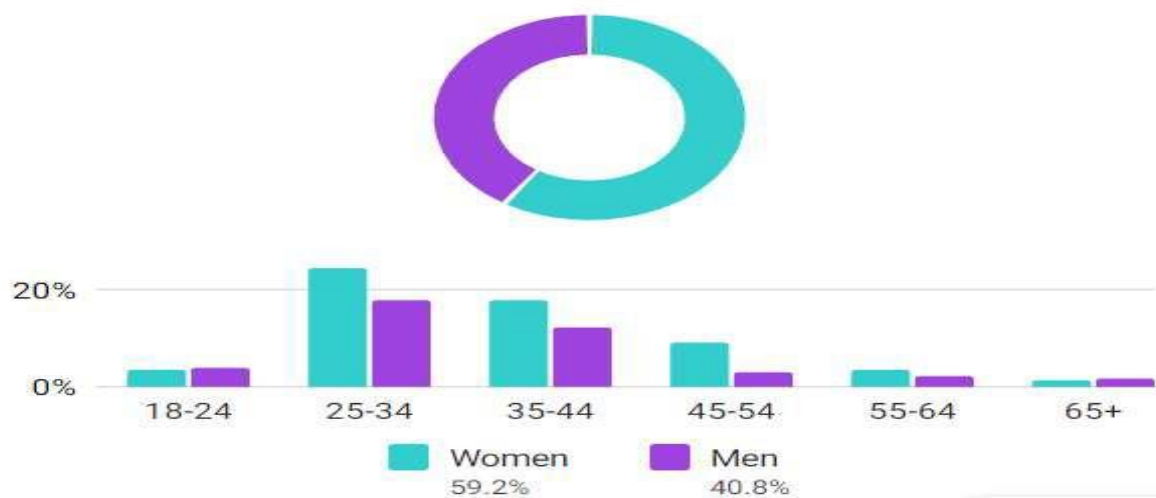
Grow Your Future Instagram Page Key Demographics

Given the data displayed below, we can confirm that the target audience of youth and women have been met. There is no way to track Indigenous peoples and job seekers on social media. It is assumed by the total amount of reach on social media that we did connect with both of those target groups.

Instagram Followers ⓘ

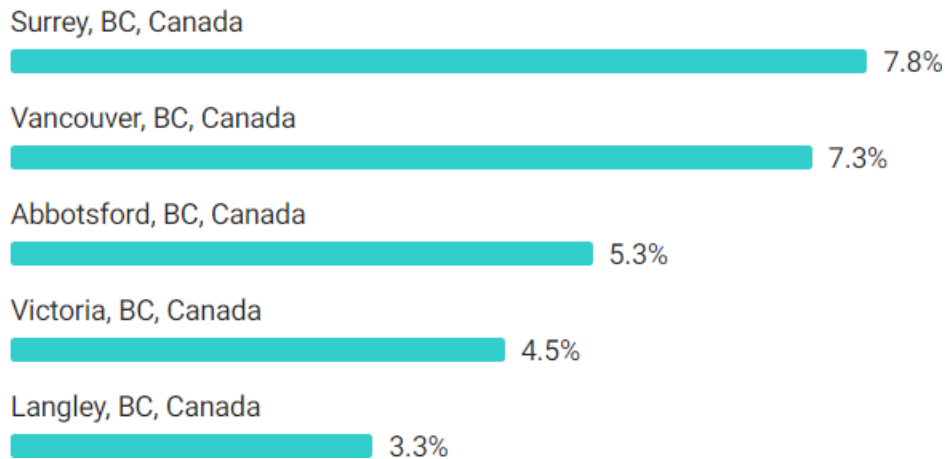
397

Age & Gender ⓘ





Top Cities



The recommendations to increase interaction and engagement via Instagram include the following:

- Tag industry associations.
- Post at minimum 4 times a week.
- Post day in the life videos.
- Comment and follow other posts.
- Track and respond to comments made.
- Review and track metrics and analytics monthly.
- Only post on times when followers are noted to be most active.
- Schedule posts in advance on Creator studio.
- Ask fun questions in captions.
- Content should reflect brand; and
- Identify and use common hashtags such as: #BC #Career #Growth #Future #Jobsearch #Canada #Horticulture.

Challenges and Lessons Learned with Instagram

Instagram is the second highest performing social media platform. Through Instagram Grow Your Future has connected to the target audience and other BC horticulture industry associations. All of the posts are relevant to Grow Your Future; awareness of the industry, job opportunities and career paths with links to resources, information and education for the target audience to explore the potential of building a career in the industry.



With Instagram, there is no feature to add links into captions; this makes it difficult to encourage the target audience to discover the Grow Your Future website. The website link is currently in the bio; on some captions there is a call to action to click the link in the bio to learn more. In the future, using a platform such as Later* which allows for you to create a webpage where each post has an associated link might be something of value.

*Later is a platform designed for social media scheduling; Hootsuite is the platform that is currently being used to schedule Grow Your Future social media. Later has a feature that is unique called Link in Bio. That feature allows for links to be associated with each post made on Instagram. Essentially, a link is placed into the biography of the Instagram profile, that link leads the follower to a landing page where they can click on any of the pictures from the Instagram account that have an associated link to it.



Twitter

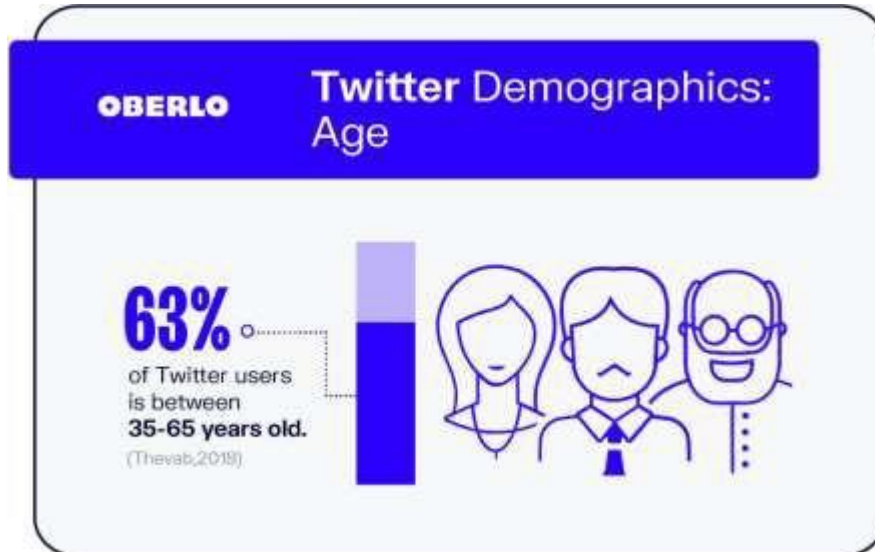
Twitter is another form of online news and social networking. People communicate in short messages up to 140 characters called tweets. Twitter is a great way to communicate events, announcements or activities of interest to the public. The other benefit of twitter is that you can gain traction and followers in time (live in the moment) activities related to business for example: trade show events, networking business to business functions, award or gala fundraising activities, and the launch of a new product or service.

The first post on the Grow Your Future Twitter page was on November 23, 2020. A total of 188 tweets have been published up to and including February 28, 2022. Previously, there have not been any ads on Twitter. Therefore, all engagement is organic.

Unfortunately, unlike Facebook and Instagram, Twitter has limited analytics and does not supply information such as ages, and locations of followers.

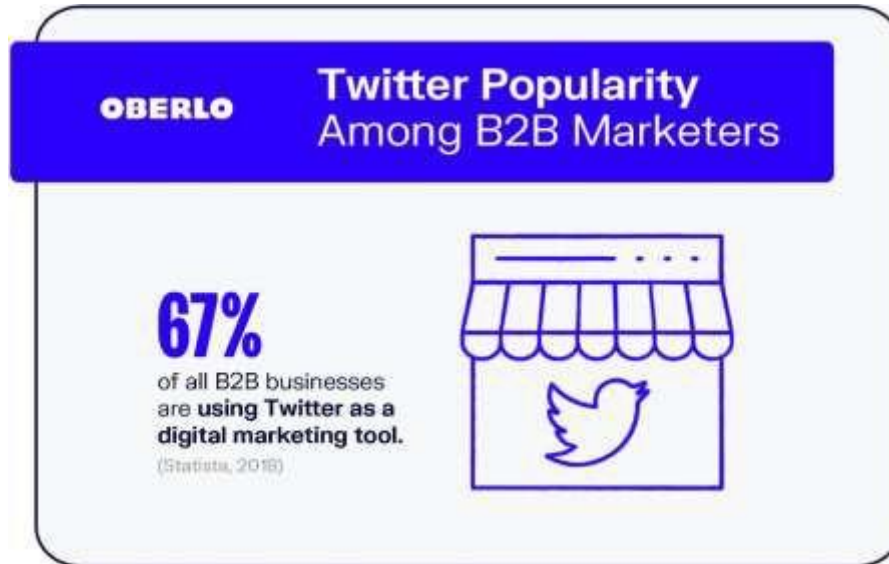
Date	Impressions	Profile visits	Followers
November 2020	169	35	0
December	474	62	2
January	4,527	133	14
February	4986	108	20
March	1028	223	22
April	960	339	28
May	866	56	30
June	611	78	29
July	750	49	33
August	597	43	35
September	376	47	35
October 2021	284	7	35
November	100	10	36
December	5	5	38
January	49	73	37
February	25	15	37

Twitter Overall Age Demographics



(Accessed July 26, 2021, [10 Twitter Statistics Every Marketer Should Know in 2021 \[Infographic\] \(oberlo.co.uk\)](#))

Twitter Overall Business-to-Business Marketing



(Accessed July 26, 2021, [10 Twitter Statistics Every Marketer Should Know in 2021 \[Infographic\] \(oberlo.co.uk\)](#))

Project Extension Goals (April – October)

- **Increase Engagement**
 - Increase Engagement rate from 0.6% to 0.8% by October 2021
 - **Complete:** The overall average engagement rate is 0.8% as of October 31. This includes all clicks (Hashtags, links, avatar, username, tweet expansion), retweets, replies, follows and likes.
- **Increase Brand Awareness**
 - Be mentioned by three industry associations by October 2021
 - **Complete:** Received 3 mentions in February 2021, 3 in June 2021, 1 in August
 - Increase tweet impressions from 783 in March 2021 to 1000 by October 2021
 - **Complete:** Total tweet impressions is 17,393. This includes all mentions, shares, post reach and impressions.
- **Increase Website Traffic**
 - Increase referred traffic from 5 people in March 2021 to 20 people by October 2021
 - **Complete:** Website traffic increased to 13 people.
 - Increase link clicks from 0 in March 2021 to 15 in October 2021
 - **Incomplete:** Link clicks increased to 1



Twitter engagement rates are tracked differently than Instagram and Facebook. For starters, Twitter reports engagement rate in their analytics sections, unlike Instagram and Facebook where calculations are required. Twitter also does not include follower counts into the equation: instead, it uses impressions and engagement to calculate the overall rate.

November 2020 = 0.6%	May 1.4%
December = 0.2%	June 1.3%
January = 0.2%	July 1.9%
February = 2.7%	August 2.1%
March = 0.2%	September 0.3%
April = 1.1%	October 2021 0%

Engagement rates on Twitter are typically low. The [average medium rate](#) on Twitter is 0.045%. Grow Your Future is above the medium average. Ideally, a more consistent engagement rate would be better.

The recommendations to increase interaction and engagement via Twitter include the following:

- Post 3 times a week
- Posts were shared Monday, Wednesday and Thursday each week
- Share industry news and relevant information
- Stay current and up to date with what industry posts and shares
- Identify a twitter call to action to visit the Grow Your Future website
- Utilize hashtags and keywords to expand twitter outreach

Twitter content consists of a variety of messages, graphics and videos:

- Day in the life videos.
- Statements about the nature of the work.
- Engagement at virtual career fairs.
 - Current live event documentation, chat room conversations, learning lounge.
- Grow your Future website
- Link or tag Government of Canada's "Step up to the Plate", and BC Government's "BC Farm, Fish and Food Job Connector.
- Share the stories of the person in the 'Day in the Life' videos; and
- Highlight job opportunities in the BC horticulture industry.



Challenges and Lessons Learned

A challenge with Twitter is the target audience does not use this platform as frequently as Facebook and Instagram. Twitter is a platform used by industry and is an important tool in communicating details related to work, special events and training. Industry also uses Twitter to promote the business and their

operations. Job seekers do not commonly use the platform. Twitter is a great platform to stay up to date on industry news and to connect with other industry associations.


Links to the YouTube videos and posts related to and linking events or activities such as the virtual career fairs for example did perform best on twitter.

Sep 2021 • 30 days

TWEET HIGHLIGHTS

Top Tweet earned 44 impressions


A diploma or degree in turfgrass management is the best way to become a golf course superintendent. Typical roles and responsibilities include working outdoors, landscaping, fertilizer application, irrigation, human resource management, project management and administration.
pic.twitter.com/YUdIVF0RoI



[View Tweet activity](#) [View all Tweet activity](#)

Top media Tweet earned 19 impressions

As many farmers reach retirement we need younger generations to step up and learn the craftsmanship of the trade.
pic.twitter.com/AGwQGidEat



[View Tweet activity](#) [View all Tweet activity](#)



Other Communication Resources: Billboards, Bus Shelters & Info Graphic

The billboard ads and bus shelters are being used to connect using a media that is outdoors, and a direct contrast to social media. The graphic messages were several variations on a theme as per below:

Billboards samples:





The billboards were strategically located through southern BC.

Locations:

- Vancouver Island
- South Coast
- Fraser Valley
- Okanagan
- Kootenay
- Caribou

Time:

- June (2-4 weeks)
- July (2-4 weeks)
- August (2-4 weeks)
- September (2-4 weeks)

Subjects:

- Berries and Fruit
- Tree fruit and Orchard
- Veggie Crop
- Viticulture

Bus Shelters



Where billboards are not suitable, bus shelters have been used to promote the message.

Pattison pervades the billboard and bus shelter proof of performance reports. Appendix 12 hosts the summarized total plays and circulation.



(It should be noted that the acknowledgement of MAEST and other contributions are placed under the graphic.)



Panel Number

CK90018A

Location Description

Highway 1 290m E/O Lickman Rd SS FW

Design Name

VANSB17958 - BC Landscape and Nursery Association_Get Hired Today-2 Women_turnip beans peppers_640x180_F

First Air Date

8/2/2021



Panel Number

VAD68005

Location Description

No 3 Road 150ft N/O Lansdowne Road ES F/S

Design Name

VANSL2054 - BC LANDSCAPE & NURSERY_Get Hired Today-GrowYourFuture.ca_1080x1920_E

First Air Date

8/2/2021



Panel Number

VAD68079

Location Description

No 3 Road 75ft S/O Westminster Hwy WS F/N

Design Name

VANSL2054 - BC LANDSCAPE & NURSERY_Get Hired Today-GrowYourFuture.ca_1080x1920_E

First Air Date

8/2/2021



Grow Your Future – Summer Employment infographic

The GYF/AITC infographic will be targeting parents of secondary school youth related to seasonal summer job employment opportunities, as well as the target audience.

The goals were to:

- Inform parents about the benefits a seasonal summer job within the horticulture sector can have for their child.
- Inspire parents to encourage their children to go to <https://thinkag.ca/en-ca/> and <https://growyourfuture.ca/> to learn more about careers within horticulture and agriculture.
- To introduce both horticulture and agriculture as a viable and fulfilling career to the target group.
- Direct link - <https://bclna.com/grow-your-future/wp-content/uploads/sites/9/2021/06/Grow-Your-Future-infographic-Final.pdf>
- Posted to website - <https://growyourfuture.ca/hr-resource/summer-employment/?color=yellow>

Since posting, **43 people** have clicked the link directly from the Grow Your Future website.

The infographic was provided in a PDF file for educators and agencies to use and post where appropriate, as per below. The PDF of the infographic was also distributed via social media and email.

1. Agriculture in the Classroom BC and Agriculture in the Classroom Canada
2. South Fraser Transition Advisory Committee – this is a group of secondary school counselors and community members that meet regularly to discuss and determine solutions related to high school student job placements and employment.
3. Mission-Possible – an Indigenous Persons employment program based in Vancouver BC
4. DIVERSEcity: a social services agency supporting recent immigrants and new Canadians.
5. PICS: a social services agency providing counseling services as well as training potential recruits in a horticulture program
6. WorkBC offices.



Website

The Grow Your Future (GYF) website was created to track engagement through social media and website analytics. The website design was determined by the governance committee to be the best option to raise awareness of the BC horticulture industry. The information on the website illustrates through graphics and content the diversity of the sectors and invites the target audience and job seekers to explore the industry through various tabs.

The Grow Your Future website tab titles are listed below:

- Home page – the home page includes a snapshot of each section of the Grow Your Future website.
- About Us – the about us introduces the GYF mission and values as well as the team members.
- Sectors – the sector page contains the BC horticulture sector information. There are nine sectors listed on the page; it will include a YouTube video for each sector and other content specific to the sector.
- Interactive Map – the interactive map shows the Province of British Columbia and highlights the seasonality of the industry and the peak periods (busy time) for the sectors.
- News – the news section includes current events and important news happening relevant to the BC horticulture industry.
- Events – the events section includes for example career fairs, or industry related public events and activities.
- Resources – the resources section includes affiliate links, important documents such as the onboarding guide and any other information that may be of use to industry employers and prospective new recruits; and
- Contact page – the 'contact us' page is a form that can be filled out by visitors to the website to request more information about the British Columbia horticulture industry and GYF job match.

The brand for Grow Your Future is strategic and designed to communicate a clear and consistent look for all project materials. The website is clear, concise, up to date, influenced by the horticulture industry subject matter experts for the horticulture industry. This tactic identified by the governance committee was an easy way for the target audience and job seeker to learn about the industry and explore the different sectors to find jobs through a job match system.

The value of having a brand creates brand recognition for the British Columbia horticulture industry. The website introduces the BC horticulture workforce strategic vision and value statements. This is important to the industry as it sets the tone for individuals visiting the site to see and learn more about the professionalism within the industry.

There were debates about whether or not a website was a feasible endeavor; it was deemed critical for the British Columbia horticulture industry to have their own website. The target audience and job seeker will see multiple touch points including ads, social media posts, videos and resources on the website.



We can see the overall use of our website, based on city usage in our Website City Overview Chart.

City	Users	% Users
1. Surrey	11,447	23.68%
2. Vancouver	4,493	9.29%
3. (not set)	3,077	6.37%
4. Abbotsford	2,649	5.48%
5. Kelowna	1,729	3.58%
6. Burnaby	1,613	3.34%
7. Richmond	1,179	2.44%
8. Langley Township	1,126	2.33%
9. Chilliwack	1,086	2.25%
10. Nanaimo	977	2.02%

This is step one 'call to action' inviting the public to the website to raise awareness of the diversity and learn more about the horticulture industry through the website.

Research has suggested it takes a minimum of five touch points before an individual will likely become familiar with a brand. The call to action is step one followed by:

- Step two – a consistent presentation, audiences are more likely to make a connection to the brand.
- Step three – Grow Your Future will humanize the project by generating opportunities to make a connection.
- Step four – the brand and website support the project purpose to raise British Columbians' awareness of job opportunities and career paths in horticulture; and
- Step five – build trust for the target audience to explore the website, learn more and discover the potential of opportunities to build a career within the industry.

The Grow Your Future website link is: <https://growyourfuture.ca/>



Website Challenges and Lessons Learned

Challenges related to the website include the timeline of the design and the actual creation (building) of the website; it took longer than anticipated. It was also important and critical to avoid duplication of other or current newly created agriculture/horticulture workforce websites, for example the BC Farm, Food and Fish Job Connector. When the website started to unfold, there were similarities in the design which introduced a different concept to stay clear of listing job opportunities and linking positions.

Another challenge is the simple fact that many of the industry associations and businesses have their own website (and in some cases social media). There was a fear that another website might not truly represent the needs of the industry or the sectors.

The decision to create the website brought together the BC horticulture industry. There was extensive conversation and dialogue about the value and how Grow Your Future BC can change the perception and raise awareness of the industry. The other aspect that appealed to the industry was the potential reach of a BC horticulture website. It offered a new way of communication and promotion that had not been tested previously. A challenge of social media and a website relates to the logistics of time and management as well as oversight of the media and website. It is critical that information, details and resources are current, updated and adds value to both the target audience and industry.

The design of the website introduces a more holistic approach for the industry; it connects the vision and values statements identified with the BC horticulture workforce strategic plan. Additionally, the website also streamlines the sectors and identifies them individually with highlights specific to the nature of the work, what to expect and is a place to showcase the day in the life videos.

Each of the sectors within horticulture have their own place on the website to promote the industry sector and speak to the diversity and unique needs and requirements related to job opportunities and career paths. The individual sectors space on the website requires additional and ongoing maintenance to ensure they are accurate and up to date. The heat map also requires constant updating and IT support.



Industry stakeholders made a list of the benefits of an interactive multi-media campaign and website; they are identified to:

- Increase the awareness of the BC horticulture industry.
- Identify various job opportunities within the horticulture industry.
- Identify career descriptions linked to various sectors within horticulture.
- Host social media resources.
- Educate the target audience of the industry; with a call to action to work in the industry.
- Showcase the professionalism of the industry.
- Link sectors with specific descriptions of work and opportunities for the target audience to understand the various job choices.
- Promote the industry in a new and innovative way.
- Include employer and employee resources related to on-boarding; and
- Offer a one stop Grow Your Future BC website for the target audience to find a connection to current information.

Month	Sessions	Page views	Duration
March 2021	13,662	18,340	19s
April	1,162	2,256	1m 24s
May	7,434	9,984	23s
June	1,238	2,255	46s
July	2,237	3,400	44s
Aug	2,653	3,721	25s
Sept	535	1,528	35s
Oct	2,533	3,155	19s
Nov	137	268	1m 1s
Dec	892	1,462	38s
January 2022	2,192	3,574	32s
February	189	374	18s

The above chart reviews important metrics that have been retrieved from Google Analytics. A session is the period time a user is actively engaged with the website. Pageviews is the total number of pages viewed. Repeated views of a single page are counted. Lastly, the duration is the average length of a session.



Acquisition Source	Users
	47,508 % of Total: 100.00% (47,508)
1. m.facebook.com	39,215 (82.95%)
2. (direct)	3,194 (6.76%)
3. l.facebook.com	2,778 (5.88%)
4. google	635 (1.34%)
5. instagram.com	486 (1.03%)
6. facebook.com	390 (0.82%)
7. traffic24.xyz	298 (0.63%)
8. l.instagram.com	89 (0.19%)
9. youtube.com	50 (0.11%)
10. bclna.com	40 (0.08%)

Above is a screenshot from Google Analytics. It displays where users found the link to the Grow Your Future Website. The data was taken from November 1, 2021, to February 6, 2022. This data helps us to determine that Facebook provided the highest results in leading an audience to the website.

Page Title	Pageviews
	80,923 % of Total: 100.00% (80,923)
1. Looking for work in BC horticulture? Grow Your Future BC can help	47,218 (58.35%)
2. Contact Us - Grow Your Future	14,284 (17.65%)
3. (not set)	2,034 (2.51%)
4. Greenhouse Crops - Grow Your Future	1,497 (1.85%)
5. Sectors Archive - Grow Your Future	1,384 (1.71%)
6. About Us - Grow Your Future	1,383 (1.71%)
7. HR Resources Archive - Grow Your Future	1,248 (1.54%)
8. Education & Career Fair 2021 - Grow Your Future	1,105 (1.37%)
9. Arboriculture - Grow Your Future	1,072 (1.32%)
10. Nurseries - Grow Your Future	1,031 (1.27%)

The above graphic displays the top ten most popular pages on the Grow Your Future website. From this graphic we can learn that Greenhouse crops was a subsector that jobseekers expressed the most interest in.



Virtual Career Fairs

One of the best ways to meet and connect with the defined youth target audience is through established secondary and post-secondary career fairs. This past year was unique because the career fair logistics changed from in-person events to virtual because of the pandemic.

The most successful events are coordinated through the Education and Career Fairs (ECF) British Columbia organization. In the past, the horticulture industry has had tremendous success in meeting with and recruiting youth directly from the events to work in the industry. The ECF event facilitates networking and learning opportunities for secondary school students, young adults, and the public looking to transfer their skills to a new industry. New immigrants seeking employment also attend the events looking for information about skills and industry requirements for employment.

In 2019, the coordinated ECF events held throughout the Province of British Columbia had over 11,000 individuals participate. The event locations were held in the following locations:

- Kelowna
- Nanaimo
- Abbotsford
- Surrey
- Vancouver

There was a total of 125 schools and 25 school districts attending at the various locations. Given the success from 2019; specifically, attendance numbers, school representation and engagement; the horticulture industry made the decision to attend the 2020-21 provincial ECF virtual events.

For the 2020-21 school year; ECF split the province into two regions; western and eastern. The Grow Your Future BC project represented by the BCLNA participated in four virtual education and career fairs.

- December 3, 2020, and February 25, 2021, Western region; representing Lower Mainland, Vancouver Island and the Coast; and
- December 8, 2020, and March 2, 2021, Eastern region; representing Fraser Valley, Interior and Northern British Columbia.

The age demographics attending the ECF events was predominantly defined as youth between the ages of 18 -25. The number of youths attending the Grow Your Future career fair booth was small. Representatives from Grow Your Future assembled FAQ to be able to provide appropriate answers in the booth (Appendix 8).

The number of participants at the virtual education career fair was significantly less than the in-person events. The total number attending the virtual events was less than 5,000.

Grow Your Future had a total number of 156 attendees visit the booth. The reasons for attending the virtual career fair were:

- Career Opportunities
- Post-Secondary options
- Networking
- Credit for career portfolio



- The GYF virtual career fair booth was designed to welcome the target audience of youth and general job seekers, age 18 – 55+ to the booth. A banner was created with a promotion message to encourage engagement with visitors to the booth (this was a recommendation by ECF organizers). There were links to the YouTube channel, so visitors were able to watch the videos. All GYF social media accounts were connected to the booth, so visitors had access to links to like, share and comment on posts. A temporary BCLNA-Grow Your Future website was created as the design and creation of the official GYF BC website was delayed. The website offered a high-level overview of the BC horticulture industry, a description of the sectors and a contact page for attendees to reach out for more information specific to job vacancies.

A GYF profile with information specific to the horticulture industry was created for the target audience to have an understanding of the industry and learn about potential job opportunities.

Virtual Career Fair Challenges and Lessons Learned

The ECF events were virtual because of COVID-19 restrictions. This was an opportunity for people anywhere in the province of BC to attend. Grow Your Future BC had a booth at the four events with attendees visiting the site and a chat room to learn more about the BC horticulture industry. Three representatives from BCLNA attended and answered questions and provided verbal information about the diversity of the industry and highlighted different job opportunities in horticulture. As this was the first time ECF hosted virtual career fair, there were challenges and opportunities presented for all participants hosting a booth.

The event challenges relate to the logistics specific to the portal. There was difficulty tracking who and when attendees visited the booth. The Grow Your Future representatives had difficulty responding to questions because of the design (systems) of the platform; and when a response was made it was noticed by the representative attendees that they had left the booth. It did show that the person was still at the booth even though they had checked out. Event activities related to the virtual career fair were in conflict, so the scheduling was adjusted to provide more time for attendees to move from one event or activity to another.

The experiences identified from Grow Your Future BC attending the events is outlined below:

Challenges

- Technical issues arising from the virtual platform (hosted by Easy Virtual Fairs) created more manual work than would be expected to track and identify booth visitors.
- Digital images displayed at virtual booths are small and do not provide an adequate opportunity to post the prize draw offered to students or add descriptions of whom we are or what we do.



- There was no way to confirm if a Grow Your Future BC industry representative had already chatted with a booth attendee. Each representative was in a separate chat platform meeting with attendees. The attendees were able to enter and exit the chat platform without knowledge of whether or not s/he left one chat to enter another.
- The Grow Your Future website was not live at the time of the fairs, and this could have been a deterrent for a booth visitor looking for more information about the BC horticulture industry.
- Many of the attendees were post-secondary students that were required to engage with booth representatives to fulfill curriculum requirements. Students, however, were only required to start a chat with a total of two booths at the fair.

Opportunities

- ECF is working with Easy Virtual Fairs to streamline booth and visitor management.
- ECF is aware of the hesitancy of the students to engage with exhibitors and will be consulting with school boards and staff to increase attendee engagement.
- A new graphic has been developed for display at the booth announcing the prize draw. While small, it should entice attendees to initiate conversation with booth representatives.
- Prepare more resources for attendees to learn more about the BC horticulture industry and job opportunities.
- Attendees spent approximately 1.5 minutes in the booth. While representatives from BCLNA monitored the visitors thoroughly; the representative will need to be quick to initiate a chat before the attendee loses interest and moves on or signs out of the fair altogether.

The BC horticulture industry is not satisfied with the outcome from the ECF events. In fact, the greatest issues related to the events were the design and logistics of the entire platform.



Job Match

The Grow Your Future website has a contact page; connections are being made with the target audience and the BC horticulture industry. To March 2022, 131 individuals have contacted Grow your Future for information about job opportunities. A best practice system has been established to streamline the process and can be found in APPENDIX 9. To assist with the job match function two documents have been created: a Grow Your Future Employer Memo (APPENDIX 10) and a Grow Your Future Perspective Employee Memo (APPENDIX 11) respectively.

Grow Your Future currently accepts resumes from our connections made with Progressive Intercultural Communities Society (PICS), and the Langley School District. PICS has a 24-week Greenhouse Technician Social Innovation training program. Grow Your Future did meet with the first cohort and deliver information specific to job opportunities in the greenhouse sector. The first group of students will complete the course in early April 2021 and Grow Your Future will accept resumes and plan to match graduates into the sector. The second cohort has started their course and Grow Your Future has delivered a presentation and will on completion accept resumes of graduates and plan to match individuals into the sector.

The Langley School District is in continual conversation with Grow Your Future via the South Fraser Transition Advisory Committee (SFTA) group that connects secondary school career counselors to numerous industries to learn about job opportunities and career paths. The BCLNA has in the past participated in the committee meetings; and Grow Your Future is now attending the meetings on a regular basis.

Progressive Intercultural Community Services Greenhouse Technician Training & Education Program

The presentation introduced a high-level overview of the BC horticulture industry, the diversity of the sectors and the potential job opportunities and career paths. The call to action; once the program was completed was to have students contact Grow Your Future to job match students to owner operators of greenhouse facilities. The students have finished their training and will now have the opportunity to meet with owner/operators to determine if there is a job match.



Onboarding for Employers and Employees

An onboarding guide supports the concept of best practices in terms of human resources. This process of onboarding starts to create and establish the relationship between the new employee and employer. Grow Your Future BC created an onboarding guide to introduce a development 'best practices' process for [employers](#) and [new employees](#) within the BC horticulture industry. This guide provides general information for the employer and new employee on the following topics:

- Health and Safety.
- About the Workplace.
- Nature of the Work; and
- Career Paths.

New worker guide: Direct link - <https://indd.adobe.com/view/d8a64750-0c99-4161-8772-f5bae913135c>

Posted to website - <https://growyourfuture.ca/hr-resource/new-worker-on-boarding-guide/?color=green>

Since posting the new worker on-boarding guide on the website on February 4, 2021, **180 people** have viewed it.

Employer Guide: Direct link- <https://indd.adobe.com/view/bd8dccd7-ae9c-4bec-9719-dba52d8fb944>

Posted to website - <https://growyourfuture.ca/hr-resource/employer-on-boarding-guide/?color=orange>

Since posting the employer guide on the website on February 4, 2021, **87 people** have viewed it.

The on-boarding guides were shared on social media and provided to the governance committee. We have not been able to receive feedback from those that have accessed the guide. This is something we will look into further into the future. The guides are a great starting point and have many links to external resources. A lesson learned from the creation of the guides would be to hire a human resource professional to create a more tailor guide with step-by-step instructions on how to on-board new employees. Having steps would be a more direct and useful resource rather than linking external sources. The recorded views were taken from Google analytics. The number is the amount of people that viewed the page on the website that hosted the on-boarding guides. It is unknown how many people have accessed the guides directly from social media or the direct link.

Jacki Hart Seminars

Grow Your Future worked with Jacki Hart to create a multi part seminar for employers. The focus was on recruitment and retention of labour. 30 people registered. 10 per cohort. A feedback survey was sent out to attendees, 6 people responded. Results can be viewed here:

<https://www.surveymonkey.com/results/SM-F5MYFHLQ9/>



12. Strategies to Support Sustainability

To ensure future success core funding will fall within three or potentially five groups as identified below.

Stakeholder	Description	Organization	Financial	In-Kind
Industry	Employers	BCLNA BC Horticulture Industry Associations Education (SME's) Social Service Agency (SME's) BC Agriculture Council CNLA (national) BC Golf Superintendents' Association Ag Safe BC	X	X
Government	Provincial	Ministry of Agriculture Ministry of Education	X	
Government	Federal	Western Economic Diversification Export Development Canada Business Development Canada	X	
Government	Municipal	Economic Development Agencies	X	
Non-government groups	Philanthropic & Ag organization-based contributions	Grants Vancouver Foundation Investment Agriculture Foundation BC	X	
Partnerships	Community groups	Diversity Mosaic Progressive Intercultural Community Services Society	X	X

Potential on-going funding to ensure success and sustainability will fall with two groups.

Stakeholder	Description	Organization	Financial	In-Kind
Industry	Association	BCLNA Membership Service fees Sponsorship Donations BC Greenhouse Association	X	X
Partnerships	Educational institutes	Kwantlen Polytechnic University Fraser Valley University	X	X



The BCLNA has written a joint proposal with a national partner to pilot and secure funding to operationalize Grow Your Future. Industry stakeholders, and association partnerships have provided letters of support. If BCLNA is successful, Grow Your Future will evolve into a service organization. This will enhance the previous work and provide the funds to hire an additional team of professionals to start to operationalize the BC horticulture workforce strategic plan (SLMP project 3).

Implementation

Year 1 - Quarter 1

- Secure ongoing funding
- Establish phase 2 industry leadership team
- Establish Governance Committee structures and appoint Board of Directors
- Recruit and hire staff team
- Support government relations and advocacy of partners (BC Ag Council, WALI, CAHRC, CHC)
- Review, revise and update Grow Your Future website
- Review, revise and update onboarding guides for employer and employee
- Finalize and test job matching function on Grow Your Future website
- Film 2-4 more Day in the Life videos
- Review and revise Grow Your Future brand, marketing and communication strategy

Quarter 2

- Launch and continue marketing and communications for Grow Your Future
- Create BC horticulture industry profiles in partnership with Agriculture in the Classroom BC (AICBC)
- Coordinate community outreach to Indigenous career fairs and service groups
- Develop industry training (HR management best practices, onboarding guide – checklist, orientation, job match function, placement and employees career paths) and services
- Develop workers' training (transferable skills, supervisory/management training, orientation, training checklist, career paths etc.) and services
- Formalize partnership with Langley School District and PICS Greenhouse Technician Production Program, AICBC

Quarter 2 and 3

- Continue developing industry training and workers' training programs
- Launch and continue marketing communication Grow Your Future
- Develop terms of reference and MOU's for working with industry partners
- Develop and pitch sponsorship packages (industry specific)



Quarter 3 and 4

- Launch and continue marketing and communications for Grow Your Future
- Coordinate, launch owner/operator training program
- Internal and external media release to introduce recruitment to BC horticulture industry, job match program
- Coordinate, launch workers' training program
- Implement partnership MOU's
- Research preferred employer certification recognition programs
- Track analytics from Grow Your Future (benchmarks) communication and marketing and job matching

Year 2 Quarter 1

- Continue coordinate of industry training and workers' training programs
- Review, evaluate, revise year 1 marketing and communication strategy
- Adjust and revise marketing and communication strategy
- Review and revise job match functions on Grow Your Future website
- Review community outreach efforts with Indigenous peoples' programs and services (career fairs)
- Continue research of preferred employer certification recognition programs
- Publicize benchmarks, communication and marketing and job matching

Quarter 2

- Continue marketing and communication of Grow Your Future
- Explore creation of BC horticulture employer certification recognition program
- Explore and research potential of BC horticulture industry career fair (in partnership with Ag., in the Classroom, Langley School District, PICS, Indigenous program/service)
- Continue industry training program
- Continue workers' training program
- Continue to support government relations and advocacy of partners (BC Ag Council WALLI, CAHRC, CHC)



Quarter 3

- Continue marketing and communication of Grow Your Future
- Implement and manage coordination of BC horticulture employer certification recognition program
- Continue to implement terms of partnering agreements
- Initiate wages and benefits research review
- Track job match functions on Grow Your Future website (collect both qualitative and quantitative info.)
- Track job match analytics
- Review and revise job match function
- Continue industry training program
- Continue workers' training program
- Determine feasibility of BC horticulture industry career fair

Quarter 4

- Establish small working group; evaluate industry and workers' training program
- Create an analysis of industry and workers' training program
- Continue marketing and communication of Grow Your Future
- Track analytics from marketing and communication of Grow Your Future
- Finalize wages and benefits research report
- Explore and research the potential of a BC horticulture best practices industry study tour



13. Risk Analysis and Mitigation Plan

Industry stakeholders and partnership associations have been involved in extensive leadership and strategic meetings to determine the risk, probability, impact and strategies for mitigation. The risk considerations for the BC horticulture industry to move forward to a sustainable workforce agency to address solutions to labour shortages are identified below. ‘High’ probability indicates that the probability is high that it will succeed.

Risk	Probability	Impact	Strategies to address (mitigation)
The inability to secure ongoing funding	Low	High	<ul style="list-style-type: none"> ● Industry has a vested interest in issues and solutions related to labour ● Investment opportunities available through industry ● Grow Your Future creates opportunities for diverse revenue stream ● Introduction of innovative and creative processes (industry working for industry) ● Create a fiscal budget that is practical and carefully crafted ● Utilize leadership of industry stakeholders, Governance Committee and Board of Directors expertise ● Establish a business case to use as a communication tool to present to funders ● Identify clear operational benchmarks to reference positive outcomes and ROI ● Access diversified funding streams
The ability to establish an industry leadership team (Visionary think-tank small group) related to operations	Low	High	<ul style="list-style-type: none"> ● Industry expertise ● Established relationships and partnerships in place to build and enhance Grow Your Future ● Create operations manual for Grow Your Future
The inability to develop and implement a ‘Preferred Employer’ program to highlight best HR practices.	Medium	High	<ul style="list-style-type: none"> ● Determine scope and intent of program ● Access resources to develop HR program to enhance employers’ HR expertise ● Apply a ‘test’ to show competence and observance of the program.
Hire staff team	High	High	<ul style="list-style-type: none"> ● Determine staff requirements for Grow Your Future ● Conduct job analysis ● Complete recruitment, selection and placement



The inability to establish and develop marketing and communications resources and strategies	Medium	High	<ul style="list-style-type: none"> ● Expertise of staff team to establish and development resources and strategies ● Review and revise marketing and communication strategy ● Consistently market and communicate Grow Your Future brand ● Examine review and revise process for input, review revision
Create terms of reference for Governance Committee and Board of Directors	High	High	<ul style="list-style-type: none"> ● Access sample resources and write industry specific resources for the terms of reference ● Create by-laws & constitution ● Establish orientation training for Governance Committee and Board of Directors ● Formalize roles and responsibilities and introduce Robert’s Rules of Order
Create terms of reference and MOUs for Grow Your Future partnerships (PICS, WALI, BC Ag Council etc.)	High	High	<ul style="list-style-type: none"> ● Access sample resources and write industry specific resources the terms of reference ● Formalize industry relationships and existing partnerships ● Formalize partnership to identify goals, roles and responsibilities
Research and develop industry training program	Medium	High	<ul style="list-style-type: none"> ● Ensure operational infrastructure is in place ● Identify key topics to develop ● Establish small working group of subject matter experts to oversee development ● Identify key milestones to track progress ● Evaluate outcomes of training an impact on recruitment, retention ● Determine ‘best practices’ development process to track change (management style, operational growth) ● Align with preferred employee program ● Funding
Research and develop workers’ training program	Medium	High	<ul style="list-style-type: none"> ● Ensure operational infrastructure is in place ● Identify key milestones to track progress ● Identify key topics to develop ● Establish a small working group of industry SMEs to oversee development ● Evaluate outcomes of training and impact on recruitment and retention (level of satisfaction, promotion, engagement for example) ● Funding
Industry disengagement and low participation by industry	Low – medium	High	<ul style="list-style-type: none"> ● Industry is highly motivated ● Industry has a vest interest



			<ul style="list-style-type: none"> ● Industry is seasonal and impact ability to meet ● Allocation of hours and resources to participate and be informed
Efforts may not result in change in recruitment and retention numbers	Low-Medium	High	<ul style="list-style-type: none"> ● Establish benchmarks ● Track analytics of social media messaging (all inclusive) ● Track job match connections ● Engage industry stakeholders to list job opportunities on website ● Active participation of industry stakeholders (attendance at career fairs, presentations with community organizations) ● Creation of industry owner/operator 'Day in the Life' videos or profiles ● Conduct survey to determine benchmark to determine number of new recruits ● Conduct survey to determine benchmark to determine quality of work experience ● Conduct survey to determine advancement of careers
Inability to establish and strength relationships with BC Agriculture Council, WALI, Ag Safe BC, Canadian Agriculture Human Resources Council, Canadian Horticultural Council et cetera	Low – medium	High	<ul style="list-style-type: none"> ● Build on existing relationship ● Establish clear roles and responsibilities ● Allocate time and resource ● Create a system of communication ● Determine an evaluation measure to identify success ● Enhance relationship through a formal memorandum of understanding
The inability to coordinate a marketing and communication strategy to enhance awareness and perception of the industry	Low	High	<ul style="list-style-type: none"> ● Create a systematic marketing and communication plan ● Identify and define a target audience ● Create messages for industry (align with value statements from SLMP Strategy Development) ● Film 'Day in the Life' videos ● Post messages and graphic on social media ● Create a brand for BC horticulture industry ● Track analytics from social media outreach



The inability of industry to coordinate to establish a 'best practices' preferred employee recognition program	Medium	High	<ul style="list-style-type: none"> ● Conduct research of best practice preferred employee recognition program ● Determine criteria for a preferred employee recognition program ● Determine potential of return of investment to industry owner/operators
Inability to continue marketing and communication strategy; Grow Your Future website, social media	Low-Medium	High	<ul style="list-style-type: none"> ● Design and follow an operations plan/project management process ● Utilize expertise of employees or contractors ● Allocate hours and resources to the plan ● Identify key milestones to track progress ● Disseminate information (progress) to track/troubleshoot challenges to mitigate
Finalize onboarding guides for employers and new employees	Medium-High	High	<ul style="list-style-type: none"> ● Utilize expertise of industry subject matter experts ● Establish small working group to oversee content ● Identify key milestones to track progress ● Partner with industry experts (Ag Safe BC and Work Safe BC for example)
Finalize and maintain job match function on Grow Your Future Website	Medium-High	High	<ul style="list-style-type: none"> ● Expertise of employee or contractor to design and create job match function ● Establish criteria for job match to connect link new recruit to assessment (assessment interest, skills, competence for example) ● Identify key milestones to track progress ● Allocate hours and resources to tasks ● Dissemination of information to track/troubleshoot challenges to mitigate loss of worker interest ● Funding secured for the project
Industry readiness to adapt to new ways of addressing human relations management practices	Medium	High	<ul style="list-style-type: none"> ● Create options to illustrate practical HR information systems, change management, leadership options et cetera ● Design employer training to introduce value of onboarding guide (information about workplace, nature of work and career paths), communication soft skills training ● Establish preferred employee 'best practices' development process for recognition ● Allocate hours and resources to tasks ● Create opportunities for networking education sessions on change Management
			<ul style="list-style-type: none"> ●



<p>Low engagement and participation by industry in adopting HR ‘best practices’ development processes</p>	<p>Medium</p>	<p>High</p>	<ul style="list-style-type: none"> ● Limited resources, human and financial to implement because of diversity (size of organizations) ● Conduct needs assessment ● Create an industry HR best practices resource ● Create good news stories and award HR best practices publicly (social media, print) ● Film day in the life videos to promote best practices
<p>Industry’s ability (willingness) to target, recruit and retain a domestic and diverse workforce</p>	<p>Medium-High</p>	<p>High</p>	<ul style="list-style-type: none"> ● Create and participate in industry training ● Change management retention and recruitment strategies for a diverse workforce specifically women, Indigenous peoples, job seekers
<p>Secondary school districts may be too restrictive in their ability to align for partnerships</p>	<p>Medium</p>	<p>Medium – high</p>	<ul style="list-style-type: none"> ● Build on relationship and partnership ● Engage with South Fraser Transitions Advisory Committee - SFTA (Richmond, Delta, Surrey and Langley) ● Establish system of communication ● Engage with industry stakeholders ● Deliver presentations to SFTA ● Allocate time and resources
<p>The willingness of industry to build partnerships and collaboration with secondary schools and post-secondary institutes</p>	<p>Medium</p>	<p>High</p>	<ul style="list-style-type: none"> ● Build on existing relationship ● Create and develop career awareness materials ● Leverage partners and engagement with AICBC ● Create a system of communication ● Allocate time and resources ● Create material and resources in tandem to avoid duplication ● Access share material and resources specific to raising awareness of BC horticulture industry, job opportunities and career paths



14. Next Steps

The success of the SLMP projects is indicative of the level of engagement of the governance committee, the BC horticulture industry and industry associations, partners and subject matter experts. Collaboration continues as the industry has a vested interest in resolving the workforce gaps identified in previous work. The gaps in fact, prevent the industry from moving forward to thrive; if not addressed with long-term solutions, industry will continue to fail to grow and thrive in their businesses.

The Grow Your Future project supports the BC horticultural industry with their increased recruitment needs. Raising British Columbians' awareness of job opportunities and career paths in horticulture is a first step. A foundation has now been created and the BC horticulture industry is determined to move into a sustainable operation to ensure labour issues are addressed with the solutions to build on awareness, marketing and communication of the industry to lean further into attraction, recruitment and specifically retention.

The BC horticulture industry requires a dynamic and diverse labour pool to work in various capacities, both unskilled and skilled, to ensure the industry moves from survival to growth to build a career and their business in response to consumer demand. The industry is well aware of how current labour shortages have a serious impact on the sector. The growth potential will not be achieved until the issues of attracting and retaining enough well-matched workers are dealt with.

The untapped under-represented demographic segments, such as youth, women, seniors, and members of the Indigenous communities or new immigrants have not been realized within the BC horticulture industry. A target audience of youth, women, Indigenous peoples and job seekers (general population) had been defined at the start of the project. As outreach continues; industry stakeholders want to see a more comprehensive and strategic approach to job seekers in general. This approach will further define who the target audience is. It offers the potential of reaching different demographics, for example:

- Seniors: semi-retired or retired
 - Background in urban planning, construction human resources or technology.
 - Health and wellness, fitness.
 - Interest in food and plants.
 - Interest in climate change, environmental issues.
 - Willingness to learn new skills or provide mentorship to others.
 - Interest in human resource systems and process.
 - Interest in food systems, processes and food security; and
 - Interest in part-time seasonal work.



- New Immigrants/New Canadians: connecting with employers and engagement with other people
 - Interest in BC horticulture.
 - Experience in agriculture, or horticulture.
 - Willingness to learn new skills or provide mentorship to others.
 - Desire to be a part of a team.
 - To work in a diverse industry and build a career
 - To meet new people; and
 - Interest in climate change, environmental issues.

There is an appetite within industry to explore and learn more about working with and supporting persons with disabilities. This target audience may require support and assistive devices (hearing impairment, learning disability – language and communication, mobility issues, for example). The BC horticulture industry must learn more about this target audience to find enough workers.

The governance committee and industry stakeholders agree that there is an opportunity to further define the target audience and strategically create messages and share information via social media and directly to:

- Women's Groups.
- Parks and Recreation.
- Community Social Service Agencies.
 - Supports to new immigrants and new Canadian
 - Supports to persons with disabilities
- Church groups:
- Secondary school counselors.
- First Nations' Employment programs; and post-secondary student services.



15. Recommendations

The workforce shortages for the BC horticulture industry are momentous for all sectors. The gaps include and are not limited to entry level workers, unskilled, team lead, middle management, supervisory and owner operators. This does not address the additional gaps of administrative support that involve bookkeeping, human resources, shipping and receiving, communication, or marketing and communication for example. The issues are similar as well as diverse and require a strategic approach to fill the expansive gaps. The rationale behind not including the above career paths is because BCLNA members have made it clear that the highest priority and the majority of positions unfilled are those that directly relate to working directly in horticulture. The industry supports the following recommendations in response to the achievement, success and lessons learned from the Grow Your Future project.

1. Build awareness and appreciation for the industry: the comprehensive marketing and communication strategy introduced via Grow Your Future BC through social media (multi-media Facebook, Twitter, Instagram, YouTube, and the website) has introduced and raised awareness for British Columbians to identify with the diversity of the BC horticultural industry.

Strategies to continue to build awareness and strengthen the industry ought to be ongoing for industry to capitalize on the potential of introducing the target audience to the industry as willing workers. This will also offer an opportunity for industry to collaborate to build appreciation through best practices to model 'star employer' (preferred employer) status via certification to increase public awareness of the high value industry places on the health and safety of its workers and its environmentally sustainable practices.

Grow Your Future will:

- Continue to build awareness and appreciation for the industry with messages directed to a target audience via social media.
- Create an additional Day in the Life videos to showcase all aspects of the diversity with the BC horticultural industry.
- Create and promote horticulture business 'profiles' via social media and inter-industry communication BC.
- Expand awareness of industry job opportunities for building a career in horticulture.
- Formalize partnerships with community organizations.
- Enhance the Grow Your Future brand
- Build on the initial work developing an interactive map on the website that illustrates hot spots in the Province of British Columbia for the target audience to see locations/regions, jobs, classifications of seasonal, part-time, full-time.
- Create a model to support a star or preferred owner operator program for the BC horticultural industry.



- The Grow Your Future website will have a dedicated space on the sector page for employers to highlight their business and identify the potential career opportunities. This new information is innovative because it will offer an insight into the types of jobs, and link directly to an onboarding package specific to that sector.
2. Improve the quality of the work experience for both employers and employees: to increase the number of new employees into the BC horticultural industry it is critical to provide support and services both to employers and employees. Employers and new employees will benefit from a comprehensive job-matching user-friendly functioning application on the Grow Your Future website. As awareness and outreach expands the value of the job match will be instrumental for industry to connect and place a new employee into a position. This will then progress as the new employee starts to access his or her career path professional development.

Grow Your Future will:

- Provide support and resources via online videos and collaborative groups for employers to embrace change management strategies and tactics to attract, recruit and retain a dynamic domestic workforce.
- Identify short-term 'gigs' (seasonal opportunities) for new employees to work a flexible schedule.
- Build on the onboarding guides for both the employer and new employees as the 'go to' resource for the BC horticultural industry.

The two recommendations identified relate to and are consistent with the achievements and success from the SLMP projects (past and current). The governance committee and industry stakeholders associated with the SLMP projects recognize the value of continuity of effort to ensure gaps are met and filled. This brings industry full circle from the identification and willingness to work together, to determining the evidence (research) to address a comprehensive workforce strategic plan to raising awareness and introducing job opportunities (Post COVID-19) to a targeted audience.



16. Conclusion

In British Columbia we have the opportunity to build, increase, promote and invite a number of under-represented groups (our target audience) into the BC horticultural industry. The agriculture-horticulture sector has and continues to rely heavily on the foreign worker programs. This has and will continue to be one avenue of support for the industry to fill positions albeit on a temporary basis. As the challenge of COVID-19 continues to impact how we work and support growth for the industry, the approach to securing labour will also want to change how we work and support growth for the industry.

The untapped resource of a domestic population is unaware of the industry, the work, the jobs, training and education opportunities and careers. Over the past 14 months the industry has worked together to create a comprehensive communication campaign to introduce the BC horticultural industry to the public. This has included messages and graphics on social media via multimedia (Facebook, Instagram, Twitter and YouTube). Awareness of the industry is on the rise as outreach grows through social media.

A project website has been created to showcase the opportunities for work and rewarding career paths in horticulture in BC. The mission is to inform and invite people to work, learn and build their careers in horticulture. The work has just begun as this post COVID-19 project demonstrates the efforts of the industry to showcase, welcome and introduce a domestic workforce to the dynamic job opportunities in the BC horticulture industry.

The Governance Committee, industry stakeholders and the BCLNA to advance awareness of the BC horticultural industry and show the increased recruitment needs within the sectors have taken an innovative approach. Over the months we have realized success in raising awareness. We have provided information to the public through social media to inform the target audience the need for a local work force within the industry. Using targeted messaging, awareness and lead generation campaigns on Facebook we compiled a list of British Columbians that are interested in finding or learning more about a career in horticulture. Challenges have been addressed and solutions identified to bring the industry together to place new employees within the sectors. The process of recruitment and placement is slow, while the anticipated outcome is high. The Governance Committee, industry stakeholders and BCLNA want to ensure the system of recruitment and placement of new employees into the industry is strategic. The industry has prioritized sustainability; it is important to be realistic. The process to recruit and invite the target audience into the industry has been slower than anticipated. A lesson learned is that a larger team is needed to keep up with constant contact with potential leads. More time needs to be spent working directly with horticulture industry professionals to assist with the creation of communications to showcase more direct information related to specific jobs. In the future, hiring a dedicated team would be beneficial.

The analysis, meetings, conversations of the Governance Committee is moving forward. Challenges are being addressed and solutions are in place to welcome new employees into an industry unfamiliar with the nature of the work, work expectations and career growth potential. Together with strong leadership



from the Governance Committee, industry stakeholders and the BCLNA the target audience will have the opportunity to support industry, take advantage of the job opportunities and build a viable and rewarding career within the landscape and agricultural horticulture sectors.



17. Appendices

APPENDIX 1: Target Audience

	Women	Youth/Young Adults	Indigenous	Job Seekers
Profile	<ul style="list-style-type: none"> Working Age and older 16+ Lives in Canada 	<ul style="list-style-type: none"> Ages 15-30 Male, female, and other Lives in Canada 	<ul style="list-style-type: none"> Working age and older 16+ Male, female, and other Lives in Canada 	<ul style="list-style-type: none"> Working age or older 16+ Male, female, and other Lives in Canada
Best way to reach target audience	<ul style="list-style-type: none"> Social media ads and organic posts Google ads Print ads 	<ul style="list-style-type: none"> Social media ads and organic posts Google ads 	<ul style="list-style-type: none"> Location specific ads (Reserve) Verbal (phone calls) Indigenous Skills and Employment Training (ISET) ACCESS Aboriginal Community Career Employment 	<ul style="list-style-type: none"> Social media ads Job search websites Career fair ads Google ads
What we want them to do	<ul style="list-style-type: none"> Switch careers or start a new career within horticulture Explore the diversity of building a career in the BC Horticulture industry 	<ul style="list-style-type: none"> Work part time in the horticulture industry while pursuing studies at a post-secondary school Build a career in the BC Horticulture industry 	<ul style="list-style-type: none"> Switch careers or start a new career within horticulture Explore the diversity of building a career in the BC Horticulture industry 	<ul style="list-style-type: none"> Discover the many career opportunities within the horticulture sector Apply and retain employment within a horticulture career



Women: A female around the age of 35 who has an interest in changing a career or has recently got laid off of work due to COVID-19. This individual aspires to learn something new and start fresh in a new industry.

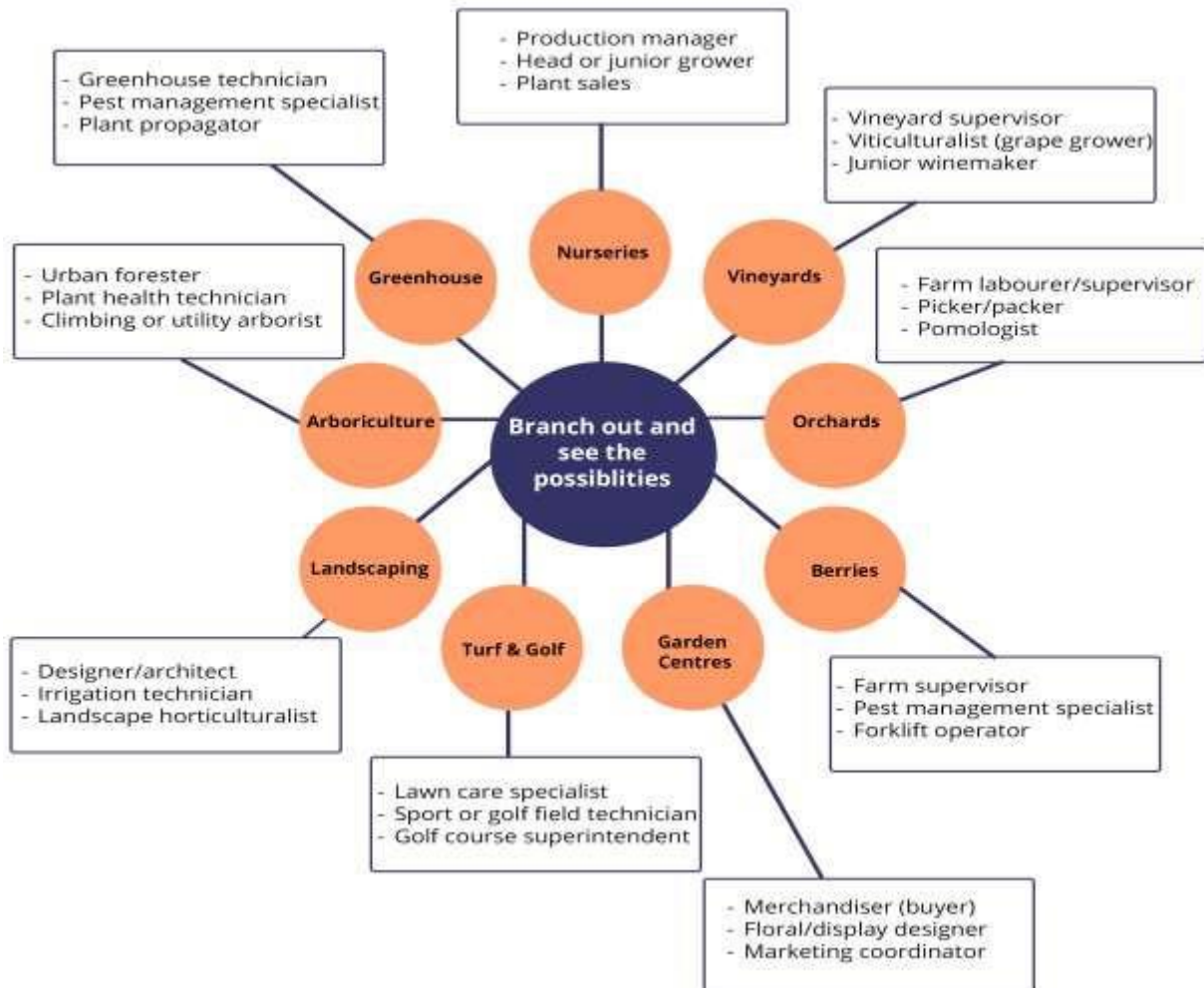
Youth: A female or male around the age of 20 who is either in search of a summer job or part-time position while at post-secondary school. This individual is still in the beginning stages of looking for a lifelong career and is very adaptable.

Indigenous: A male, female or other that is of indigenous Canadian descent. They are around the age of 30 and are looking for a career. They value hard work and want to be involved in a job that is practical and sustainable.

Job Seekers: A male female or other that has been laid off due to Covid-19 or is currently looking for employment. This individual is actively looking for a job that can support their needs.

Appendix 2: Horticulture Career Map

This map is in the employee specific onboarding guide. It was used to give the public an idea about the many career opportunities within horticulture.





Appendix 3: Governance Committee Terms of Reference

This project brings together a diverse project Governance Committee, working in collaboration with the project manager to support the Sector Labour Market Partnerships communication and marketing project.

Background and Context: The BC horticulture sector has been declared an essential service during the COVID-19 pandemic and includes grains, oilseeds, tree fruits, berries, grapes, field and greenhouse vegetables, floriculture, and nurseries, which collectively annually contribute \$1.8 billion (2018) to the BC economy. Due to the constant shortage of domestic labour supply, BC has been relying on temporary foreign workers (TFW's) as a source of labour supply. In 2014, TFW represented 17% of BC's 40,200 agriculture sector workforce.

It is unlikely that the widening labour gap can be closed using TFW's, and, due to COVID-19, horticulture employers are facing additional costs and logistical barriers to accessing TFW's, resulting in a unique opportunity to increase recruitment efforts towards the Canadian workforce. BCLNA is prepared to tackle these challenges and build upon previous SLMP projects, which engaged the horticultural sector in identifying labour market issues (C17LMP024), collected extensive labour market information from the sector (C18LMP013), and developed a BC Horticulture Workforce Strategic Plan (C19LMP016).

This project will directly support industry with its increased recruitment needs due to COVID-19 and will raise British Columbians' awareness of job opportunities and career paths in Horticulture. The resources to be developed will compliment Federal and Provincial government initiatives to address labour shortages in horticulture. They will include a social media campaign with key messaging for target groups (ex: Youth, Women & First Nations), "Day in the life" videos to showcase career paths, a virtual recruitment fair, and online training for new workers on health and safety, and nature of the work.

Purpose: The purpose of the Project is to support the BC horticultural industry with their increased recruitment needs due to COVID-19 and to raise British Columbians' awareness of job opportunities and career paths in horticulture.

Governance Committee Representatives

Dalell Amed	<i>Human Resources Manager, Village Farms Int. (Greenhouse Tomato)</i>
Diego Martinez	<i>Production Manager, Van Belle Nursery</i>
Garrison Duke	<i>Director Employment and Language Programs, DIVERSEcity</i>
Gary Jones	<i>Faculty, School of Horticulture Kwantlen Polytechnic University</i>
Gregory Parson	<i>Business Development Manager –Educational Technology Research & Development (Agri-food, manufacturing, landscape, IT technology, HR)</i>
Hedy Dyck	<i>Chief Operating Officer, BC Landscape and Nursery Association</i>
J. Paul Robertson	<i>Assistant General Manager/Links Superintendent, Victoria Golf Club, Representative - BC Golf Superintendents' Association</i>
Jacob Kerkhoff	<i>Owner, Calais Farm, BC Greenhouse Vegetable Growers' Representative,</i>
Jeff Foley	<i>President & CEO, Para Space Landscaping Inc., Landscape Chair (BCNA) and</i>



Professional Development – HR representative (CNLA)

Ken Denbok	<i>Operations Manager, Rainbow Greenhouses</i>
Len Smit	<i>Production Manager, Kato's Nursery, BCLNA (Chair – Labour Committee), Labour Committee member – BC Agriculture</i>
Lisa Ayton	<i>Program Lead, Industry Training Authority</i>
Victor Kulla	<i>General Manager, Huckleberry Landscape and Design</i>
Wendy Bennett	<i>Executive Director, AgSafe BC</i>

Ex-Officio

Matt Boddy	<i>Senior Program Manager, Sector Labour Market Partnership Ministry Advanced Education and Skills Training</i>
Lindsay Miles-Pickup	<i>Labour Specialist, Ministry of Agriculture</i>
Reg Ens	<i>Executive Director, BC Agriculture Council</i>
Hedy Dyck	<i>Chief Operating Officer, BCLNA</i>
Ann Marie Walsh	<i>Project Manager, Solstice Consulting</i>

Context and Project Description

2025 Vision: To effectively recruit, retain and grow a diverse workforce to produce premium BC-Grown products and quality service.

Industry Values:

- a. Integrity: We as an industry will treat everyone within all organizations and the public as a whole with respect, fairness and honesty.
- b. Collaboration: We as an industry will work together in partnership with our stakeholders to continuously improve the strength of our valued workforce.
- c. Practicality: We as an industry will work hard to develop and apply real hands-on solutions to our labour problems, which will encompass change and lead to long term viability and success for our industry.
- d. Sustainability: We as an industry will shape our future through a long-term investment in a best practice philosophy, and capacity building for our workforce to thrive.
- e. Adaptability: We as an industry will identify and be proactive to changes in circumstances that influence our human resource requirements.

2. Project Governance Committee General Purpose

The Governance Committee is to provide project governance and quality control of the contract deliverables, and for the oversight of any contractors engaged to complete the project. This Governance Committee contributes to the Project Manager and BCLNA in its function of governance to:

- Ensure the implementation of pilot project activities and tasks are monitored efficiently and effectively.



- Ensure the overall project management timelines and milestones are met.

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- Inform and collaborate with industry partnership associations on project activities and deliverable progress.
- Commit to a transition and future infrastructure or model to support industry human resource and labour issues.
- Participate in Governance Committee meetings and project communication.

3. Duties & Assignments:

- To participate in Governance Committee meetings and/or conference calls to review and provide input on pilot project activities and tasks.
- To review timelines and milestones to determine progress, opportunities, or challenges.
- To share implementation pilot progress through communication updates with allied industry partnership associations.
- To join a sub-committee to support the strategic directions outlined in the British Columbia Horticulture Workforce Strategic Plan:
 - Build Capacity to Embrace Innovation and Change (Develop)
 - Improve the Quality of the Work Experience (Retain)
 - Human Resource Capacity (Recruit)
 - Build Awareness and Appreciation for the Industry (Attraction)

4. Appointments and Composition

The Steering Committee will be representative of senior staff and/or a representative appointed by the respective association.

5. Duration of Appointment

The initial communication and marketing project timeline was June 22, 2020, to March 31, 2021, however the project has been extended and will now end in February 2022.

The term of appointment is June 30, 2020 and has been extended to February 2022.

There will be a total of 4 governance committee meetings during the initial implementation project timeline.

6. Project Communication

- Implementation pilot information will be communicated via email, phone call, video conference and face to face meetings.
- The BCLNA will communicate findings through the project Governance Committee as well as through the BC Agriculture Council, Industry Associations and Educational Institutes.
- Information updates will be provided by email to the Governance Committee, industry associations, BCAC, educational institutions and Educational Institutes
- Regular social media posts will highlight implementation pilot updates; and social media analytics will be tracked.



7. Resources

The Governance Committee will be provided with necessary information and resources to make informed decisions to support the implementation pilot project and project manager.



APPENDIX 4 – Governance Committee Engagement

August 2020 Governance Committee Meeting: 12 in attendance (includes ex-officio); 8 regrets

- First meeting of the governance committee.
- Introduction of the project purpose
- Overview Deliverable 1: Project management work plan and Governance Committee engagement
 - Reg Ens, BC Agriculture Council comment/recommendation: BCLNA project team to meet with BC Ag Council representatives to ensure messaging and approach does not duplicate current efforts to promote and raise awareness of the industry
 - Lindsay M.P., Ministry of Agriculture comment: BC Farm, Fish Food Job Connector website has been created to highlight jobs within the agriculture sector
- Overview Deliverable 2: Communication Strategy
- Overview Deliverable 3: Communication Materials
 - Reg Ens, BC Ag Council and Lindsay M.P., comment/recommendation: BCLNA project team to meet with BC Ag Council to ensure messaging and communication is accurate, current and does not contradict current projects/initiatives to raise awareness of the industry
- Overview Deliverable 4: Interim Report
- Overview Deliverable 5: Draft Final Report
- Overview Deliverable 6: Final Report

Follow-up actions related to comments/recommendations: email correspondence was sent out to BC Agriculture Council Becky Parker; to determine a process and system to ensure Grow Your Future messaging does not duplicate current industry messages or contradict current projects/initiatives. Approximately three phones and numerous emails have been shared with the BCLNA team and BC Ag Council to ensure messages are clear and do not duplicate or contradict current programs or initiatives.

Email correspondence was sent to Agriculture in the Classroom BC (AITCBC) to determine potential of working collaboratively on messaging and graphics to target youth. There have been three meetings with AITCBC related to ensure messages are clear, concise and appealing to a younger (youth demographic) secondary school age demographic. This engagement has been extremely valuable as it has helped to strengthen the relationship with the organization; with a potential to partner on future proposals/budgets and projects.

August BCLNA Board meeting:

- Confirmation the SLMP project has been approved.
- The Governance Committee is established and representative of the Province of BC.
- Jeff Foley Board Director, and Len Smit, Past Chair and BC Ag Council Labour Committee co-chair the Governance Committee; and



- Ann Walsh will oversee the SLMP project; and BCLNA staff will contribute time and expertise to the design and creation of the communication strategy and materials.

September 2020 Governance Committee Meeting: 12 in attendance; 2 regrets, 7 absent

- Project update overview
 - Deliverable 1 project work plan submitted to AEST for review and approval
 - Phone call with project manager of Progressive Intercultural Community Services to confirm project goals and purpose; intention is to present information about the BC horticulture industry to participants of the Greenhouse Production Technician Social Innovation (24 week) program
- Deliverable 2 communication strategy submitted to AEST
- Communication materials overview
 - Gulshan, project team member introduced website Grow your Future, high level overview, concept and design
 - GC committee members Greg P., Ken D., Len S., Wendy B., liked the concept of the website and the initial concept to showcase the diversity of the BC horticulture industry; Greg P., commented on engagement functionality of the website, how will be collect information from visitors? is it possible to request email contact information of the target audience
 - General GC comments related to the website, how do we know the website is appealing to the target audience and general public (led by GC member Greg P.)
 - The website will have a contact page, this is where we can start to collect email addresses for follow-up
 - BCLNA board feedback, the brand Grow Your Future aligns nicely with the value statements identified in the strategy development project
 - Day in the Life videos: high level overview of the purpose of the videos, value of using film as another means of communicating the message to showcase diversity of the industry and promote different types of jobs
 - GC committee members Jeff F., what sectors will be filmed, is there a priority to film the different sectors; Wendy B., via email this is a great concept to show the industry and directly involve individuals currently working in the industry
 - Messages: Jayde introduced the target audience and sample messages to accompany social media graphics and materials with a call to action to visit the Grow Your Future website
 - GC committee members responded to an email requesting input for the messages; Wendy B., responded, Rebecca M., responded, Dalell A., responded, Luisa N., responded, Greg P., provided additional input
- Social media campaign high level overview
- Onboarding guide high level overview



September 2020 BCLNA Board Meeting

- Grow Your Future project update; emphasis the value and importance of a strong marketing and communication campaign for British Columbians to understand the diversity and value of the BC horticulture industry.

October Governance Committee Meeting: 12 present, 3 regrets, 5 absent

- Action items resulting from September GC meeting
 - Focus groups of industry stakeholders, youth, friends and colleagues related to Grow Your Future website, logo and graphic
 - Approximately 15 people responded and confirmed the BRAND colours were: appealing, bright, representative of BC., looking forward, future and next day or new day. Grow Your Future BC., response: work, jobs, careers, school future growing or moving into something new.
 - Governance committee suggests use of Linked In, it is discussed that Linked In is not planned for the project, having said that we can incorporate some messages through this platform to increase outreach. Personal Linked In accounts were used to share the Day in the Life videos from YouTube.
 - The day in the life videos have been posted to LinkedIn via the personal account of the project manager
 - Governance committee suggested creating an email marketing list to further promote the project to raise awareness and promote job opportunities. It was determined that an email marketing plan is out of scope for current project, will be looked into for next iteration

October BCLNA Board Meeting

- Grow Your Future project update, no questions asked

November Governance Committee Meeting 16 in attendance, 1 regret, 2 absent

Action items resulting from October meeting

- Governance committee made note of the importance of the website. They want to see job matching and job postings on the website. GC members Ken D., feel this is important and critical to the success of the project, raising awareness and recruitment and placement of individuals into the industry.
 - Follow-up specific to the potential duplication of the Grow Your Future website and the Ministry of Agriculture Farm Food, Fish Job Connector website. The purpose of the meeting was to review/discuss and compare the differences between www.growyourfuture.ca and <https://bcagjobs.gov.bc.ca/> websites to avoid duplication, specifically listing of job opportunities.
 - The focus of the Grow Your Future website is specific to the BC horticulture industry, not pan-agriculture. Grow Your Future is a place for the target audience to find information, details related to the industry including social media resources; day in the



life videos, onboarding guides with occupational health and safety resources (links to Ag Safe BC), information about the workplace, nature of the work and career paths. The website will also provide linkages for the target audience to request more information and find information to be matched into a job

- Feedback was given about the Landscape video and Greenhouse videos. The governance committee watched and approved of the videos.
- Many questions were asked about the career fair, it was discussed that since the fairs were online that the first fair would be a trial as there is no comparison on how it will perform. Some committee members were worried about how to gather analytics, how to connect with students and how the overall process works.

December Governance Committee Meeting 11 in attendance, 6 regrets, 4 absent

Attendance at the December Governance Committee was less than expected. The project team used this meeting as an opportunity to offer a high-level overview and progress update related to:

- Day in the life videos:
 - Challenges related to filming because of inclement weather, arboriculture video postponed to January
 - Nursery production day in the life video complete
 - More day of the life videos will be produced in 2021
 - Short clips have been created for social media
- Virtual career fairs:
 - Approximately 130 attendees visited our booth
 - Challenges related to engagement with students
 - Engagement was not high
 - Backend/logistics issues within platform
 - Analytics will be available early January 2021
- Social media:
 - Ads have been created
 - Day in the life videos on YouTube and Grow Your Future website
 - Ongoing posts made to all social media platforms
 - Collection of analytics to track progress outreach
- Website
 - Revisions underway to remove job board functionality
 - Launch for January 2021 scheduled
- Interim report:
 - Acknowledgement and thanks for the feedback and input

January 2021 Governance Committee meeting 14 in attendance, 5 regrets



- Social media update and overview
 - GC committee members Greg P., and Rebecca M., suggested tagging other industry organizations to leverage the project social media network to build the audience
 - This has been completed and Grow Your Future media outreach is growing as a result.
 - Greg P., suggested a map or content to show seasonality of the industry on the Grow Your Future website will help the target audience understand the timing and regionality of the various crops/sectors and job opportunities
 - The website sector pages are being updated to include busy months; more information will be added with respect to regions in the province.
 - Diego M., requested information related to analytics for the project
 - Greg P. suggested the addition of a filtered search by subsectors from WorkBC
- Committee members were asked to like, share and follow Grow Your Future social media accounts.
- Questions were also brought up to the committee about Job-matching: the BCLNA team is working on a plan to introduce job matching for the target audience to reach out and find employment in the BC horticulture industry.
We require information again from industry: what are the gaps, where do you need people in terms of your operation? What roles are you trying to fill?
 - We need more information from the sectors: specifically, information about jobs, what jobs do you need to fill, how many where are you located?
 - Do you as a sector of the BC horticulture industry have any current news you want to share alternatively good news stories.
 - What do you as a sector want the target audience to know about your sector? This is an opportunity for you to showcase your sector.
- Request for feedback from the Governance Committee
 - Onboarding guides Employer Guide
 - Health and Safety:
I like the links to checklists - perhaps add something about stretches and caring for your body because the work can be so physically demanding
 - About the Workplace:
This page can include a guide on what to include in the orientation such as maps, pictures and names of leaders and teammates
 - Nature of the Work:
This page could provide resources / links to videos of each different horticulture sub-group as examples of what the work might look like.
Ag-Safe has checklists for supervisors/employers to verify that the employee has been trained and has completed the tasks to their standards. Then both the employee and employer sign. This is to ensure the newly hired employee has



been successfully on-boarded and can work as required by the company.

- New employee guide
 - Providing links to Worker Rights is a really good idea especially for those who are working in Canada for the first time (students, immigrants, etc.) Career Paths could list more jobs (ex. greenhouse/nursery = shipping/propagation supervisors)
 - For new employees/youth: I would think there might be some advice/tips on being successful in the industry (not being afraid to ask questions, encouraging good work habits, etc.). Perhaps some credentialing information (certificates, licenses, etc.) or a link to this might be helpful and interesting on the career web diagram.

April 2021 Governance Committee meeting 13 in attendance, 2 regrets

- Project extended to October 2021
- Focus to raise awareness of BC Horticulture industry
- Trying to hire someone for the Job match component by may
- Website
 - Map of BC included with months of the year
 - Need 2-3 people to assist with this component
 - System for tracking who is looking for work needed

Feedback from governance committee:

- Need to make sure key message is big when driving past
- Make sure key messages are bigger than what looks proper
- Squamish and Whistler might be a good target
- Messaging targeted to people who are willing to travel
- Seasonally billboards might not work for billboards
- Have billboards around work areas
- Tsawwassen Mills - Centralize a meeting point or a shuttle
- 20 minutes from the workplace
- People are tired of commuting
- Trying to attract local people who already live near job sites

June 2021 Governance Committee Meeting - 10 in attendance, 7 regrets

- 2 committee members have left due to career changes, HR expertise needed on the committee
- 7 videos completed and on YouTube
- Digital billboards confirmed June to October
- Billboard ad campaign province wide
- Website – heat map, region descriptions and company tiles to be added in the future
- Job Match – being handed by Ann



Appendix 5: Vision & Values

VISION

The agriculture horticulture and landscape horticulture industries will effectively recruit, retain and grow a diverse workforce to produce premium BC grown products and quality services.

Value statements

Integrity. We as an industry will treat all workers, organizations and the public as a whole with respect, fairness and honesty.

Collaborative. We as an industry will work together in partnership with our stakeholders to continuously improve the strength of our valued workforce.

Practical. We as an industry will work hard to develop and apply real, hands-on solutions to our labour problems, which will encompass change and lead to long term viability and success for our industry.

Sustainable: We as an industry will shape our future through a long-term investment in a best practice philosophy, and capacity building for our workforce to thrive.

Adaptable. We as an industry will identify and be proactive to changes in circumstances that influence our human resource requirements.



APPENDIX 6: Communication Materials

The Grow Your Future Communication materials and resources can be found here:

<https://www.dropbox.com/sh/6z350ernm3cxsqi/AAB0RUq31t53RXhGSOj2dKyca?dl=0>

Social media links:

Instagram: <https://www.instagram.com/growyourfuturebc/?hl=en>

Facebook: <https://www.facebook.com/GrowYourFuture>

Twitter: https://twitter.com/GYF_BC

YouTube: <https://www.youtube.com/channel/UCr4TwVI9BqZdzTKmUs0EZPg>

Website: <https://bclna.com/grow-your-future/>



APPENDIX 7: Day in the Life Script Video Details

Script for “Day in the Life videos”

Prompt Questions: (10)

- What is your name (First name only)?
- What is the title of the job position you are currently in?
- What drew you into working in this field?
- How did you get started in this career?
- What do you like the most about your job?
- What would you like to see in the future of your career?
- If you could give one piece of advice to someone who wants a similar job to you, what would it be?
- How would you best describe your career?
- What three words best describe your career?
- Walk me through a day in your life (What are the typical tasks you handle each day)

It is preferred that there is no script but instead replaced with prompt questions. By using prompt questions, the video is able to be organic and free flowing instead of robotic, especially since the individuals who will star in the videos are not actors. Prompt questions give unique answers and don't limit what can be said during the filming of the video. These questions also allow for the viewers to capture the true essence of the industry from someone who is passionate about it.

During the editing process the answers to each question will be used as a voice over in a cohesive way. All answers will be reviewed, and the best responses will be added to the finished videos.

Videos will be documentary style snapshots of different BCLNA members working in the horticultural sector. We'll see multi-camera interviews of these members, alongside HD slow-motion footage displaying the work involved in their individual jobs in stunning detail.

The [videos](#) will be approximately 60 to 90 seconds in length and will highlight each of the subjects.

One of the videos will be all encompassing to capture the diversity of the BC horticulture industry.

Approximately 10 to 15 short clips between 10-30 seconds will be created (in different sizes) for social media.



APPENDIX 8 - Grow Your Future FAQ

Hello and welcome to the Grow Your Future BC booth!

Thanks for visiting the Grow Your Future BC booth! Please let me know if you have any questions about careers in horticulture.

Don't forget to ask me how to enter our prize draw!

- **How do I enter your prize draw?**

Hello and welcome! To enter our prize draw, you need to tell us that you want to learn more about horticulture, give us your first and last name and email address. Then you are automatically entered to win!

Prizes include \$15 Starbucks cards, \$25 Amazon gift cards, and \$50 Best Buy gift cards.

- **Can I get a job in horticulture as a high school student?**

Absolutely! Employers frequently hire students to fill seasonal and part-time positions.

- **Where do I go to find horticulture job postings?**

Farm Fish and Food: <https://bcagjobs.gov.bc.ca/>

BCLNA job postings: <https://bclna.com/postings/>

You can also check out Indeed and other similar job posting sites for horticulture jobs.

- **Can Grow Your Future BC connect me to employers in horticulture?**

Yes, we can! Grow Your Future BC has many connections with employers in the industry. Please provide us with your first and last name and email address, and we will be in touch with more information.

- **Will someone hire me even if I can only work part-time or during summers?**

Yes! Many horticulture companies are busiest during late spring, summer and early fall, making it the perfect time to hire students.

- **Where can I go to school for horticulture?**

There are many schools offering horticulture programs, from certificates and diplomas to apprenticeships and degrees. Some schools to check out are KPU, UFV, TRU, UBC & VIU. For a full list of schools with horticulture programs in BC, use this link to Green Careers Canada:

<https://greencareerscanada.ca/education-support/education-listings/post-secondary-schools-b-c/>

- **What is Grow Your Future BC?**

From the website: Grow Your Future BC has been created to showcase the opportunities for work and rewarding career paths in horticulture in BC. Our mission is to inform and invite people to work, learn and build their careers in horticulture.

- **How much will I get paid?**

Great question! Wages vary across all fields of horticulture. For a new employee with no work experience, you can expect minimum wage or even a bit more to start, depending which sector you work in. There is



huge earning potential with proper training and skills, and you can advance quickly. Horticulture jobs can pay anywhere from minimum wage to \$35+/hour, depending on your experience, skills and sector.

- **What is horticulture?**

Horticulture is the skilled profession of growing plants, mainly for food, materials, comfort and decoration. Horticulturists apply knowledge, skills, and technologies to grow intensively produced plants for human food and non-food uses.

We also like this from Seed Your Future: Horticulture is the art, technology, business, and science of plants.

To learn more about horticulture and what a career in horticulture looks like, watch our Learning Lounge presentation found under Webcasts.

- **Isn't landscaping just mowing lawns?**

While mowing and maintaining lawns is one part of landscaping, there is a lot more to the field! Landscapes need to be designed and installed by skilled people, kept healthy with safe and ecological practices, and maintained so people can enjoy outdoor spaces. To learn more about careers in landscaping watch our Learning Lounge presentation found under Webcasts.

- **I already watched your presentation – where can I find more information?**

You are welcome to continue asking questions and I will do my best to answer them. You can also go to our website, <https://bclna.com/grow-your-futurebc/> or leave us your name and email address so we can send you more information.

- **Isn't it dirty work?**

Sometimes! Working outdoors and with plants can get dirty, but that's the fun part! There are also many days that you won't get dirty, depending on where you are working.

- **Why would I want to work in horticulture?**

Careers in horticulture are very rewarding and fulfilling. Growing food to feed your community, making outdoor spaces more enjoyable, and protecting nature and our environment are all very important things we need. Careers in horticulture are diverse, flexible and in high demand. To learn more about horticulture and what a career in horticulture looks like, watch our Learning Lounge presentation found under Webcasts.

Other reasons to work in horticulture:

- Stay fit
- Work outside with nature
- Potential for entrepreneurship (start your own business!)
- Huge earning potential with proper skills and training
- **I have a houseplant that is dying. Can you help me/What do I do?**

Oh no! We are here today to educate attendees on careers in horticulture. If you are looking for plant care/gardening advice, I recommend contacting your local garden centre. They are the true experts and will be happy to answer your questions.



- **I like gardening – would I like landscaping?**

You just might! If you have a passion for plants, making a space look better than you found it, and working outdoors, landscaping might be for you! You can also look at jobs working in nurseries, as you will then get to grow the plants – this is also a great way to learn plant ID skills. To learn more about landscaping and nursery work and what a career in horticulture looks like, watch our Learning Lounge presentation found under Webcasts.

- **I don't like working outside – is there a job for me?**

Yes! While many jobs in horticulture will involve some type of outdoor work, not all require time outside. I suggest you look into jobs working in a greenhouse if you don't like being outside.

- **Isn't landscaping/horticulture all labour work?**

While many areas of horticulture can include hard work, it comes with great rewards. Working in horticulture gives you the opportunity to have a career and stay fit – no gym membership required!

You may be required to stand or walk for long periods, do some heavy lifting and use tools that require a lot of the same motion. Proper and safe work practices and proper use of tools will keep you from getting injured. As you advance in the industry, you will likely do less manual work and may find yourself in other work environments like an office.

- **I am interested in a horticulture job for the summer but want to go to college/university for something else – will I still get a job?**

Absolutely! Many people within the industry are working towards other career goals but choose to work in horticulture part-time or seasonally. Some find working outdoors and being physically active is a nice break after studying at a computer/reading textbooks all weekend. Many also choose to stay and make horticulture their life-long career!

- **I prefer working on computers/social media/design – can I still work in this industry?**

Yes, horticulture is a very creative field. Successful horticulture companies employ marketing and communications coordinators, social media content creators, and graphic designers. Landscape designers and landscape architects work with many different software programs and mediums to bring designs to life.

- **What else can I do in horticulture?**

It's not just about the plants! Horticulture companies also employ accountants, marketing and communications professionals, human resource managers, and sales staff.



Appendix 9: Job Match 'Best Practice'

Grow Your Future is an awareness and information campaign to showcase the diversity of the BC horticulture industry. There are a variety of job opportunities within the BC horticulture sectors. Interested candidates can contact Grow Your Future to learn more and be matched into a job.

Steps to successful Job Match:

1. Messages created for Grow Your Future social media will have a call to action to visit the Grow Your Future website.
 - Questions on social media will be redirected to the Grow Your Future website where individuals fill out the online form and are connected to a Grow Your Future representative who can answer any questions.
2. Interested visitors looking for work on the Grow Your Future website will complete an application form online.
 - Applicants fill out the survey.
 - Applicant receives an automated confirmation email/text seconds after form was sent in.
 - Confirmation message lets them know we will be back to them within 1 business day.
 - Applicant's survey is sent to the CRM automatically and filtered accordingly.
 - All emails/texts between applicant/staff are automatically stored in CRM to track engagement.
 - Applicant receives a phone call from Grow Your Future within 2 business days to do a phone screening. If a good fit, application continues through the funnel. If not a good fit, suggest other resources and give feedback but decline application.
3. Interested employers:
 - Updates on Grow Your Future Status will go out in every Friday File (industry e-news blast).
 - Call to action will be to fill out an Employer form on the Grow Your Future website.
 - Employer fills out online form giving information on job description
 - Employer receives an automated confirmation email/text.
 - Confirmation message lets employers know Grow Your Future will follow-up within 2 business days.
 - Employer's survey is sent to the CRM automatically and filtered accordingly.
 - All emails/texts between employer/GYF staff are automatically stored in CRM for proper tracking
 - Employer receives an email from Grow Your Future within 3 business days.
 - The email states 1 of 2 things.



- (1) Any resumes that are a match are sent over to the company for their review.
 - (2) If no matches, Grow Your Future will let the employer know there is currently no matches but keeps the employer's job description for future candidates to be sent their way.
4. Check in with matches - *Once resumes are sent to an employer- they move to the "matched" stage.*
- Check in with the employer after 3 business days with applicant resumes. Send over a status/feedback survey for them to complete.
 - If the employer lets us know they did not go forward with hiring and are still interested in further candidates, send over anyone else who is available or keep them at the top of the list for new applicants.

Or

If Employer lets us know they are moving forward with the hiring phase, schedule a survey to send out 2 weeks after with another status/feedback survey.

- If a successful match and 2-week employment occurs, this is when we move the employer and applicant to the "successful match" stage.
 - The survey was not developed or sent due to lack of staffing
5. Follow up
- 1 month after "successful match" Grow Your Future will send out a Check In survey to **Employer** and **Applicant** asking how the placement is going and asking for feedback on the process.



APPENDIX 10: Employer Memo

Grow Your Future

Employer Seeking Employee

How does it work?

Grow Your Future sends out advertising looking for people interested in working in the horticulture industry. From there, interested applicants fill out an application letting us know which jobs they are interested in. At that point, we look at what job options they match and send the Employer their information for possible employment

What do we need from you?

We need to have a solid understanding of what you are looking for so we can send you quality matches! There is a job match form for Employers on our Grow Your Future website where you can give us your information and go on the list to be matched.



APPENDIX 11: Person Seeking Employment

Grow Your Future

Person Seeking Employment

How does it work?

Grow Your Future is a Job Match project run by the BC Landscape and Nursery Association. The BCLNA works directly with the horticulture industry. The horticulture industry is seeking thousands of employees across BC. Our job is to help match people to job opportunities.

What do we need from you?

We need to have a solid understanding of what you are looking for so we can direct you to quality job matches! You can start the process by filling out the [application form](#) on our website. From there, the job match process begins!



APPENDIX 12: Billboard Analytics

Please “double click” on each PDF to read all of the pages of the following reports.

PROOF OF PERFORMANCE REPORT

Advertiser:	BC LANDSCAPE & NURSERY ASSOCIATION	Contract/Showing:	VANRG237633A - BCLNA-HPD SL - SPOT
Agency:	Direct	Product Type:	Street Level
Sales Office:	PATTISON OUTDOOR, VANCOUVER	Population:	2584697
Sales Rep:	Rav Gill	Circulation:	In-Market
Market:	Vancouver CMA	Segment Start:	June 7, 2021
		Segment End:	August 1, 2021
Design:	D492508 - TSA-BC LANDSCAPE NURSERY ASSOCIATION-GET HIRED TODAY	Showing Days:	56

MARKET SUMMARY

	Scheduled Space Booked	Delivered To Date	Percentage Delivery
Number of Faces	3	3	100%
GRP	0.00	2.08	-
Circulation	0.00	53850.42	-
Total Panel Days	168	225	134%
Total Circulation	0.00	3015623.36	-

LOCATION

No	Area	Sales Address	ILL	Design	Posted	Covered
3	VA060201	Delta 120 St (47x68) 50ft S/O Wade Rd WS F/N	Y	D492508 - TSA-BC LANDSCAPE NURSERY ASSOCIATION-GET HIRED TODAY	6/10/2021	8/5/2021
2	VA061061	Delta Hwy 10 (47x68) 250ft E/O Hwy 17 SS F/W	Y	D492508 - TSA-BC LANDSCAPE NURSERY ASSOCIATION-GET HIRED TODAY	6/10/2021	8/5/2021
1	VA061312	Delta 56 St (47x68) 150ft S/O 12 Ave WS F/S	Y	D492508 - TSA-BC LANDSCAPE NURSERY ASSOCIATION-GET HIRED TODAY	6/10/2021	10/1/2021

This report is generated by Outdoor operators from their Internal Database.

For verification of circulation for this contract, you may send a copy of this report to COMMB.

Date Printed: December 2, 2021

* Produced From Eyewitness™ - Web based Proof of Performance System.





POSTING PHOTO SHEET

Advertiser: BC LANDSCAPE & NURSERY ASSOCIATION
Sales Market: Vancouver CMA
Product Type: Street Level Digital

Contract #: VANRG237633A - BCLNA -HPD SL - SPOT
Segment Start: August 2, 2021
Segment End: August 29, 2021



Panel Number
VAD68005

Location Description
No 3 Road 150ft N/O Lansdowne Road ES F/S

Design Name
VANSL2054 - BC LANDSCAPE & NURSERY_Get Hired Today-GrowYourFuture.ca_1080x1920_E

First Air Date
8/2/2021



Panel Number
VAD68079

Location Description
No 3 Road 75ft S/O Westminster Hwy WS F/N

Design Name
VANSL2054 - BC LANDSCAPE & NURSERY_Get Hired Today-GrowYourFuture.ca_1080x1920_E

First Air Date
8/2/2021

Date Printed: August 10, 2021

* Produced From Eyewitness™ - Web based Proof of Performance System.





PROOF OF PERFORMANCE REPORT

Advertiser	BC LANDSCAPE & NURSERY ASSOCIATION	Contract/Showing	VANRG239570B - BCLNA - HP SPOT // HPD/SBD/SLD SPOT
Agency		Product Type	Posters Horizontal Digital
Sales Office	PATTISON OUTDOOR, VANCOUVER	Segment Start	08/08/2021
Sales Rep	Rav Gill	Segment End	08/19/2021
Market	Vancouver CMA	Showing Days	14
Rotation Type	Generic Full Day	Status	Guarantee Sold
Length (seconds)	6		

MARKET SUMMARY

Scheduled Plays	20,160	Contracted Impressions	
Total Plays To Date	17,604	Impressions Delivered To Date	
Average Daily Plays	1,354	Average Daily Impressions Delivered	
% Achieved to Date	87.32%	% Achieved To Date	
		Total Daily Circulation	24,908
		Total Campaign Circulation	348,713

PlayerID	Player Description	MediaID	Media Description	# of Screens	Total Plays	Total Impressions
VA90014A	Highway 10 150m W/O 144 St NS F/E	VANHP20091	BCLNA_Everyone Can Benefit From Gardening_368x176_A	1	17,604	

**UNDER DELIVERED DUE TO LATE POSTING INSTRUCTIONS (P)'S)CREATIVE

Performance statement reports cumulative progress of Advertiser's Media Buy relative to Advertiser's total contracted campaign.

Digital Data Valid as of: December 01, 2021

Date Printed: December 2, 2021





PROOF OF PERFORMANCE REPORT

Advertiser	BC LANDSCAPE & NURSERY ASSOCIATION	Contract/Showing	VANRG237633A - BCLNA -HPD SL - SPOT
Agency		Product Type	Superboards Digital
Sales Office	PATTISON OUTDOOR, VANCOUVER	Segment Start	05/31/2021
Sales Rep	Rav Gill	Segment End	06/27/2021
Market	Vancouver CMA	Showing Days	28
Rotation Type	Generic Full Day	Status	Guarantee Sold
Length (seconds)	8		

MARKET SUMMARY

Scheduled Plays	27,491	Contracted Impressions	
Total Plays To Date	28,986	Impressions Delivered To Date	
Average Daily Plays	1,035	Average Daily Impressions Delivered	
% Achieved to Date	105.44%	% Achieved To Date	
		Total Daily Circulation	72,103
		Total Campaign Circulation	2,018,882

PlayerID	Player Description	MediaID	Media Description	# of Screens	Total Plays	Total Impressions
VA90006B	Highway 1 915m W/O 152 St Interchange NS F/W	VANSB17546	BC Landscape and Nursery Association_Grow your career (Woman Surrey)_880x240_B	1	28,986	

Performance statement reports cumulative progress of Advertiser's Media Buy relative to Advertiser's total contracted campaign.

Digital Data Valid as of: December 01, 2021

Date Printed: December 2, 2021

