

2017

VI/Coastal Manufacturing Sector LMP: HR Conference and Outcomes

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Table of Contents

Background.....	4
Conference Overview: Description of Innovate 2017	4
Evaluation of the Event.....	6
Audience Characteristics.....	6
Audience Feedback.....	6
Organization Affiliation.....	6
Satisfaction.....	7
Valuable Use of Time.....	7
Most Valuable Session.....	7
Format of the Event.....	7
Comments and Suggestions.....	7
Takeaways from the Day.....	7
Topics for Future Events.....	8
Suggestions for Improvement.....	8
Other Comments.....	8
Social Media Metrics.....	9
Marketing and Promotion.....	9
Email Campaign.....	9
Social Media Campaign.....	10
Summary of Lessons Learned	11
Conclusions and Future Actions.....	12
Appendix 1: VIMAB, Members, Stakeholders and Partners.....	14
Appendix 2: Innovate 2017 Conference Program.....	16
Appendix 3: Conference Registrants.....	17
Appendix 4: List of Innovate 2017 Attendees	22
Appendix 5: Conference Feedback Form.....	23
Appendix 6: Sample Twitter Pages for <i>Innovate 2017</i>	25



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VI/Coastal Region Manufacturing Sector Labour Market Partnership: Phase 4 – Draft HR Conference and Content Materials

Background

This document provides an overview of the October 24, 2017 regional manufacturers conference entitled *Innovate 2017* including a narrative of the event, description of event participants, a summary of lessons learned and an evaluation of the event in relation to the established success criteria.

The conference was part of an overarching strategy adopted by regional manufacturers. This strategy is intended to create opportunities that will:

- Facilitate manufacturing industry collaboration;
- Improve the availability and quality of training; and
- Promote the recruitment and retention of employees in the manufacturing industry in the region.

The conference event had three goals or purposes. These were to:

- Showcase regional initiatives focused on improving company productivity through the application of innovative technologies, advanced manufacturing processes, and automation in manufacturing;
- Establish a dialogue between leaders from the training and development sectors and those in the manufacturing sector; and
- Enable leaders to learn about workforce and productivity challenges faced by manufacturers in the region and explore ways to build capacity within organizations to address these challenges.

The program for the event was designed to provide opportunities for participants to engage in sessions and dialogue to address each of the above purposes. Stakeholders and partners were involved in helping to shape the program for the day including members of the Vancouver Island Manufacturing Advisory Board (VIMAB), education partners, and potential sponsors. A complete list of individuals who were consulted or provided advice concerning the program and its organization is provided in Appendix 1.

Conference Overview: Description of Innovate 2017

Innovate 2017: Manufacturing Innovation and Leadership Showcase was held on October 24, 2017 at Camosun College (Interurban Campus) in the atrium of the Centre for Trades Education and Innovation. The event was coordinated to coincide with a major announcement by Camosun

College and Babcock Canada related to the opening of the Babcock Canada Interaction Lab (see <http://camosun.ca/news/press-releases/2017/oct/babcock-innovation-lab.html>).

HDM, as the conference organizer, secured sponsorship from five organizations in addition to the funding support received through the Canada – British Columbia Labour Market Partnership Program. The sponsoring organizations were:

- Camosun College
- The South Island Prosperity Project
- The Times Colonist
- Seriously Creative
- NSERC

The program for the day featured four keynote speakers and two panel discussions (one following Bill Collins and the other after Doug Pauze). The keynote speakers were:

- Bill Collins, Questar Tangent
- Dr. Tim Walzak, Camosun Innovates
- Doug Pauze, Coastland Wood Industries
- Dave Curtis, Viking Air

The panelists were:

- Gary Powers, Pro Mac Manufacturing
- Lynn Brown, Schneider Electric
- Steve Bonham, Redlen Technologies
- Robin Ambrose, Viking Air
- Sandra Amador VMAC Global Technology

The audience was encouraged to ask questions of the speakers and panelists. The program can be found at <http://mfgcln.com/conference-agenda/> and a copy is provided in Appendix 2. The online program provides links to speakers' bios and topics.

Innovate 2017 attracted a total of 137 registrants (120 for the onsite event and 17 for the streaming video option). This equaled the target goal for the event which set an attendance limit of 120 participants. 83 individuals were present for the onsite conference resulting in a total of 100 active participants for the event. A breakdown of event participant's organizational affiliation is provided in the next section of this report.

A conference website was created to support marketing efforts for the event, to register participants and to collect feedback. The conference website can be found at: <http://mfgcln.com/>. The navigation for the conference website includes a tab labeled *Conference Evaluation*. Clicking on the link (<http://mfgcln.com/eval/>) opens the conference feedback form.

Evaluation of the Event

HDM on behalf of its regional manufacturing sector partners and the VIMAB advisory board adopted a set of criteria and metrics to determine the overall impact and success of the October 24th event. These criteria and metrics were outlined in the *Draft HR Conference & Content Materials Report* which was submitted to the Ministry at the end of August 2017. The following sections of the report reference the criteria and metrics used to measure the success of the event.

Audience Characteristics

A total of 137 individuals used the online system to register for the event. 120 individuals were registered for the onsite event and another 17 registered for the streaming video feed that was setup. A complete list of registrants and their organizational affiliation is provided in Appendix 3.

The onsite registrants came from a diverse range of companies and organizations. The breakdown of registrants included individuals from the following groups:

- Manufacturers – 45
- Education – 15
- Consultants/Financial/Legal – 9
- Government (Municipal, Provincial, Federal) – 10
- Government (Economic Development Agencies) – 13
- Community Associations/Groups – 7
- Speakers and Panelist (primarily representing manufacturers) – 13
- Unknown affiliation – 8

Streaming video registrants represented a similar range of manufacturers, education and training organizations, consultants and economic development organizations.

As mentioned earlier in this report, 83 individuals were present for the onsite conference and 17 for the online streaming event resulting in a total of 100 active participants for the conference. A list of attendees based on the sign-in sheets and streaming video logins is found in Appendix 4.

Audience Feedback

The following comments were received from 31 attendees at the Innovate 2017 conference. This represents a response rate of approximately 40% which is within the range of typical response rates (30 – 50%) for events of this type. A copy of the feedback form is found in Appendix 5. The online version of the form can be viewed at <http://mfgcln.com/eval/>.

Organization Affiliation

Respondents indicated that they were affiliated with the following types of organizations:

- A manufacturing company – 14 (45%)
- A post-secondary institution (student) – 1 (3%)
- A post-secondary institution (faculty or staff) – 3 (10%)
- A government organization or ministry – 3 (10%)
- A training provider – 1 (3%)

- A business organization (chamber of commerce; economic development organization) – 5 (16%)
- Other – 4 (13%)

Satisfaction

Those responding indicated a very high degree of satisfaction with the event. Of the 31 individuals responding 27 (87%) indicated that they were very satisfied, 3 (10%) indicated that they were somewhat satisfied, and only 1 (3%) indicated that they were somewhat dissatisfied.

Valuable Use of Time

Respondents overwhelmingly indicated that they considered attending the event a valuable use of their time. 30 out of 31 (97%) respondents said 'yes' to the question related to use of time.

Most Valuable Session

Given the fact that nearly half of the respondents represented manufacturers it was not surprising that respondents found the session provided by Bill Collins the most valuable. 20/31 respondents or 65% indicated that the first session of the day was the most valuable. The remaining responses were spread evenly across the other speakers and activities.

Format of the Event¹

Feedback from respondents were equally split between indicating that the format was appropriate (8 – 26%) and those who wanted more interactivity (9 – 29%). Others indicated that they wanted even more opportunity to network and engage in other 'sub-topics' that were connected to the main theme.

Comments and Suggestions

Respondents also provided a number of comments and suggestions that will be useful for future events and as follow-up to the *Innovate 2017* event. The following sections highlight some of the written feedback that was received.

Takeaways from the Day

- I made some great contacts and will follow up with Camosun on co-op placements and leadership training;
- I always appreciate hearing about the challenges companies face. It helps identify the gaps that need to be filled;
- Labour challenges are common to manufacturing on the island. There is also a strong demand for training on this island and an opportunity for facilitation of management and lean training.
- Finding and retaining good employees and paying them appropriately are significant challenges;
- Soft skills, technical skills & housing affordability are the top three hiring challenges for south island companies;

¹ The event venue did not allow for breakout rooms. The lack of breakouts was more than offset by the opportunity to have the participants engaged with participants involved in Camosun's Interaction Lab announcement.

- The size and scope of Island manufacturers and the ability for this sector to maintain and grow its impact on communities;
- Greater understanding and knowledge of Camosun and its facilities

Topics for Future Events

- Leadership-training, job fair discussion;
- Manufacturing and marketing;
- Would be interesting to hear more from companies about how local/provincial/federal governments and chambers and institutions can further support industry;
- More of what Tim Walzak said re: How will educators respond to the needs of their customers (students & employers);
- Global reach and methods to expand markets;
- Sustainability. Desired skills in potential employees. Local/regional projects;
- Retention strategies, practices, collaboration;
- More creative ideas on how to maintain positive relationships, motivate and keep current employees. Feedback on how to cope with rising material and regulatory costs;

Suggestions for Improvement

- The "formal presentation" portion was of limited value. The more valuable discussions came from the panel discussions/Q&A and networking. Perhaps in the future just do panel discussions around some pre-determined topics and leave time for topics that come up;
- Breakout sessions focusing on opportunities for improvement/collaboration;
- Perhaps separate into table groups with various topics to discuss in the am, then change up for pm;
- A mechanism for vendors (for example, training, suppliers) to either showcase or "speed date" introductions to industry;
- Providing a post event platform for discussion on Slack or Group on LinkedIn.
- Some great opportunities were highlighted. An action plan that people can contribute to is what is required next;
- Great discussions, but it would have been good to wrap up with "what are the next steps" and some action items;
- More showcases from attendees - 2 minute elevator pitch from everyone attending.
- More interaction amongst the attendees addressing the issues that came forward in the HR Forums is consistent with my own observation for what could have added value to the event.
- Also would have liked to have had more direct student engagement, participation, or have an "education" panel.

Other Comments

- Thank you for bringing island players under one roof;
- Great event; will recommend to colleagues for next year;
- Well organized, well executed;
- Great first event! Great networking. Great discussions! I believe there is opportunity for this to happen again in the future, and some adjustments (suggested above) that could improve the quality;

- Great job. Worthy of a day once a quarter. Don't die like other labour market initiatives. Don't form an association. Make it like a b4b group;
- Great job coordinating--good to synch up with the announcement of the Babcock Canada interaction lab;
- Overall, nicely organized and informative event;
- Event was great, thank you!;
- Great use of information and was a pleasure to meet everyone and learn the struggles and accomplishments in this industry;
- Fantastic venue, excellent lunch idea and quality, live stream was brilliant;
- I think many post-secondary students would be interested in this event.

Social Media Metrics

During the *Innovate 2017* event, HDM's web partner Seriously Creative created a Twitter hashtag (#Innovate2017) and sent pictures and comments about the event. This resulted in 6400 Twitter impressions (i.e. tweets that actually generate interaction or replies to others online) during the conference event and the week following the event. A review of twitter comments also suggested a high level of interest in the event and the topics that were presented. Appendix 6 provides a sample of the tweets received during the event. The Twitter feed can be found at <https://twitter.com/mfgcln/media>.

Marketing and Promotion

HDM undertook a broad-based email and social media campaign to promote *Innovate 2017*. The marketing campaign began in mid-August 2017 and continued up to the weekend prior to the event. The following tables provide a summary of the email and social media campaign messages and timelines.

Email Campaign

Note: The numbers in brackets indicate the number of emails sent.

Dates	Email Message Content
14-Aug	Email invite to entire Vancouver Island / Coastal Manufacturing & Stakeholder List (232)
12-Sep	Email invite to entire Vancouver Island / Coastal Manufacturing & Stakeholder List (232)
22-Sep	Email invite to entire Vancouver Island / Coastal Manufacturing & Stakeholder List (232)
27-Sep	Email update to Innovate 2017 Registrants to date & Speakers / Panelists
29-Sep	Live-stream announcement to Up-Island Vancouver Island / Coastal Manufacturing & Stakeholder List
11-Oct	Innovation 2017 update / Live Streaming Registration / CME MLA Day to Vancouver Island / Coastal Manufacturing & Stakeholder List
12-Oct	Innovate 2017 Overview / Live Streaming Registration to North Central BC Manufacturing & Stakeholder List (169)
29-Oct	(Post conference) Photo Gallery / Live-stream link - Vancouver Island / Coastal Manufacturing & Stakeholder List & Innovate 2017 Attendee & Live-stream List

Social Media Campaign

Note: The numbers in brackets indicate the number of contacts in each of the social media platforms who received messages about the event.

Twitter (629)	Facebook (747)	LinkedIn (2,757)	Google + (150)	Announcement Content
14-Aug	14-Aug	14-Aug	14-Aug	Harbour Digital Media Website Blog Post Announcement Content
17-Sep	17-Sep	17-Sep	17-Sep	Announcement Content
18-Sep	18-Sep	18-Sep	18-Sep	Bill Collins - Quester Tangent Speaker Announcement
20-Sep	20-Sep	20-Sep	20-Sep	Doug Pauze - Coastland Wood Speaker Announcement
22-Sep	22-Sep	22-Sep	22-Sep	David Curtis - Viking Air Speaker Announcement
22-Sep	22-Sep	22-Sep	22-Sep	Announcing Innovate 2017 - Times Colonist Article (10,000 person reach)
24-Sep	24-Sep	24-Sep	24-Sep	Tim Walzak - Camosun College Innovate Speaker Announcement
25-Sep	25-Sep	25-Sep	25-Sep	Innovate 2017 Livestream Link Announcement
2-Oct	2-Oct	2-Oct	2-Oct	Panelists Announcement
3-Oct	3-Oct	3-Oct	3-Oct	Times Colonist Sponsor Announcement
3-Oct	3-Oct	3-Oct	3-Oct	Speaker & Panelist Announcement - Times Colonist Article (10,000 person reach)
8-Oct	8-Oct	8-Oct	8-Oct	Seriously Creative Sponsor Announcement
12-Oct	12-Oct	12-Oct	12-Oct	NSERC Sponsor Announcement
15-Oct	15-Oct	15-Oct	15-Oct	SIPP Sponsor Announcement
15-Oct	15-Oct	15-Oct	15-Oct	Twitter handle @mfgcln & Live- stream announcement
19-Oct	19-Oct	19-Oct	19-Oct	Live-stream announcement & Speaker Abstracts
19-Oct	19-Oct	19-Oct	19-Oct	Innovate 2017 Announcement - Times Colonist Article (Front page Business Section - 80,000 person reach)
TBD	TBD	TBD	TBD	Innovate 2017 SOLD OUT & Speaker Abstract Announcement - Times Colonist Article (10,000 person reach)

Summary of Lessons Learned

There were a number of 'lessons learned' by HDM, its partners and sponsors from this event. These are summarized below:

1. **Event participation**

Although hosting an event that is 'free' to participants it also results in some individuals choosing to not show up at the last minute (likely in greater numbers than if the event required them to pay to attend). This in turn resulted in some wasted food and beverages.

Future events could provide opportunities for 'poster sessions' where individual manufacturers demonstrate what they are doing in the learning/training space and how that makes a difference to their bottom line. Education partners could also be invited to provide a showcase of exemplary student led work that is aligned with manufacturers skill needs. This would be more of a walkabout experience and would result in a greater level of engagement in the afternoon.

2. **Importance of Partnering**

Partnering with a range of institutions, organizations and manufacturing companies helped to create the right kind of 'mix' of participants.

3. **Structured Networking**

Participants clearly indicated that they appreciated the opportunity to network and wanted more time to do that than the event allowed for. In the future, it will be important to provide even more structured opportunities for participants to network. While unstructured networking can and does work, in a large group it is not always possible for individuals to know who is present and how they might be found in the crowd.

4. **Taking Full Advantage of Multiple Channels**

Streaming was promoted but was really a 'one-way' channel from the event to those watching. It is important to note that the purpose of the streaming option was to capture the event and then edit it into smaller, more manageable chunks that could be found at a later date on the manufacturers' collaborative learning network site. Since the conference video of the streamed content (and sections of it) have been provided through blog postings. Future streaming options will need to more fully engage online participants as a part of the event.

5. **Keeping Paper to a Minimum**

Some participants noticed that there was no printed program or other print materials and were pleased to see this approach taken. There were no printed programs or other typical conference 'swag'. By maximizing the use of technology, it was possible to minimize the use of paper and other conference materials.

6. Hospitality

The combination of the Camosun Innovates/Babcock event and the Innovate 2017 conference was applauded by many in attendance but it resulted in too much food that was left unconsumed at both venues. This is a relatively minor issue but one that was noticed by a few participants and something that would have to be addressed for future events.

Conclusions and Future Actions

The Innovate 2017 provides a basis for future events and action lead by manufacturers in the region. There is clearly an appetite among those attending *Innovate 2017* for venues/events that foster conversation and collaboration related to issues facing regional manufacturers and the education and training community. It is also clear that manufacturers are interested in turning the discussions, as valuable as they are, into an action plan which addresses specific issues.

To that end, feedback from conference participants along with data collected at the two spring 2017 forums, and the LMI research gathered during Phase 2 will be used to support the work of two regional taskforces. These taskforces are:

1. VI/Coastal Manufacturers Taskforce on Skills Gaps and Training

This taskforce will be used to establish, support, and develop mechanisms for collaboration between regional manufacturers, post-secondary institutions, and private training providers to address unmet demands for industry specific training and development programs, and support the development of formal training opportunities in the region. This taskforce will develop an action plan which will link identified training needs and skills gaps to specific training provider offerings and options. The action plan could include the creation of a database of regional training expertise that will be incorporated into the online Manufacturers Collaborative Learning Network.

2. VI/Coastal Manufacturers Taskforce on Career Promotion

This taskforce will be used to establish, develop, and support an action plan that is focused on promotion and marketing of careers in manufacturing in the region. The work of this taskforce will involve a collaborative effort between industry, government and education (post-secondary and K-12) and training institutions. It is anticipated that the action plan arising from the work of this taskforce will include the following components:

- ***A promotional campaign*** in partnership with government to promote the VI/Coastal manufacturing industry as a career option for prospective employees and to inform the public of the industry's contribution to the economy;
- ***The establishment of a mechanism for on-going communication between manufacturers and the K-12 sector.*** The dialogue created would help to establish strategies for the communication of industry career options and to create opportunities for secondary students to engage in work experience in the manufacturing sector as a part of their secondary education program; and
- ***A review the new BC K-12 curriculum in an effort to identify soft skills*** that are included and those that align with the interests and needs of manufacturers. This is

a necessary step in identifying the areas that can be highlighted for K-12 students, their parents, and educators prior to creating a promotional communications program.

It is clear to HDM and manufacturers that the dialogue that has been created through the creation of VIMAB, the research that has been undertaken, and the forum and conference events conducted over the course of the past 18 months provides the basis for creating actions that will be broadly endorsed by the sector and result in changes that benefit both manufacturing companies and those seeking to work in the sector.

Appendix 1: VIMAB, Members, Stakeholders and Partners

The following list provides an overview of the individuals who were consulted concerning the conference and its organization. This list includes members of the Vancouver Island Manufacturers Advisory Board (VIMAB) and other stakeholders and partners.

Name	Organization
VIMAB Members	
Lynn Brown	Schneider Electric (VIMAB)
Chris Larsen	VMAC
Stuart Coker	VMAC
Gary Powers	Pro Mac Manufacturing (VIMAB)
Scott McKay	Pro Mac Manufacturing (VIMAB)
Colin Dobell	Inuktun Services
Chuck Richardson	Pacific Energy / VMAC
Robin Ambrose	Viking Air
Rhonda Morrison	Nicholson Manufacturing
Doug Pauze	Coastland Wood Industries, Ltd.
Bill Collins	Questar Tangent
Sandra Amador	VMAC
Jim Hogan	VMAC
Sponsors	
Jamie VanDenbossche	Camosun College Innovates
Dr. Tim Walzak	Camosun College Innovates
Jason Scriven	Times Colonist
Emilie de Rosenroll	South Island Prosperity Project
Alexandra Reid	NSERC Pacific
Stakeholders and Partners	
Steve Bonham	Redlen Technologies
Rene Chave	ASL Environmental
Neil Hansen	Milroy Engineering
Jennifer Michell	Titan Boats
Alissa Wakeman	UVic Business Faculty Co-op & Career Centre
Stu Rhodes	School District #63
David Calveley	Sidney Economic Development Committee
Denny Warner	Executive Director, Peninsula Chamber of Commerce
Doug Walker	Board Chair, Peninsula Chamber of Commerce
Bryce Flug	JS Foster
Susan Allen	Vancouver Island University
Paul Mottershead	Vancouver Island University
Susan Fiddler	UVIC Engineering Co-op & Career Centre
Tara Coulter	UVIC Engineering Co-op & Career Centre
TJ Babey	UVIC Engineering Co-op & Career Centre
George Hansen	VIEA

Name	Organization
Rose Klucas	Campbell River Economic Development
Jolynn Green	Nanaimo Community Futures
Kathy Lachman	Ministry of Forests, Lands, Natural Resource Operations and Rural Development
Jill Little	Seaspan
Amrit Manhas	Nanaimo Economic Development
Sonja Nagel	Duncan Cowichan Chamber of Commerce
Amy Melmock	Cowichan Valley Regional District
Peter Evans	Cryologistics
Shannon Renault	Ministry of Advanced Education, Skills, and Training
Yahvel Velazquez	Ministry of Advanced Education, Skills, and Training

Appendix 2: Innovate 2017 Conference Program

For an interactive program of the day's activities and video go to: <http://mfgcln.com/conference-agenda/>.

9:00 am to 9:15 am Opening Remarks – John Juricic & Dr. Barry Carbol

9:15 – 10:00 am

Speaker Bill Collins, Chairman, Quester Tangent [View Bio & Speech Topic](#)
Panel Discussion & Q&A

10:30 am to 11:00 am

Speaker Dr. Tim Walzak, Director, Camosun Innovates [View Bio & Speech Topic](#)

11:00 am to 12:00 noon

Camosun College Announcement – **News Release**

1:00 pm to 2:00 pm

Speaker Doug Pauze, Senior Vice-President, Operations – Coastland Wood Industries, Nanaimo [View Bio & Speech Topic](#)
Panel Discussion & Q&A

2:00 pm to 2:45 pm

Speaker David Curtis, President and CEO, Viking Air Limited [View Bio](#)
Q&A

2:45 pm to 3:00 pm

Closing remarks

Panelists

- Gary Powers – President, Pro Mac Manufacturing
- Lynn Brown – HR Business Partner, Schneider Electric
- Steve Bonham – Director of Manufacturing, Redlen Technologies
- Robin Ambrose – Director, HR, Viking Air Limited
- KD Singh – Director of Operations, Quester Tangent
- Sandra Amador – Director of Continuous Improvement, VMAC Global Technology

Appendix 3: Conference Registrants

The following table includes all of the individuals who registered for the conference along with their organizational affiliation and email addresses.

Manufacturers/Companies	Number of Registrants	Contact	Email
Accent Refrigeration	2	Ian Welle	ian@accent-refrigeration.com
Crystal Cam Imaging, Inc.	1	Brady Calancie	Bcalancie@crystal-cam.com
Synchronous ERP	1	Tom Harrison	tom.harrison@sync-erp.com
WüD Audio, Inc.	1	Allister McRae	allister@wudaudio.com
Synchronous ERP	1	Ryan Cochrane	ryan.cochrane@sync-erp.com
Replik8 Studios	1	Kate Harris	kate@replik8.ca
Oceanus Reinforced Plastics	1	Cheryl Marshall	cheryl@oceanusplastics.com
FTS (Forest Technology)	1	Brian Millward	bmillward@ftsinc.com
Viberg Boot	1	Eric Clark	eric.clark@viberg.com
CT Resources	1	Gregg Neelin	ctresources@telus.net
Redlen	1	Steve Bonham	steve.bonham@redlen.com
VMAC	2	Daniel Arnold	arnold.engr@gmail.com
Pro Mac	2	Scott McCay	scottmckay@promac.bc.ca
Imsera	1	Sanjiv Shrivastava	sshrivastava@lmsera.ca
NFE Manufacturing Inc.	1	Jim Girdlestone	jgirdlestone@nfe.ca
Redlen Technologies	1	Candice Paisley	candice.paisley@redlen.com
FTS	1	Phil Jones	pjones@ftsinc.com
FTS	1	Nickey Wood	nwood@ftsinc.com
Nicholson's	1	James Bowden	BowdenJB@nmbc.com
JS Foster	2	Bryce Flog	bflug@jsfoster.ca
SureGrip Controls	1	Darren Lockyer	darren.lockyer@suregripcontrols.com
Seymour Digital Media	2	Phelan Lewis	phelanlewis@gmail.com
Titan Boats	2	Jennifer Mitchell	jennifer@titanboats.com
Schneider Electric	1	Lynn Brown	Lynn.Brown@schneider-electric.com
Island Precision	2	Jeff Popham	jpopham@islandprecision.com
Industrial Surface Technologies	1	Ken Bueckert	ken@istech.ca
Associated Sheet Metal Products Ltd	1	Stephen Farmer	steve.asm@shaw.ca
HeoWorks Industries Inc	1	Darsh Thomsen	dthomsen@heoworks.com
Aquilon Software Inc / APICS	1	Philip Patton	phil.patton@aquilon.biz
QuirkLogic Inc	1	Fabian de la Fuente	fabian@quirklogic.com
Career Mobility Group Inc.	1	Victoria Pazukha	info@career-mobility.com
Rainhouse	1	Ray Brougham	ray.brougham@gmail.com

CryoLogistics Refrigeration Technologies Ltd.	1	Peter Evans	evans@cryologistics.ca
EMC Fast Pass	1	Andy Eadie	Andy@emcfastpass.com
Latitude Technologies Corp	1	Lep Panganiban	lep.panganiban@latitudetech.com
Avera Consulting	1	Holger Heckel	holger.heckel@avera.ca
Adanac Recovery Ltd.	1	Darcy Hipwell	hdhipwell@gmail.com
VMAC	1	Tod Gilbert	tod_gilbert@vmacair.com
Subtotal	45		
Education Organizations	Number of Registrants	Contact	Email
UVIC	1	Kieran Warren	kieran.p.warren@gmail.com
Camosun College	1	Franklin Foo	tmmcfranklin@gmail.com
Camosun, Co-op and Career Services	1	Jennifer Philips	phillips@camosun.ca
UVIC	1	Brad Erikson	eriksonb@camosun.bc.ca
Sandler Training	1	Mike Ison	mike.ison@sandler.com
UVIC	1	Rhonda Korol	rkorol@uvic.ca
VIU	1	Susan Allen	susan.allen@viu.ca
VIU	1	Paul Mottershead	paul.mottershead@viu.ca
Esquimalt Nation	1	Timothy Power	tim@esquimaltnation.ca
CTAC Board	1	John Briggs	briggscg@shaw.ca
UVIC - Biz Faculty Co-op Coordinator	1	Ahmad Salman	asalman@uvic.ca
Camosun	1	Geoff Wilmshurst	wilmshurst@camosun.ca
APICS	1	Ronald Taggart	taggwin@shaw.ca
Camosun	1	Tricia Habermehl	habermehlp@camosun.bc.ca
UVIC	1	Calvin Tripp	ctripp@uvic.ca
Subtotal	15		
Consultants /Financial/Legal	Number of Registrants	Contact	Email
PD Stover Inc	1	Pam Stover	pam@pdstoverinc.ca
Pacific Business Intelligence Ltd.	1	Doug Taylor	dougtaylor@shaw.ca
Consultant	2	Clemens Rettich	clemens@clemensrettich.com
Capital EDC Economic Development Company	1	Patrick Marshall	patrick.marshall@capitaledc.com
W. Cooke Enterprises	1	Bill Cooke	cooke@ieee.org
HSBC	1	Youssef Bouchich	youssef_bouchich@hsbc.ca
Liquid Capital West Coast Financing Corp.	1	Stephen Isson	sison@liquidcapitalcorp.com
SRED Consultants	1	Basil Joe	basil@getsred.ca

Subtotal	9		
Unknown Affiliation	Number of Registrants	Contact	Email
	1	Burak Evren	bburakevren@gmail.com
	1	Alejandro Martinez	alquimia2539@gmail.com
	1	Edward Travis	larryetravis@gmail.com
	1	Rebecca Kirk	rkirkis@gmail.com
	1	Gopala Gowda	ggowda3990@gmail.com
	1	David Banbury	djbanbury@gmail.com
	1	Jasper Thomas	madcaparchaeologist@gmail.com
	1	Kevin White	kwhite1@shaw.ca
Subtotal	8		
Government (Municipal, Provincial, Federal)	Number of Registrants	Contact	Email
Province of British Columbia	1	Kathy Lachman	kathy.lachman@gov.bc.ca
JTT	1	Ingrid Strauss	Ingrid.Strauss@gov.bc.ca
Public Services and Procurement Canada / Government of Canada	1	Daniel Sandoz	daniel.sandoz@pwgsc.gc.ca
Senior Manager, Advanced Manufacturing & Emerging Technologies / JTT	1	Javed Haque	javed.Haque@gov.bc.ca
Food Processing Consultant / Sector Development / Agriculture	1	James Street	james.street@gov.bc.ca
BC Ministry of Jobs, Trade and Technology	1	Jim Ciccateri	jim.ciccateri@gov.bc.ca
BC Advanced Education / Director, Colleges	1	Melanie Nielsen	melanie.nielsen@gov.bc.ca
Province of BC - Sector Programs, Labour Market Division	1	Shannon Renault	Shannon.Renault@gov.bc.ca
Province of BC - Sector & Project Based Programs	1	Yavhel Velazquez	yavhel.velazquez@gov.bc.ca
Global Affairs Canada	1	Pierre Delorme	pierre.delorme@international.gc.ca
Subtotal	10		
Government Economic Development Agencies	Number of Registrants	Contact	Email
NRC-IRAP	1	Richard Chesson	richard.chesson@nrc-cnrc.gc.ca
NRC-IRAP	1	Mary McFarlane	mary.mcfarland@nrc-cnrc.gc.ca

Town of Sidney Economic Development Commission	1	David Calveley	davidcalveley@gmail.com
scredo.ca	1	Dave Chisholm	dave@lonecrow.com
ITA	1	Kyle Preston	kpreston@itabc.ca
NRC	1	Hong Yu	hong.yu@nrc-cnrc.gc.ca
SIPP	1	Emilie de Rosenroll	ederosenroll@southislandprosperity.ca
ICET	1	Line Robert	line.robert@islandcoastaltrust.ca
BDC	1	Catherine Sloan	catherine.sloan@bdc.ca
Town of Campbell River	1	Rose Klucas	rose.klukas@campbellriver.ca
EDO - Nanaimo	1	Cheryl McLay	cheryl.mclay@gov.bc.ca
SIPP	1	Dallas Gislason	dgislason@southislandprosperity.ca
SIPP	1	Bruce Williams	ebeatson@southislandprosperity.ca
Subtotal	13		
<u>Community Associations/ Groups</u>	Number of Registrants	Contact	Email
WorkLink	1	Kim Dillon	kdillon@worklink.bc.ca
Esquimalt Chamber of Commerce	1	Chris Edley	chris@edley.ca
RBC	1	Sara Burchnell	sara.burchnell@rbc.com
RBC	1	John McCannel	john.mccannel@rbc.com
Victoria Foundation	1	Rob Janus	rjanus@victoriafoundation.bc.ca
CEO of Mid Island Business Initiative	1	John Hankins	john@mibi.ca
WorkLink - Wage Subsidy Specialist	1	Lisa Jorgensen	ljorgensen@worklink.bc.ca
Subtotal	7		
Speakers/Panelists	Number of Registrants	Contact	Email
Schmidt and Carbol Consulting Group	1	Barry Carbol	bcربول@telus.net
Harbour Digital Media	1	John Juricic	john@harbourdigitalmedia.com
Viking Air Ltd	1	Robin Ambrose	Robin.Ambrose@vikingair.com
VMAC	1	Sandra Amador	sandra_amador@vmacair.com
Pro Mac Manufacturing	1	Gary Powers	GaryPowers@promacgroup.ca
Quester Tangent	1	Bill Collins	wcollins@shaw.ca
Camosun Innovates	1	Tim Walzack	TWalzack@camosun.bc.ca
Viking Air Ltd	1	Dave Curtis	David.Curtis@vikingair.com
Camosun Innovates	1	Jamie Van	VanDenbosscheJ@camosun.bc.ca
Coastland Wood	1	Doug Pauze	dpauze@coastlandwood.com
Seriously Creative (Sponsor)	1	Kelly Darwin	kelly@seriouslycreative.ca
Seriously Creative (Sponsor)	1	Briana Green	brianna@seriouslycreative.ca

Times Colonist (Sponsor)	1	J Scriven	JScriven@timescolonist.com
Subtotal	13		
Streaming Video	Number of Registrants	Contact	
Reliable Controls (Victoria)	1	Olga Romanova	
UNBC (PG)	1	Christie Ray	
APICS (Victoria)	1	Ron Taggart	
NDIT (PG)	1	Renata King	
Integrated Independence Solutions (Victoria)	1	David Rittenhouse	
UNBC (PG)	1	Mark Barnes	
The Competency Group (PEI)	1	Bernadette Allen	
The Competency Group (PEI)	1	Lori MacDonald	
BC Hazmat Mgt (Victoria)	1	Fred Boese	
Sandler Training (Victoria)	1	Mike Ison	
Viking Air (Victoria)	1	Michael Hall	
Viking Air (Victoria)	1	Fernando de la Torre	
	1	Sorin Pascal	
	1	Lloyd Scaalen	
	1	Gregory Davis	
	1	Peter Winters	
	1	Victoria 6022	
Subtotal	17		
Total Registrants	137		

Appendix 4: List of Innovate 2017 Attendees

The following list includes all attendees for the event including those who were onsite and those participating via the live streaming video option.

Attendees at the Event		
Allen, Susan	Ison, Mike	Pazukha, Victoria
Amador, Sandra	Ison, Stephen	Philips, Jennifer
Ambrose, Robin	Janus, Rob	Popham, Jeff
Arnold, Daniel	Jasper, Barb	Power, Timothy
Bonham, Steve	Jones, Phil	Powers, Gary
Bourchich, Youssef	Jorgensen, Lisa	Preston, Kyle
Bowden, James	Jose, Basil	Reid, Alexandra
Briggs, John	Juricic, John	Renault, Shannon
Brougham, Ray	Kirk, Rebecca	Robert, Line
Brown, Lynn	Klukas, Rose	Sandoz, Daniel
Burchnall, Sara	Korol, Rhonda	Shrivastava, Sanjiv
Calveley, David	Lachman, Kathy	Stover, Pam
Carbol, Barry	Lockyer, Darren	Strauss, Ingrid
Chisholm, Dave	Lowe, James	Taylor, Doug
Ciccateri, Jim	Marshall, Cheryl	Thomas, Jasper
Clark, Eric	Marshall, Patrick	Velazquez, Yavhel
Cochrane, Ryan	Mottershead, Paul	Walzak, Tim
Collins, Bill	N Neelin, Gregg	Warren, Kieran
Cooke, Bill	Nielsen, Melanie	White, Kevin
Curtis, David	Paisley, Candice	Williams, Bruce
Darwin, Kelly	Panganiban, Lep	Wood, Nickey
Delorme, Pierre	Patton, Philip	Yu, Hong
Eadie, Andy	Pauze, Doug	
Edley, Chris		
Erikson, Brad	Attendees via Live Streaming	
Evans, Peter	Romanov, Olga	Ison, Mike
Farmer, Stephen	Ray, Christie	Hall, Michael
Flug, Bryce	Taggert, Ron	de la Torre, Fernando
Gilbert, Tod	King, Renata	Pascal, Sorin
Gislason, Dallas	Rittenhouse, David	Scaalen, Lloyd
Gowda, Gopala	Barnes, Mark	Davis, Gregory
Green, Briana	Allen, Bernadette	Winters, Peter
Habermehl, Tricia	MacDonald, Lori	Victoria 6022
Hankins, John	Boese, Fred	
Haque, Javed		
Harris, Kate		
Heckel, Holger		
Hipwell, Darcy		

Appendix 5: Conference Feedback Form

1. Please indicate the type of organization you are associated with:

- A manufacturing company
- A post-secondary institution (student)
- A post-secondary institution (faculty or staff)
- A K-12 organization
- A government organization or ministry
- A private training provider
- A business organization (chamber of commerce; economic development organization)
- An indigenous people's organization
- Other

2. Tell us about your overall satisfaction with today's conference.

Very Satisfied	Somewhat Satisfied	Neither Satisfied nor Dissatisfied	Somewhat Dissatisfied	Very Dissatisfied
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. Was the conference a valuable use of your time?

- Yes
 No

(If not, what could have been done to improve the conference so that you considered today's session more valuable?)

4. Which sessions did you find most valuable? (Select all that apply)

- Bill Collins, Questar Tangent & Panel
- Tim Walzak, Camosun College
- Babcock/Camosun Announcement
- Network Lunch
- Doug Pauze, Coastland Wood Industries & Panel
- David Curtis, Viking Air

5. Is there anything that you will take away from today's event and use in your workplace?

- Yes If yes, describe your 'take away' in the space below.
 No

6. What topics would you like to see at future regional Manufacturing sector conferences or events?

7. How might the format of the conference be improved in order to be most appropriate to meet the goals of the event? (i.e. Goals were: To establish communication and information sharing mechanisms and processes that reflect industry labour market needs; to begin a dialogue to address training and development needs; and to promote manufacturing as a career choice for youth). Select all that apply.

- Format was appropriate; no changes needed
- Increase interactivity among attendees
- Add more sub-topics for discussion
- Schedule more time for Q and A
- Other (describe below)

8. Is there anything else that you would like to share with the event organizers?

Thank you for taking time to complete this feedback form.

Appendix 6: Sample Twitter Pages for *Innovate 2017*

The image shows a screenshot of a Twitter profile for MFGCLN (@mfgcln). The profile header features a dark blue background with the hashtag #INNOVATE2017 in large white letters. Below this, a white circle contains the text 'MANUFACTURERS COLLABORATIVE LEARNING NETWORK'. The profile statistics show 37 tweets, 140 following, 28 followers, and 13 likes. A 'Follow' button is visible in the top right corner.

The profile bio reads: 'We are Educational Entrepreneurs & Business Development Evangelists - mfgcln.com'. It also notes that the account was joined in October 2017.

The main content area displays a tweet from MFGCLN (@mfgcln) dated October 24. The tweet text is: '@DHC60tter Thank you for a captivating speech on the future of Aerospace in Western Canada! We hope you like the 3-D print! #innovate2017'. The tweet includes a photo of a man in a suit and glasses, identified as @DHC60tter, speaking at an event. The background of the photo shows a banner for 'mark' and 'CAMOSUN'.

On the right side of the page, there are two sections: 'New to Twitter?' with a 'Sign up' button, and 'You may also like' with a list of suggested accounts including Times Colonist, City of Victoria, Victoria Police, CTV News VI, and Justin Trudeau. Below these is a 'Worldwide trends' section listing 'Happy Halloween' (2.22M tweets), 'Manhattan' (111K tweets), and 'El Shaarawy'.

Top Tweet earned 452 impressions

Great morning so far. Bill, Lynn, Sandra, and Steve creating conversations in #yyj #mfg #Innovate2017
pic.twitter.com/VW3PGmzJAN



🔗 1 ❤️ 2

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

Top Follower followed by 71K people



Gregory S Bledsoe
@geek_king Followed you

#devops, #lean, #agile, consultant, writer, speaker. Disruptor-In-Chief. Gentleman Barbarian, Peaceful Nerd Warrior.

[View profile](#) [View followers dashboard](#)

Top mention earned 23 engagements

 **John Juricio**
@jbj59 · Oct 24

Thank you Social Media experts @seriouslycr8ive creating this "innovative" meme highlighting "Innovation 2017" Conference Oct. 24th @mfgoln
pic.twitter.com/KD9yZHU2Zh



🔗 4 ❤️ 4

[View Tweet](#)

Top media Tweet earned 400 impressions

David Curtis @vikingairltd our final keynote speaker - "Leveraging Innovation to Grow Western Canada's Aerospace Supply Chain" #Innovate2017
pic.twitter.com/xsFsEVPP25



🔗 5 ❤️ 7

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