

2018

VI/Coastal Manufacturing Sector LMP: Marketing & Promotions Plan & Materials

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Revised: March 20, 2018



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*Funding provided through the Canada-British Columbia
Labour Market Development Agreement.*

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.

VI/Coastal Region Manufacturing Labour Market Partnership: Phase 4 – Marketing and Promotions Plan and Materials

Background and Introduction

Beginning in the fall of 2015, Harbour Digital Media (HDM) collaborated with manufacturers and with the support of the then Ministry of Jobs, Tourism, and Skills Training (now the Ministry of Advanced Education, Skills, and Training) established a labour market partnership (LMP) for the sector in the Vancouver Island/Coastal region. During the first phase of this partnership, the Vancouver Island Manufacturing sector Advisory Board (VIMAB) was established as a part of the engagement strategy for the sector.

The second phase of the LMP for the region took place during the spring and summer of 2016. This phase involved the analysis of existing labour market information, a brief review of some pertinent research literature related to skills and training issues, and the collection of data from employers in the region using an online survey tool and through a series of interviews with key manufacturing sector executives and managers.

Data collected during the labour market information (LMI) phase of the project (Phase 2) was used as the basis for the development of a set of strategies (Phase 3) in three areas of common interest to manufacturers in the region. These areas are:

- Facilitating manufacturing industry collaboration;
- Improving the availability and quality of training; and
- Promoting the recruitment and retention of employees in the manufacturing industry in the region.

The Advisory Board during the first three phases of the LMP project consisted of manufacturers from a number of manufacturing sub-sectors including food, metal, fabricated metal, machinery, electrical, plastics, and transportation manufacturing. During Phase 4 of this sector LMP, the VIMAB advisory group actively sought input from individuals representing the post-secondary and K-12 education and training sectors and a number of other regional economic development interests including chambers of commerce, the Industry Training Authority, and other regional organizations.

This document provides an overview of communications, marketing, and promotional activities that were undertaken in support of the implementation phase of the LMP during 2017 and 2018. The document also includes descriptions of the marketing and promotional strategies and tactics that will be used to sustain the work of the LMP into the future.

Purpose of the Plan

This marketing and promotions plan provides an update of the communications plan that was developed at the beginning of Phase 4 (May 2017) and builds on the work and outcomes of the Phase 4 activities. These activities, which were based on the LMI data collected and the strategies arising from discussions with VIMAB, included:

- Two forums which brought together regional manufacturers with post-secondary, K-12 and regional economic development organization participants (June – July 2017);
- A one-day conference event held in partnership with Camosun College (October 24, 2017);
- The establishment of a taskforce to consider issues related to skills gaps and training and career promotion (meetings held during January-February 2018); and
- The development of an online collaborative network (the Manufacturers Collaborative Learning Network).

The marketing and promotions plan in this document includes updated communication goals and objectives, audiences, key messages, communication activities, timelines and channels, and provides directions for a marketing and promotions plan that extends beyond Phase 4 in 2018. The 2018 plan builds on the work associated with the two regional forums held in June and July 2017, the October 23, 2017 Innovate 2017 conference, and the work that has been done to date through the regional taskforce on skills, training, and career promotion¹. The plan describes marketing and promotional activities that will be undertaken to sustain the work of the partnership into 2018 and beyond.

Samples of communication materials aligned with Phase 4 events (i.e. forums, conference, and taskforce) are provided in Appendix 1. This appendix also includes a summary of the events and communication examples for each of the channels used.

Communication Goals

The communication goals established for Phase 4 are organized according to the three strategic priorities identified by Vancouver Island/Coastal Region manufacturers during the strategy development phase (Phase 3). These goals were used to frame communications activities throughout Phase 4 and informed the planning and development of the following activities:

- Two regional forums related to skills, training, and career promotion;
- The Innovate 2017 conference;
- The Taskforce on Skills, Training, and Career Promotion; and
- Work related to the Manufacturers Collaborative Learning Network (MCLN).

The communications goals for each strategy are:

¹ The work of the regional taskforce is currently in progress and scheduled to be completed by March 23, 2018.

Strategic Priority 1: Manufacturing Industry Collaboration

Communications Goals:

1. Inform regional manufacturers and other organizations about the development of a web-based collaborative learning network including proposed purposes and timelines;
2. Seek input from regional manufacturers and other organizations concerning the types of information and communication services that should be included in the collaborative learning network;
3. Seek input from regional manufacturers and other organizations concerning the goals, objectives, topics, and format of regional forums dealing with key labour market issues identified through labour market research; and
4. Inform regional manufacturers and interested organizations concerning the planned fall 2017 regional conference in order to encourage their participation in the event.

Strategic Priority 2: Improving the Availability and Quality of Training

Communication Goals:

1. Inform regional manufacturers and other organizations about the creation of a taskforce which is intended to address issues related to the training and development needs of manufacturers, including observed skills gaps related to difficult to fill positions and recruitment and retention practices;
2. Seek input from regional manufacturers and other organizations concerning the goals, objectives, and timelines for the taskforce; and
3. Seek participation from regional manufacturers and other organizations in the work of the taskforce.

Strategic Priority 3: Promoting Recruitment and Retention within the Manufacturing Industry

Communication Goals:

1. Inform regional manufacturers and K-12 system organizations about the creation of a taskforce which will:
 - support the development of the communications campaign;
 - consider areas of alignment between the K-12 curriculum and identified manufacturing skills gaps;
 - consider K-12 curriculum alignment with future jobs requiring technology skills and innovation; and
2. Establish a communications campaign which promotes manufacturing as a career choice for K-12 students.

Target Audiences

In many BC communities, the manufacturing sector operates under the radar and without public awareness. However, for many of these communities, the manufacturing sector generates the

majority of sustainable and well paid jobs for families and is one of the drivers behind community growth.

Given the impact of manufacturing on the regional economy, it is important for manufacturers and public and private organizations within the region to be kept informed about the LMP project. As a result, the audiences for ongoing communication and updates concerning this sector LMP project include a broad range of businesses and organizations including: regional manufacturers, post-secondary institutions and private training providers within the region, K-12 school districts and career education specialists (i.e. career counsellors), K-12 parents and students, regional economic development organizations, chambers of commerce, and First Nations organizations. The organizations included in these groups are:

Business Organizations
Community Futures Central Island
Community Futures Cowichan
Comox Valley Economic Development Society
Innovation Island Tech Association
Island Coastal Economic Trust
North Island Employment Foundations Society
South Island Prosperity Project (SIPP)
Comox Valley Economic Development Society
Chambers of Commerce (CoC)
Nanaimo CoC
Parksville CoC
Qualicum CoC
Tofino - Long Beach CoC
Ucluelet CoC
First Nations
First Nations Technology Council
Saanich Adult Education Centre
Tsow Tun Le Lum Society
Government
City of Campbell River
Salt Spring Island Community Economic Development Commission
Ministry of Advanced Education, Skills and Training
Ministry of Education
City of Port Alberni
Town of Sidney Economic Development Commission
Town of Powell River
City of Nanaimo Economic Development
Regional District of Mount Waddington
Industry Training Authority

K-12 Counselors
Belmont High School (SD #62 - Sooke)
Parkland Secondary School (SD #63 - Saanich)
Royal Bay Secondary (SD #62 - Sooke)
School District #63 (Saanich)
Post Secondary Institutions
Camosun College - Applied Research Department
Camosun College - Technology Access Center
Camosun College – Camosun Innovates
North Island College
Royal Roads University - Work Integrated Learning Student Services
University of Victoria (UVIC) - Gustavson Faculty of Business
Vancouver Island University (VIU) - Professional Development & Training
Vancouver Island University (VIU) - Trades & Applied Technology Administration

The database developed for Phase 2 of this sector LMP project² was used throughout Phase 4 to contact VI/Coastal manufacturers

Key Messages

The purpose of this marketing and promotional plan is to inform manufacturers, business, education, learning, training, and other organizations in the Vancouver Island/Coastal region concerning the pilot implementation of strategic initiatives designed to address a number of key training, development, and labour market issues affecting the future growth and productivity of regional manufacturers.

Engaging these groups in the forums, the Innovate 2017 conference, and the taskforce required appealing to the interests of each of the groups and helping them answer the question "why should I actively participate in this initiative?".

It was important for all audiences to understand that:

1. The VI/Coastal manufacturing community is a robust, diversified and unified professional community that provides leadership in addressing issues affecting sector efficiency and productivity including:
 - a. technology innovation, including automation and robotics
 - b. advanced technology operational integration

² See *Phase 2: Final Labour Market Information Research Report* – Appendix 1: Vancouver Island/Coastal Region Manufacturing Company Database for details.

- c. inter-generational workforce integration challenges
 - d. supply chain management
2. Regional manufacturers are taking a leadership role in the implementation of LEAN and continuous improvement initiatives that impact company profitability and sustainability.

For **regional manufacturers, economic development and business organizations**, and **learning and training organizations** the key messages in support of their participation in the forums, taskforce and conference were:

1. Your participation (i.e. the participation of your company/organization) provides you with an opportunity to learn about workplace initiatives that regional companies are engaged in to address critical efficiency and productivity issues.
2. Your participation also provides an opportunity to network and build partnerships with individuals from manufacturing companies, business and economic development organizations and learning and training organizations that can be used to support company learning, training, and development.
3. Your involvement will also provide useful input and feedback into the design and delivery of a collaborative learning network for manufacturers, business, education, and training organizations in the region.

In addition, for **economic development and business organizations** and **learning and training organizations** it was important to emphasize the following message:

4. Your participation enables you to provide information about the work your organization does that may benefit regional manufacturers and provides an opportunity to discuss potential collaborative efforts to address the issues that are important to manufacturers.

Participation in the regional taskforce was done through a direct invitation process. The majority of individuals approached were familiar with the work related to the sector LMP having participated in providing advice or by being involved in one of the forums or the conference. The taskforce was focused on two sets of issues:

1. The training and development needs of manufacturers, including observed skills gaps related to difficult to fill positions and recruitment and retention practices; and
2. The development of a communications campaign which promotes manufacturing as a career choice for K-12 students.

Communications Channels and Tools

A number of contemporary and traditional communications channels and tools will be used during the Phase 4 pilot implementation process. It is clear from our experience that to engage the manufacturing sector in the region and to ensure the involvement of a broad range of other organizations it was necessary to use multiple channels and messages to attract attention and garner interest in the initiatives that are a part of the pilot phase of this project. The channels and

tools used are briefly described below. Existing social media tools were used to reinforce messages that were also sent through more traditional channels.

Face to Face Communication

- Face to face communication through meetings of the advisory group (VIMAB), regional forums, taskforces, and a regional sectoral conference.

Email and Other Electronic Communication

- Emails to regional manufacturers identified through of the labour market information research phase of the project (Phase 2 manufacturer database development);
- Emails to organizations including post-secondary institutions, K-12 school districts, chambers of commerce, economic development organizations, and others;
- Constant Contact was used to broadcast email messages to the broader manufacturing community;
- Development of a conference website;
- Used of Collaborative Learning Network communication tools. (The design and initial trials of the network has been completed. Going forward (i.e. beyond March 2018) the network will be used as one of the mechanisms for communicating with manufacturers and interested organizations and encouraging their engagement in skills and training issues that are important to the sector.

Social Media

- Existing social media tools (blog posts on the HDM website, LinkedIn Groups, Facebook, Twitter, Instagram, YouTube, and podcasts) were used to reinforce messages that were sent through more traditional channels. Links to these existing channels are included in the Collaborative Learning Network. These channels were during Phase 4 used to illustrate industry specific examples of best practice as these relate to the key labour market, training and development issues facing the sector in the region.

Other Traditional Communication Approaches

- Telephone contact with regional manufacturers and organizations was undertaken on a regular basis to reinforce messages sent electronically and to ensure greater response rates and interest in the forums and conference and participation in the taskforces; and
- Other approaches included articles related to regional manufacturing for regional newspapers and business magazine inserts, and speaking engagements at community events sponsored by chambers of commerce, industry associations, and economic development organizations.

As mentioned earlier, samples of the types of communication channel tools that have been used and will be used in the future to promote awareness of manufacturers' issues and to connect manufacturers with interested organizations are found in Appendix 1.

Timelines for Key Communications Activities

The following tables provide an overview of the milestones, timelines, and tasks associated with the key communications activities for Phase 4 of the Vancouver Island/Coastal Labour Market Partnership project.

Milestone(s)	
Date	Description
06/21/2017	Regional Forum 1 (Victoria)
07/12/2017	Regional Forum 2 (Nanaimo)
10/24/2017	Innovate 2017 Conference (Camosun College - Victoria)
01/04/2018	VIMAB Meeting re: Regional Taskforce Goals
01/23/2018	Taskforce on Skills, Training, & Career Promotion meeting (Victoria)
04/15/2018	Manufacturers Collaborative Learning Network (MCLN) launched

Task(s)			
Duration (days)	Start Date	End Date	Description
32	06/01/2017	07/15/2017	Inform manufacturers, stakeholders, partners and seek input re: collaborative learning network
44	11/15/2017	01/15/2018	Invite participation in regional taskforce
23	11/15/2017	12/15/2017	Inform regional manufacturers & other organizations re: taskforce & seek input
44	06/15/2017	08/15/2017	Inform manufacturers & other organizations concerning plans for Innovate 2017 conference
14	04/21/2017	05/10/2017	Seek input re: regional forums and fall conference
17	04/21/2017	05/15/2017	Draft communications plan and materials

Task(s)			
13	01/24/2018	02/11/2018	Communication with manufacturers & other organizations re: proposed taskforce workplans

Marketing and Promotions Alignment Overview

The following table provides an overview of how the communications goals, audiences, key messages, timelines, communication channels and indicators of success are aligned.

Strategic Priority 1: Industry Collaboration					
Communication Goals	Audiences	Key Messages	Timelines	Communications Channels	Indicators of Success
1. Inform regional manufacturers and other stakeholders about the development of a web-based collaborative learning network including proposed purposes and timelines	- regional manufacturers - post-secondary institutions - K-12 representatives - regional economic development organizations	- request for input into and feedback concerning the design and delivery of the collaborative learning network	June 1 – July 15, 2017	- email - telephone - face to face meetings	- see Appendix 1 (Phase 1 soft launch) for details (p. 31)
2. Seek input from regional manufacturers and other stakeholders concerning the types of information and communication services that should be included in the collaborative learning network	- regional manufacturers - post-secondary institutions - K-12 representatives - regional economic development organizations	- request for input into and feedback concerning the types of information and communication services that should be included in the collaborative learning network	June 1 – July 15, 2017	- email - telephone - face to face meetings	- see Appendix 1 (Phase 2 launch) for details (p. 32)
3. Seek input from regional manufacturers and other stakeholders	- regional manufacturers through VIMAB meetings	- request input into the design and delivery of two regional forums	April 21 – May 10, 2017 May 3, 2017	- email to confirm attendance at meeting - follow-up email to	See Appendix 1 (Forum #1 – p. 19) and Forum #2 – p. 20) for details related to email

Strategic Priority 1: Industry Collaboration					
Communication Goals	Audiences	Key Messages	Timelines	Communications Channels	Indicators of Success
concerning the goals, objectives, topics, and format of regional forums dealing with key labour market issues identified through labour market research		focused on recruitment and retention issues and practices; human resources issues related to the aging workforce; company practices intended to attract workers to the region and sector; and other key findings of the Phase 2 LMI research conducted by the sector.	meeting of VIMAB	report on results	campaign and communication channels used
4. Inform regional manufacturers, other stakeholders, and partners concerning the planned fall 2017 regional conference in order to encourage their participation in the event.	<ul style="list-style-type: none"> - regional manufacturers - post-secondary institutions - K-12 representatives - regional economic development organizations 	<ul style="list-style-type: none"> - opportunity to learn about workplace initiatives that regional companies are engaged in to address critical efficiency and productivity issues - opportunity to network and build partnerships with individuals from manufacturing companies, business and economic development 	June 15 – August 15, 2017	<ul style="list-style-type: none"> - series of emails on topics related to the conference to encourage interest and attendance - social media - face to face meetings 	See Appendix 1 – conference metrics – p. 23 and following for details (e.g. 171 industry and 35 organizations invited 100 attendees in person) and communications channels used.

Strategic Priority 1: Industry Collaboration					
Communication Goals	Audiences	Key Messages	Timelines	Communications Channels	Indicators of Success
		organizations and learning and training organizations that can be used to support company learning, training, and development			

Strategic Priority 2: Improving the Availability and Quality of Training					
Communication Goals	Audiences	Key Messages	Timelines	Communications Channels	Indicators of Success
1. Inform regional manufacturers and other stakeholders about the creation of a taskforce which is intended to address issues related to the training and development needs of manufacturers, including observed skills gaps related to difficult to fill positions and recruitment and retention practices	- regional manufacturers - post-secondary institutions - regional economic development organizations	- opportunity to provide recommendations and action steps to address the training and development needs of manufacturers	November 15 – December 15, 2017	- email - face to face meetings	See Appendix 1 –see p. 28 for details regarding response and attendance based on email and social media campaigns
2. Seek input from regional manufacturers and other stakeholders concerning the goals,	- regional manufacturers - post-secondary institutions	- opportunity to provide recommendations and action steps to address the training	November 15 – December 15, 2017	- email - face to face meetings	See Appendix 1 – p. 28 for details concerning input received from VIMAB and other organizations

Strategic Priority 2: Improving the Availability and Quality of Training					
Communication Goals	Audiences	Key Messages	Timelines	Communications Channels	Indicators of Success
objectives, and timelines for the taskforces	- regional economic development organizations	and development needs of manufacturers			concerning feedback received
3. Seek participation from regional manufacturers and other stakeholders in the work of the taskforces	- regional manufacturers - post-secondary institutions - regional economic development organizations	- opportunity to provide recommendations and action steps to address the training and development needs of manufacturers	November 15 – December 15, 2017	email invitations to selected manufacturers, stakeholders, and partners	See Appendix 1 – p. 28 for Taskforce metrics

Strategic Priority 3: Promoting Recruitment and Retention within the Manufacturing Industry					
Communication Goals	Audiences	Key Messages	Timelines	Communications Channels	Indicators of Success
1. Inform regional manufacturers and K-12 system stakeholders about the creation of a taskforce to support the development of the communications campaign and to consider areas of alignment between the K-12 curriculum, identified manufacturing skills gaps, and future jobs	- regional manufacturers - post-secondary institutions - K-12 representatives	- opportunity to provide recommendations and action steps in support of the development of a communications campaign targeting K-12 and post-secondary students focused on manufacturing as a career choice	November 15 – December 15, 2017	- email invitations to selected manufacturers, stakeholders, and partners	See Appendix 1 – p. 28-29 for details related to email campaign to solicit involvement in the work of the taskforce

requiring technology skills and innovation					
2. Establish a communications campaign which promotes manufacturing as a career choice for K-12 students	<ul style="list-style-type: none"> -K-12 schools and districts -K-12 parents - post-secondary institutions and parents 	<ul style="list-style-type: none"> - manufacturing sector in the region provides and supports interesting, well paying jobs and career options in fields such as robotics and advanced technologies, trades, management, cross-cultural business development, supply chain management, etc. 	January 10 – March 15, 2018	<ul style="list-style-type: none"> - email to schools and districts - social media - meetings and presentations 	See Appendix 1 – Work on the campaign has begun through discussions with attendees at the Sidney Breakfast Club and through promotion of the EduTech event (see p. 35). Additional follow-up implementation activity will take place beyond Phase 4.

Future Marketing Activities

In order to move forward and to maintain any momentum that has been established within the manufacturing and education/training communities associated with this LMP project, a draft marketing and communications plan has been developed for April – December 2018. This draft plan has been built on the preliminary work developed through the Taskforce on Skills, Training, and Career Promotion. Highlights of the plan are provided in Appendix 2.

Preliminary Outcomes of Phase 4 Pilot Implementation Activities

Although the Phase 4 pilot implementation has not yet been completed, it is evident based on feedback received through the forums and the Innovate 2017 conference that these events were welcomed by participants and were shown to be a valuable use of their time³. Participants appreciated the opportunity to network and learn from one another and others in manufacturing and education in the region. These events have helped to contribute to defining issues that both the manufacturing sector and education and training providers need to address into the future. Although it is too early to speak to outcomes related to the taskforce on skills, training, and career awareness, those involved are keen to move forward on taking specific actions arising from taskforce recommendations. This bodes well for the future sustainability of the partnership and its efforts to address issues that have been raised. If there is one concern that stands out for manufacturers (and VIMAB members) it is the length of time that it has taken to get to this stage⁴. A two and a half year process is considered too long given the rapid changes that are occurring within the manufacturing sector. Having said that, the communication and dialogue that has been established is an asset which manufacturers and education and training providers will require going forward.

In addition, a number of 'spinoff' activities focused on awareness of and innovation in the manufacturing sector has resulted from discussions and dialogue initiated through the pilot implementation activities that were undertaken during Phase 4 of the Vancouver Island/Coastal Region LMP project. Of specific note are the following:

- EduTech, a non-profit event promoting and advancing career and awareness linkages between the Saanich peninsula advanced technology and manufacturing sectors, secondary students and the local community members. This event had been dormant for a number of years but was revived through the efforts of Sidney's Economic Development Committee and with the encouragement of Harbour Digital Media and its efforts on behalf of VIMAB; and

³ Respondents overwhelmingly indicated that they considered attending the event a valuable use of their time (30 out of 31 (97%) respondents). Overall satisfaction with the conference was also high with 87% of survey respondents reporting that they were very satisfied with the event.

⁴ This sentiment was communicated on numerous occasions by VIMAB members through email and conversations at formal meetings and events.

- On-going dialogue about labour market, workforce development, and industry innovation issues through the Sidney North Saanich Industrial Group, the Economic Development Committee (EDC) of the Town of Sidney, and with local retired Industry CEO's and angel investors regarding the potential development of an Industry Innovation Council.

The final report for Phase 4 which is due at the end of March 2018 will provide details concerning the project (i.e. what was done and what was accomplished), lessons learned, and the future sustainability of the partnership.

Appendix 1: Communications Materials and Event Summaries

This appendix is organized according to the goals and strategic priorities for the LMP project. The following headings are used to organize the information for each event or category of communications activity:

- Goals and Strategic Priorities
- Timelines
- Metrics
- Communication Channels (including message summary) and Samples

Event: Forum #1 – Schneider Electric – June 21, 2017

1. Goals and Strategic Priorities

Strategic Priority 1: Industry Collaboration

Seek input from regional manufacturers and other stakeholders concerning the goals, objectives, topics, and format of regional forums dealing with key labour market issues identified through labour market research.

2. Timelines

- Promotion (email sends): May 17th – June 20th.
 - May 17th – Lynn Brown, Schneider Electric
 - June 2nd – 63 Industry / 9 Organization invites
 - June 20th - 63 Industry / 9 Organization invites
- Meeting summary documents & de-brief sent: July 26th (63 Industry / 9 Organization invites)

3. Metrics

Invited	Attended	VIMAB attendance
63 - Industry	10	4
9 - Organizations	9	n/a

4. Communications Channels and Samples

Facebook - June 23rd & Linked Group – BC Manufacturing & Industrial Business Network

HUGE thank you to Lynn Brown & Anna @ Schneider Electric for hosting the Vancouver Island / Coastal Manufacturing Forum: Attracting, Recruiting & Retaining Skilled Workers.

Schneider Electric was the BEST hosts helping ensure a very successful & memorable event. Thank you Epicure Selections, Viking Air, Nicholson Manufacturing, Quester Tangent, Redlen Technologies, ASL Environmental, Milroy Engineering, Titan Boats, UVIC Business & Engineering Co-op representatives, SD #63 representatives, Sidney Economic Development Committee

representatives, the Peninsula Chamber of Commerce & JS Foster for your informative and constructive participation.

Event: Forum #2 – Nanaimo – July 12, 2017

1. Goals and Strategic Priorities

Strategic Priority 1: Industry Collaboration

Seek input from regional manufacturers and other stakeholders concerning the goals, objectives, topics, and format of regional forums dealing with key labour market issues identified through labour market research.

2. Timelines

- Promotion (email sends): May 19th – July 12th.
 - May 19th – Randall Heidt, North Island College
 - June 3rd – 73 Industry / 26 Organization invites
 - June 26th - 73 Industry / 26 Organization invites
 - July 4th - 73 Industry / 26 Organization invites
 - July 10th – VMAC representatives
- Meeting summary documents & de-brief sent: July 25th (73 Industry / 26 Organization invites)

3. Metrics

Invited	Attended	VIMAB attendance
73 - Industry	3	1
26 - Organizations	13	n/a

4. Communications Channels and Samples

Facebook

July 13th, 2017

HUGE thank you to [Chris Larsen](#), Sandra Amador & Jim Hogan at [VMACAir](#) in Nanaimo for hosting the 2nd in a series of Vancouver Island / Coastal Manufacturing Forums: Attracting, Recruiting & Retaining Skilled Workers.

VMAC were simply AMAZING hosts helping ensure a very successful & memorable event. Thank you [Vancouver Island University](#), [The Vancouver Island Economic Alliance](#), Campbell River Economic Development, [Seaspan Victoria Shipyards](#), [Esquimalt Harbour, BC](#), Nanaimo Economic Development, [Duncan Cowichan Chamber of Commerce](#), Cowichan VRD, [Coastland Wood Industries](#) & Cryologistics for your informative and constructive participation.

[#manufacturing Harbour Digital Media](#)

LinkedIn – 2 Posts, July 2017

Simply amazing hosts...great people work here...it was a privilege hanging with y'all for the day!

Earlier this week VMAC had the privilege of hosting a Vancouver Island Manufacturers forum focused on attracting, recruiting, and retaining skilled workers. Thank you to everyone who attended and shared ideas in the round table. We hope you enjoyed our facility tour as well!

Emails

*(June 26th – to 73 Industry & 26 Organizational representatives – cut and paste from the **June 21st Forum at Schneider Electric**)*

Good afternoon everyone. Last week we held our initial Labour Market Forum at Schneider Electric - by all accounts it was deemed most informative & productive. Thank you for Schneider Electric for being amazing hosts!

Our next Forum date & location has **changed** from the last notice (below) that I sent to you. The new meeting logistics are as follows:

- **Date & Time:** Wednesday, July 12th from 9am - 3pm.
- **Location:** VMAC in Nanaimo (1333 Kipp Road)

Should you wish to join us, as participant and/or speaker, please RSVP me a message. Thanks & talk to you soon.

John Juricic
C: 250.812.8827

www.harbourdigitalmedia.com

Good morning folks - it's been a while since I've reached out. :)

*We are in the early stages of organizing and inviting industry participants to our Central Vancouver Island Forum called "Attracting, Recruiting and Retaining Skilled Workers" being held at the North Island College (Courtenay) on **Tuesday, July 11th from 9:00 - 3pm**. I am hoping that you might consider sending a representative from your company to attend for the day. Coffee, breakfast goodies & lunch will be provided & there is no cost to attend.*

There is a morning and afternoon session. Each session will start with numerous Industry Panel Members speaking to the group (about 20 people) for half an hour followed by a group discussion. Our expectation is that Panel members will each speak for 5-10 minutes and reflect on their personal/corporate experiences specific to the topic...see below:

- *Panel #1 - Attracting Skilled Labour to the Manufacturing Sector in the Region (morning)*
- *Panel #2 - Recruitment and Retention - Best Practices (afternoon)*

This Forum will allow for great corporate networking & productive/constructive dialogue & interaction regarding how to solve important HR and labour related issues.

Let me provide some context & value proposition to this request (below)...I look forward to hearing back from you about this important industry event. :)

What is the background to these Forums?

Beginning in the fall of 2015, Harbour Digital Media (HDM - this is my company) collaborated with manufacturers on Vancouver Island and with the support of the Ministry of Jobs, Tourism, and Skills Training established a labour market partnership (LMP) for the manufacturing sector in the Vancouver Island/Coastal region. During the first phase of this partnership, the Vancouver Island Manufacturing sector Advisory Board (VIMAB) was established as a part of the engagement strategy for the sector. The Advisory Board consists of manufacturers from a number of manufacturing sub-sectors including food, metal, fabricated metal, machinery, electrical, plastics, and transportation manufacturing. During Phase 4 of this sector LMP, the advisory group is being expanded to include input from individuals representing the post-secondary and K-12 education and training sectors and a number of other regional economic development interests including chambers of commerce, the Industry Training Authority, and other regional stakeholders.

Data collected during the labour market information (LMI) phase of the project was used as the basis for the development of a set of strategies in three areas of common interest to manufacturers in the region. These areas are:

- Facilitating manufacturing industry collaboration;*
- Improving the availability and quality of training; and*
- Promoting the recruitment and retention of employees in the manufacturing industry in the region.*

Purpose of the VI/Coastal Regional Forums

Regional forums were identified as a strategy that would assist manufacturers in engaging stakeholders and partners in the discussion of issues identified through the labour market information research conducted by the sector. The forums are intended to provide stakeholders and partners with:

- 1. An understanding of the labour market issues facing the sector; and*
- 2. A mechanism to provide input into the development of actions that can be taken by the manufacturing sector, its partners, and stakeholders to address key issues affecting the sector.*

As a part of the Phase 4 pilot implementation project, the regional forums will focus on:

- Recruitment and retention issues and practices;*
- Human resources issues related to the aging workforce;*
- Company practices intended to attract workers to the region and sector; and*
- Other key findings of the Phase 2 LMI research conducted by the sector.*

Participants in the forums will also be asked to provide input into the messaging and approach of a campaign to promote manufacturing as a career.

Goals and Objectives

The regional forums are intended to:

1. To provide a venue for regional manufacturers to meet with a range of stakeholders to discuss issues affecting the recruitment and retention of workers in the local manufacturing sector; and
2. To identify action steps that the manufacturing sector, its partners and stakeholders can take to address the identified issues.

Event: Innovate 2017 Conference – October 24, 2017

1. Goals and Strategic Priorities

Strategic Priority 1: Industry Collaboration

Inform regional manufacturers, other stakeholders, and partners concerning the planned fall 2017 regional conference in order to encourage their participation in the event.

3. Timelines

Promotion (email sends): Aug 14th – October 29th. (Details below under Communication Channels and Samples)

4. Metrics

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. 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.

Invited	Attended	VIMAB attendance
171 Industry / 35 Organizations	100	8 (100%)

5. Communication Channels and Samples

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. Sample of the tweets received during the event are provided later in this appendix. The Twitter feed can be found at <https://twitter.com/mfgcln/media>.

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)

Twitter (629)	Facebook (747)	LinkedIn (2,757)	Google + (150)	Announcement Content
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)

Communication Samples

Times Colonist – September, 2017 - October 24th "Innovate 2017" - Speaker & Panelist List

The October 24th "Innovate 2017: Manufacturing Innovation and Leadership Showcase" event has confirmed the speaker and panel participation for this exciting day. Hosted at the Camosun College - Interurban Campus Centre for Trades Education and Innovation and funding provided through the Canada-BC Labour Market Development Agreement, the speaker list includes:

Keynotes:

- Bill Collins, Chairman, Quester Tangent
- Dr. Tim Walzack, Director, Camosun Innovates
- Doug Pauze, Senior Vice-President, Operations, Coastland Wood Industries
- David Curtis, President & CEO, Viking Air

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
- KD Singh, Director of Operations, Quester Tangent
- Sandra Amador, Director of Continuous Improvement, VMAC Global Technology Inc.

To get a sample for the messaging of the day, the following is the presentation title and summary for Bill Collins, Chairman, Quester Tangent:

Title: Traffic Jam at the Intersection of Technology Innovation and Business Innovation.

Summary: Driving a successful advanced manufacturing business requires the constant evolution of innovation. The analogy of the profit highway being perpendicular to the technology highway with a stop light at the intersection provides a safe and reliable method of decision making allowing a measured flow. Both needs are met but the opportunity for faster flow is limited because preferential treatment of one usually results in a disadvantage to the other. To succeed in higher growth, business practice must innovate at the same rate as technology. In the same way as technology adapts to changing market conditions or the advent of smaller, faster and cheaper CPU's, for example, the business practice must adapt to changing dynamics in operating costs or human resource needs. Is it possible to change the game such that the stop light gets replaced with a managed ethernet switch? This would be a more complex decision hierarchy and implementation but significantly faster.

Register at <http://mfgcln.com/registration/> to secure your spot for this important day!

Facebook – August 24th & August Times Colonist

Save the Date! Tuesday / October 24th - "Manufacturing and Leadership Showcase" [Vancouver Island Manufacturing Community](#)

Times Colonist Article – August 19, 2017



Twitter Communication Samples

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 Blodoo

@geek_king FOLLOWING 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

@jpj59 · Oct 24

Thank you Social Media experts @seriouslycr8ive creating this "innovative" meme highlighting "Innovation 2017" Conference Oct. 24th @mfgcfn
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](#)

Event: Skills, Training and Career Promotion Taskforce – January 23, 2018

1. Goals and Strategic Priorities

Strategic Priority 2: Improving the Availability and Quality of Training

1. Inform regional manufacturers and other stakeholders about the creation of a taskforce which is intended to address issues related to the training and development needs of manufacturers, including observed skills gaps related to difficult to fill positions and recruitment and retention practices;
2. Seek input from regional manufacturers and other stakeholders concerning the goals, objectives, and timelines for the taskforces
3. Seek participation from regional manufacturers and other stakeholders in the work of the taskforces

Strategic Priority 3: Promoting Recruitment and Retention within the Manufacturing Industry

4. Inform regional manufacturers and K-12 system stakeholders about the creation of a taskforce to support the development of the communications campaign and to consider areas of alignment between the K-12 curriculum, identified manufacturing skills gaps, and future jobs requiring technology skills and innovation.

2. Timelines

- Promotion (email sends): January 4th – January 25th, 2018
 - January 4th – Actual VIMAB meeting to discuss Task Force Agenda
 - January 5th - 17 Industry / 24 Organization invites
 - January 19th – 17 Industry / 24 Organization invites
- Meeting summary documents & de-brief sent: January 25th (17 Industry / 24 Organization invites)

3. Metrics

Invited	Attended	VIMAB attendance
17 - Industry	3	3
24 - Organizations	5	n/a

4. Communication Channels and Samples

January 24th Facebook / LinkedIn (623 views) / LinkedIn BC Manufacturing & Industrial Business Network

Extremely productive & engaging Vancouver Island Manufacturing Sector LMP Task Force meeting yesterday focusing on Industry Labour Market action plans specific to Skills Gaps and Training &

Career Promotion. Thank you Schneider Electric, Campbell River Economic Development, VMAC, Camosun College, Nicholson, UVIC Co-op, Sidney EDC for your commitment and expertise.

[Vancouver Island Manufacturing Community](#) / [The Vancouver Island Economic Alliance](#) / [Island Coastal Economic Trust](#) / #mfgcln

Email sent to all invitees (41) January 5th, 2018

Good morning folks & Happy New Year. I hope that you're managing to work thru this first week back from the holiday season. In the spirit of getting back at it for 2018, I would like to invite you to a Vancouver Island Manufacturing Sector Advisory Board (VIMAB) Task Force Meeting on **Tuesday, January 23rd at the Vancouver Island Technology Park from 9am - 3:45pm**. So before you say to me, "what the bleep is going on John" ...allow me to explain. :)

As you likely know, Dr. Barry Carbol & myself have been managing a Vancouver Island Manufacturing Sector Labour Market project for the last several years. In 2017 we acted upon extensive survey & interview based labour market data and have been implementing numerous activities in 2017 to meet sector based strategic objectives. Those activities have included:

- several one day Forums (June 21st - Schneider Electric / July 12th - VMAC)
- a one day conference we called "Innovate 2017" held at Camosun College on October 24th - <http://mfgcln.com/2017/10/16/innovate2017/>
- the soft launch of a web-based communications portal called the "Manufacturers Collaborative Learning Network" - <http://mfgcln.com/>

Our final and arguably most impactful activity will be a one day Forum scheduled for January 23rd. We are hoping that you will be able to attend and contribute. We have created a Draft Taskforce Context Report and I'll include some relevant background information below my signature.

We are very much hoping that you'll be able to attend and help us frame future VI/Coastal Manufacturing Sector Labour Market policy & solutions.

John Juricic
C: 250.812.8827

Attachment

Background and Introduction

Beginning in the fall of 2015, Harbour Digital Media (HDM) collaborated with manufacturers on Vancouver Island and with the support of the Ministry of Jobs, Tourism, and Skills Training established a labour market partnership (LMP) for the manufacturing sector in the Vancouver Island/Coastal region. Over the course of 2016, HDM and manufacturers in the region have undertaken labour market research to identify key issues and developed a strategy to address the issues.

Data collected during the labour market information (LMI) phase of the project was used as the basis for the development of a set of strategies in three areas of common interest to manufacturers in the region. These areas are:

- Facilitating manufacturing industry collaboration;
- Improving the availability and quality of training; and
- Promoting the recruitment and retention of employees in the manufacturing industry in the region.

The VI/Coastal Region Manufacturers Taskforce

The following sections provide details concerning each of the working groups of the VI/Coastal Region Taskforce (*we have since decided to create two break-out groups within the one day meeting*). These working groups are intended as a collaborative effort between industry, government and education (post-secondary and K-12) and training institutions and result in action plans that address both skills and training gaps in the region and promote manufacturing as a career.

Working Group on Skills Gaps and Training

This working group is being established as a mechanism to address unmet demands for industry specific training and development programs, and to support the development of formal training opportunities in the region.

Goals and Objectives

The goals and objectives of the working group on Skills Gaps and Training are:

1. To establish, support, and develop mechanisms for collaboration between regional manufacturers, post-secondary institutions, and private training providers;
2. To develop an action plan which links identified training needs and skills gaps to specific training provider offerings and options; and
3. To develop a database of regional training expertise that will be accessible through the online Manufacturers Collaborative Learning Network (CLN).

Working Group on Career Promotion

This working group is being established to focus on the promotion and marketing of careers in manufacturing in the region. It is anticipated that the action plan arising from the work of this taskforce will include the following goals and objectives.

Goals and Objectives

The goals and objectives of the working group on Career Promotion are:

1. To develop an action plan that includes a set of 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;

2. To develop and launch a social media campaign targeted at secondary and post-secondary students. This campaign will promote the VI/Coastal manufacturing industry as a career option and will inform students concerning the nature of manufacturing work and the skills and training they will need to enter this sector of the workforce; and
3. To establish a mechanism for on-going communication between manufacturers, post-secondary institutions and the K-12 sector in the region. This mechanism could undertake a review of selected parts of the BC K-12 curriculum in an effort to identify the soft skills that are included. These soft skills could also be highlighted in future promotional campaigns.

Timelines for the Taskforce

The following tasks will be undertaken during the December 2017 – February 2018 time period to establish the taskforce, conduct meetings, and write and review the resulting action plans.

- January 4, 2018 – VIMAB meeting to provide status update and review Taskforce and working group planning (*thanks to VIMAB for providing advise & suggestions yesterday regarding these Task Force Implementation activities*)
- January 23, 2018 – Initial Taskforce meeting (in person)
- January 30, 2018 – Follow-up meeting #1 with taskforce working group (online/conference call)
- February 1 –2, 2018 – Prepare draft action plans
- February 5 – 9, 2018 – Follow-up meeting #2 to review draft action plans with taskforce working groups (online/conference call)
- February 12 – 14, 2018 – Revise action plans based on feedback and input from taskforce working groups
- March 23, 2018 – Submit final taskforce implementation report to Ministry

Other: Manufacturers Collaborative Learning Network (MCLN) Website

1. Goals and Strategic Priorities

Strategic Priority 1: Industry Collaboration

5. Inform regional manufacturers and other stakeholders about the development of a web-based collaborative learning network including proposed purposes and timelines
6. Seek input from regional manufacturers and other stakeholders concerning the types of information and communication services that should be included in the collaborative learning network

Phase 1: 'Soft' Launch

The Manufacturers Collaborative Learning Network was 'soft' launched in November 2017. This is considered the first phase of a two phase launch process. Members of the Vancouver Island Manufacturers Advisory Board (VIMAB), partners and stakeholders are in the process of being added as members to the site. Membership is free but is used to create authenticated accounts that

can be used to sign up for events, forum, and to use the messaging and chat functionality that is included in the site.

Members will be asked to provide feedback concerning site content and usability through a polling feature that will be included in the site prior to the end of **January 2018**. A January 4, 2018 meeting of VIMAB was held and advisory board members reviewed and provided feedback and provide additional suggestions for site changes (primarily around the Communications / Forum functionality).

Both the online and in person feedback will be structured to include the following:

1. Confirmation of the functionality and feature priorities;
2. Review of the initial set of content and services that are included on the CLN website;
3. Testing of the website on various operating systems and mobile devices.

'Soft' launch feedback will be completed by **January 31, 2018**. *Key elements of the MCLN Communications / Forum functionality was delayed in production by the developer (completed last week of January). Online group & notification functionality had to be re-coded from scratch. The consultative process with the manufacturing community has been delayed by several weeks.*

Phase 2: Launch

It is expected that the industry and community stakeholder consultative process for the CLN website will be completed by **February 2018 (now likely early March)**. A social media and email campaign (similar to other campaigns that have been implemented successfully as a part of this Labour Market Partnership Project) will be used to inform potential users about the site and its purposes.

The launch campaign will include the following social media, email, and print campaign elements:

- Social Media Platforms contacts
 - Facebook – 745 individuals plus the 72 in the Vancouver Island Manufacturing Community Group – 72
 - Twitter – 608 individuals
 - Linked – 2715 individuals plus 119 in the BC Manufacturing and Industrial Business Network Group
- A Times Colonist (TC) article which according to the Times Colonist will reach approximately 10,000 readers
- Emails to the VIMAB (Vancouver Island Manufacturing sector Advisory Board) Database – 169 manufacturing companies and 35 business organization stakeholders
- Emails to the NCMAB (North Central Manufacturing sector Advisory Board) Database - 164 manufacturing companies and 40 business organization stakeholders

Appendix 2: Draft Marketing and Communications Plan (April – Dec, 2018)

Campaign Working Title: “Get the Message Out”⁵

Timing / Implementation

There are many components to the “**Get the Message Out**” Campaign as outlined below. Specific scheduling and implementation of these activities will be expanded closer to the campaign start date of mid-April 2018. The initial focus during April – June 2018 will be on the Career Promotion objectives highlighted in the LMP Task Force summary report. Implementation of the Skills Gaps and Training Promotion objectives would occur during the September – December 2018 timeframe.

Components / Tactics

1. Launch the Manufacturers Collaborative Learning Network (MCLN - <http://mfgcln.com/>) Radio / Podcast network. Examples of current & past work:
 - a. John Paul & Mic - <http://johnpaulandmic.ca/>
 - b. Harbour Digital Media - <https://harbourdigitalmedia.podbean.com/>
 - c. Seriously Social - <http://www.seriously.social/>
2. Establish regular MCLN Roundtables (i.e. face to face gathering of industry members)
3. Continue to engage industry leaders using a variety of digital forums and communication channels (all are currently existing and operational):
 - a. Manufacturers Collaborative Learning Network (MCLN - <http://mfgcln.com/>)
 - b. Digital and traditional communication platforms. The examples below illustrate the use of various communication channels by Harbour Digital Media (HDM) that will be transferred to the MCLN communication initiatives. These channels have been used to provide information and opportunities for dialogue related to manufacturing industry issues in the Vancouver Island/Coastal region. The examples provided are illustrative of the approach that will be implemented for the “**Get the Message Out**” Campaign.
 - i. **Podcasts** - HDM operates, organizes and produces several podcast sites. Podcasts will be used to illustrate the work of VI/Coastal manufacturers and promote manufacturing as a viable career. An example of a recent podcast related to manufacturing is found at: <https://harbourdigitalmedia.podbean.com/e/camosun-technology-access-center-ctac-and-the-manufacturing-professional-network-mpn/>.
 - ii. **YouTube** - HDM has created a YouTube site which includes several manufacturing industry videos. HDM has also produced two short videos related to the VI/Coastal manufacturing sector LMP. These short videos are found at: <https://youtu.be/dqKq2LuxCpC> and <https://youtu.be/l0kcfGHkEOw>.

⁵ This campaign is consistent with the Evaluation Framework and process proposed in Phase 3. This process includes a logic model that outlines a set of inputs, processes, outcomes and outputs that will be used to measure the success of the campaign and identify areas where improvements can be made.

- iii. Print Media** - HDM writes a 250 word Industry & Manufacturing content based article for the Times Colonist that is published monthly. The TC indicates that the post reaches approximately 10,000 people.

Information in these articles will also be published to the numerous blogs (HDM, MCLN & LinkedIn) and the links will be threaded to the Social Media network referenced in this plan. Some recent examples of print media articles produced by HDM are:

- Times-Colonist - <http://harbourdigitalmedia.com/industrial-group-left-howling-in-the-wind/>
- Times-Colonist (monthly 250 word article) - <http://harbourdigitalmedia.com/issues-affecting-manufacturers-on-the-peninsula-tc-article-october-2015/>
- Douglas Magazine - <http://www.douglasmagazine.com/making-it-local-taking-it-global/>
- Sidney Seaside Magazine - <http://harbourdigitalmedia.com/made-on-the-peninsula-the-economic-powerhouse-at-the-heart-of-our-community/>

- iv. Social Media** - HDM also has a number of active social media networks that it intends to use as a part of the overall communications effort for the implementation of the MCLN communication plan. These networks include:

1. Facebook – 741 Members

- Facebook Group – Vancouver Island Manufacturing Group (<https://www.facebook.com/VIManufacturing/> - @VIManufacturing) – 80 members

2. LinkedIn – 2669 Followers

- Active Industry Blogging. HDM has written 70+ articles / blog posts on the HDM LinkedIn Blogging site. These blog posts reach the HDM 2,814 LinkedIn followers / these articles allow HDM to share the article on other HDM Social Media platforms, which is done every time. All the blogs are business oriented. Examples:
 - “To Innovate or not to Innovate” - <https://www.linkedin.com/pulse/innovate-innovatethat-question-john-juricic>
 - “An Islander’s musings – 2017 BC Natural Resources Forum in Prince George” - <https://www.linkedin.com/pulse/islanders-musings-2017-bc-natural-resources-forum-prince-juricic>
 - “Business Training Funding – Why Government should continue with this funding” - <https://www.linkedin.com/pulse/business-training-funding-why-government-must-continue-john-juricic>

3. LinkedIn Groups

- HDM manages the “BC Manufacturing & Industrial Business Network” – 140 members

4. Twitter – 605 Followers

- Every manufacturing blog post (mentioned above) that is posted to Twitter is also linked to the broader global manufacturing community. An example of a social media campaign using this technology is found at: <http://harbourdigitalmedia.com/sidney-north-saanich-industrial-group/>
4. Organizational / Community. MCLN members are sprinkled amongst and provide leadership within the following regional organizations & activities:
- a. The Town of Sidney, the Peninsula Chamber of Commerce and MCLN (currently via HDM) are organizing EduTech (<https://www.facebook.com/SaanPenEduTech/>), a non-profit event promoting and advancing career and awareness linkages between the Peninsula Advanced Technology and Manufacturing Sectors, secondary students and the local community members.
 - b. MCLN will be hosting Innovate 2018 during the Fall, building upon the strong success of Innovate 2017 (<http://mfgcln.com/2017/10/16/innovate2017/>) from October 24th, 2017.
 - c. Sidney's Economic Development Committee (EDC) will be busy in 2018. The committee will be:
 1. completing a comprehensive inventory and NAICS code categorization of the Town's Manufacturing and Industry Sector.
 2. researching and looking towards providing Transportation related solutions and efficiencies for the Industrial District.
 3. engaged in managing a Marketing and Economic Development Strategy specific to the West Side and its identity as an Innovation district from the West Side Local Area Plan.
 - d. The Sidney Breakfast Club (<https://goo.gl/6YJMWe>), the region's Premiere Industry Networking Group, is celebrating its 25th year anniversary in 2017. The 2018 meetings will be focused on an Innovation Theme.
 - e. Recently, the Town of Sidney adopted a new Westside Area Plan (<https://goo.gl/xjo4np>) that will provide area context for a primarily Industrial area to identify and work towards goals that will help existing businesses and attract new ones.
 - f. Sidney is home to the Sidney North Saanich Industrial Group (SNSIG - <http://harbourdigitalmedia.com/sidney-north-saanich-industrial-group/>), a manufacturing based group that advocates for industry based regional issues. About half of the SNSIG membership are also members of the Vancouver Island Manufacturing sector Advisory Group (VIMAB - <http://mfgcln.com/vimab/>), a group of manufacturing companies that are working towards creating strategies and action plans that reflect the training and development needs of the Island's manufacturing sector.
 - g. Adam Olsen, the Saanich North & the Islands MLA, has recognized and supports the development of the Peninsula as an Innovation & 21st Century economic leader. See Adam's speech in the legislature November 9th, 2017 summarizing this visioning - <https://goo.gl/rThp5Z>.
5. Integrate Task Force suggestions within the digital radio / podcast, roundtable, digital forums and community based activities already being implemented. For example, those would include:
- a. Establish regular interaction activities directly with K-12 stakeholders.

- b.** Directly engage with post-secondary institutions to create education & training programs.
 - c.** Engage in advocacy with the Provincial & Federal Governments.
 - d.** Establish information services, e.g. career pamphlets, profile videos, marketing materials.
- 6.** Establish a speakers' bureau and engagements for representatives from manufacturing companies. For example:
- a.** HDM staff and associates regularly speak at community functions. These will continue and we can seek more speaking opportunities if deemed advantageous. Recent speaking events include:
 - i.** Sidney Rotary - February 2017 - "A Review of West Sidney Industrial engagement and advocacy and where do we go next"
 - ii.** Town of Sidney Economic Development Committee November 2016 - "VIMAB Phase 2 Overview"
 - iii.** VIEA Conference October 2016 - Plenary Speaker "Skills Trade Environment - Manufacturing Industry on Vancouver Island"
 - iv.** SBC meeting March, 2016 - "Social Media Business Applications" - Paul Holmes - Smart Dolphins & Social Media Camp / John Juricic - Harbour Digital Media
 - v.** HDM staff have also organized and planned a monthly Industry networking gathering for CTAC (Camosun Technology Access Center) called the Manufacturing Professional Network (MPN). This group averaged about 20-25 attendees on a regular basis. The MPN lasted for several years. With Camosun's help we were able to secure Industry speakers. Industry attendees really enjoyed and saw value to this activity.
 - b.** Establish industry tours.