

2017

VI/Coastal Manufacturing Sector LMP: Taskforce Implementation Report

Submitted by: Harbour Digital Media
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VI/Coastal Region Manufacturing Sector Labour Market Partnership: Phase 4 – Taskforce Implementation Report

Background and Introduction

Since the fall of 2015, Harbour Digital Media (HDM) has worked with manufacturers in the Vancouver Island/Coastal region to establish a Labour Market Partnership (LMP). This partnership project has been supported by the Ministry of Advanced Education, Skills and Training as a part of the Canada-BC Labour Market Development Agreement. During 2016, HDM and manufacturers in the region undertook labour market information (LMI) research to identify key workforce development issues for the sector. As result of this effort manufacturers, through the leadership of an industry-led advisory group (the Vancouver Island Manufacturers Advisory Board or VIMAB), developed a set of strategies to address the identified issues.

The strategy development phase resulted in strategies¹ 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.

In 2017 and early 2018, the VI/Coastal Region manufacturers LMP partnership initiated a pilot implementation project. This project focused on providing opportunities for manufacturers to collaborate and communicate with one another and with training organizations and other potential organizational partners. The implementation phase of the project also allowed manufacturers through HDM's efforts to establish venues where identified labour market issues can begin to be addressed. The mechanisms for promoting dialogue among industry partners and training organizations included two forums, a daylong conference event, and the launch of an online network (the Manufacturers Collaborative Learning Network).

The strategic approach adopted by manufacturers through VIMAB also included the creation of a regional taskforce focused on identified skills gaps and training and the promotion of careers in manufacturing.

This document provides a summary of the results of the taskforce deliberations, the resulting recommendations, and a workplan for activities that will be undertaken by manufacturers and organizational partners during 2018 (i.e. beyond Phase 4) in an effort to create a long term, sustainable partnership.

This report is organized into the following sections:

¹ See the Phase 3 *Final Strategy Paper* for details.

- Taskforce Goals and Objectives
- Taskforce Composition
- Taskforce Timelines
- Action Plans and Recommendations
- Evaluation
- Summary of Lessons Learned

Taskforce Goals and Objectives

Skills Gaps and Training

The goals and objectives related to 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).

Career Promotion

The goals and objectives related to 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.

Taskforce Timelines

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.

- December 1 – December 18, 2017 – Contact potential participants for the taskforce to determine their interest in participating.
- January 4, 2018 – VIMAB meeting to provide status update and review Taskforce and working group planning

- January 23, 2018 – Initial Taskforce meeting (in person)
- January 30 – Feb 10, 2018 – Follow-up with taskforce members (email, online, conference calls)
- February 1 –19, 2018 – Prepare draft action plans and recommendations
- February 20 – March 10, 2018 – Additional follow-up with taskforce members (email, online, conference calls)
- March 11 – 20, 2018 – Revise action plans based on feedback and input from taskforce members
- March 23, 2018 – Submit final taskforce implementation report to Ministry

Taskforce Composition

The Taskforce was drawn from the following groups:

- Manufacturing company human resources managers and leaders (depending upon company size this role may be played by a senior manager or other leader in the company);
- Post-secondary institutions (with a focus on individuals working in the trades/technical/business areas);
- K-12 career counsellors from school districts within the region; and
- Business organization and government representatives (including Chambers of Commerce, municipalities, local provincial government ministry representatives, economic development organizations, First Nations economic development organizations, the Industry Training Authority (ITA)).

A complete list of individuals approached to serve on the taskforce and contact information is provided in Appendix 1.

Taskforce Meetings

A face to face meeting of taskforce members was held on January 23, 2018 at the Vancouver Island Technology Park in Victoria. The following individuals were in attendance:

- Sandra Amador - VMAC
- David Calveley - Sidney Economic Development Committee
- Brad Erikson - Camosun Business Co-op Programs
- Jamie VanDenbossche - Camosun College Innovates
- Lynn Brown - Schneider Electric
- Alissa Wakeman - UVIC Business Faculty Co-op Programs and Career Centre
- Rhonda Morrison - Nicholson Manufacturing
- Rose Klucas - Campbell River Economic Development
- Yavhel Velazquez – Ministry of Advanced Education, Skills & Training
- John Juricic – Harbour Digital Media
- Barry Carbol – Schmidt & Carbol Consulting – Facilitator

The agenda for the January 23rd meeting is provided in Appendix 2. A summary of the January 23rd meeting is included in Appendix 3.

Given the difficulty in bringing together individuals from across the region, additional input was sought through online, email, and conference calls.

In addition, written comments were received from Bill Collins (Questar Tangent) and Chuck Richardson (Pacific Energy). Phone interviews were held during early February with Line Robert (Island Coast Trust), Doug Pauze (Coastland Wood Products), and Steve Bonham (Redlen).

A draft version of the *Taskforce Implementation Report* was distributed to all of the individuals on the list (see Appendix 1) for comment and feedback. Feedback related to the draft final version was received from three manufacturers. This feedback was positive and did not result in any substantive changes. The level of feedback was not surprising given that everyone on the list was contacted by email or phone or offered comments on the January 23rd meeting summary.

Action Plans and Recommendations

The following tables outline a set of recommended action plans, proposed timelines and organizations/individuals who will take the lead responsibility. Throughout the four phases of the VI/Coastal Labour Market Partnership, the industry members of VIMAB have partnered with Harbour Digital Media to ensure that the work of the partnership has been executed in an effective and efficient manner. The actions arising from the Phase 4 Taskforce will be the responsibility of VIMAB in partnership with HDM or other organizations as outlined in the tables below.

The tables are broken out into short and mid-term actions related to skills gaps and training and career promotion. The actions included in the short-term table are those that can be accomplished quickly since it is clear from the work of the taskforce that moving forward is essential to the future viability of the VI/Coastal manufacturers LMP. A number of manufacturers have expressed concerns about the lengthy process and delays between phases.

Short-term Actions

Skills Gaps and Training			
Actions	Description	Timelines	Lead Responsibility
1. Establish venues for communication and dialogue with educators	<ul style="list-style-type: none"> Establish regular discussion forums with K-12, post-secondary and manufacturers (builds on the work that was done at the June/July 2017 regional forums) Post-secondary institution representatives to spend more time 'in the field' at industry locations (based on invitations from industry) 	<p>April – June 2018</p> <p>May – September 2018</p>	<ul style="list-style-type: none"> VIMAB, with coordination support from HDM Camosun, UVic and other island institutions to coordinate

2. Establish information services	<p>Information services to include:</p> <ul style="list-style-type: none"> • Lists of manufacturing and post-secondary institution contacts • Quarterly reports and trends re: hard to fill jobs • Trends re: local training requests • Current list of skills gaps and regional training programs • Information about manufacturing jobs <p>Information services to be provided through the MCLN website.</p>	May – September 2018	<ul style="list-style-type: none"> • VIMAB, with support from HDM to develop information services as a part of the MCLN website
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Career Promotion

Actions	Description	Timelines	Lead Responsibility
1. Organize and promote career events and opportunities	<ul style="list-style-type: none"> • Establish a speakers bureau for speakers from manufacturing companies to engage post-secondary students and instructors in discussions about emerging technologies and other topics specific to work in manufacturing • Provide opportunities for job shadow days with manufacturing companies. <p>Information on these opportunities to be provided through the MCLN website</p>	July – August 2018	<ul style="list-style-type: none"> • VIMAB, with support from HDM, to coordinate events and career opportunities for manufacturers in the region
2. Establish career-focused information services	<ul style="list-style-type: none"> • Develop a marketing campaign for careers in manufacturing focused on Vancouver Island • Develop a set of career success stories/profiles and showcase these on the MCLN website • Enhance WorkBC career profiles so that they include manufacturing careers • Develop or acquire video clips about company operations, jobs they offer 	September – December 2018	<ul style="list-style-type: none"> • VIMAB, with coordination support from HDM, and with input from regional manufacturers, Government (re: WorkBC profiles), post-secondary institutions, and K-12 districts

Mid-term Actions

Skills Gaps and Training

Actions	Description	Timelines	Lead Responsibility
1. Establish venues for	<ul style="list-style-type: none"> • Communicate training opportunities that are available 	January – May 2019	<ul style="list-style-type: none"> • VIMAB, with coordination

Skills Gaps and Training			
Actions	Description	Timelines	Lead Responsibility
communication and dialogue with educators	<p>to industry across the VI/Coastal region</p> <ul style="list-style-type: none"> • Identify optimal training delivery methods for manufacturers • Work with K-12 educators to address barriers that prevent students from being hired (i.e. lack of high school graduation, driver's license) 		support from HDM, and input from manufacturers and post-secondary institutions, K-12 districts
2. Actions to modify and adapt post-secondary programs	<ul style="list-style-type: none"> • Manufacturers to identify disruptive technology opportunities in coordination with post-secondary institutions • Create education and training programs which address the evolving needs and challenges of industry • Include more manufacturing companies on Program Advisory Committees at Camosun College • Incorporate opportunities for applied learning into the post-secondary and secondary curriculum (include manufacturing projects) • Partner with post-secondary institutions on student projects and Capstone projects related to manufacturing 	November 2018 – March 2019	<ul style="list-style-type: none"> • VIMAB, with coordination support from HDM, to create opportunities for dialogue between manufacturers and island post-secondary institutions • Camosun, UVic and other island post secondary institutions to be engaged in discussions to address actions outlined • HDM to include results on the MCLN website
Career Promotion			
1. Establish career-focused information services	<ul style="list-style-type: none"> • Develop career guidance pamphlets with actual job descriptions and examples • Work to establish clear job pathways for employees for whom manufacturing is their first job • Develop marketing materials that provide accurate information about working and living on Vancouver Island • Develop or acquire video clips about company operations, jobs they offer 	January – June 2019	<ul style="list-style-type: none"> • VIMAB, with support from HDM, to coordinate with regional economic development organizations, chambers of commerce, and manufacturers

Skills Gaps and Training			
Actions	Description	Timelines	Lead Responsibility
2. Organize and promote career events and opportunities	<ul style="list-style-type: none"> Establish a mechanism for informational interviews with industry contacts by secondary and post-secondary students Showcase manufacturing careers at regional career fairs Explore whether Camosun faculty and students are interested in visiting regional manufacturers as a part of the TREK program (company tours and career options discussions with companies) Promote and encourage First Nations to consider manufacturing jobs 	January – June 2019	<ul style="list-style-type: none"> VIMAB, with support from HDM to coordinate with input from manufacturers, post-secondary institutions, K-12 districts, First Nations organizations

Evaluation

As mentioned in the introduction, Phase 4 of this LMP project was intended as a way of piloting a number of approaches that could yield longer term, sustainable results for the sector.

In this context, a set of success criteria and performance measures was established to assist in the evaluation of the actions that resulted from the taskforce discussions and recommendations. The following table provides an overview of measures and preliminary evaluative comments related to the actions proposed by taskforce members. It is important to note that evaluation of the effectiveness of the proposed actions will depend upon future implementation planning that is beyond the scope of the work undertaken in Phase 4 of this LMP.

Area of Focus	Objectives	Success Criteria & Performance Measures	Evaluative Comments/Results
Skills Gaps and Training	1. To establish, support, and develop mechanisms for collaboration between regional manufacturers, post-secondary institutions, and private training providers	<ul style="list-style-type: none"> Manufacturers and training providers/educational institutions agree to support and communication mechanisms to address identified skills gaps and training needs 	<ul style="list-style-type: none"> Support and training mechanisms are in place and functioning to the satisfaction of manufacturers, training providers, and educational institutions
	2. To develop an	<ul style="list-style-type: none"> Action plan developed 	<ul style="list-style-type: none"> Action plan is

Area of Focus	Objectives	Success Criteria & Performance Measures	Evaluative Comments/Results
	action plan which links identified training needs and skills gaps to specific training provider offerings and options	with clear responsibilities and expected outcomes	agreed upon by all affected parties and is being acted upon
	3. To develop a database of regional training expertise that will be accessible through the online Manufacturers Collaborative Learning Network (MCLN)	<ul style="list-style-type: none"> • Taskforce members provide suggestions for regional training expertise that should be included in the database • Vetted training expertise is included in the online MCLN website 	<ul style="list-style-type: none"> • Regional training expertise database is compiled and available through the MCLN • A compiled (and current) list of vetted training expertise is available through the MCLN website
Career Promotion	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	<ul style="list-style-type: none"> • Action plan developed with clear responsibilities and expected outcomes 	<ul style="list-style-type: none"> • Action plan is agreed upon by all affected parties and is being acted upon
	2. To develop and launch a social media campaign targeted at secondary and post-secondary students.	<ul style="list-style-type: none"> • Social media promotional campaign described and launched 	<ul style="list-style-type: none"> • Social media campaign data demonstrates increased awareness of manufacturing career options for K-12 and post-secondary students

Area of Focus	Objectives	Success Criteria & Performance Measures	Evaluative Comments/Results
	<p>3. To establish a mechanism for on-going communication between manufacturers, post-secondary institutions and the K-12 sector in the region.</p>	<ul style="list-style-type: none"> Manufacturers and training providers, post-secondary institutions and K-12 sector representatives agree to support and communication mechanisms that will be used to promote manufacturing careers in the region 	<ul style="list-style-type: none"> Support and communications mechanisms are established and functioning to the satisfaction of manufacturers, post-secondary institutions, and K-12 districts and related organizations

Summary of Lessons Learned

The taskforce process was originally proposed as a way of creating a venue through which regional manufacturers, post-secondary institutions, K-12 representatives, and business organizations could come together to begin the process of mapping out solutions in two specific areas: skills gaps and training, and career promotion. The taskforce process was piloted to determine whether this approach could be used (along with other collaborative processes such as forums, conferences, and online services) as a way of creating solutions for workforce development and training challenges faced by the manufacturing sector.

A number of lessons were learned through the taskforce process and the other related collaborative initiatives that were undertaken during Phase 4 of this LMP. The lessons learned included:

1. Communications Gaps

The taskforce process reinforced the findings from Phase 2 (Labour Market Information Research phase) that a major communications gap exists between manufacturing sector companies, education and training institutions, community stakeholders and regional business organizations. The taskforce process could be used as a mechanism for conversation and dialogue that could help solve regional manufacturing sector labour market issues.

2. Need for On-going Collaboration

The taskforce process and resultant dialogue emphasized the need and desire for VI/Coastal region manufacturing companies, educational institutions, community stakeholders and regional business organizations to work together to solve labour market and workforce development issues. This can only happen if there are consistent and on-going opportunities for collaboration that all parties agree to and are eager and willing to participate in. Engagement is a key to success but it has been dampened by delays in moving from one phase of the LMP to the next. At the same time, it is not too late to capture the enthusiasm that was observed in the forums, conference and by Taskforce members if the project can quickly act on the recommendations proposed.

3. Input Fatigue

The effort to create a collaborative working environment and mechanisms that are efficient for busy executives and senior leaders was hampered by what can be called 'input fatigue'. Industry leaders are being bombarded with surveys and requests for feedback but find that there is little show by way of solutions arising from their contributions. This leads to a healthy dose of skepticism about whether their participation in another venue for feedback (i.e. the taskforce process) will yield results. The common comment from industry representatives is that this LMP project has taken too long. This is unfortunate since the project is now at a point of being able to take specific actions beyond Phase 4 to address identified workforce development and labour market issues faced by the manufacturing sector.

While the lessons noted above represent some challenges as we move forward, the LMP project has created a great deal of interest and good will among manufacturers, educational institutions, and business organizations and provides a strong basis for creating a sustainable collaborative approach that produces results for the manufacturing sector in the VI/Coastal region.

Appendix 1: Taskforce Distribution List

	Name	Company/Organization	Email
Manufacturers	Stuart Coker	VMAC	Stuart_coker@vmacair.com
	Sandra Amador	VMAC	Sandra_amador@vmacair.com
	Christine Larsen	VMAC	chris_larsen@vmacair.com
	Chuck Richardson	Pacific Energy	cwrichardson@shaw.ca
	Steve Bonham	Redlen Technologies	steve.bonham@redlen.com
	Doug Pauze	Coastland Wood	dpauze@coastlandwood.com
	Bill Collins	Questar Tangent	wcollins@shaw.ca
	Lynn Brown	Schneider Electric	Lynn.Brown@schneider-electric.com
	Gary Powers	Pro Mac Manufacturing	garypowers@promac.bc.ca
	Scott McKay	Pro Mac Manufacturing	scottmckay@promac.bc.ca
	Rhonda Morrison	Nicholson Manufacturing	morrisonrj@nmbc.com
	Chloe Smith	Townsite Brewing	chloe@townsitebrewing.com
	Robin Ambrose	Viking Air	Robin.Ambrose@vikingair.com
Education & Training	Jamie VanDenbossche	Camosun Innovates – Camosun College	VanDenbosscheJ@camosun.bc.ca
	Tim Walzak	Director, Applied Research and Innovation	TWalzak@camosun.bc.ca
	Randall Height	North Island College	Randall.Heidt@nic.bc.ca
	Gloria Darroch	Business Faculty, University of Victoria	darrochg@uvic.ca
	Lizanne Chicanot	Parkland Secondary, SD #63	lchicanot@sd63.bc.ca
	Dr. Rebecca Grant	Professor, Business Faculty, UVIC	rgrant@uvic.ca
	Dr. Saul Klein	Dean , Business Faculty, UVIC	sklein@uvic.ca
	Alissa Wakeham	Co-op Coordinator, Business Faculty, UVIC	awakeman@uvic.ca
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	Paul Mottershead	Vancouver Island University	Paul.Mottershead@viu.ca
	Kendra Underwood	WSANEC School Board	kendra@saec.ca
Government	Rose Klucas	Campbell River Economic Development	Rose.Klucas@campbellriver.ca
	Amrit Manhas	Nanaimo Economic	amrit.manhas@nanaimo.ca

	Name	Company/Organization	Email
		Development	
	Kyle Preston	ITA Vancouver Island Representative	kpreston@itabc.ca
	Shaun Cox	ITA Richmond Representative	scox@itabc.ca
	Cheryl McLay	Ministry of Forests, Lands, Natural Resources Operations	Cheryl.McLay@gov.bc.ca
	Erin Bremner-Mitchell	Town of Sidney Economic Development Committee	erin@tangelo.ca
	David Calveley	Town of Sidney Economic Development Committee	davidcalveley@gmail.com
Community	Paris Gaudet	Innovation Island Technology Association	paris@innovationisland.ca
	Line Robert	Island Coastal Trust	line.robert@islandcoastaltrust.ca
	Dave Chisholm	Powell River Economic Development	info@scredo.ca
	Scott Randolph	Powell River Economic Development	srandolph@cdpr.bc.ca
	Jolynn Green	Community Future Central Island	jolynn@cfnanaimo.org
	Sonja Nagel	Cowichan Chamber of Commerce	sonja.nagel@duncancc.bc.ca

Appendix 2: Taskforce Meeting Agenda

Taskforce on Skills Gaps, Training, and Career Promotion
January 23, 2018
Vancouver Island Technology Park
4464 Markham St, Victoria, BC

Activity	Time
1. Introductions	9:00 – 9:15 am
2. Background <ul style="list-style-type: none">• Overview of LMP Project• Summary of key labour market findings• Strategies arising from findings	9:15– 9:50 am
3. Objectives and process for the day	9:50 – 10:00 am
4. Work session #1: Skills Gaps and Training (Action steps and Responsibilities)	10:00 – 11:00 am
Break	11:00 – 11:15 am
5. Work Session #2 (Continued) (Timelines and Barriers)	11:15 – 12:15 pm
Lunch	12:15 – 12:45 pm
6. Work Session #3 (Continued) (Communications Strategies)	12:45 – 1:45 pm
Break	1:45 – 2:00 pm
7. Work Session #4: Career Promotion (Actions, Responsibilities, Timelines, Barriers, & Communications)	2:00 – 3:30 pm
8. Summary and Concluding Remarks	3:30 – 3:45 pm

Appendix 3: Taskforce Meeting Summary

Overview of the Day

Following a roundtable of introductions, an overview of background information related to the Vancouver Island/Coastal region labour market partnership was presented. This presentation included information gathered during the various phases of the project to date. A PowerPoint presentation with the highlights will be available through the Manufacturers Collaborative Learning Network website in the near future.

During the day, the group undertook two tasks:

1. Brainstorm action steps related to the skills and training issues identified in the labour market research for the region and provide thoughts concerning barriers that might inhibit action; and
2. Brainstorm action steps related to the promotion of careers in manufacturing and, again, outline any barriers that might prevent action.

A summary of the ideas brought forward by those in attendance is provided in the sections that follow.

Skills Gaps and Training

The action steps outlined in this table have been grouped according to themes that emerged during the course of the discussion.

Potential Action Steps		Comments
<i>Theme 1: Create opportunities for communication and dialogue with educators</i>		
	Create (or use existing) discussion forums which involve post-secondary institutions, K-12 and manufacturers in a dialogue concerning future needs	
	Explore interest at Camosun concerning interest in having a collaborative tool that connects Tech Program chairs with manufacturers	Brad to pursue this
	Share details of skills gaps and needs (online) with education providers	
	Communicate training opportunities that are available to industry across the VI/Coastal region	
	Identify optimal training delivery methods for manufacturers	Focus on identifying short, medium, and long term skill development needs in continuing education, trades, degree and diploma programs
	Create mechanisms to increase awareness of the	

Potential Action Steps		Comments
	changing needs of industry	
	Create formal and regular dialogue between industry, economic development agencies, and education	
	Work with K-12 educators to address barriers that prevent students from being hired (i.e. lack of high school graduation, driver's license)	
	Establish connection between manufacturers and education and look for synergy between the two groups	Need to also connect with veterans, refugees, people with disabilities, indigenous communities
<i>Theme 2: Establish Information Services</i>		
	Develop a list of contacts and current processes that can be used to engage manufacturers and post-secondary institutions to develop curriculum focused on manufacturers needs	
	Provide quarterly reporting on trends in 'hard to fill jobs'	Need to look for the root causes behind why these jobs are hard to fill
	Create a list of trends concerning local training requests	
	Establish a current (i.e. up to date) list of skills gaps and training programs; make the information readily available; provide information for all of the region (VI/Coastal)	The Manufacturers Collaborative Learning Network (CLN) could house this information
	Provide access to information about manufacturing jobs	
<i>Theme 3: Take actions to modify and adapt programs</i>		
	Post-secondary institution representatives to spend more time 'in the field' at industry locations (based on invitations from industry)	
	Manufacturers to identify disruptive technology opportunities in coordination with post-secondary institutions	"Educational institutions need to be in tune with the disruptions that are happening now and into the future"
	Create education and training programs which address the evolving needs and challenges of industry	
	Include more manufacturing companies on Program Advisory Committees at Camosun College	Brad to explore this with Camosun Tech Program chairs
	Connect Camosun Community Education staff with	Brad to pursue this

Potential Action Steps		Comments
	manufacturing companies re: custom continuing education courses	
	Post-secondary institutions to make more night and Saturday classes available	
	Create opportunities for students to participate in summer projects (for credit) with manufacturers	
	Offer evening courses for short periods of time in high demand skills areas	
	Organize training sessions from diverse industries on topics related to skills gaps	
	Match industry training needs with what is already available	
	Identify optimal training delivery methods for manufacturers	Focus on identifying short, medium, and long term skill development needs in continuing education, trades, degree and diploma programs
	Incorporate opportunities for applied learning into the post-secondary and secondary curriculum (include manufacturing projects)	
	Partner with post-secondary institutions on student projects and Capstone projects related to manufacturing	
<i>Theme 4: Engage in advocacy</i>		
	Engage in advocacy with the provincial government which will enable manufacturers and post-secondary institutions to work collaboratively	"more powerful when we work together"
	Lobby government for quicker recognition of overseas qualifications	

Possible Barriers

- Concern about engaging with competitors (applies both to manufacturers and post-secondary institutions)
- The tendency to 'forget' about communities outside the lower island who are seen as less significant in terms of their contribution to the economy
- Lack of funding for local colleges in smaller communities to provide sector specific training programs
- Funding to undertake the initiatives
- Time for collaboration activities and off-site meetings
- Distance and isolation of smaller communities in the region from 'where the action is' (i.e. the lower island)
- Lack of awareness of current offerings (i.e. courses, programs, resources)

- Lack of action (or timeliness of action) results in lack of interest or engagement on the part of companies and institutions
- Lack of results or follow-up
- Faculty at institutions have to pay attention to many sectors and industries not just manufacturing
- Return on investment in customized offerings is low if a course/program is only offered once
- Collaborative work becomes a lower priority when operational issues intervene

Career Promotion

Potential Action Steps		Comments
<i>Theme 1: Establish information services</i>		
	Develop career guidance pamphlets with actual job descriptions and examples	Could be an online resource.
	Develop a marketing campaign for careers in manufacturing focused on Vancouver Island	
	Develop a set of career success stories/profiles and showcase these online	Could be hosted on the Manufacturers Collaborative Learning Network
	Highlight what the island has to offer in terms of lifestyle, climate, and wages/benefits, and cutting edge manufacturing companies	
	Work to establish clear job pathways for employees for whom manufacturing is their first job	
	Enhance WorkBC career profiles so that they include manufacturing careers	
	Develop marketing materials that provide accurate information about working and living on Vancouver Island	
	Develop or acquire video clips about company operations, jobs they offer	Could be hosted on the Manufacturers Collaborative Learning Network
<i>Theme 2: Organize and promote career events and opportunities</i>		
	Provide opportunities for secondary and post-secondary student visits to manufacturers	
	Promote manufacturing careers through career fairs and guest speakers	
	Develop and promote opportunities which showcase manufacturing careers for kids in grades 9/10/11 (e.g. Edutech)	
	Establish a speakers bureau for speakers from manufacturing companies to engage post-secondary students and instructors in discussions about emerging technologies and other topics specific to work in manufacturing	

Potential Action Steps		Comments
	Establish a mechanism for informational interviews with industry contacts by secondary and post-secondary students	
	Provide opportunities for job shadow days with manufacturing companies. Target a few specific jobs and have grade 10-12 students spend a half day shadowing an individual in a job of interest.	Barrier could be safety concerns at some sites.
	Establish a Discover Tectoria type of event	
	Showcase manufacturing careers at regional career fairs	
	Establish a mechanism for manufacturers to be involved in speaking engagements (guest speakers) in local classes	
<i>Theme 3: Promote communication and dialogue between manufacturers and educational institutions and other organizations</i>		
	Strengthen the regional collaboration between manufacturers so that people applying for work understand the opportunities beyond the job they are applying for	
	Work toward raising the profile of manufacturers (building a brand) at post-secondary institutions by engaging with student clubs and associations	
	Explore whether Camosun faculty and students are interested in visiting regional manufacturers as a part of the TREK program (company tours and career options discussions with companies)	
	Make new Camosun technology students aware of manufacturing jobs and career opportunities	
	Promote and encourage First Nations to consider manufacturing jobs	

Possible Barriers

- Need clear responsibilities for initiatives
- Time constraints; inability to attend and pay attention to lengthy initiatives
- Politics in play between levels of govt (local/provincial/federal)
- Time to engage in proposed activities
- Getting buy-in from internal stakeholders to support the initiatives
- Staying current with information that is provided through the initiatives (i.e. keeping up with the pace of change)
- Lack of resources (people, money) to carry out the initiatives

Next Steps

1. **Additional input and feedback.** Individuals attending the meeting will be asked to review and comment further on the action steps and barriers outlined above. In addition, a

number of individuals from regional companies and organizations who were unable to attend will be contacted individually for their input and feedback.

2. **Development of a Draft Action/Implementation Plan.** Based on feedback and input received, Harbour Digital Media will develop a draft implementation plan. This plan will be circulated for additional feedback prior to its submission to the Ministry in March.

Specific details will be outlined in email communications to Taskforce members.