

2018

VI/Coastal Manufacturing Sector LMP: Final Summary Report

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VI/Coastal Region Manufacturing Sector Labour Market Partnership: Phase 4 – Taskforce Implementation Report

Background

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 (Phase 4). This project was 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 were discussed. These discussions led to the creation of recommendations and action plans. The mechanisms for promoting dialogue among industry partners and training organizations included two forums, a daylong conference event, and the creation 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.

The success of the Phase 4 pilot implementation was dependent upon the involvement and leadership of VIMAB members with the support of HDM and its associates. VIMAB members were

¹ See the Phase 3 *Vancouver Island/Coastal Region Manufacturing Labour Market Partnership: Strategy* report for details. (<http://mfgcln.com/vimab-lmp-reports-summaries/>)

involved in providing direction and feedback concerning the design and execution of all of the key components of the Phase 4 pilot projects. Going forward, active involvement and leadership by VIMAB members will be essential to the success of the partnership. A list of current active VIMAB members is provided in Appendix 1.

At the same time, it was essential to expand the reach of the VIMAB advisory group given the scope of the Phase 4 pilot initiatives. Representatives from post-secondary institutions, K-12 schools and districts, business and economic development organizations and government were invited to provide input, feedback and to participate in discussions that shaped the pilot initiatives, outcomes, and future action plans. Appendix 2 and 3 provide details concerning the organizations and individuals participating in the Forums and Innovate 2017 conference. Additional details concerning participation are found in each of the following reports:

- *HR Forums and Outcomes Report*
- *HR Conference and Outcomes Report*
- *Marketing and Promotion Plan and Materials Report*
- *Taskforce Implementation Report*

These reports are available online at: <http://mfgcln.com/vimab-lmp-reports-summaries/>.

This document provides a summary of the Phase 4 activities, a set of lessons learned arising from the pilot implementation, and a proposal for next steps. These next steps form the basis for manufacturers, educational institutions, and business organizations in the region to build an on-going and sustainable partnership.

This report is organized into the following sections:

- Summary of the Phase 4 Pilot Implementation Activities
- Lessons Learned
- Proposed Next Steps
- Appendices

Summary of the Phase 4 Pilot Implementation Activities

The Phase 4 Pilot Implementation consisted of four initiatives. These were:

1. Two HR forums
2. The Innovate 2017 Conference
3. A Taskforce on Skills Gaps, Training, and Career Promotion
4. The development of the Manufacturers Collaborative Learning Network (MCLN)

HR Forums

Two regional forums were planned and delivered as a part of the pilot implementation of this strategy. The first forum took place on June 21, 2017 at Schneider Electric and the second at VMAC

in Nanaimo on July 12, 2017. Participants were also be given the opportunity to participate via either a teleconference link or online webinar format.

Forum invitations were sent to individuals, organizations² and to a selection of manufacturers included in the manufacturing company database that was compiled during Phase 2 of this sector LMP³. The following groups were included in the invitation lists compiled for this part of the project:

- Company human resources managers/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 total of 216 individuals were invited to the two forums with a goal of having 20 – 25 attendees at each forum. The invitation list included the entire manufacturing company database (169 companies) and 47 organizations (post-secondaries, K-12, business and government). The June 21 forum at Schneider Electric involved 20 participants and the second forum on July 12 at VMAC had 16 participants. The names of forum participants and their organizational affiliations are found in Appendix 2.

The agendas for each forum 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
- The promotion of manufacturing as a career.

Sessions during the day included:

- Panel presentations (or in the case of the Nanaimo forum one presentation in the morning and a two presenters in the afternoon) with follow-up roundtable discussion opportunities for participants were provided. Participants were encouraged to raise questions, provide feedback and offer suggestions concerning issues related to the attraction (Panel #1), and

² See Appendix 2 in the *HR Forums and Outcomes Report* which can be found at <http://mfgcln.com/vimab-lmp-reports-summaries/>.

³ See the Phase 2 *LMI Research* report for details concerning the manufacturing company database (<http://mfgcln.com/vimab-lmp-reports-summaries/>).

the retention and recruitment (Panel #2) of skilled workers for the manufacturing sector in the region (and in particular on the lower island and peninsula);

- Roundtable discussions related to the attraction, retention and recruitment of skilled workers to the manufacturing sector in the region; and
- A networking lunch followed by a site tour of the Schneider Electric (June 21, 2017) and VMAC (July 12, 2017) manufacturing facilities.

Summary of the Forum Evaluations

June 21, 2017 Forum

Highlights of the feedback received (12 of 22 attendees provided feedback) for the June 21st Forum are as follows:

- 92% of those responding indicated that they were very satisfied with the forum;
- 100% found the forum to be a valuable use of their time;
- The morning panel discussion and roundtable were thought to be the most valuable sessions (83%);
- Several comments were received indicating that participants would use the information from the session back at their workplace;
- 67% indicated that they would be able to apply or take action back at their workplace; and
- 75% found that the format was appropriate.

July 12, 2017 Forum

Four of the 18 participants in the forum took the time to complete the online feedback form. Although this is a small number, the comments made by participants throughout the day when added to those received through the feedback form provide an overall positive view of the utility of the forum concept and suggest that it is a worthwhile approach to pursue beyond the current LMP.

Highlights of the feedback received are as follows:

- 100% of those responding indicated that they were very satisfied with the forum;
- 100% found the forum to be a valuable use of their time;
- Those responding were equally positive concerning the presentations, the roundtable discussions and the tour (75%);
- Comments were received indicating that participants would use the information from the session back at their workplace;
- 75% indicated that they would be able to apply or take action back at their workplace; and
- 75% found that the format was appropriate; 50% wanted more time scheduled for discussion and dialogue.

Proposed Actions Arising from the Forums

Several suggestions were provided by forum participants that should be acted upon in the near future. In most instances manufacturers will need to work in partnership with other organizations to implement the following action items:

1. Development of a manufacturing skill set profile that could list the soft skills, hard or technical skills, and other work related skills.
2. Development of a manufacturing network and community for the region which could be used to share best practices, HR issues, and local issues related to attracting individuals and employers to the island/region.
3. Establishment of a 'repeatable' process to engage the K-12 sector and employers in a way that is not onerous on employers.
4. Develop an approach to sharing compensation information so that island manufacturers are able to provide competitive salary and benefits packages and thereby attract skilled workers.
5. Develop a guide for promoting regional manufacturers and careers in manufacturing. The guide should emphasize the unique qualities of manufacturing and also promote and encourage manufacturing as a career option for both genders.

Additional details concerning the forum agendas, attendees and additional comments concerning the value of the forum can be found in the *HR Forums and Outcomes Report* on the MCLN website at <http://mfgcln.com/vimab-lmp-reports-summaries/>.

Innovate 2017 Conference

Innovate 2017: Manufacturing Innovation and Leadership Showcase was held on October 24, 2017 at Camosun College (Interurban Campus) in the atrium of the Centre for Trades Education and Innovation. The event was coordinated to coincide with a major announcement by Camosun College and Babcock Canada related to the opening of the Babcock Canada Interaction Lab (see <http://camosun.ca/news/press-releases/2017/oct/babcock-innovation-lab.html>).

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

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

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

- Bill Collins, Questar Tangent (Title: *Traffic Jam at the Intersection of Technology Innovation and Business Innovation*)
- Dr. Tim Walzak, Camosun Innovates (Title: *The Response of Post-Secondary Education to the Disruptive Technology Push/Pull*)
- Doug Pauze, Coastland Wood Industries (Title: *The Potholes of Innovation – When You Step Outside the Box*)
- Dave Curtis, Viking Air (Title: *Leveraging Innovation to Grow Western Canada’s Aerospace Supply Chain*)

The panelists were asked to provide their comments following each of the presentation followed by questions from the audience. The panelists were:

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

Innovate 2017 attracted a total of 137 registrants (120 for the onsite event and 17 for the streaming video option). This equaled the target goal for the event which set an attendance limit of 120 participants. 83 individuals were present for the onsite conference resulting in a total of 100 active participants for the event.

A conference website (<http://mfgcln.com/2017/10/16/innovate2017/>) was created to support marketing efforts for the event, to register participants and to collect feedback. Archived photos and the live stream that was captured at the event can be found at <http://mfgcln.com/2017/10/26/innovate-2017-live-stream-photo-gallery-links/>.

Conference Participants

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

- Manufacturers – 58 (including speakers and panelists)
- Education – 15
- Consultants/Financial/Legal – 9
- Government (Municipal, Provincial, Federal) – 10
- Government (Economic Development Agencies) – 13
- Community Associations/Groups – 7
- Unknown affiliation – 8

As mentioned earlier in this report, 83 individuals were present for the onsite conference and 17 for the online streaming event resulting in a total of 100 active participants for the conference. Streaming video registrants represented a similar range of manufacturers, education and training organizations, consultants and economic development organizations.

A complete list of conference registrants and participants (in person and online) is provided in Appendix 3.

Feedback

The following feedback to the online survey feedback form was received from 31 attendees at the Innovate 2017 conference. This represents a response rate of approximately 40% which is within the range of typical response rates (30 – 50%) for events of this type.

Organization Affiliation

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

- A manufacturing company – 14 (45%)
- A post-secondary institution (student) – 1 (3%)
- A post-secondary institution (faculty or staff) – 3 (10%)
- A government organization or ministry – 3 (10%)
- A training provider – 1 (3%)
- A business organization (chamber of commerce; economic development organization) – 5 (16%)
- Other – 4 (13%)

Satisfaction

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

Valuable Use of Time

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

Most Valuable Session

Given the fact that nearly half of the respondents represented manufacturers it was not surprising that respondents found the session provided by Bill Collins (i.e. *Traffic Jam at the Intersection of Technology Innovation and Business Innovation*) the most valuable. 20/31 respondents or 65% indicated that the first session of the day was the most valuable. The remaining responses were spread evenly across the other speakers and activities.

Format of the Event

Feedback from respondents was equally split between those indicating that the format was appropriate (8 – 26%) and those who wanted more interactivity (9 – 29%). Others indicated that they wanted even more opportunity to network and engage in other 'sub-topics' that were connected to the main theme. Although the event venue did not allow for breakout rooms this was more than offset by the opportunity to have the participants engaged with participants involved in Camosun's Interaction Lab announcement.

Additional details concerning the event program, event promotion, participation, suggestions for improvement and topics for potential future events can be found in the *HR Conference and Outcomes Report* at <http://mfgcln.com/vimab-lmp-reports-summaries/>.

HR Taskforce

As a part of the Strategy Development phase of this LMP, VIMAB proposed and endorsed the creation of a taskforce to address skills gaps and training and career promotion issues faced by the manufacturing sector in the VI/Coastal region. The *Vancouver Island/Coastal Region Manufacturing Labour Market Partnership: Strategy* report provides a detailed overview of the strategy that was adopted including the following strategic goals:

Skills and Training Goals

The goals and objectives related to skills gaps and training:

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 Goals

The goals and objectives related to Career Promotion are:

1. To develop an action plan⁴ 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

⁴ See Appendix 4 in this report for an overview of the short- and mid-term actions that have been proposed by the regional Taskforce.

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 were 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)).

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 - Director of Continuous Improvement, VMAC
- David Calveley - 2017 Chair, Sidney Economic Development Committee
- Brad Erikson - Co-op and Internship Coordinator, Camosun Technology Co-op Programs

- Jamie VanDenbossche - Associate Director, Centre Applied Research Innovation, Camosun College
- Lynn Brown - HR Business Partner, GSC Western Canada, Global Supply Chain, Schneider Electric
- Alissa Wakeman - Coordinator, Business Co-op, UVIC Business Faculty Co-op Programs and Career Centre
- Rhonda Morrison - Director of Enterprise Excellence, Nicholson Manufacturing
- Rose Klucas - Economic Development Officer, City of Campbell River
- Yavhel Velazquez – Program Manager, Sector and Project Based Programs, Ministry of Advanced Education, Skills and Training
- John Juricic, CEO, Harbour Digital Media
- Barry Carbol – President, Schmidt & Carbol Consulting – Facilitator

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 Taskforce distribution list⁵ 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 is a summary of the actions proposed by Taskforce participants related to skills gaps and training and career promotion. Additional details concerning timelines and responsibilities can be found in the *Taskforce Implementation Report* at <http://mfgcln.com/vimab-lmp-reports-summaries/>.

Short-term Actions: Skills Gaps and Training

1. Establish venues for communication and dialogue with educators
 - 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)
2. Establish information services. Information services to include:
 - Lists of manufacturing and post-secondary institution contacts
 - Quarterly reports and trends re: hard to fill jobs

⁵ See Appendix 1 in the *Taskforce Implementation Report* at <http://mfgcln.com/vimab-lmp-reports-summaries/>

- Trends re: local training requests
- Current list of skills gaps and regional training programs
- Information about manufacturing jobs
Information services to be provided through the MCLN website.

Short-term Actions: Career Promotion

1. Organize and promote career events and opportunities
 - 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.
Information on these opportunities to be provided through the MCLN website
2. Establish career-focused information services
 - 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

Mid-term Actions: Skills Gaps and Training

1. Establish venues for communication and dialogue with educators
 - Communicate training opportunities that are available to industry across the VI/Coastal region
 - 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). (Note: This is an issue that needs to be explored with K-12 educators and the Ministry of Education as a part of the communication and dialogue process).
2. Actions to modify and adapt post-secondary programs
 - 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

Mid-term Actions: Career Promotion

1. Establish career-focused information services
 - 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
2. Organize and promote career events and opportunities
 - 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

Additional information concerning the taskforce process and results including detailed information about proposed timelines for implementing the action plans noted above can be found in the *Taskforce Implementation Report* at <http://mfgcln.com/vimab-lmp-reports-summaries/>.

Manufacturers Collaborative Learning Network (MCLN)

The Vancouver Island Manufacturers' Advisory Board (VIMAB), as a part of its strategic directions⁶ for the manufacturing sector in the region, proposed the development of an online (web-based) collaborative learning network. This network will be used by manufacturers to share information and foster the development of a collaborative culture to address common labour market issues.

The CLN is intended to help regional manufacturers to:

- Communicate with one another concerning skills gaps and training;
- Find learning and training that meets their needs through a one-stop information portal; and
- Share best practices and learning content.

HDM and its VIMAB partners have also invited other stakeholders (i.e. representatives from the post-secondary and training provider, and K-12 communities, labour and the Industry Training Authority (ITA)) to join as partners and contributors to the growth and sustainability of the network.

⁶ See the *Vancouver Island/Coastal Region Manufacturing Labour Market Partnership: Strategy* report dated January 27, 2017 (<http://mfgcln.com/vimab-lmp-reports-summaries/>).

Going forward, the MCLN will act as a:

- Vehicle for cross-industry collaboration and communication, training, implementation of industry standards (i.e. standards related ISO, health and safety, etc.), and the promotion of manufacturing as a career choice;
- Vehicle to present 'one voice' concerning regional training and industry development issues to government, post-secondary institutions, and private training providers;
- Regional hub⁷ for sourcing and providing training-related expertise for regional companies;
- Clearinghouse and common access point for program and training information based on identified industry needs;
- Venue for sharing success stories and an incubator for new ideas that can be shared across the region and more broadly in the province; and
- Platform that encourages regular communication and dialogue between and among leaders in manufacturing companies on training, development and labour market issues that impact their workforce and company productivity.

In order to move ahead quickly on the development of the MCLN, a website development firm, Seriously Creative, was contracted by Harbour Digital Media (HDM) to create a Wordpress framework for the MCLN site.

Over the past several weeks and months the site (<http://mfgcln.com/>) has undergone considerable testing and refinement and although there have been some delays it is ready to be launched in April 2018 with the functionality described in the design report and in the *Web-based Learning Network – Final Report* (<http://mfgcln.com/vimab-lmp-reports-summaries/>).

As is the case with all web-based information services, the site will go through a series of changes as content is added and services are refined. In particular the information services outlined by the Taskforce will be incorporated during 2018.

Lesson Learned

The Phase 4 pilot implementation resulted in a number of lessons learned by VIMAB and its HDM partner and associates. These are summarized below for each of the four pilot initiatives.

HR Forums

The notion of bringing representatives from the manufacturing sector in the VI/Coastal region is an approach that is intended to foster dialogue and encourage collaboration. Some of the lessons that were learned through this process and suggestions going forward are:

1. According to participants it is important that forums of this type not be a 'one shot event' and that follow-up and actions are being taken based on the discussions that take place.

⁷ The CLN is not intended to act as a training provider but as a link to training that meets industry needs.

2. Not all actions take place through a formal structure or process. The act of creating a venue for dialogue means that coming away from meetings such as the two forums that were held, there will be numerous other side conversations and connections that participants will make to pursue agendas that are important to them but may not be of interest to the entire community.
3. Encouraging and maintaining engagement with regional manufacturers takes a considerable effort. Company leaders are busy and need to see the dialogue and resulting collaboration as contributing to their success by addressing issues that are important to their company and its bottom line.
4. Establishing personal networks is essential to establishing and sustaining a regional network of manufacturers and other potential partner organizations.
5. It is clear that in the case of both forums, the agendas were ambitious. As a result it was difficult to have as complete a discussion of some of the issues as would have been liked. Future forum events will take this into consideration and be adjusted accordingly.
6. Future forums and the upcoming conference should identify the categories of organizations that individuals represent. This type of information could serve as a potential metric in the determination of the return on investment for these events.

Going forward, a regular forum series with a timely set of topics that are suggested by manufacturers and its partners and presentations of outcomes from past events will be important vehicles for creating the dialogue that is necessary to address learning, training, and workforce development issues for the sector in the region.

Innovate 2017 Conference

There were a number of 'lessons learned' by manufacturers, employers, HDM, and event partners and sponsors. The 'lessons learned' are summarized below:

1. Event participation

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

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

2. Importance of Partnering

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

3. *Structured Networking*

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

4. *Taking Full Advantage of Multiple Channels*

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

5. *Keeping Paper to a Minimum*

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

6. *Hospitality*

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

Taskforce Process

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.

Manufacturers Collaborative Learning Network

It is too early to judge whether or not the MCLN will be an effective tool in creating a platform for manufacturers, educational institutions, and business and community organizations to engage one another in dialogue and information sharing. However, doing this is not without its challenges and there have been delays as the functionality of the site and what might eventually be included by way of content and services is sorted out. However, as of April 1, 2018 the MCLN site is up and running and implementation as outlined in the *Marketing and Promotion Plan and Materials Report* (<http://mfgcln.com/vimab-lmp-reports-summaries/>) is proceeding. The portal and associated tools will be used as a part of implementing the Taskforce recommendations related to career promotion during 2018.

The following lessons related to the development of MCLN portal are worth noting:

1. Portal and Project Fatigue

The MCLN platform was soft launched in the fall of 2017. Efforts to receive feedback on the site were challenging and many who were approached complained about communication portal and project fatigue. The recent explosion of social media communication platforms has caused communication portal fatigue. People have become tired of being asked to join yet another communication platform to which they have to pay attention. Nonetheless, we

managed to secure a small but effective core team of “testers” and evaluators. Numerous design edits were suggested but the overwhelming focus and attention remained on the communications functionality.

VIMAB through its HDM partner is actively engaged in researching the communications functionality and will be incorporating tools such as Slack that VIMAB members are using successfully in their work environments. In addition, the action plans and recommendations made by the Taskforce for the creation of or linking to information services in the skills and training and career promotion areas will provide added value as the network is launched beginning in April 2018.

Proposed Next Steps

In spite of the LMP process taking longer than was originally planned, there are a number of steps that will be taken during 2018 and beyond that will build on the work that has been done. These include:

1. Implementation of the Taskforce Recommendations

Implementation during 2018 will include:

- Establishing regular discussion forums with K-12, post-secondary and manufacturers that will build on the work that was done at the June/July 2017 regional forums;
- Establishing information services including:
 - 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
- Organizing and promoting career events and opportunities
- Establishing 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
- Providing opportunities for job shadow days with manufacturing companies.
Establishing career-focused information services including:
 - 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; and
 - Develop or acquire video clips about company operations, jobs they offer.
- Showcasing manufacturing careers at regional career fairs.

- Exploring 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.

Mid-term Taskforce recommendations will be reviewed and considered for action during 2019.

2. MCLN Launch

As noted in an earlier section of this report, MCLN is being refined to include new communications tools and information services and will be launched beginning in April 2018.

3. Events

VIMAB will build on the success of the Forum series and the Innovate 2017 conference and will begin planning for a new forum series and conference for 2018.

4. Implementation of a 2018/19 Communications and Marketing Campaign

There are numerous components to a proposed *“Get the Message Out”* communications and marketing campaign planned for 2018/19. 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 *Taskforce Implementation Report* (<http://mfgcln.com/vimab-lmp-reports-summaries/>). Implementation of the skills gaps and training and career promotion objectives will occur during the September – December 2018 timeframe.

Communications, marketing and promotion strategies will include:

- industry roundtable dialogue;
- implementation and use of the MCLN website;
- use of digital and communication platforms (e.g. podcasts, videos, print media);
- social media and community organizational involvement (for details see the *Marketing and Promotion Plan and Materials Report* - <http://mfgcln.com/vimab-lmp-reports-summaries/>).

Appendix 1: Vancouver Island Manufacturers Advisory Board (VIMAB) Membership

The following table includes a list of all of the manufacturing companies that are members of VIMAB and company contact information.

| Company | Contact | Email |
|-------------------------|------------------|--|
| Epicure Selections | Amelia Warren | amelia.warren@epicure.com |
| | Marc Trottier | mtrottier@Epicureselections.com |
| | Christine Magill | Christine.Magill@epicure.com |
| VMAC | Christine Larsen | chris.larsen@vmacair.com |
| | Stuart Coker | stuart_coker@vmacair.com |
| | Sandra Amador | sandra_amador@vmacair.com |
| Pro Mac Manufacturing | Gary Powers | garypowers@promac.bc.ca |
| | Scott McKay | scottmckay@promac.bc.ca |
| Viking Air | Robin Ambrose | Robin.Ambrose@vikingair.com |
| Schneider Electric | Lynn Brown | Lynn.Brown@schneider-electric.com |
| Nicholson Manufacturing | Rhonda Morrison | Rhonda.Morrison@nicholsonmfg.com |
| | Peter Spindloe | Peter.Spindloe@nicholsonmfg.com |
| Redlen | Candice Paisley | candice.paisley@redlen.com |
| | Steve Bonham | steve.bonham@redlen.com |
| Inuktun | Colin Dobell | colin@inuktun.com |
| Pacific Energy | Chuck Richardson | cwrichardson@shaw.ca |
| Coastland Wood | Doug Pauze | dpauze@coastlandwood.com |
| Quester Tangent | Bill Collins | bcollins@questertangent.com |

Appendix 2: HR Forums - Participants

June 21, 2017 Forum

The following table lists the individuals attending the June 21st forum along with their organizational affiliation.

| Name | Organization |
|------------------------------------|---|
| John Juricic - Organizer | Harbour Digital Media |
| Barry Carbol - Facilitator | Schmidt & Carbol Consulting Group |
| Bill Collins - Panel #1 Speaker | Questar Tangent |
| Robin Ambrose - Panel #1 Speaker | Viking Air |
| Mark Brajer - Panel #2 Speaker | Epicure Selections |
| Lynn Brown - Panel #2 Speaker | Schneider Electric |
| Rhonda Morrison - Panel #2 Speaker | Nicholson Manufacturing |
| Steve Bonham | Redlen Technologies |
| Rene Chave | ASL Environmental |
| Neil Hansen | Milroy Engineering |
| Jennifer Michell | Titan Boats |
| John Stanners | Titan Boats |
| Tara Coulter | UVic Engineering Co-op & Career Programs |
| Susan Fiddler | UVic Engineering Co-op & Career Programs |
| TJ Babey | UVic Business Faculty Co-op & Career Centre |
| Alissa Wakeman | UVic Business Faculty Co-op & Career Centre |
| Yavhel Velazquez | BC Ministry of Jobs, Tourism, and Skills Training (JTST) - Government of British Columbia |
| Stu Rhodes | School District #63 |
| David Calveley | Sidney Economic Development Committee |
| Denny Warner | Executive Director, Peninsula Chamber of Commerce |
| Doug Walker | Board Chair, Peninsula Chamber of Commerce |
| Bryce Flug | JS Foster |

July 12, 2017 Forum

The following table lists the individuals attending the July 12th forum along with their organizational affiliation.

| Name | Organization |
|--------------------------------|-------------------------------------|
| John Juricic - Organizer | Harbour Digital Media |
| Dr. Barry Carbol - Facilitator | Schmidt & Carbol Consulting Group |
| Sandra Amador | VMAC |
| Christine Larsen | VMAC |
| Jim Hogan | VMAC |
| Susan Allen | Vancouver Island University |
| Paul Mottershead | Vancouver Island University |
| George Hansen | VIEA |
| Rose Klucas | Campbell River Economic Development |
| Jolynn Green | Nanaimo Community Futures |

| Name | Organization |
|-----------------|---------------------------------------|
| Kathy Lachman | JTST – Government of British Columbia |
| Jill Little | Seaspan |
| Amrit Manhas | Nanaimo Economic Development |
| Sonja Nagel | Duncan Cowichan Chamber of Commerce |
| Amy Melmock | Cowichan Valley Regional District |
| Doug Pauze | Coastland Wood Industries, Ltd. |
| Peter Evans | Cryologistics |
| Shannon Renault | JTST |

Appendix 3: Conference Registrants and Attendees

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

Conference Registrants

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

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

| | | | |
|--|------------------------------|---------------------|--|
| SRED Consultants | 1 | Basil Joe | basil@getsred.ca |
| Subtotal | 9 | | |
| Unknown Affiliation | Number of Registrants | Contact | Email |
| Subtotal | 8 | N/A | N/A |
| Government (Municipal, Provincial, Federal) | Number of Registrants | Contact | Email |
| Province of British Columbia | 1 | Kathy Lachman | kathy.lachman@gov.bc.ca |
| JTT | 1 | Ingrid Strauss | Ingrid.Strauss@gov.bc.ca |
| Public Services and Procurement Canada / Government of Canada | 1 | Daniel Sandoz | daniel.sandoz@pwgsc.gc.ca |
| Senior Manager, Advanced Manufacturing & Emerging Technologies / JTT | 1 | Javed Haque | Javed.Haque@gov.bc.ca |
| Food Processing Consultant / Sector Development / Agriculture | 1 | James Street | james.street@gov.bc.ca |
| BC Ministry of Jobs, Trade and Technology | 1 | Jim Ciccateri | jim.ciccateri@gov.bc.ca |
| BC Advanced Education / Director, Colleges | 1 | Melanie Nielsen | melanie.nielsen@gov.bc.ca |
| Province of BC - Sector Programs, Labour Market Division | 1 | Shannon Renault | Shannon.Renault@gov.bc.ca |
| Province of BC - Sector & Project Based Programs | 1 | Yavhel Velazquez | yavhel.velazquez@gov.bc.ca |
| Global Affairs Canada | 1 | Pierre Delorme | pierre.delorme@international.gc.ca |
| Subtotal | 10 | | |
| Government Economic Development Agencies | Number of Registrants | Contact | Email |
| NRC-IRAP | 1 | Richard Chesson | richard.chesson@nrc-cnrc.gc.ca |
| NRC-IRAP | 1 | Mary McFarlane | mary.mcfarland@nrc-cnrc.gc.ca |
| Town of Sidney Economic Development Commission | 1 | David Calveley | davidcalveley@gmail.com |
| scredo.ca | 1 | Dave Chisholm | dave@lonecrow.com |
| ITA | 1 | Kyle Preston | kpreston@itabc.ca |
| NRC | 1 | Hong Yu | hong.yu@nrc-cnrc.gc.ca |
| SIPP | 1 | Emilie de Rosenroll | ederosenroll@southislandprosperity.ca |
| ICET | 1 | Line Robert | line.robert@islandcoastaltrust.ca |
| BDC | 1 | Catherine Sloan | catherine.sloan@bdc.ca |

| Town of Campbell River | 1 | Rose Klucas | rose.klucas@campbellriver.ca |
|---|----------------------------------|-----------------|--|
| EDO - Nanaimo | 1 | Cheryl McLay | cheryl.mclay@gov.bc.ca |
| SIPP | 1 | Dallas Gislason | dgislason@southislandprosperity.ca |
| SIPP | 1 | Bruce Williams | ebeatson@southislandprosperity.ca |
| Subtotal | 13 | | |
| | | | |
| Community Associations/ Groups | Number of Registrants | Contact | Email |
| WorkLink | 1 | Kim Dillon | kdillon@worklink.bc.ca |
| Esquimalt Chamber of Commerce | 1 | Chris Edley | chris@edley.ca |
| RBC | 1 | Sara Burchnell | sara.burchnell@rbc.com |
| RBC | 1 | John McCannel | john.mccannel@rbc.com |
| Victoria Foundation | 1 | Rob Janus | rjanus@victoriafoundation.bc.ca |
| Mid Island Business Initiative | 1 | John Hankins | john@mibi.ca |
| WorkLink - Wage Subsidy Specialist | 1 | Lisa Jorgensen | ljorgensen@worklink.bc.ca |
| Subtotal | 7 | | |
| | | | |
| Speakers/Panelists | Number of Registrants | Contact | Email |
| Schmidt and Carbol Consulting Group | 1 | Barry Carbol | bcarbol@telus.net |
| Harbour Digital Media | 1 | John Juricic | john@harbourdigitalmedia.com |
| Viking Air Ltd | 1 | Robin Ambrose | Robin.Ambrose@vikingair.com |
| VMAC | 1 | Sandra Amador | sandra_amador@vmacair.com |
| Pro Mac Manufacturing | 1 | Gary Powers | GaryPowers@promacgroup.ca |
| Quester Tangent | 1 | Bill Collins | wcollins@shaw.ca |
| Camosun Innovates | 1 | Tim Walzack | TWalzack@camosun.bc.ca |
| Viking Air Ltd | 1 | Dave Curtis | David.Curtis@vikingair.com |
| Camosun Innovates | 1 | Jamie Van | VanDenbosschej@camosun.bc.ca |
| Coastland Wood | 1 | Doug Pauze | dpauze@coastlandwood.com |
| Seriously Creative (Sponsor) | 1 | Kelly Darwin | kelly@seriouslycreative.ca |
| Seriously Creative (Sponsor) | 1 | Brianna Green | brianna@seriouslycreative.ca |
| Times Colonist (Sponsor) | 1 | J Scriven | JScriven@timescolonist.com |
| Subtotal | 13 | | |
| | | | |
| Streaming Video | Number of Registrants | Contact | |
| Reliable Controls (Victoria) | 1 | Olga Romanova | |
| UNBC (PG) | 1 | Christie Ray | |
| APICS (Victoria) | 1 | Ron Taggart | |

| | | | |
|--|------------|----------------------|--|
| NDIT (PG) | 1 | Renata King | |
| Integrated Independence Solutions (Victoria) | 1 | David Rittenhouse | |
| UNBC (PG) | 1 | Mark Barnes | |
| The Competency Group (PEI) | 1 | Bernadette Allen | |
| The Competency Group (PEI) | 1 | Lori MacDonald | |
| BC Hazmat Mgt (Victoria) | 1 | Fred Boese | |
| Sandler Training (Victoria) | 1 | Mike Ison | |
| Viking Air (Victoria) | 1 | Michael Hall | |
| | 1 | Fernando de la Torre | |
| | 1 | Sorin Pascal | |
| | 1 | Lloyd Scaalen | |
| | 1 | Gregory Davis | |
| | 1 | Peter Winters | |
| | 1 | Victoria 6022 | |
| Subtotal | 17 | | |
| | | | |
| Total Registrants | 137 | | |

The following table includes all attendees for the event including those who were onsite and those participating via the live streaming video option. Only those with organizational affiliation obtained through the online registration process are listed.

Conference Attendees

| Attendees at the Live Event | |
|-----------------------------|--------------------------------|
| Name | Organization |
| Allen, Susan | VIU |
| Amador, Sandra | VMAC |
| Ambrose, Robin | Viking Air |
| Arnold, Daniel | VMAC |
| Bonham, Steve | Redlen Technologies |
| Bourchich, Youssef | HSBC |
| Bowden, James | Nicholson's Manufacturing |
| Briggs, John | CTAC |
| Brougham, Ray | Rainhouse |
| Brown, Lynn | Schneider Electric |
| Burchnell, Sara | RBC |
| Calveley, David | Town of Sidney |
| Carbol, Barry | Schmidt and Carbol Consulting |
| Chisholm, Dave | Scredo.ca |
| Ciccateri, Jim | Government of British Columbia |
| Clark, Eric | Viberg Boot |
| Cochrane, Ryan | Synchronous ERP |

| Attendees at the Live Event | |
|------------------------------------|--|
| Name | Organization |
| Collins, Bill | Questar Tangent |
| Cooke, Bill | W. Cooke Enterprises |
| Curtis, David | Viking Air |
| Darwin, Kelly | Seriously Creative |
| Delorme, Pierre | Global Affairs Canada |
| Eadie, Andy | EMC Fast Pass |
| Edley, Chris | Esquimalt Chamber of Commerce |
| Erikson, Brad | Camosun College |
| Evans, Peter | Cryologistics |
| Farmer, Stephen | Associated Sheet Metal Products Ltd |
| Flug, Bryce | JS Foster |
| Gilbert, Tod | VMAC |
| Gislason, Dallas | SIPP |
| Green, Briana | Seriously Creative |
| Habermehl, Tricia | Camosun College |
| Hankins, John | Mid Island Business Initiative |
| Haque, Javed | Government of British Columbia |
| Harris, Kate | Replik8 Studios |
| Heckel, Holger | Avera Consulting |
| Hipwell, Darcy | Adanac Recovery Ltd. |
| Ison, Mike | Sandler Training |
| Ison, Stephen | Sandler Training |
| Janus, Rob | Victoria Foundation |
| Jones, Phil | FTS |
| Jorgensen, Lisa | WorkLink |
| Juricic, John | Harbour Digital Media |
| Klukas, Rose | Town of Campbell River |
| Korol, Rhonda | UVIC |
| Lachman, Kathy | Government of British Columbia |
| Lockyer, Darren | SureGrip Controls |
| Marshall, Cheryl | Oceanus Reinforced Plastics |
| Marshall, Patrick | Capital Economic Development Company (EDC) |
| Mottershead, Paul | VIU |
| Neelin, Gregg | CT Resources |
| Nielsen, Melanie | Government of British Columbia |
| Paisley, Candice | Redlen Technologies |
| Panganiban, Lep | Latitude Technologies Corp |
| Patton, Philip | Aquilon Software Inc / APICS |
| Pauze, Doug | Coastland Wood Industries |
| Pazukha, Victoria | Career Mobility Group Inc. |
| Philips, Jennifer | Camosun College |
| Popham, Jeff | Island Precision |
| Power, Timothy | Esquimalt Nation |
| Powers, Gary | Pro Mac Manufacturing |
| Preston, Kyle | ITA |
| Renault, Shannon | Government of British Columbia |

| Attendees at the Live Event | |
|-------------------------------------|------------------------------------|
| Name | Organization |
| Robert, Line | ICET |
| Sandoz, Daniel | Government of Canada |
| Shrivastava, Sanjiv | Imsera |
| Stover, Pam | PD Stover Inc |
| Strauss, Ingrid | Government of British Columbia |
| Taylor, Doug | Pacific Business Intelligence Ltd. |
| Velazquez, Yavhel | Government of British Columbia |
| Walzak, Tim | Camosun College |
| Warren, Kieran | UVIC |
| Williams, Bruce | SIPP |
| Wood, Nickey | FTS |
| Yu, Hong | NRC – Government of Canada |
| Attendees via Live Streaming | |
| Name | Organization |
| Romanov, Olga | Reliable Controls |
| Ray, Christie | UNBC |
| King, Renata | NDIT |
| Rittenhouse, David | Integrated Independence Solutions |
| Barnes, Mark | UNBC |
| Allen, Bernadette | The Competency Group (PEI) |
| MacDonald, Lori | The Competency Group (PEI) |
| Boese, Fred | BC Hazmat Mgt |
| Ison, Mike | Sandler Training (Victoria) |
| Hall, Michael | Viking Air |
| de la Torre, Fernando | Viking Air |
| Pascal, Sorin | Viking Air |
| Scaalen, Lloyd | Viking Air |
| Davis, Gregory | Viking Air |
| Winters, Peter | Viking Air |
| Victoria 6022 | Viking Air |

Appendix 4: Taskforce Action Plan Summary

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 |
| 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- | <ul style="list-style-type: none"> Develop a marketing campaign | September – | <ul style="list-style-type: none"> VIMAB, with |

| | | | |
|------------------------------|--|---------------|---|
| focused information services | <p>for careers in manufacturing focused on Vancouver Island</p> <ul style="list-style-type: none"> • 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 | December 2018 | <p>coordination support from HDM, and with input from regional manufacturers, Government (re: WorkBC profiles), post-secondary institutions, and K-12 districts</p> |
|------------------------------|--|---------------|---|

Mid-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"> • Communicate training opportunities that are available to industry across the VI/Coastal region • 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) | January – May 2019 | <ul style="list-style-type: none"> • VIMAB, with coordination 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 |

| Skills Gaps and Training | | | |
|---|---|---------------------|--|
| Actions | Description | Timelines | Lead Responsibility |
| 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 |
| 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 |