



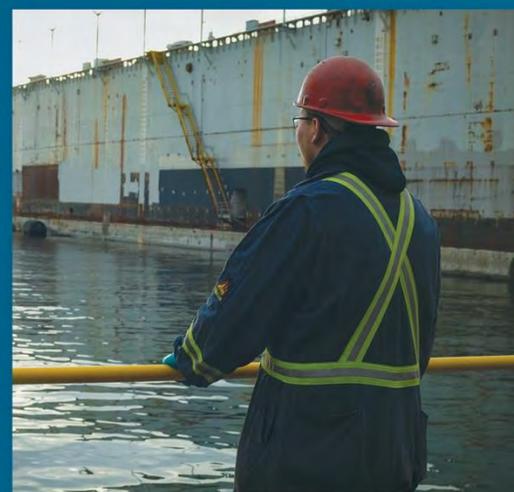
Association of  
British Columbia  
Marine Industries

# Final Report

## Sector LMP Program

Agreement #C22LMP001

June 15, 2023



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## Executive Summary

The industrial marine sector in British Columbia is broad and diverse with capacities and capabilities that are being noticed provincially, nationally, and around the globe. The Association of British Columbia Marine Industries (ABCMI) was created to further and represent the interests of the industrial marine sector and its supply chain.

Along with its members, ABCMI identified the need to attract diverse people to the sector to meet the labour requirements, and has undertaken a marketing and communications project with the support of the Ministry of Post-Secondary Education and Future Skills (PSFS). The first three phases of the Sector Labour Market Partnership (SLMP) uncovered a need for BC's industrial marine sector to focus its attraction and recruitment efforts on five target markets: the general public, women, Indigenous Peoples, immigrants and youth. Imminent labour supply shortages are attributable to several factors, including uneven gender distribution across occupational roles and within the sector more broadly, low levels of Indigenous representation, a heavy reliance on local labour, and minimal participation of youth in the workforce. The purpose of this phase of the project has been to increase the diversity and overall number of people working in the BC industrial marine sector by developing and implementing communication and marketing materials that promote careers in the sector to prospective workers and influencers, with a focus on four under-represented groups (i.e., women, newcomers, youth and Indigenous).



The Communications and Evaluation Strategy (CES), approved early in the project, outlined a comprehensive plan to address these issues, and support attracting and recruiting key underrepresented markets with a focus on building capacity, awareness and interest in the industrial marine sector. The emphasis of this final reporting period has been the sustainment and evaluation of activities of the approved work plan and CES alongside refreshed initiatives (e.g., career pathway videos). Key accomplishments throughout the project include:

- Development and approval of key project documents, including the CES and Governance Committee terms of reference
- Persona and visual identity creation

- Participation from 17 individuals, with diverse backgrounds and roles within the industry, who agreed to publicly appear as role models on the Career Pathways website, social media, videos and a broad range of other campaign assets
- Launch of Career Pathways website with a White Paper and Spotlight Stories
- High volume of opportunities on the jobs board
- Development of the Social Media and Content Development Strategy and launch of Instagram
- Expansion of the visual identity of the campaign with a range of marketing materials including BC Transit ads, brochures, web banners and event materials
- Outreach to more than 80 contacts across all four target markets and establishment of new partnerships
- Participation in 16 campaign-related events (e.g., BC Links to Learning Symposium, youth event within Mari-Tech Conference and Exhibition) with exposure to more than 4,900 attendees
- High levels of engagement and positive outcomes from events including an innovative peer-to-peer leadership retreat for women and an inaugural Canadian leadership conference for women in ocean industries
- Establishing connections and relationship building that will endure

The Project Team and ABCMI were responsive to current market conditions and emerging opportunities. Measuring the actual impact of the campaign on closing industry workforce gaps is challenging given the number of forces at play. While the campaign has certainly had a positive impact that could be observed at events and with individual reactions/stories, attributing industry-wide impact is impractical and changes to long-held beliefs require a longer view supported by broader systemic changes (e.g., changes to recognition of overseas accreditation). There is additional complexity owing to the progressively more challenging labour market and increased competition for talent; however, the campaign was perfectly timed given this growing challenge.

The Governance Committee expressed the gratitude for the quality and results of the project, and similar observations about growing competition in labour market. Many of them suggested opportunities for continued collaboration and offered their support for making connections to the target markets (e.g., newcomer organizations, school contacts, the Cadet Program).

With the four target audiences in mind, the campaign has been most effective at reaching women and youth, partly reflective of the existing relationships held by ABCMI and the relationship-building efforts of the Project Team. It is noted that ABCMI had fewer relationships with newcomer and Indigenous communities and organizations at the outset of the project, which was further impacted by the pandemic. Remarkably, with deliberate outreach by the Project Team and support from the Governance Committee, progress was made with newcomer and Indigenous communities and organizations, and further efforts to build those relationships has the potential to yield similar results. Beyond the project term, it is anticipated that many of the nascent relationships will grow with ABCMI's strength in relationship-building with a positive outlook for all four target audiences.

While the number of applications that originated from the refreshed jobs board is not available, sufficient anecdotal evidence suggests this project asset is very valuable. The other key learning from

the evaluation process is the resource intensiveness of a campaign of this nature, especially continually generating dynamic content that will be important in sustaining and growing digital engagement, expressly with youth. Digital marketing efforts were most effective when paired with relationship-based efforts (e.g., events, partnerships).

As a result of this project, ABCMI is well-positioned, due largely to the inventory of assets and new partnerships, to sustain high-value activities to attract diverse people to the multiple career pathways available in the marine industry.

## Report Purpose

The following Final Report highlights the progress made on the project (effectively a campaign) during the October 2022 to May 2023 reporting period of Phase 4 of the ABCMI SLMP program with PSFS, and evaluation of the whole project as per the approved Project Management Work Plan. Additionally, it highlights how ABCMI and the Project Team have adapted throughout the project and identifies which activities will continue beyond the term of the project.

## Progress Made on Work Plan Activities and Key Milestones

The sections below provide a summary of progress on activities and milestones outlined in the Project Management Work Plan and approved CES. Each summary indicates whether the activity has been finalized and/or submitted to PSFS or indicates the status. Where available, evaluation metrics are also included.

### A. PROJECT INITIATION

During project initiation, a series of work steps were taken to ensure clear objectives, timelines and expectations had been established. This phase was foundational in ensuring the project was set up for success, and the related outputs have acted as key building blocks from which all subsequent deliverables have been created, implemented, and evaluated.

#### I. Document Review

A review of pertinent reports and data was conducted at the outset of Phase 4 of the project as noted in the First Interim Report, December 31, 2021. This included a literature review of sector reports, a provincial and national labour force evaluation and cross-sectoral environment scan of best practices in similar industries. All information was assessed for its relevancy and leveraged in the creation of the Phase 4 CES.

#### II. Work plan

A Project Management Work Plan was developed during project initiation to establish a schedule, list of deliverables, delivery dates and key milestones. This deliverable was submitted to PSFS on August 15, 2021. The Project Team continued using this work plan to track progress, adjust to meet the priority outcomes and monitor risks associated with agreed-upon timelines.

### B. GOVERNANCE

This section summarizes all governance activities or updates that occurred during the reporting period, and summarizes activities completed during the project.

## I. Terms of Reference

Terms of reference for ABCMI's SLMP Phase 4 Governance Committee ('the Committee') and a joint letter of participation from Committee members were completed and submitted August 15, 2021. Please see [Appendix One](#) for the Committee Terms of Reference and Members.

## II. Governance Committee Interviews and Findings

In August 2021, each of the committee members were engaged in a one-hour virtual interview to inform the development of communications and marketing strategies. Objectives of the interviews were to:

- Explore opportunities and challenges associated with attracting new employee markets (i.e., youth, women, Indigenous and newcomers)
- Gain perspective and insight into the sector's competitors
- Understand the trends impacting the sector

All findings were summarized and used to form the basis of discussion at ABCMI's SLMP Phase 4 Governance Committee kick-off meeting.

## III. Governance Committee Kick-Off Meeting and Outcomes

On September 9, 2021, the Committee convened for its official kick-off meeting. Committee members were asked to review the Phase 4 SLMP strategic framework, and to provide feedback into the prioritization of marketing and engagement activities. Both the finalized strategy and prioritization framework were included in the CES.

## IV. Governance Committee Updates and Ongoing Activities

The Committee provided guidance and support in developing the strategy, and as the initial phase of material development was launched. Committee members were helpful in providing materials (i.e., photos and images) for project use and recommending people for the Spotlight Stories. The Committee met on April 21, 2022, to provide important high-level industry feedback and input on the following materials or concepts:

- White Paper titled, "The Marine Industry: A Place for Me"
- Spotlight Stories concept
- Transit ads
- Brochures
- Media release concept
- Career Pathways landing page
- Best practices for in-person events
- Partnership possibilities

Committee members were contacted on June 16, 2022, by email, with a prompt to test the newly developed Careers Pathways website and provide feedback. Committee outreach was also

conducted one-on-one throughout the project as needed on a strategic basis to leverage their diverse and deep experience. Individual Committee members provided advice and connections during this reporting period for activities such as development of new marketing materials (e.g., contacts for video profiles). The Committee members were provided copies of all interim reports. Additionally, the Committee members were provided with a draft copy of this report in advance of the final Governance Committee meeting on June 13, 2023. The Committee expressed the gratitude for the quality and results of the project, and similar observations about growing competition in labour market. Many of them suggested opportunities for continued collaboration and offered their support for making connections to the target markets (e.g., newcomer organizations, school contacts, the Cadet Program). Their feedback and insights were incorporated in this Final Report.

The Committee will not continue beyond the term of the project; however, all Committee members are also ABCMI members, and those relationships will be individually sustained.

### C. COMMUNICATIONS AND EVALUATION STRATEGY

The CES final version was submitted to the Province on October 1, 2021. It has been foundational in guiding the implementation activities throughout the project. The focus of this reporting period was the evaluation component of the CES as a methodology to prioritize resources and make recommendations for activities to continue beyond the project term.

A summary of the status of the planned activities (see [Appendix Two](#) for the approved Communication and Engagement Timeline) is provided below:

| Short-Term Awareness-Building Activities                |   |  |
|---|---|--|
| Activity  | Status/Comment  | Sustainment/Comment  |
| <b>Create ABCMI social media platforms</b>              | <ul style="list-style-type: none"> <li>Instagram created; currently a slow and consistent build</li> <li>Continued success with LinkedIn</li> </ul> | Will sustain Instagram at current pace, and further drive engagement and traffic with the support of a social media marketing firm                               |
| <b>Update ABCMI website and Career Pathways website</b> | <ul style="list-style-type: none"> <li>Complete with positive qualitative feedback; moderate web traffic</li> </ul>                                 | Will sustain with plans for continued content refresh (e.g., videos), and further drive engagement and traffic with the support of a social media marketing firm |

| Short-Term Awareness-Building Activities       |   |   |
|--|---|---|
| Activity                                       | Status/Comment  | Sustainment/Comment   |
| Develop occupational profiles/stories          | <ul style="list-style-type: none"> <li>Complete; generated some interest as validated by web traffic</li> </ul>   | Will sustain and refresh periodically; new content drafted and ready for use                  |
| Create ads for key influencers                 | <ul style="list-style-type: none"> <li>Updated approach to profile influential figures on social media that reflect diversity in the industry; these posts tended to generate higher levels of engagement than other forms</li> </ul>   | Will sustain, based on availability of people with diverse backgrounds to profile             |
| Create ads and display in marine settings      | <ul style="list-style-type: none"> <li>Complete (e.g., BC Tugboat Magazine); positive qualitative response; quantitative not available</li> <li>Additionally, deployed bus ads in demographically aligned markets, proximal to availability of jobs; positive qualitative response, quantitative not available</li> </ul> | Will continue using advertising based on business case  |
| Develop cross-sector social media give-away    | <ul style="list-style-type: none"> <li>Ideas generated and documented</li> </ul>  | Likely to occur beyond the project term in conjunction with events or effort to drive traffic |
| Promote and host engineering/STEM competitions | <ul style="list-style-type: none"> <li>Complete (e.g., Rainhouse Engineering Showcase – 200+ attendees including many youth)</li> </ul>   | Events like this will be a priority beyond the project term                                   |

| Longer-Term Awareness-Building Activities         |  |   |
|---|--|---|
| Activity  | Status/Comment   | Sustainment/Comment   |
| Engage K-12 students in interactive presentations | <ul style="list-style-type: none"> <li>Complete (e.g., see Mari-Tech event below); many relationships established</li> </ul> | Will continue pursuing these beyond the project term based on relationships established |

| <b>Longer-Term Awareness-Building Activities</b>                      |   |   |
|---|---|---|
| <b>Activity</b>   | <b>Status/Comment</b>   | <b>Sustainment/Comment</b>  |
| <b>Engage post-secondary or secondary trades programs</b>             | <ul style="list-style-type: none"> <li>Complete (e.g., see Camosun event below); relationships established</li> </ul>   | Will continue pursuing these beyond the project term based on relationships established   |
| <b>Establish partnerships and consult Indigenous communities</b>      | <ul style="list-style-type: none"> <li>Underway; relationship building stage</li> </ul>   | Will continue relationship building   |
| <b>Establish partnerships with Indigenous career businesses</b>       | <ul style="list-style-type: none"> <li>Underway; relationship building stage</li> </ul>   | Will continue relationship building   |
| <b>Participate in Indigenous Career Fairs</b>                         | <ul style="list-style-type: none"> <li>Complete (e.g., Exercise SNEKE, T'Souke Nation – 100+ attendees)</li> </ul>  | Will continue pursuing these beyond the project term based on relationships established   |
| <b>Host career fairs for parents/key influencers</b>                  | <ul style="list-style-type: none"> <li>Not started; prioritized efforts to reach target markets</li> </ul>  | TBD   |
| <b>Coordinate with organizations working with BIPOC</b>               | <ul style="list-style-type: none"> <li>Research and initial reach out complete</li> </ul>   | TBD   |
| <b>Create in-house courses conducted with firms</b>                   | <ul style="list-style-type: none"> <li>Updated approach to profile career pathway options and dispel myths via videos featuring six individuals and their career paths to work in different areas of the marine industry</li> </ul> | Plan to use to engage youth and update the website and social media, and are investigating using these interviews for other underrepresented groups |
| <b>Hosted regular virtual career expositions</b>                      | <ul style="list-style-type: none"> <li>Several hosted, and joined several similar events; generally, well attended and received</li> </ul>  | Will continue pursuing these beyond the project term  |
| <b>Host field trips/site visits including hands-on demonstrations</b> | <ul style="list-style-type: none"> <li>Complete (e.g., see Mari-Tech event below)</li> </ul>  | Will continue pursuing these beyond the project term based on relationships established   |

A secondary strategy and guidance document was created and deployed in August 2022: Social Media and Content Development Strategy. Further information about the implementation and evaluation of social media is included below.

## D. ABCMI WEBSITE

This section provides insight around updates to the ABCMI website and related web content development. ABCMI’s [Career Pathways](#) was launched on May 16, 2022, and highlights pathways for in-demand occupations in the sector. It also profiles the diversity of the sector highlighting role models aligned to the campaign target markets: youth, Indigenous, women and newcomers. ABCMI talked about the campaign and Career Pathways website on the radio on October 17 and 19, 2022:

- CBC Radio On The Island, Victoria, Gregor Craigie
- CBC Radio The Early Addition, Vancouver, Stephen Quinn
- CBC Radio Daybreak North, Prince George, Carolina de Ryk

A link from the ABCMI main site to the Career Pathways site was added during the reporting period, and direct links to the ABCMI LinkedIn and Instagram profiles were added to the site during the reporting period.

Web analytics for October 1, 2022, to May 31, 2023, and since inception are provided below:

| Career Pathways   |   |   |
|---|---|---|
| Description   | Oct 1/22 – May 31/23  | Since inception, see <a href="#">Appendix Three</a> for a visual representation of site usage   |
| Sessions  | 461   | 696   |
| Average pages per session   | 3.7   | 3.5   |
| Bounce rate (i.e., percentage of sessions where users viewed only one page)                                     | 50.1%   | 49.9%   |
| Top clicks on the home page (note also strong interest in Trades, Where do you fit in and Careers for everyone) | <ul style="list-style-type: none"> <li>• Jobs Board: 9.88%</li> <li>• Your Career Pathway: 8.43%</li> <li>• About ABCMI: 7.71%</li> </ul> | <ul style="list-style-type: none"> <li>• Jobs Board: 10.32%</li> <li>• Your Career Pathway: 7.1%</li> <li>• About ABCMI: 6.94%</li> </ul> |

Additional evaluation demonstrates increased web traffic to the Career Pathways site when ABCMI attends related events suggesting digital marketing activities are most effective when paired with events. More than 73.5% of sessions are from a computer and 23.5% are from a phone. The most frequently used browser has been Chrome (49.1%); Safari has been second (27.8%).

In March 2023, the [MYTH to MERIT quiz](#) was created to actively engage people at in-person events. It is an interactive, online activity that people can experience on a tablet at events. It was met with success at the launch on April 20, 2023, at the High School Student Experiential Career Day in Vancouver. The Career Pathways site is a valuable asset and will be maintained and updated beyond the term of this project using ABCMI base budget resources. Plans to update the site include the addition of video content and periodically refreshing the industry role models with already drafted Spotlight Story content. ABCMI has hired a social media marketing firm to develop and implement a six-month campaign to reach out to the underrepresented groups and drive traffic to the Career Pathways website. The goal of the campaign is to further increase awareness and dispel myths of working in the marine sector. Given the priority targets groups, the timing of the campaign (June – November) was deemed appropriate.

In alignment to the launch of Career Pathways in the first reporting period, the approach to the [jobs board](#) was revised (e.g., removed pay to post requirement, actively populating the site). Prior to this project, the jobs board was functioning, but rarely did it have any active postings. Individuals were required to post their own opportunities and non-ABCMI members paid a small fee to do so. With dedicated resources to manage the jobs board, it now features hundreds of active career opportunities at any given time, with a peak of 825 jobs during the project term, across a variety of companies and job categories (e.g., trades, engineering, IT). Member and non-member companies regularly submit jobs to be added to the jobs board. Recent Google Analytics data for May 2023 suggest users are returning to the jobs board. While the page had 1,235 views in May, 336 views of the page were from unique users. More than 20% of page views were from Vancouver and all other top cities were in BC. It is also interesting to note that more than 84% of views were from Canada and that more than 90% of views were on a computer rather than mobile or tablet. Monitoring these metrics and other Google Analytics measures over time and in concert with upcoming campaigns will provide valuable insights on the effectiveness of efforts.

ABCMI member interest in the jobs board remains high. ABCMI regularly hears from employers and companies about the jobs board including positive feedback and inquiries about posting jobs (e.g., SNC Lavalin phoned when they had edits to their job postings to make sure ABCMI could update them on the jobs board). Overall, the new and improved approach to the jobs board was deemed to be a huge project success and ABCMI will maintain this beyond the life of this project.

**“I found the ABCMI jobs board to be an invaluable resource. Nowhere else are all the marine jobs brought together in so thorough of a database. I would check it daily and I was able to see new jobs as they were posted. I am presently employed as a naval architect, and I found the job from this job board.”**

*Visal K., UBC graduate*

## E. CAMPAIGN DEVELOPMENT AND MARKETING MATERIALS

This section provides detail around progress made as it relates to activities that support the implementation of the CES and how the implementation has been adapted to emergent opportunities and capacity constraints.

### I. Subject Matter Expertise

A campaign strategist, part of the project team, added significant value with contributions to writing copy, partner outreach, developing target market personas and overall strategy. Additionally, the contributions from the graphic designer enhanced the overall look and feel and increased the range of visual materials dramatically. ABCMI also engaged expertise for video content for school-age youth. Throughout the project, ABCMI also engaged target market expertise. For instance, ABCMI had materials intended for Indigenous Peoples reviewed twice by Indigenous people, and subsequently made changes including amending the font used for brochures and banners to better show characters and syllabics. Beyond the project term, ABCMI has contracted expertise to further drive social media and website traffic.

### II. Campaign Strategy

A comprehensive campaign strategy was developed and submitted as part of the CES, to support the implementation of purpose-driven communications and marketing activities. The campaign is divided into three distinct but overlapping streams of work that align to the timelines established in the project management work plan. These include:

- Core development, inclusive of website development, content writing (e.g., Spotlight Stories), and social media creation
- Ad development (e.g., transit ads)
- Networking and events including outreach

The strategy also provides a framework for evaluating the effectiveness of efforts and adjusting accordingly. Early in the project, key internal activities were undertaken (e.g., mood board, persona development) that led to the [White Paper posted on the website](#), overall approach to content development and visual identity of the campaign. The Social Media and Content Development Strategy was also drafted and implemented. Current activities have been focused on campaign sustainment (e.g., jobs board, social media), evaluation and planning (e.g., draft 2023 calendar, Instagram evaluation, events) and refreshment (e.g., video content, partner reach out for content).

### III. Spotlight Stories

One of the top priorities listed in the CES was the development of Spotlight Stories to highlight employees in BC's industrial marine sector who represent one (or more) of the target market groups.

The Project Team, with support from the Committee, secured consent, content and photographs for 12 Spotlight Stories. Each story is ready for use, or is in use on the Career Pathways site, [social](#)

[media](#) and other channels or marketing materials. As of this report, all but three Spotlight Stories have been featured and there is a plan in place to use them to refresh the website or through social media. Additionally, the Social Media and Content Development Strategy provides instructions and templates for requesting additional stories, and how to adapt them for campaign use. This has positioned ABCMI well to continue to request Spotlight Stories to be used on the website or social media.

#### IV. Social Media

To maximize effectiveness, the initial focus of the social media components of the campaign were aimed at generating momentum on Instagram. Instagram was selected owing to the visual nature of the platform and participation by some of the target markets (i.e., as per the personas) as well as ABCMI members.

The ABCMI Instagram account was established with initial content in May/June 2022. The Social Media and Content Strategy implementation began on September 1, 2022; progress was tracked from the onset until March 1, 2023. One area of focus has been to leverage the strength of ABCMI's partner relationships. ABCMI reached out to 69 industry partners or members requesting content to share or reshare on Instagram, of which 44 responded. This outreach led to ten additional posts, reducing the need for ABCMI to generate content. Outreach also led to an invitation to speak with a graduating class of computer engineers and technicians from Camosun College about the value of a co-op in the marine industry, and the usefulness of the ABCMI jobs board.

As of May 1, 2023, the account has shared 55 posts, 12 reels and 51 stories, with the most-viewed content engaging 2036 separate user accounts, 1972 of those being users who had not previously engaged with ABCMI.

From the current Instagram reporting period (September 26 – May 1), insights are as follows:

- 29.9% of reached audience in the last 90 days is in the 25-34 age range
- Since the prior reporting period, total followers increased by 108% from 105 to 219 followers
- 257 accounts engaged in the last 90 days, with 130 of those being non-followers
- See [Appendix Four](#): Instagram Insights

The Project Team generated and presented a range of ideas specific to connecting youth in attendance at events to the ABCMI Instagram account. The Project Team resourced and trained ABCMI staff to share and generate content, engage the audience, and sustain activities to continue building momentum, but a more specialized communications role will be needed to fully utilize the platform. Instagram will be maintained beyond the project term, and ABCMI has hired a social media marketing firm to develop and implement a six-month campaign to increase Instagram and website traffic.

LinkedIn remains the cornerstone of ABCMI's social media presence. For instance, the [Take Note!](#) post of October 13, 2022, that spoke about the challenges this campaign is seeking to address,

generated interest from the CBC. This article was the most influential activity on ABCMI's LinkedIn, with 974 impressions. ABCMI has continued to grow its LinkedIn presence by consistently posting content that demonstrates the diversity of the industry, and highlighting partnerships and members. During this reporting period more than 400 followers have been added, bringing the total to more than 1,300 followers. ABCMI will continue to use LinkedIn at the current pace, using internal resources.

## V. Advertising

Seven versions of "king size" BC Transit ads were placed externally in September 2022 for six weeks as per the following:

- Two buses originating from the Abbotsford/Mission barn
- Three buses originating from the Port Coquitlam barn
- Three buses originating from the Richmond barn
- Three buses originating from the Surrey barn

See [Appendix Five](#) for a photo of one of the ads in action. The geographic areas were chosen as they are proximal to many of the jobs to be filled, and the demographics of those areas were reflective of the target markets of the campaign. Evaluation of the effectiveness of the BC Transit bus ads was challenging due to the qualitative nature of the feedback. Several positive responses were received as noted in the prior reporting period.

During the reporting period, ABCMI ran an ad highlighting its role in workforce enablement in *BC Tugboat Magazine*, which was distributed during the [ABCMI Business Opportunities Conference and Trade Show](#) in November 2022. The ad was also shown on the magazine's website, and ABCMI has committed to run an ad in the Spring issue of *BC Tugboat Magazine*.

Given the strong qualitative feedback and some of the challenges measuring reach with the target markets, ABCMI will be considering options with the potential to evaluate effectiveness of reach more easily. Investment in campaign-aligned advertising beyond the project term is pending resourcing and a strong business case (e.g., target market reach).

## VI. Partnership and Events

ABCMI and the Project Team have been very actively engaged in outreach activities throughout the project. The Project Team reached out to more than 80 identified contacts across all four target markets:

- 10 related to newcomers
- 27 related to Indigenous (of those some are focused on youth)
- Three related to organizations supporting women (already some traction with this market so less outreach required)
- 43 related to youth (mostly school or district staff)
- One more general (media-related)

The documented outreach inventory includes contact information, status, and recommended next steps for each, including a prioritized list of potential partners and possible partnership strategies to pursue.

New partnerships established during the project included:

- Canadian Marine Careers Foundation
- Canadian Women in Ocean Industries Leadership (CWOIL)
- Cando
- Fraser Valley School District
- North Vancouver School District
- Skills Canada BC
- Society for Canadian Women in Science and Technology (SCWIST)
- Surrey Schools
- T'Sou-ke Nation
- Veteran Affairs Canada

ABCMI developed a partnership in 2023 with BDC (formerly Business Development Bank of Canada) to host events and programs that will help promote the marine sector more broadly and specifically to underrepresented groups. BDC supports programs that support Indigenous, women, youth, newcomer and Black entrepreneurs. These events (e.g., virtual training, information sessions and in-person events) will bring together BDC's national experts and ABCMI's membership on topics such as Diversity, Equity and Inclusion (DEI) and Environment, Social and Governance (ESG).



ABCMI supported CIMarE – Vancouver Branch in organizing and hosting the [2023 Mari-Tech Conference and Exhibition](#). As a part of Mari-Tech, ABCMI hosted a youth event on April 20, 2023, supported by volunteer college students and industry partners (e.g., BCIT). 82 high school students from five different high schools in four school districts participated in the youth event including a

speed networking session, circulating through eight industry tables (e.g., Canadian Council of Marine Carriers, Virtual Marine), and a Coast Guard vessel tour. The [MYTH to MERIT quiz](#) was used for the first time at this event and youth were engaged in testing their marine industry knowledge using tablets. The feedback on the materials prepared for the event was positive and the promotional items (i.e., buckets hats featuring the careers website) were very popular with the youth participants.

The relationship established with Fraser Valley School District and others led to district staff promoting the youth component of Mari-Tech. The decentralized nature of communication networks with school-aged youth and variability among districts and schools makes it challenging to engage youth in events of this type. The support of the school district councillors and superintendents to share the Mari-Tech opportunity was immensely valuable.

The Project Team researched and recommended an array of events for the coming year aligned to the campaign for consideration. ABCMI is focused on attending many of the same events attended in the last year, both in-person and virtual owing to the benefits of both, as they proved valuable in reaching the target markets and building relationships aligned to this project, and ABCMI remains open to evaluating new opportunities.

Across the entire project, ABCMI participated in 16 campaign-related events with exposure to more than 4,900 attendees. Among those events, two stood out in relation to this project. The Skills Canada event in May 2022 was a large conference with people from across Canada. ABCMI garnered a great deal of interest from students, teachers and parents as well as industry and training organizations. It opened connections with educators throughout the Province (e.g., Fraser Valley School District and BC Centre for Women in the Trades). The other highly valuable event was the BC Links to Learning Symposium. Being included in the panel provided great exposure to Indigenous Economic Development Officers throughout the Province.

ABCMI recently participated in the following events, supported by targeted marketing materials (see [Materials Inventory](#) below).

| Reporting Period Events                                       |                    |  |  |
|---|--------------------|--|--|
| Event name  | Date               | Description  | Attendance and Outcomes  |
| <b>ABCMI Business Opportunities Conference and Trade Show</b> | November 8-9, 2022 | Vancouver; in-person; organizer<br><br>Note: The Committee and ABCMI Board, sponsored by Ocean Pacific, donated four student conference passes. ABCMI donated another so all interested students could attend. | <ul style="list-style-type: none"> <li>• 300 attendees and 22 booths</li> <li>• Federal Minister of Employment, Workforce Development and Disability spoke and then toured the exhibits</li> <li>• Ravi Kahlon, then Provincial Minister of Jobs, Economic Recovery and Innovation attended</li> </ul> |

| Reporting Period Events  |                   |   |  |
|--|-------------------|---|--|
| Event name   | Date              | Description   | Attendance and Outcomes  |
| <b>Camosun College Co-op Session</b>                                     | November 1, 2022  | Victoria; in-person   | <ul style="list-style-type: none"> <li>• 27 students plus speakers and staff</li> <li>• Highlighted the marine industry and ABCMI jobs board</li> </ul>  |
| <b>ABCMI hosted meeting of like-minded organizations</b>                 | November 4, 2022  | Sidney; in-person   | <ul style="list-style-type: none"> <li>• Seven attendees</li> <li>• Discussed how to develop and share materials</li> <li>• New partnerships with Western Canada Marine Response Corporation, Council of Marine Carriers, Imagine Marine and the BC Chamber of Shipping</li> </ul>   |
| <b>BC Links to Learning Symposium</b>                                    | January 31, 2023  | Vancouver; in-person; ABCMI on a panel with Q&A   | <ul style="list-style-type: none"> <li>• 150 Indigenous Economic Development Officers and Land Managers</li> <li>• Links to Learning 2023 was a partnership between Cando, the National Aboriginal Lands Managers Association, First Nations Land Management Resource Centre and Indigenous Services Canada</li> </ul>   |
| <b>ABCMI BC Ferries Opportunities Forum</b>                              | March 10, 2023    | Victoria; in-person forum with pull-up banners<br><br>Note: BC Ferries is represented on the Governance Committee | <ul style="list-style-type: none"> <li>• 145 attendees (sold out)</li> <li>• Attended by industry and provincial government, including deputy minister level; discussed work to attract under-represented people to the sector</li> </ul>  |
| <b>Peer-to-Peer Leadership Retreat for Women in Marine &amp; Defence</b> | March 15-17, 2023 | Victoria; ABCMI co-hosted this in-person event (pilot project)  | <ul style="list-style-type: none"> <li>• Cohort of 16 women, plus four facilitators</li> <li>• Highly successful <ul style="list-style-type: none"> <li>• Impactful keynote address from Anita Pawluck, Co-Founder and President of RaceRocks, an Indigenous-owner and women-led business</li> <li>• Feedback from the cohort signaled they valued the event and their desire to stay connected</li> </ul> </li> </ul> |

| Reporting Period Events                    |                   |  |   |
|--|-------------------|--|---|
| Event name                                 | Date              | Description  | Attendance and Outcomes   |
|  |                   |  | <ul style="list-style-type: none"> <li>Format and materials will form the basis for two other events in Atlantic Canada and Quebec</li> </ul>   |
| <b>BDC Lunch and Learn</b>                 | April 13, 2023    | Victoria; BDC’s Director, Corporate Sustainability hosted a discussion on ESG  | <ul style="list-style-type: none"> <li>15 attendees, all ABCMI members were eligible to attend</li> <li>Attendees were looking for insights to support attraction and retention of talent and expressed gratitude for learning more about ESG as it appeals to youth in particular</li> </ul> |
| <b>Mari-Tech Conference and Exhibition</b> | April 18-20, 2023 | Vancouver; in-person; collaboration between the CIMarE’s Vancouver Branch, the Canadian Pacific Section of SNAME and ABCMI | <ul style="list-style-type: none"> <li>500 attendees including 82 youth (and 10 adults) who participated in the ABCMI youth specific event</li> <li>The youth were engaged in the event and the materials</li> </ul>  |

The creation of marketing and outreach materials for creating awareness of the marine sector in BC amongst the public as well as the targeted attraction and recruiting materials designed to bring under-represented demographics into the marine sector have positioned ABCMI to pursue and build several strategic relationships. Using its membership and co-chair position on the Western Marine Advisory Board, a body hosted by the Western Region of the Canadian Coast Guard, ABCMI has formed alliances with its members to create a human resources outreach effort to address awareness, attraction and recruiting into the marine sector in BC. These members include the Council of Marine Carriers, the Western Canada Marine Response Corporation, the Chamber of Shipping of BC, the Nanaimo Port Authority, the Vancouver Fraser Port Authority, the Prince Rupert Port Authority, the Greater Victoria Harbour Authority, the BC Ferry Services Corporation, the Shipping Federation of Canada, and Transport Canada. This outreach effort has led to the creation of the Workforce Recruitment and Retention Committee (WRRC) within a body known as the Western Marine Community Coalition (WMCC).

The WMCC also includes other marine entities like the Boating BC Association, the BC Maritime Employers Association, Neptune Bulk Terminals Canada, and British Columbia Coast Pilots. ABCMI will work with these organizations in a collective manner to raise awareness of the industry and opportunities within. Rather than stove-piping individual outreach efforts including attraction materials, media campaigns, and outreach events, ABCMI will work in synergy within the framework

of the WRRC to coordinate and target outreach efforts. The ABCMI Career Pathways site will be leveraged by the WRRC to support a collaborative outreach effort for the marine sector.

Additionally, a strategic relationship has been created with the Canadian Marine Careers Foundation (CMCF). Using its outreach materials for creating awareness of the marine sector in amongst the public as well as the targeted attraction and recruiting materials designed to bring under-represented demographics into the marine sector, ABCMI has joined the CMCF to be part of and contribute to the CMCF 'Imagine Marine' outreach effort. CMCF brings together marine stakeholders to develop dynamic and innovative solutions to build a diverse, inclusive, and future-ready workforce for the Canadian marine sector. The CMCF serves as a resource centre for information on careers at sea and ashore as well as financial assistance available to support maritime studies at nautical schools and academic institutions. The CMCF also serves as a point of contact to direct educational, mentoring and employment inquiries to appropriate channels. Working through the WRRC and directly with the CMCF, ABCMI will leverage the CMCF effort and resources to help create awareness of the marine sector on Canada's west coast as well as support attraction and recruit efforts.

As the Royal Canadian Navy and the Canadian Coast Guard are members of ABCMI, their respective outreach and recruiting efforts will be tied into and coordinated with the activities of the WRRC and CMCF, with ABCMI helping execute this function and using its Career Pathways site and jobs board to connect and promote outreach efforts.

**"Continued collaboration is key. We look forward to ABCMI keeping everyone engaged. If this is well coordinated, something even better will happen."**

*Ray Brougham  
President and CEO, Rainhouse Manufacturing  
Governance Committee Member*

## VII. Materials Inventory

The approach to the development of campaign materials focused on being purpose-built for the respective target audiences while also being adaptable for continued and future uses. This has been one of the most valuable project outcomes.

Significant progress was made throughout the project on maturing the visual identity of the campaign and the inventory of marketing materials (See Appendices [Six](#), [Seven](#) and [Eight](#) for examples):

- 4 tri-fold brochures

- 32-page White Paper, including 7 Spotlight story features
- 7 king-size BC Transit ads (76x353cm)
- 3 youth-focused event panels (97x240cm)
- 2 Indigenous-focused event panels (80x242cm)
- 2 newcomer-focused event panels (80x242cm)
- 1 women-focused event panel (97x240cm)
- 8 web banners for ABCMI homepage
- 20-page Social Media and Content Development Strategy, including:
  - Visual development and consistency guide
  - 21 social media posts
  - 10 social media reels
  - 4 endcap videos for future content
  - Content-building strategies and accessibility guidelines
  - Spotlight story interview guide
- 1 animated slideshow video (2min 14secs)
- 6 web design prototypes for Career Pathways site
- 1 PowerPoint graphics package

Due to the effectiveness and purpose-built nature of the materials, the above were used during the current reporting period and will be used beyond the project term. The source files can also be used beyond the project term to refresh materials as needed for future opportunities, or to adapt to the evolving market conditions and hiring environment.

ABCMI has developed a video to profile the diversity of the industry and dispel myths about marine industry careers. The video will be used to refresh the careers site, as social media content and for youth-focused events via partnerships with school districts (e.g., career fair).

Overall, the feedback on the inventory of marketing materials has been very positive and they will be used to sustain ABCMI's continued efforts to attract diverse people to the sector beyond the term of the project.

## Evaluation Summary

Based on the CES, the Project Team regularly evaluated the effectiveness of the campaign activities, throughout the project and largely focused on this to inform planning as noted in the sections above. Summaries of the quantitative and qualitative evaluation methods recommended in the CES have been provided below:

| Quantitative Methods   |   |
|--|---|
| The Strategy will measure outcomes of quantitative engagement methods to understand: | Comment   |
| The number of people interacting with the Sector’s social media platforms            | <ul style="list-style-type: none"> <li>• Social media is particularly effective for ease of evaluation</li> <li>• Overall, reach via social media to target markets has been slowly building and to date only driven by organic not paid ads</li> <li>• Evaluation also suggests more effort and consistent effort would be required to significantly expand reach, so a social media marketing firm has been engaged</li> <li>• See <a href="#">social media section</a> above</li> </ul>                |
| The participation rates at in-person and virtual events                              | <ul style="list-style-type: none"> <li>• See <a href="#">partnership and events section</a> above</li> <li>• Attendance has been a strong indicator of the success of this part of the campaign and is reflective of ABCMI’s strength in relationship building</li> </ul>   |
| The drop-off rate during virtual engagements   | <ul style="list-style-type: none"> <li>• Engagement during virtual events (e.g., virtual job fair), as a part of the overall events programming, was consistently high and there were no notable drop-offs of attendees during these events</li> <li>• Virtual engagement will continue to be a powerful tool beyond the project term, including possible virtual events with school-aged youth</li> <li>• Many organizations continue to chose virtual engagements (e.g., SCWIST Career Fair)</li> </ul> |
| The number of viewers on posted videos and/or readers of articles                    | <ul style="list-style-type: none"> <li>• See <a href="#">social media section</a> above</li> <li>• Early indications suggest that video content generates engagement, which informed the decision to create new video content</li> <li>• Articles also generate interest, as evidenced by the LinkedIn article that resulted in earned media (i.e., CBC)</li> </ul>   |
| The number of ‘likes’ and comments on posts  | <ul style="list-style-type: none"> <li>• See <a href="#">social media section</a> above</li> <li>• Social media is particularly effective for ease of evaluation</li> <li>• Likes and comments have provided insights on the types of content that generate interest</li> <li>• Evaluation also suggests more effort and consistent effort would be required to significantly expand engagement</li> </ul>  |
| The traffic to ABCMI’s website from hyperlinked ads and articles                     | <ul style="list-style-type: none"> <li>• Information was not available (i.e., could only see the total traffic to the website without knowing the specific inbound source)</li> </ul>   |

| Quantitative Methods  |  |
|---|--|
| The Strategy will measure outcomes of quantitative engagement methods to understand:  | Comment  |
|   | <ul style="list-style-type: none"> <li>Inbound information available for the Career Pathways site includes the location of the visitor (88.3% Canada) and type of device (73.5% desktop, 22.8% phone and 3.7% tablet)</li> </ul>   |
| <p>The data collected from the ‘how did you learn about us’ drop down during the application process; The number of applications and CV submissions per target market and segment</p> | <ul style="list-style-type: none"> <li>Information not available because applications are submitted directly to employers, and candidates do not share that information</li> <li>It was decided that streamlining applications to go directly to the employer recruiting process was best for reducing user friction and maximizing the number of applications</li> <li>Anecdotally, ABCMI received feedback that the jobs board has been helpful to job seekers</li> <li>Google Analytics for the jobs board for May 2023 was made available and while information about the identity of viewers (e.g., age) was not available, the data suggests the website is reaching the target geographic locations with views from Vancouver leading at more than 20% and more than 84% of views are from Canada. The data also suggests users are returning to the site</li> </ul>  |
| <p>The number of direct messages and emails received in relation to a post, presentation, or other engagement</p>   | <ul style="list-style-type: none"> <li>This happened frequently, often in relation to follow-up after events ABCMI participated in (e.g., invitations to other events or to explore partnership) or in relation to social media or advertising</li> <li>For example, the transit ads elicited many responses (e.g., hearing from many people, seeing them share on social media) including two direct reach outs. A BCIT instructor, passionate about autonomous vessels, was so excited by the ad that he took a photo (see <a href="#">Appendix Five</a>) and found ABCMI’s phone number to call and express his delight. He used what he observed as a part of his advocacy with the Dean about the importance of the industry. Additionally, Corus Entertainment Inc. in Vancouver, which includes Global BC, Global News, CKNW, and Rock101, reached out and albeit a sales inquiry, it is interesting to note how they characterized the campaign: “create awareness, tell your story, and support your advocacy message”</li> </ul> |
| <p>The data collected via surveys that are circulated post presentation or event</p>  | <ul style="list-style-type: none"> <li>Survey information was not available from the events that ABCMI joined: indications that ABCMI’s presence had a positive impact included introductions to new people, increases in social media interactions and new partnerships</li> <li>Positive feedback on ABCMI hosted events came in the form of positive feedback from Committee members and requests for further events from participants</li> <li>The effectiveness of events was evaluated on whether positive outcomes can be traced to the event (e.g., new partnership, request for additional events, engagement with target markets);</li> </ul>  |

| Quantitative Methods  |  |
|---|--|
| <b>The Strategy will measure outcomes of quantitative engagement methods to understand:</b> | <b>Comment</b>   |
|   | based on this analysis ABCMI projects they will participate again in the events attended during this project |

| Qualitative Methods   |  |
|---|--|
| <b>The Strategy will also use qualitative methods to assess information collected via observation during in-person and virtual events, including:</b> | <b>Comment</b>   |
| <b>Level of participant engagement</b>  | <ul style="list-style-type: none"> <li>In general participation in all events was high, see the <a href="#">events section</a> above, and there were many meaningful conversations and interactions during or following events</li> </ul>  |
| <b>Perceptions of individuals being interviewed or engaged</b>  | <ul style="list-style-type: none"> <li>Perceptions have been overwhelmingly positive, including feedback from Spotlight Story interviewees and high engagement from those being approached as potential partners</li> <li>The mentorship event for women was so well received it is being repeated nationally</li> </ul> |
| <b>Body language of an audience</b>   | <ul style="list-style-type: none"> <li>Not specifically tracked as it was deemed impractical and too subjective; no notable negative reactions were observed</li> </ul>  |

Measuring the actual impact of the campaign on closing industry workforce gaps is challenging given the number of forces at play. While the campaign has certainly had a positive impact that could be observed at events and with individual reactions/stories, attributing industry-wide impact is impractical and changes to long-held beliefs require a longer view supported by broader systemic changes (e.g., changes to recognition of overseas accreditation). There is additional complexity owing to the progressively more challenging labour market and increased competition for talent; however, the campaign was perfectly timed given this growing challenge.

With the four target audiences in mind (i.e., women, newcomers, youth and Indigenous as determined based on the labour market index and industry consensus represented by the Committee), the campaign has been most effective at reaching women and youth, partly reflective of the existing relationships held by ABCMI and the relationship-building efforts of the Project Team and ABCMI staff. It is noted that ABCMI had fewer relationships with newcomer and Indigenous communities and organizations at the outset of the project, which was further impacted by the pandemic. Remarkably, with deliberate outreach by the Project Team and support from the Committee, progress was made with newcomer and Indigenous communities and organizations, and further efforts to build those relationships has the potential to yield similar results. Beyond the project term, it is anticipated that many of the nascent

relationships will grow with ABCMI’s strength in relationship-building with a positive outlook for all four target audiences.

The other key learning from the evaluation process is the resource intensiveness of a campaign of this nature, especially continually generating dynamic content that will be important in sustaining and growing digital engagement, expressly with youth. Evaluation and thoughtful planning are key to deploying the most effective activities and resources (i.e., implementing and continuing activities with the best return on investment).

## Project Successes

The following table highlights project successes across the project term.

| Project Successes                    |  |
|--------------------------------------|--|
| <b>Delivering project milestones</b> | <ul style="list-style-type: none"> <li>• Delivered all project reports, including the project management work plan, Committee activities and CES, on time</li> <li>• Completed all planned short-term activities (as described or revised approach) in the CES and made progress on many of the longer-term activities</li> <li>• Most importantly, all activities were aligned to and evaluated on the campaign purpose</li> </ul>  |
| <b>Content development</b>           | <ul style="list-style-type: none"> <li>• Developed strategies including CES, Social Media and Content Development Strategy and draft youth engagement strategies</li> <li>• Sourced, drafted and shared Spotlight Stories</li> <li>• Established visual identity and navigation structure for Career Pathways site</li> <li>• Created advertising and event material based on target audience</li> <li>• Leveraged campaign materials in the creation of a social media and content creation strategy</li> <li>• Created and launched seven transit ads in four regions</li> <li>• Six unique career paths and one highlight video developed</li> <li>• The inventory of materials and content will be a significant part of the sustainment strategy</li> </ul> |
| <b>Sourcing expertise</b>            | <ul style="list-style-type: none"> <li>• Secured participation from 17 individuals, with diverse backgrounds and roles within the industry, who agreed to publicly appear as role models on the Career Pathways website, social media, videos and a broad range of other campaign assets</li> <li>• Sourced and onboarded a campaign strategist, photographer/videographer, graphic designer and project manager</li> <li>• Procured a new website service provider to meet project timelines</li> <li>• Target market perspective and expertise informed materials development</li> </ul>   |

| Project Successes                       |  |
|---|--|
|   | <ul style="list-style-type: none"> <li>The Committee provided valuable insights and ad hoc support during the project term; individuals will be engaged beyond the project term</li> </ul>   |
| <b>Events and partnerships</b>          | <ul style="list-style-type: none"> <li>Developed list of potential partners and documented outreach</li> <li>Drafted 2023 calendar and event ideas to engage youth</li> <li>Established new partnerships, and several new partnerships are being developed or will be developed beyond the project term (e.g., school districts) that will enable ABCMI to more effectively reach diverse audiences</li> <li>Formed connections and strategic relationships with like-minded organizations also trying to attract and recruit into the marine sector that can be collaborated with to share best practices and work together to have a broader impact</li> <li>The level of attendance, engagement, anecdotal feedback and outcomes of the events (e.g., new partnerships) indicate events are and will be a cornerstone for ABCMI moving forward</li> </ul> |
| <b>Career Pathways and jobs board</b>   | <ul style="list-style-type: none"> <li>Career Pathways was launched to offer insights based on target market identity and career options; videos and other content will be used to refresh the site beyond the contract term; high interest in Technology and Trades</li> <li>Jobs board is being updated regularly with a peak of 825 opportunities; will be sustained beyond the project term with existing resources</li> <li>Spoke about the jobs board during three radio interviews</li> </ul>   |
| <b>Instagram launch and sustainment</b> | <ul style="list-style-type: none"> <li>It was determined early in the project that Instagram was the best platform to introduce based on the personas of the four target markets (note that LinkedIn was already in use by ABCMI)</li> <li>Established in May, sustained content posting started in September, slow but steady build to March</li> <li>Library of campaign-aligned content and partner content contributions</li> <li>Established strategy to sustain Instagram engagement and generate content; further growth will be driven by an upcoming six-month campaign</li> </ul>  |

## Project Challenges and Lessons Learned

The following table highlights project challenges, lessons across the project term and some of the key mitigation actions taken.

It should be noted that lessons learned are not solely taken from issues incurred, but also from achievements that can be leveraged beyond the project term.

| Project Challenges  | Mitigations Strategies and Lessons Learned  |
|---|---|
| <p><b>Evolving global labour market means there is increased competition for campaign awareness and job postings</b></p>                        | <ul style="list-style-type: none"> <li>Stayed the course on broad campaign objectives and overall strategy, adjusted activities within those to better align to the context (e.g., focused on building relationships and developing re-usable content, put the media release on pause)</li> <li>Remain iterative to ensure the actions being taken are of the most value to the marine industry stakeholders and target audiences while adapting to the evolving context (i.e., the decision was made to prioritize making easier for someone who lands on the careers website to go immediately to the job postings). Companies are very supportive of this initiative; however, they want all people to be able to access the job board. With hundreds of jobs to be filled immediately, employers are open to and wanting to hear from everyone (not just the target audiences) looking for work</li> <li>Continued labour shortages in the marine industry suggest that continued efforts would be well received by members and industry partners</li> </ul>  |
| <p><b>Limited experience with social media</b></p>  | <ul style="list-style-type: none"> <li>The Project Team delivered instructional sessions with personnel deploying social media, supported by an initial inventory of pre-generated content and clear “how to” documentation and followed with regular check-ins during the first two months of content implementation</li> <li>Instagram was chosen as the social media to use but that will continue to be evaluated noting the high level of competition for engagement</li> <li>Focused on building internal capacity for future content creation</li> <li>Internal capacity to maintain the existing social media presence beyond the project term is now in place; a social media marketing firm has been hired to increase web and social media traffic and engagement</li> </ul>   |
| <p><b>Content generation is resource intensive (e.g., Spotlight Stories, social content, job postings to profile on social media, etc.)</b></p> | <ul style="list-style-type: none"> <li>Used the content development strategy and personas to deliberately develop highly aligned content</li> <li>ABCMI reached out to its members for existing content (e.g., re-post ABCMI member content) to reduce the amount of time spent creating content</li> <li>Note that more than 90% of jobs on the board were facilitated by ABCMI staff, so while ABCMI has the resources to continue this, there may be an opportunity to promote the posting process to ABCMI members (e.g., reach out to talent acquisition specialists to build awareness of job board, how-to video or instructions for employers)</li> <li>The Project Team provided templates for further content development (e.g., Spotlight Story template, Instagram templates) to maintain the website and Instagram beyond the project term and has developed a series of recommendations to refresh the website by repurposing or reframing existing content</li> <li>ABCMI has invested in developing video content to further refresh the website and engage youth</li> <li>It’s a challenge to find new faces for the Spotlight Stories. Not everyone is comfortable to share their story and put themselves out there for all to see,</li> </ul> |

|   |  |
|---|--|
|   | <p>however the tools and templates developed during this project make the process as easeful as possible</p>   |
| <p><b>Numerous opportunities in the marketplace to attempt to reach the target audiences; however, measuring the effectiveness of converting those efforts into people employed in the marine industry is challenging</b></p> | <ul style="list-style-type: none"> <li>• Evaluated each opportunity against the goals of the campaign using logic model thinking (e.g., if we do a given activity, we predict we can influence diverse participation in the marine industry workforce)</li> <li>• Documented the decision and opportunity (to ensure learning is captured and to consider during future planning)</li> <li>• Paid close attention to qualitative feedback from key stakeholders to augment gaps in quantitative measurement (e.g., feedback from event organizers about what worked with ABCMI’s presence, input from school staff on options for reaching youth)</li> <li>• Sustaining and growing engagement with the target audiences beyond the project term will be best realized through relationship-based efforts (e.g., partnerships) and seeking feedback from those partners; considering a partner engagement strategy to guide this particularly effective body of work</li> <li>• Continue considering multi-modal evaluation to assess how a given effort may need to evolve</li> </ul> |
| <p><b>Broad reaching campaigns require significant resources (e.g., staff time, money, etc.)</b></p>  | <ul style="list-style-type: none"> <li>• Utilized internal processes or pre-existing structures to enhance the delivery of the campaign and offset resource gaps</li> <li>• Invited members to share ABCMI social media content</li> <li>• Promoted member industry tours with schools</li> <li>• Gained access to key stakeholders via members (e.g., talent acquisition staff, communications staff)</li> <li>• Built on pre-existing partnerships and leveraged possible networks to supply further engagement opportunities</li> </ul>   |
| <p><b>Feedback was received from audiences that were not the focus of the campaign</b></p>  | <ul style="list-style-type: none"> <li>• When feedback is received, it is critical to re-orient to the goals of the campaign while keeping the broader industry in mind. For instance, ABCMI received feedback from multiple individuals "who did not see themselves" in the career pathways for the marine industry. ABCMI took the time to reach out and connect directly, explaining the scope of this piece of project work</li> <li>• ABCMI will continue using the campaign objectives as decision-making criteria (noting the campaign objectives will also require periodic review)</li> </ul>   |

## Conclusion and Sustainability Plan

Undoubtedly, the marketing and communications project has bolstered ABCMI’s presence nationally and solidified its foundation to continue working to attract diverse people to the marine industry sector to meet the current and projected labour needs. ABCMI is grateful for the timely support of PSFS. Building linkages and connections with like-minded organizations also trying to attract and recruit into the marine sector is one of the most significant, lasting benefits of this project and will be a cornerstone to carrying this industry-critical work into the future.



As noted above, the project was particularly effective in reaching women and youth to dispel myths about working in the industry. As well as hearing about the career possibilities, it is important for individuals to see themselves in these roles. As an example, ABCMI facilitated a panel at the Canadian Women in Ocean Industries Leadership Conference featuring successful women leaders in roles traditionally held by men. The women on this panel included Nancy Lochhead, Vice

President, Shipbuilding Production, Irving Shipbuilding; Inja Ma, CEO, SEAMOR Marine Ltd. and Niru Somayajula, President & CEO, Senor Technology.

The establishment of communication channels, inventory of purpose-built materials, development of strategic documents and key relationships, and increased staff capacity (e.g., templates) are paramount to ABCMI sustaining activities to positively influence the quantity and diversity of people working in the BC industrial marine sector (e.g., women, newcomers, youth and Indigenous). Based on evaluation, lessons learned and emergent conditions as documented above, the following table highlights planned activities beyond the project term using existing ABCMI resources, financially supported in part by the ABCMI base budget, members and government funding.

| Sustainability Plan     |   |
|-------------------------|---|
| Activities              | How and Risk Mitigation   |
| Career Pathways website | <ul style="list-style-type: none"> <li>The website will be sustained with ABCMI resources, noting the high interest in Technology and Trades</li> <li>Refresh plans include updating role model profiles with existing and new Spotlight Stories (the Project Team has drafted eight potential updates with accompanying photographs) and the addition of career pathway videos</li> <li>Current resourcing will support driving web traffic through event participation (e.g., promotional materials, contests)</li> <li>Further diversifying efforts to drive web traffic (e.g., partnership driven, web page optimization, digital promotion, linking from established channels such as post-</li> </ul> |

| Sustainability Plan     |   |
|-------------------------|---|
| Activities              | How and Risk Mitigation   |
| Jobs board              | secondary career centres or settlement agencies) are a priority for ABCMI and a social media marketing firm has been contracted   |
|                         | <ul style="list-style-type: none"> <li>The jobs board will be sustained with ABCMI resources</li> <li>Member outreach will be key to sustaining the high level of jobs posted</li> </ul>  |
| Partnership development | <ul style="list-style-type: none"> <li>Nurturing and developing new and existing partnerships will be a key sustainment activity with ABCMI's existing resources and strength in relationship-building</li> <li>This is particularly important in reaching under-represented audiences (e.g., school contacts to reach youth)</li> <li>Documenting the status of new and potential relationships is a key risk mitigation strategy (e.g., ensuring follow-through, key person turn-over)</li> </ul>   |
| Events                  | <ul style="list-style-type: none"> <li>Participation in events that provide outreach opportunities to under-represented audiences will be sustained beyond the project term, with existing ABCMI resources and the materials inventory (e.g., diversity focused career fairs, Science, Technology, Engineering and Math (STEM) events for youth, mentorship groups for any of the target audiences, Indigenous-led events)</li> <li>Consideration is being given to event-specific strategies that will appeal to youth (e.g., contest to drive traffic to the jobs board, interactive experiences) and leveraging project-generated documentation to develop a partnership strategy</li> <li>The capacity to participate in events is largely constrained by personnel time; explore opportunities to expand this capacity by partnering with ABCMI members</li> </ul> |
| Social media            | <ul style="list-style-type: none"> <li>Instagram and LinkedIn will be sustained beyond the project term with existing ABCMI resources using the project-supported strategy documents and templates and the support of a social media marketing firm</li> <li>Within existing resources, consideration is being given to event-related contests or partnering with industry to amplify presence and augment content</li> <li>Further efforts to drive engagement and traffic will be supported by a social media marketing firm</li> </ul>   |
| Video content           | <ul style="list-style-type: none"> <li>The career pathway video will be leveraged beyond the project term to refresh the website and social media, and engage with youth via the school relationships developed</li> <li>This will be sustained with existing ABCMI resources, and evaluation and feedback will inform whether to source resources to grow this strategy</li> </ul>   |
| Advertising             | <ul style="list-style-type: none"> <li>ABCMI has committed to another ad in <i>BC Tugboat Magazine</i></li> <li>Further investment in campaign-aligned advertising beyond the project term is both planned with existing ABCMI resources, and is pending resourcing and a strong business case (e.g., target market reach)</li> </ul>   |
| Content Development     | <ul style="list-style-type: none"> <li>ABCMI will use the templates developed to continue securing Spotlight Stories beyond the project term</li> <li>The source files for all materials developed during the project can be used to refresh or adapt the materials for future uses</li> </ul>  |

| Sustainability Plan         |   |
|-----------------------------|---|
| Activities                  | How and Risk Mitigation   |
| <b>Governance Committee</b> | <ul style="list-style-type: none"> <li>• The Committee has been instrumental in guiding the project and setting ABCMI up well to sustain many of the key activities established (e.g., event presence, social media, jobs board)</li> <li>• The Committee will not continue beyond the project term</li> <li>• Individual relationships will be sustained using existing ABCMI resources and several Committee members explicitly suggested ways they can lend support beyond the project term (e.g., act as a connector to an under-represented audience)</li> <li>• Committee members also suggested ABCMI is well positioned to play a convening role to encourage collaboration across the sector and coordinate efforts beyond the project term</li> </ul> |

In conclusion, there is a strong business case to continue investing in attracting people with diverse backgrounds to the marine industry to benefit employers and under-represented audiences, and ABCMI is committed to supporting this beyond the project term.

# Appendices

## *Appendix One: Committee Terms of Reference and Members*

### ABCMI SLMP Phase 4 (Ph 4) Governance Committee Terms of Reference

#### **1. PURPOSE**

The purpose of the Project is to increase the quantity and diversity of people working in the BC industrial marine sector by developing and implementing communication and marketing materials that promote careers in the sector to prospective workers and influencers, with a focus on under-represented groups. The purpose of the ABCMI SLMP Phase 4 (Ph 4) Strategy Implementation Governance Committee is to provide industry oversight and leadership to the Project that aims to increase the quantity and diversity of people working in the BC industrial marine sector.

#### **2. BACKGROUND AND CONTEXT**

The Association of BC Marine Industries (ABCMI) was created to represent and further the interests of the BC industrial marine sector and its supply chain. The sector is defined as the composition of six sub-sectors including: shipbuilding, refit, and repair; small craft marine; marine products; marine industrial services and marine infrastructure; marine professional services; and ocean science and technology. ABCMI has completed three previous SLMP projects including the BC Industrial Marine Sector Labour Market Information Study. The final report of this study, completed in November 2017, found that the sector employed 20,169 workers. The study forecasted 16,559 job openings in the sector between 2017 and 2027, including 7,850 projected retirements and 5,456 new jobs in demand growth.

To address these 16,559 forecasted job openings, ABCMI undertook an SLMP-funded project to create a workforce development strategy. The strategy, which completed in November 2018, recommended marketing the sector to the public to increase awareness of the career and training opportunities available, as well as implementing outreach activities to increase the participation of under-represented groups. The strategy recommended aiming these activities at prospective workers as well as influencers such as career counsellors.

With this fourth SLMP-funded project, ABCMI will produce an evidence-based workforce development strategy and develop and implement communication and marketing materials that promote careers in the sector to prospective workers and influencers, with a focus on underrepresented groups including women, youth, Indigenous peoples, and immigrants. Materials will include web-based advertisements, social media content, videos, print materials, and presentations that direct interested viewers to relevant pages on ABCMI's website including career pathways and a fully populated job board.

#### **3. COMPOSITION AND OPERATIONS**

- A. The Governance Committee shall be composed of no fewer than seven and not more than eleven members. One ABCMI Director will serve on the Governance Committee and will serve as Committee Chair. Guests may be invited to participate, as required by Committee, but have no

voting privileges. The other Committee members will not be ABCMI Directors but will comprise senior level industry representatives from the BC industrial marine sector and other key stakeholders.

B. The Governance Committee shall meet as per the Committee Timetable at Section VII herein.

C. Quorum for Committee meetings is five, including an ABCMI Director.

#### **4. DUTIES AND RESPONSIBILITIES**

The Governance Committee will perform the following duties:

A. Provide industry oversight for the ABCMI SLMP Ph 4 Project as defined in Section 3.01 (a) of Schedule A of the Shared Cost Arrangement between ABCMI and the Province of BC. Specifically, the Governance Committee reflects marine industry stakeholders and is reflective of British Columbia's diverse workforce, and as such, is to review and provide feedback on Project deliverables and ensure effective Project oversight.

B. Review and provide input into a project management work plan provided by the Prime Contractor including overview of the Project, Project objectives, description of Project tasks and activities, dependencies, timelines, key milestones, anticipated resources required for successful Project completion, responsible staff, deliverables, risks, and risk mitigation strategies.

C. Review and provide input into a Project Communication Strategy, provided by the Prime Contractor, including: description of the Project's communication goals and objectives; a description of the Project's target audiences including the general public, youth, women, Indigenous peoples and immigrants; a description of what communications channels will be used to reach target audiences, and how they will be used; identification of communication materials to be developed, appropriate to Project Purpose; identification of engagement activities appropriate to the Project Purpose; and a timeline for key communication and engagement activities for the duration of the Project.

D. Review and provide input into a Project Evaluation Strategy, provided by the Prime Contractor, that will outline how activities and outcomes are to be measured to assess the effects of the activities undertaken in the Project. The Strategy is to include: an evaluation methodology; an outline of short-, medium-, and long-term outcomes; key performance indicators; and baseline data and its sources.

E. Review and provide input to Project Communication and Marketing Materials that are consistent with the Project Purpose including: career pathways that explain how prospective workers can find meaningful work in BC's industrial marine sector; and, marketing materials (including web-based advertisements, social media content, videos, print materials, and presentations) that promote work in BC's industrial marine sector to prospective workers and career influencers in the general public and specific underrepresented populations including women, youth, Indigenous peoples and immigrants.

F. Review and provide input to two Interim Reports that will be delivered during the Project.

G. Review and provide input to the Draft Final Report of the Project.

H. Review and provide input to the Final Report of the Project.

## 5. ACCOUNTABILITY

A. The Committee Chair has the responsibility to work with the Prime Contractor to periodically update the Governance Committee with the progress of work and to provide the Project deliverables (plans, strategies, and materials) as references in ‘Duties and Responsibilities’ above, to the Governance Committee for review and input.

B. The Committee Chair, with the Prime Contractor, shall ensure the salient points of discussion at Governance Committee meetings is recorded by maintaining minutes of its meetings as well as retaining any substantive presentation material that has been used at these meetings.

## 6. DECISION-MAKING

The main purpose of the Governance Committee is to provide industry oversight into Project activities and to review and provide input on Project deliverables. When decisions need to be made, each Governance Committee member will have a vote and the majority of votes will determine the outcome, given that the Quorum for the meeting is obtained.

## 7. COMMITTEE TIMETABLE

The following timetable outlines the Committee’s schedule of activities:

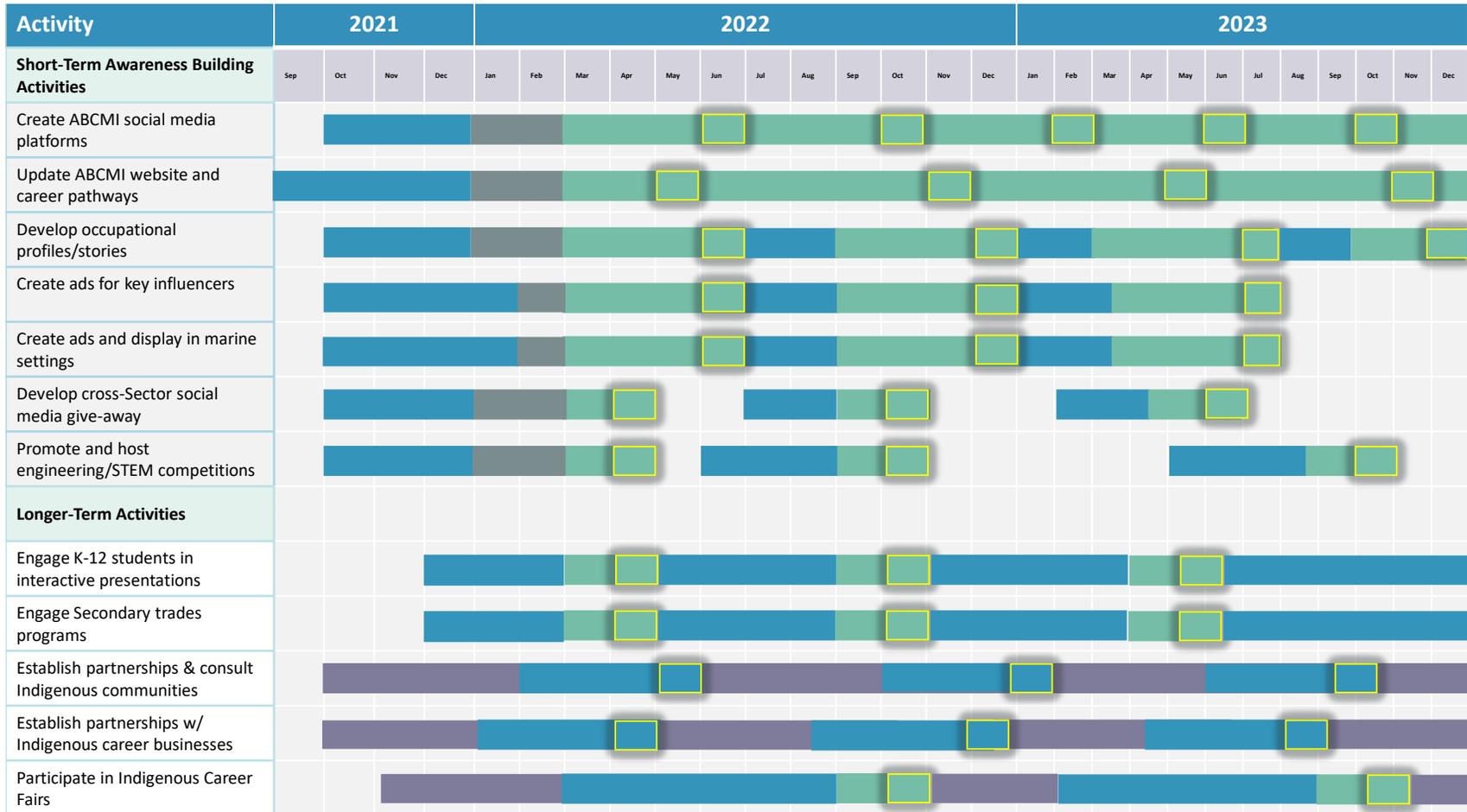
| Activity   | Frequency (Minimum)                 |
|--|-------------------------------------|
| A. Review and provide feedback on Project deliverables and ensure effective Project oversight.                             | As required                         |
| B. Review and provide input into a project management work plan.   | August 2021                         |
| C. Review and provide input into a Project Communication Strategy.   | September 2021                      |
| D. Review and provide input into a Project Evaluation Strategy.  | September 2021                      |
| E. Review and provide input to Project Communication and Marketing Materials that are consistent with the Project Purpose. | As required                         |
| F. Review and provide input to two Interim Reports that will be delivered during the Project.                              | #1 December 2021<br>#2 October 2022 |
| G. Review and provide input into to the Draft Final Report of the Project.   | March 2023                          |
| H. Review and provide input to the Final Report of the Project.  | May 2023                            |

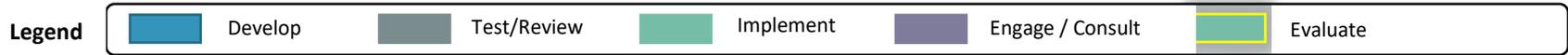
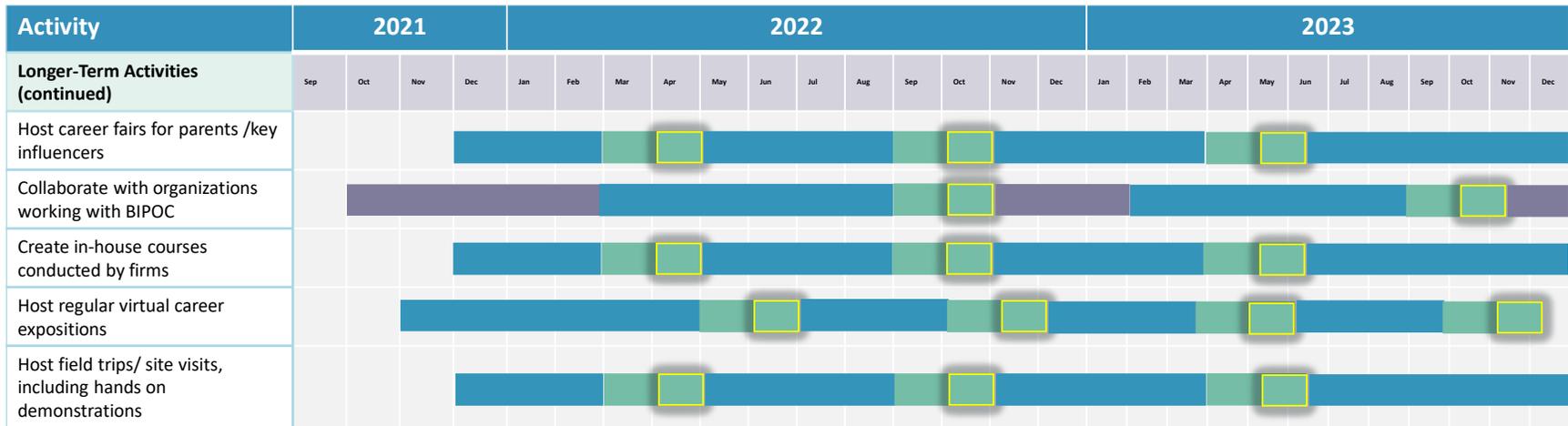
## MEMBERS

The following table outlines the Governance Committee's membership:

| Name   | Position                                    | Organization   | Representation                  |
|--|---|--|---------------------------------|
| <b>Leann Collins (Chair)</b>                                   | Director, Projects & Stakeholder Relations  | ABCMI  | Industry Association            |
| <b>Dana Tremblay</b>   | Director, Human Resources                   | BC Ferries   | Fleet Owner                     |
| <b>Laura Kempling</b>  | Human Resources Manager                     | Ocean Pacific Marine Store & Boatyard                            | Small Craft Marine              |
| <b>Ray Brougham</b>  | President                                   | Rainhouse Manufacturing Canada                                   | Marine Products; Engineering    |
| <b>Scott Beatty</b>  | President                                   | MarineLabs Data Systems  | OS&T; Youth                     |
| <b>Buki Hough</b>  | Assistant Manager, Marine Personnel         | Seaspan Marine   | Seafarer Marine                 |
| <b>Hanane Bella</b>  | Human Resources & Talent Management         | Vard Marine  | HR & Talent; Women; Engineering |
| <b>Jamie Rogers</b>  | Director, Talent Acquisition & Mobility     | Seaspan Shipyards  | Talent                          |
| <b>Buddy Cardinal</b>  | Director                                    | Aboriginal Community Career Employment Services Society (ACCESS) | Indigenous Peoples              |
| <b>Shaun Cox initially, changed to Craig Woods mid-project</b> | Manager                                     | Skilled Trades BC  | Trades/Apprentices              |
| <b>Michelle Traore</b>   | Director, Continuing Education              | Camosun College  | Academia                        |
| <b>Lindsay Muir</b>  | Manager, Trade Policy and Outreach          | Ministry of Jobs, Economic Development and Innovation            | Ex-officio                      |
| <b>Matthew Boddy</b>   | Senior Program Manager, Sector Partnerships | PSFS   | Ex-officio                      |

Appendix Two: Communication and Engagement Timeline



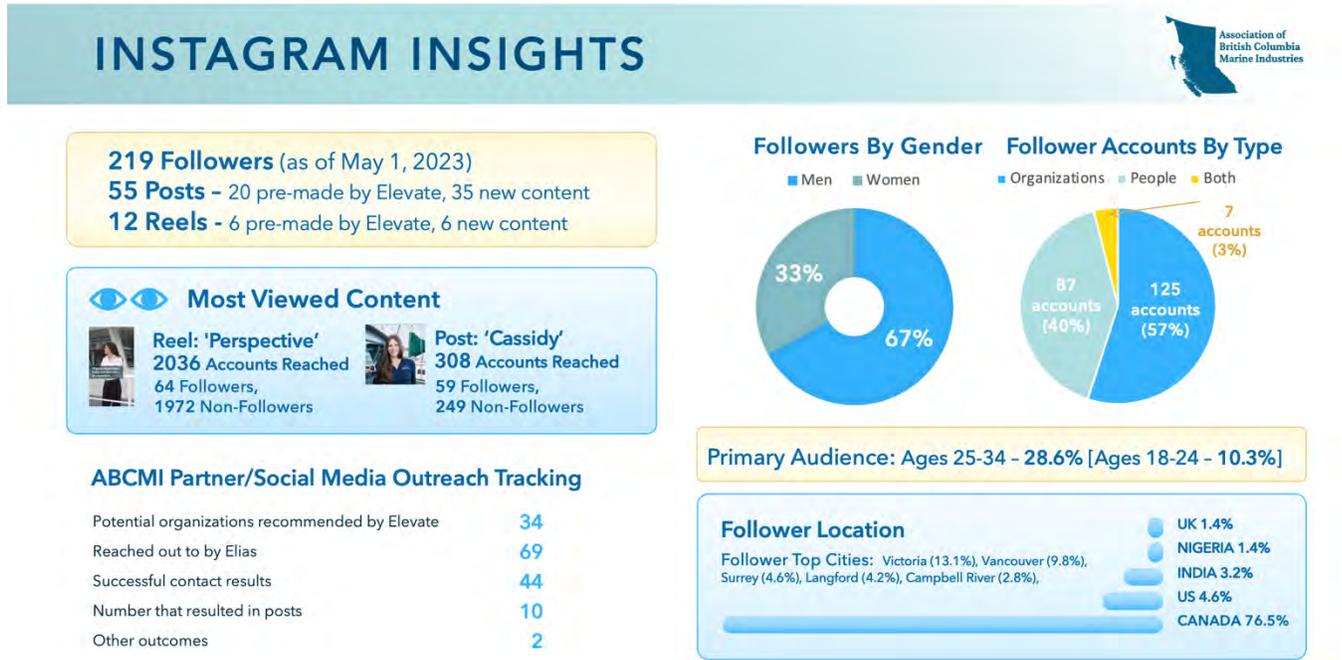


*Appendix Three: Career Pathways Heatmap since inception*

The heatmap is a visual representation of how the Career Pathways site was navigated since inception and what links were clicked most frequently.



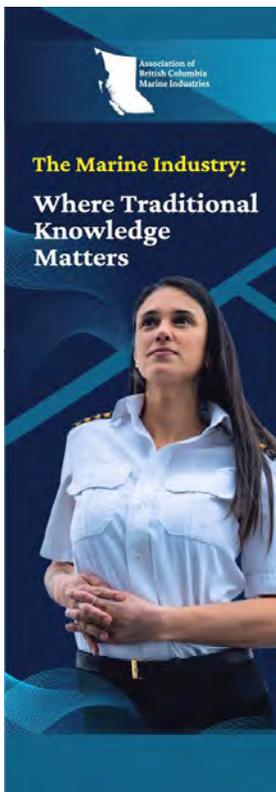
Appendix Four: Instagram Insights



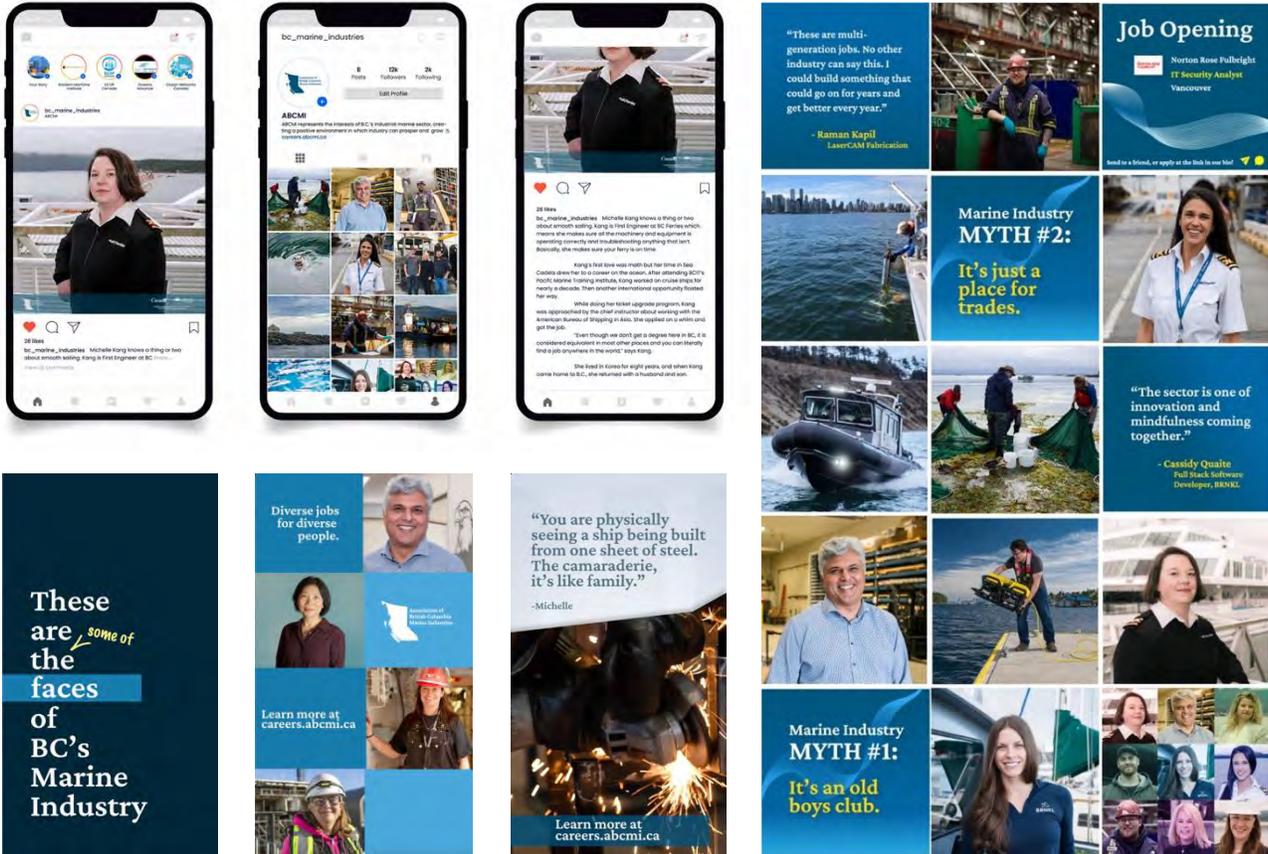
Appendix Five: Bus Photo



Appendix Six: Event Banners



Appendix Seven: Social Media Content and Instagram Reels Stills



Appendix Eight: Youth-Focused Tri-fold Brochure

