

A person in a dark jacket and shorts stands on dark, wet rocks at the edge of a beach, looking out at the ocean during a vibrant sunset. The sun is a bright orange orb on the horizon, with its light reflecting as a shimmering path across the calm water. The sky is filled with dramatic, dark clouds tinged with orange and yellow from the low sun. The overall mood is contemplative and serene.

CAPTURING TALENT ON VANCOUVER ISLAND

A Regional Initiative by The Vancouver Island Economic Alliance
Summary & Presentation Prepared by McIntyre Consulting





THE GOAL BEHIND THIS INITIATIVE

VIEA is looking for an increasing number of graduates to remain on the Island to contribute their employment skills, entrepreneurial talents, and access to investment capital to the local economy and the communities in which they live, work, play and lead.

OUR HIGH LEVEL ORGANIZATIONAL OBJECTIVES

1. Promote a sustainable and diversified economy
2. Promote strong communities, First Nations, and careful stewardship of our natural resources
3. Provide regional leadership for regional business attraction, retention and expansion
4. Promote regional initiatives that strengthen economic capacity.



PURPOSE & METHODS

VIEA's "Capturing Talent" Case Competition at the 2017 National MBA Games yielded seventeen presentations developed by teams of top MBA students from across Canada. Each presentation featured unique insights and strategies for how to address this complex question. This summary aims to amalgamate the best insights and pave a way forward.

IDEA REFINEMENT

Content from each presentation was reviewed, refined and included based on:

- quality of proposed solutions and their supporting rationale
- relevance to VI's key challenges and opportunities
- relevance to VI's diverse economy and unique culture

RESOUNDING THEMES

Many - if not all - of the presentations touched on similar challenges and opportunities, and many even proposed similar types of solutions. When common themes were identified, they were deemed highly valuable and included in this summary presentation where applicable.

LOCAL & EXPERT INSIGHT

Addition points were added sparingly throughout this summary to enhance its value for employment stakeholders.



WHAT WE'LL COVER

1. BACKGROUND & KEY ISSUES

Where we are and where we're going...

3. KEY TAKEAWAYS AND RECOMMENDATIONS

What have we learned thus far? What issues do we need to address? Where should we focus our efforts?

2. REALITY CHECKS & SWOT ANALYSIS

The MBA students picked apart our Strengths, Weaknesses, Opportunities & Threats" relevant to Capturing Talent

4. PROPOSED SOLUTIONS & ALTERNATIVES

What will it take? Who is involved? How will know if we are successful?

5. NEXT STEPS

Let's get started...



OUR BIG QUESTION...

“How can Vancouver Island’s stakeholders more effectively incentivize post-secondary graduates to remain on the Island to contribute their employment skills, entrepreneurial talents and investment capital to the local economy and communities in which they live, work, play and lead?”

First, let’s fully examine why are we asking this question...



BACKGROUND & KEY ISSUES

#1 - OUR POPULATION IS AGING FAST...

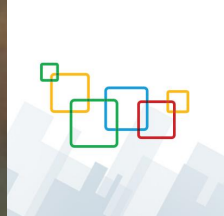
- Vancouver Island currently has insufficient numbers of young workers to replace retiring workers and fill new positions that will be created in years to come
- We currently struggle to engage & retain potential workers after their graduation from postsecondary
- Certain businesses are already having problems finding capable local workers (such as in technology, which requires high specialisation)



BACKGROUND & KEY ISSUES

#2 - THIS ISSUE IS NOT YET TRENDING...

- Two-way communication amongst postsecondary institutions, students and local employers is limited
- Local stakeholders lack sufficient understanding of the need for (or value of) attracting, engaging, mobilizing and retaining local graduates and young workers on the Island
- Entrepreneurs and grads continue to seek off-Island opportunities for various reasons, including negative or inaccurate perceptions of VI as a place to live and work.



“For every college graduate who takes a job in an innovative industry, five additional jobs are eventually created in that city, such as for waiters, carpenters, doctors, architects and teachers.”

“It’s a type of growth that feeds on itself — the more young workers you have, the more companies are interested in locating their operations in that area and the more young people are going to move there”

- Enrico Moretti, *The Geography of Jobs*



Who has a stake in this issue?

Island Students (including K-12+)

Island Families & Communities at Large

International Students

Educational Institutions

Local Employers (SME)

Non-Profit / Community Organizations

Housing Providers and Landlords

Municipal Governments

BC & Federal Government

Women in Entrepreneurship

Established Employers

... in short, everyone!



KEY STAKEHOLDER ISSUES



POSTSECONDARY EDUCATION INSTITUTIONS (PSE)

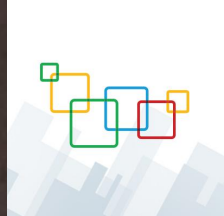
- Limited communication amongst employers and PSE
- Limited resources to facilitate opportunities for students to directly engage with local organizations and community activities
- Limited collaboration amongst university faculties
- More young people are starting to fear that postsecondary education will only lead them into debt without a guarantee of gaining meaningful employment relevant to their studies

EMPLOYERS & BUSINESS COMMUNITY

- May not be fully transparent about their labour needs or challenges
- May not see value in retaining local talent or are dissuaded by potential costs (time and money) that would be needed to train young workers
- Lack understanding about current aging workforce problem
- May lack awareness that social trends, HR policies and branding can heavily influence attrition and retention rates of young employees

GRADUATES & YOUNG WORKERS

- Most incur huge debt throughout university and are desperate to pay it off
- Want to engage with local communities to get experience relevant to their field of studies, but don't know how
- Need continual opportunities to grow their network and learn how to seize opportunities
- May change jobs often; lack interest in conventional/standard work weeks or hours
- Less interest in purchasing homes due to high costs (seen as a 'debt trap')
- Facing rising prices for food, housing and education/training without rising wages



DEMOGRAPHIC & PSYCHOGRAPHIC REALITIES

WHAT DO TODAY'S GRADUATES LOOK FOR IN MEANINGFUL EMPLOYMENT?

- Livable wages that will allow them to get out of debt
- Flexible hours that put life over work
- Opportunities to contribute to positive change
- Challenges that meet their cares and ambitions
- Mutual trust, support & appreciation
- Empowerment / opportunities to learn & grow
- Social and environmental responsibility
- Connections to community

Take note: What else? What is the trend amongst Island students?



UNIQUE ASSETS FOR YOUNG PEOPLE ON VI

Some obvious examples include...

- Absolutely gorgeous natural environment
- Quick and easy access to recreation
- Warm, inclusive and diverse community culture
- Plenty of opportunities to fill jobs from aging workforce
- Increasing focus on environmental & economic sustainability
- VI's tourism industry is strong, attracting international visitors
- Local food and craft brewery movement is growing momentum

Take note: What else? What do young Islanders currently love about VI?

SWOT

STRENGTHS

Specific to Vancouver Island

- Relatively low cost of living (for now...)
- Island economy is currently stable and growing
- “Growing job market” (as a result of aging workforce and retirees)
- Entrepreneurship shows signs of growth; Small Business increase by 3.2% on Vancouver Island (2nd highest in BC, 2016)
- International student enrollment increased by 11% (2016)
- High completion rate of Bachelor degree, Diplomas, certificates or trades apprenticeship training
- Amazing opportunities for outdoor recreation
- Our nature-inspired and eco-friendly “Island Lifestyle” is already perceived to be an appealing opportunity by many students and young entrepreneurs



SWOT

WEAKNESSES

Specific to Vancouver Island

- Rapidly aging workforce
- Small pool of capable workers
- Lower average income than in major centres of BC
- Negatively perceived as a small market with few opportunities for high paying or interesting jobs
- Lack of information about our students' (numbers, values, post-grad aspirations, perceptions of VI, financial concerns)

Considerations for Employment Stakeholders

- Grads are often allured to larger city centres that give impressions of greater career opportunities and/or offer better incentives for young workers (culture, recreation, lifestyle etc.)
- Complicated government regulations regarding immigrant workers create barriers for international grads
- Low success rate for startups (~ 10%) is discouraging for young entrepreneurs who have no capital or are already in debt from PSE
- International students are often drawn back home for family reasons



SWOT

OPPORTUNITIES

- Strengthen and leverage the 'Islander' brand
- Develop & promote an Island-wide, cross-sectoral vision for attracting and retaining talent
- Promote our nature-inspired and eco-friendly lifestyle options to young people
- Transition towards sustainable economy powered by renewable energy sources with improved transit
- Continue to attract, engage, mobilize and retain a culturally diverse citizenship with varying world-views and visions for business, community & environment
- Build more "social capital"
- Sustain and diversify Island's key sectors, particularly those with potential for growth and ongoing sustainability, such as:
 - Technology
 - Tourism
 - Natural Resource Development
 - Advanced Manufacturing
 - International Trade

so·cial cap·i·tal
noun

"the networks of relationships among people who live and work in a particular society, enabling that society to function effectively."



SWOT

THREATS

Specific to Vancouver Island

- Skills shortage imminent; 40% of baby boomers to retire by 2023
- Value of local graduates not realized by local stakeholders
- Students lack awareness of opportunities with Island businesses
- Costs for housing and other essentials are rising as foreign investors and urban refugees look to Vancouver Island
- Lack of collaboration amongst employment stakeholders and communities wishing to attract, engage, mobilize and retain young talent
- Non-Islanders often have a negative/inaccurate perception of VI as a place to live, work, play and lead (ie. “not as much to do”, “no job opportunities”, “not progressive”, “too remote”)

Considerations for Employment Stakeholders

- Some predict that 1/3 of labour force will need a Bachelor, Graduate or Professional Degree; 42% will require Diplomas, Certificates, or Trade Apprenticeship Training
- *However*, rising costs of post-secondary education are making it an unrealistic or debt-driven investment for many young people, further widening the income disparity gap and creating challenges for employers
- Many students change their career intentions during or after their education, and/or struggle to find meaningful employment relevant to their major without co-op or internship opportunities

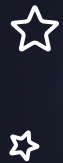




LET'S REVISIT OUR BIG QUESTION...

“How can Vancouver Island’s stakeholders more effectively incentivize post-secondary graduates to remain on the Island to contribute their employment skills, entrepreneurial talents and investment capital to the local economy and communities in which they live, work, play and lead?”

What did the MBA students recommend?



BIG TAKEAWAY #1

WE NEED TO HELP STUDENTS *INTEGRATE* INTO ISLAND COMMUNITIES TO FEEL LIKE THEY MATTER HERE.

Of all the diverse strategies identified in each of the MBA students' case study presentations, the most commonly recommended tactics for improving our ability to engage, mobilize and retain post-secondary students (and young workers in general) involved facilitating a stronger sense of *connection* between young people and the Island communities in which they may choose to 'live, work, play and lead'. These four elements are also key - we need to give students a chance to try all four here.

The MBA students provided several frameworks for such an initiative. A refined, hybrid approach is presented later in this presentation.





BIG TAKEAWAY #2

YOUNG PEOPLE ARE A MINORITY HERE.
AND YOU PROBABLY DON'T UNDERSTAND THEM.

Right now, the majority of decision makers on VI are out of touch with the values and aspirations that drive young people today (this is probably because young people represent less than one fifth of the Island's population and have the least amount of influence). Many local employers are beginning to recognize that traditional incentive structures are no longer as effective for attracting and retaining young talent in long-term jobs. What do we do?

Beyond providing jobs and wages, it is critical that we consider the values, expectations and perspectives of 'ideal Islanders' when developing incentives for them to stay, particularly in relation to how they integrate into local communities. This point emphasises our need for more qualitative data about young people on Vancouver Island and what they actually need and want. What will *inspire* them to stay here?





BIG TAKEAWAY #3

REALITY CHECK 1: 'SOCIAL CAPITAL' MATTERS

REALITY CHECK 2: THE ISLAND'S BRAND MATTERS

Yes, today's grads want to earn enough money to live comfortably, ideally by doing something related to their passions. However, if the community that they are educated in does not cater to their interests and values, and/or if they do not have a strong social and professional network to support their advancement, it is very likely that they will consider moving to a community that does (or at least appears as such), regardless of the money or career opportunities available.

While we often focus on pushing young people towards vacant jobs, we must recognize that if we don't promote other non-monetary incentives both internally *and* externally, we won't have a competitive advantage over other regions. To effectively engage and incentivize more young Islanders to contribute to the kinds of things that help our communities thrive, we're first going to need to collaborate across sectors to get clear on what our region-wide brand should be and how we should leverage it in the long term.



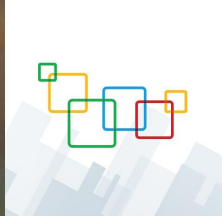
BIG TAKEAWAY #4

ASK WHAT THEY WANT. LET THEM BUILD IT.

Yes, we need to promote awareness of this issue amongst Island businesses, governments, First Nations, non-profit organizations and educational institutions to encourage collaboration. However, if we're going to take meaningful action to engage and retain talent on Vancouver Island, we will surely need to consult the current generation of students, recent graduates and those soon to enter post-secondary education to ask what they need and want in their future Island home.

Uninspired by the contemporary 'American Dream', educated young people tend to value free time over more money; they have less interest in owning 'stuff'; they want to "make a difference" and reduce their global carbon footprint before they damage the planet any further. Their ideal future looks different, so if we want more young people to stay on VI, we need to invite them to help influence the future of our economy and our communities. If we don't, they'll just keep leaving.





“The most successful economic development policy is to attract and retain smart people, and then get out of their way.”

Edward Glaeser, Triumph of the City



DECISION CRITERIA FOR PROPOSED STRATEGIES

**The decision criteria below was refined and amalgamated based on all seventeen MBA student presentations. These were used to help identify the most relevant and effective solutions from the wide array of options.*

- ☐ **Strengthen Niche** - *strengthen Vancouver Island's positioning as an attractive region for young workers*
- ☐ **Promote Local Strengths** - *leverage what has worked and is working for us 'right now'*
- ☐ **Connection to Community** - *work cross-sectorally to integrate young people into community*
- ☐ **Increase Awareness of Local Attractions and Amenities** - *build on past wins of Island tourism sector*
- ☐ **Act in Alignment with Values of Island Communities** - *be authentic to the "Islander" brand*
- ☐ **Strive for Long-term Sustainability and Vitality** - *what will benefit generations to come?*
- ☐ **Align with values of Young Professionals** - *what do young people want? Let them build it!*



TRASHED CONCEPT #1

Examples of ideas that MBA students considered but didn't propose as valid solutions after reflecting on their goals and decision criteria

1. Housing Subsidies for New Grads

Why Housing Subsidies could work:

- Increased incentive for new grads to settle on the Island
- Would promote population growth for an employable demographic
- Decrease cost of living for debt-burdened grads

Why Housing Subsidies were discounted:

- Negative impressions and impacts towards other social/ethnic groups in need
- Additional monetary requirements from government
- Will not retain people if jobs do not exist for them in the first place
- Does not promote or incentivize community engagement or entrepreneurialism
- Does not take advantage of existing regional strengths
- Does not strengthen VI's niches or involve collaboration across sectors

TRASHED CONCEPT #2

Examples of ideas that MBA students considered but didn't propose as valid solutions after reflecting on their goals and decision criteria

2. Publically-Funded Business Incubators

Why Business Incubators could work:

- Can improve a new business's ability to attract investment
- Can boost job creation in the tech and creative sectors (as seen in other small cities)
- Can provide foundational support for entrepreneurs, including cost savings for space and utilities, mentoring and integration into a startup community

Why Business Incubators were discounted:

- They could create a significant financial and administrative burden on local government
- Performance of a business incubator is highly dependant on a variety of complex variables, including public funding and support from stakeholder groups such as city administration, business community and local entrepreneurs themselves.
- Does not serve the entire population/demographic of young workers and students.

Note: there are currently several coworking spaces, startup accelerators and business incubators operating throughout the southern and mid-Island, with varying degrees of success.





THREE EXAMPLES OF HIGH LEVEL INITIATIVES CURRENTLY SERVING ENTREPRENEURS

CAPITAL INVESTMENT NETWORK

- ▶ “Connects local investors with promising entrepreneurs/companies”
- ▶ “Facilitates educational opportunities for local investors”
- ▶ “Supports investors new to Victoria, BC”
- ▶ “Enhances the deployment of smart capital from and in the region”

Learn more: capitalinvestmentnetwork.ca

NATIONAL ANGEL CAPITAL ORGANIZATION (NACO)

- ▶ “Accelerates a thriving, early-stage investing ecosystem”
- ▶ “Provides intelligence, tools and resources for its members”
- ▶ “Facilitates key connections across networks, borders and industries”

Learn more: www.nacocanada.com

INNOVATION ISLAND

- ▶ “Offers programs and services that support technology entrepreneurs”
- ▶ “Market Validation Training to regional entrepreneurs, students and innovators”
- ▶ “Venture Acceleration Program: helps early stage entrepreneurs in BC grow *their companies*”

Learn more: www.innovationisland.ca

***Many local and international organizations are already working hard to connect young entrepreneurs with investors.
But what is missing?***



RECOMMENDED STRATEGY
BASED ON DECISION CRITERIA

“THE ISLANDER INITIATIVE”

A multi-phased, cross-sectoral plan for promoting economic, community and cultural sustainability and vitality on Vancouver Island through the attraction, engagement and retention of young people.



OUR BIG ANSWER:

- (1) Work cross-sectorally to promote awareness of the Island's unrealized potential to retain talent from local educational institutions;
- (2) strive to better understand our target demographic and the various incentives that might keep them here;
- (3) educate and empower all Island stakeholders to promote and embody a youthful, progressive and authentic 'Islander' brand image that will appeal to today's employable population, and
- (4) foster a sense of belonging amongst Vancouver Island students (and young people in general) by facilitating more hands-on opportunities for them to contribute to community and business development in alignment with their values.

THE 'ISLANDERS INITIATIVE' STRATEGIC PILLARS

1. GET TO KNOW THE PEOPLE WE'RE TALKING ABOUT

Consult with past and current students (including high school or 'gap year' students) to capture more data and use these insights to set realistic benchmarks for improvement:

- Values and expectations of young people and students on VI today
- Population and demographic breakdown of current VI students and graduates (*Who stays? Who leaves? What are the patterns amongst majors/home countries/etc.?*)
- What jobs/careers on Vancouver Island are students even aware of or interested in? (*How can we boost awareness of and interest in these opportunities?*)
- What does their five year plan *really* look like? (additional education, internships, co-ops, "careers", types of employment, travelling, consulting, freelancing, entrepreneurship, etc.?) *Are our expectations for retention realistic?*
- Are VI students aware of the career possibilities that exist for them relevant to the subject matter that they studies or are passionate about?

2. PROMOTE AWARENESS AND SHARED RESPONSIBILITY

Promote cross-sectoral collaboration amongst employment stakeholders to actively enhance their recruitment and retention strategies based on current realities and VI's authentic brand image. Market the Island brand externally AND internally to boost pride in place and help organizations improve retention.

3. CRAFT AND PROMOTE THE ULTIMATE 'ISLANDER' BRAND

Authentically develop VI's image and culture to meet the values and expectations of today's young people who are 'Islanders' at heart. Evolve VI's brand as an amazing place to 'live, work, play and lead' in order to foster a sense pride in being an 'Islander'.

4. GIVE MORE STUDENTS SOMETHING TO DO!

Develop new ways for Island businesses, institutions, non-profit organizations and local governments to engage with students, make use of their talents and help build 'social capital' through volunteerism, problem solving and leadership.



THE 'ISLANDERS INITIATIVE' IMPLEMENTATION PLAN

1. ENGAGE STAKEHOLDERS AND DEVELOP WORKING GROUP

Month 0-6 (within 6 months)

2. GATHER MORE DATA ABOUT VANCOUVER ISLAND STUDENTS

Month 6-12 (within 1 year from now)

3. REFINE AND PROMOTE THE 'ISLANDER' BRAND INTERNALLY & EXTERNALLY

Month 12-18 (within 1.5 years from now)

4. PROVIDE EMPLOYMENT STAKEHOLDERS WITH DATA AND APPROPRIATE TOOLS TO ENHANCE LOCAL RECRUITMENT AND RETENTION STRATEGIES CROSS-SECTORALLY

Month 18-24 (within 2 years from now)

5. IMPLEMENT AND CONTINUALLY MONITOR 'ISLANDER CONNECTIONS' PROGRAMS FOR CURRENT STUDENTS AND RECENT GRADS (*LIVE > PLAY > WORK > LEAD*)

Month 18-36 (within 3 years from now)





IMPLEMENTATION PLAN

#1 ENGAGE STAKEHOLDERS

- GATHER REPRESENTATIVES FROM EACH OF THESE STAKEHOLDER GROUPS:
 1. International & Domestic Students (co-op & internships)
 2. Major Educational Institutions on Vancouver Island
 3. Key Local Employers and Community Organizations
- REVIEW REALITIES AND PROPOSED SOLUTIONS
- IMPLEMENT AND MONITOR THE STRATEGY

IMPLEMENTATION PLAN

#2 GET MORE DATA!



GET TO KNOW WHO WE'RE TALKING ABOUT

Identify and assemble relevant data from Island colleges and universities and consult with past and current PSE students. Use these insights to set realistic benchmarks for improvement:

- Population and demographic breakdown of current VI students and graduates (*Who stays? Who leaves? What are the patterns?*)
- Values and expectations of young people and students today, especially those who choose to settle on Vancouver Island (*how can we build on this trend? How can we use this info to promote the ideal Island brand?*)
- What jobs/careers on Vancouver Island are students even aware of or interested in? (*How can we boost awareness and interest of these opportunities? How can we stimulate an interest in contributing?*)
- What does a young Islander's five year plan *really* look like? (additional education, internships, co-ops, "careers", types of employment, travelling, consulting, freelancing, entrepreneurship, etc.?)
- *Are our expectations for retention realistic? What should our benchmarks be? What other questions do we need to ask to be effective in next phases?*

IMPLEMENTATION PLAN

#3 MARKET ISLAND LIFE

WHAT TO CONSIDER WHEN CRAFTING AND PROMOTING VANCOUVER ISLAND'S IDEAL PUBLIC IMAGE

Pride in place is an critical element in a person's choice of where to live, work, play and lead. We'll need to foster positive impressions of Vancouver Island both internally and externally to address this challenge with lasting positive impact. We can leverage data collected in phase 2, particularly related to "what attracts young people to VI?". The marketing strategies applied here must be progressive, impressive and highly targeted.

REMEMBER - Some of VI's Unique Assets for Young People:

- Absolutely gorgeous natural environment
- Quick and easy access to recreation and other communities
- Warm, inclusive and diverse community culture
- Plenty of opportunities to fill jobs from aging workforce
- Increasing focus on environmental & economic sustainability
- Tourism industry is strong and growing internationally
- Local food movement is growing momentum
- *What else? What do young Islanders currently love about VI?*





IMPLEMENTATION PLAN

#4: HELP EMPLOYERS ADAPT

WHAT DO LOCAL BUSINESSES AND ORGANIZATIONS NEED TO DO TO MEET THIS EVOLVING CHALLENGE AND CONTRIBUTE TO SHARED SOLUTIONS?

There are many ways in which VIEA could stimulate cross-sectoral collaboration in this area, especially after collecting more data on what attracts and keeps young people here. Some ideas from MBA students:

- Use data collected in phase #2 to develop resources that advise on HR practices specific to the VI region, ie. “How to attract and retain talent on Vancouver Island”
- Send trained ambassadors of the “Islander Initiative” to visit small/medium sized businesses twice a year to provide advice and help them adjust internal practices to meet this challenge
- Provide informational webinars for any interested stakeholders
- Continue to foster “Islander” pride in the business community
- Recognize businesses that engage with and/or retain more young people (government may be able to provide tax incentives?)

IMPLEMENTATION PLAN

#5 “ISLANDER CONNECTIONS”

PROGRAM TO ENGAGE & RETAIN YOUNG PEOPLE:

1. **Inspire Awe and Appreciation [PLAY]** - introduce PSE students to our diverse community hubs and outdoor playgrounds; help them connect to the physical environment and local history; inspire pride in where they live and develop their appreciation for distinct Islander culture and values.
2. **Welcome Them Home [LIVE]** - Use modern marketing tools to showcase our high global liveability ranking and enhance the positioning of VI as an amazing place to live. Put emphasis on common concerns of young people, like transportation, sustainable development and shared/affordable housing.
3. **Give Them Reasons to Care [LEAD]** - providing students with the chance to contribute to economic and community development will build their leadership capacity and inspire a sense of ownership in these young people.
3. **Showcase Their Potential [WORK]** - young people need to know about ALL the potential career opportunities that exist for them here on Vancouver Island. The incentives need to be clear, relevant to their values, and in line with their long term goals and aspirations. Organizations may need to develop new opportunities for young people to ‘take the reins’ and make positive changes.

Continued on next slide.



#5 “ISLANDER CONNECTIONS” PROGRAM DETAILS

**Each student’s experience should be tailored to their major/interest*

STREAM 1 for Recent Graduates: “Island Leaders”

LIVE: Housing is subsidized for student in an Island communities, rural or urban

WORK: 6-12 month placement with local businesses or non-profits, 3-5 days/week

VOLUNTEER: Guided engagement with community betterment organizations

LEAD: Monthly leadership development & mentorship programs

STREAM 2 for Current Students: “Islanders by Nature”

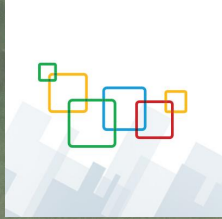
LIVE: Planned excursions for students in their penultimate year of university/college (culture & recreation)

WORK: Co-op programs that highlight the diverse employment opportunities on the Island

VOLUNTEER: School credit programs for select volunteerism and community engagement programs

LEAD: Speaker/influencer series programs at campuses highlighting local life, culture and Island industries

**A third stream could be developed for “gap year” students who are deciding what to do after high school.*





POTENTIAL RISKS

RISKS AND MITIGATION

1. Lack of engagement by stakeholders

> Develop outreach program to relevant stakeholders
OR implement branding strategy *first* to generate interest. Emphasize value of retaining young talent

2. Student apathy

> Develop robust partnerships with local universities & colleges that can act as front-line ambassadors for the ‘Islanders Initiative’ and drive student action

3. Financial burden of research, marketing and program development

> Rollout program gradually. Engage municipal and provincial governments for funding or to establish new incentives. Encourage private investment (ie. improvement of internal HR practices)

A top-down view of several white plastic paint buckets filled with various colors of paint (blue, red, orange, green, purple, brown, black, white). A hand is visible in the center, holding a paintbrush and stirring the brown paint in one of the buckets. The buckets are arranged on a light-colored, textured surface. In the top right corner, there is a small logo consisting of several colored squares (green, blue, orange, red) connected by lines.

SUCCESS METRICS

WHAT WE'LL HOPE TO SEE AS A RESULT:

- ❑ Boost in cross-sectoral awareness of the value of retaining young people who are raised and/or educated here on Vancouver Island
- ❑ Boost in number of young people that “live, work, play and lead” on VI (growth in population of people under 40)
- ❑ Boost in entrepreneurship; more new businesses formed by young people
- ❑ Broader involvement by young people in community development and nonprofits
- ❑ Region-wide boost to ‘pride in place’, with spill-over effects like boosts to tourism and increases in local spending and investment

**more data must be collected before accurate benchmarks and success metrics can be identified.*



LET'S REVIEW

OUR BIG QUESTION:

“How can Vancouver Island’s stakeholders more effectively incentivize post-secondary graduates to remain on the Island to contribute their employment skills, entrepreneurial talents and investment capital to the local economy and communities in which they live, work, play and lead?”



LET'S REVIEW:

- (1) Work cross-sectorally to promote awareness of the Island's unrealized potential to retain talent from local educational institutions;
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2. PROMOTE AWARENESS AND SHARED RESPONSIBILITY

Promote cross-sectoral collaboration amongst employment stakeholders to actively enhance their recruitment and retention strategies based on current realities and VI's authentic brand image. Market the Island brand externally AND internally to boost pride in place and help organizations improve retention.

3. CRAFT AND PROMOTE THE ULTIMATE 'ISLANDER' BRAND

Authentically develop VI's image and culture to meet the values and expectations of today's young people who are 'Islanders' at heart. Evolve VI's brand as an amazing place to 'live, work, play and lead' in order to foster a sense pride in being an 'Islander'.

4. GIVE MORE STUDENTS SOMETHING TO DO!

Develop new ways for Island businesses, institutions, non-profit organizations and local governments to engage with students, make use of their talents and help build 'social capital' through volunteerism, problem solving and leadership.





THE GOAL BEHIND THIS INITIATIVE

VIEA is looking for an increasing number of graduates to remain on the Island to contribute their employment skills, entrepreneurial talents, and access to investment capital to the local economy and the communities in which they live, work, play and and lead.

OUR HIGH LEVEL ORGANIZATIONAL OBJECTIVES

1. Promote a sustainable and diversified economy
2. Promote strong communities, First Nations, and careful stewardship of our natural resources
3. Provide regional leadership for regional business attraction, retention and expansion
4. Promote regional initiatives that strengthen economic capacity.



THANK YOU!

Special thanks to all of the MBA students from across Canada who contributed to VIEA's "Capturing Talent" Case Study Competition at the 2017 National MBA Games, hosted by Vancouver Island University, especially the event's organizing committee who made it possible for us to collect so much valuable insight at once.

The content of this presentation and its accompanying summary was compiled, refined and designed by Caleb McIntyre of McIntyre Consulting for the Vancouver Island Economic Alliance. Caleb is a lifelong Islander, business and community developer, outdoor educator and proud member of the student demographic discussed in this presentation.



For additional information about this initiative, please contact info@viea.ca



SELECT REFERENCES

- All 17 Presentations from the Capturing Talent Case Competition:
<http://viea.ca/economic-resources-initiatives/initiatives/capturing-talent/>
- Vancouver Island Economic Alliance website:
<http://viea.ca/about-viea-membership/what-we-do/>
- Economic data on Vancouver Island can be found at:
<http://viea.ca/economic-resources-initiatives/resources/vi-economic-map/>
- Information on British Columbia's job plan can be found at:
<https://engage.gov.bc.ca/bcjobsplan/>
- Vancouver Island employment information can be found at:
<https://www.workbc.ca/Labour-Market-Information/Regional-Profiles/8>
- British Columbia 2025 Labour Market Outlook can be found at:
<https://www.workbc.ca/getmedia/00de3b15-0551-4f70-9e6b-23ffb6c9cb86/LabourMarketOutlook.aspx>
- VIEA State of the Economic Report 2016 can be found at:
<http://viea.ca/wp-content/uploads/2016/04/2016-VIEA-Economic-Report-Web.pdf>
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