



Community & Employer Partnership Plan Squamish 2015-2016

1.0 Introduction

The Community and Employer Partnership Plan (CEP Plan) demonstrates how the CEP mandate of increasing “*employment opportunities for unemployed British Columbians through the use of partnerships, shared information, technology and innovative processes and practices*” will be achieved in Squamish.

Specifically it details how Training Innovations will develop relationships and build on networks or establish partnerships with community organizations and employers. This includes ensuring clients, employers and community organizations have access to information about:

- The Employment Services Centre (ESC) location and services provided,
- Community-based supports and Labour Market Services; and
- Local labour market information.

This document is reviewed and updated annually by the Resource Centre & Marketing Coordinator and the Vice President of Communications & HR. An updated CEP Plan will be provided to program funders on an annual basis or as requested.

2.0 Objectives

Training Innovations’ CEP Plan objectives are aligned with the priorities included in the Ministry’s Labour Market Development Agreement (LMDA) Annual Plan. These include:

1. Increasing community awareness of employment and labour market services available.
2. Attracting eligible clients to the ESC and promoting participation of specialized populations (including Aboriginal people, people with disabilities, immigrants, youth and older workers) by providing accessible, client-centered information that clarifies the service, process and goals of the ESC.
3. Building relationships with employers and other community stakeholders to effectively address the key labour market issues we have identified as priorities for this year.
4. Establishing community partnerships that improve access to employment services for specialized populations; and identify ways to successfully integrate and improve labour market participations for all British Columbians including groups historically underrepresented in the labour market.

These objectives will be achieved through execution of our Promotional Plan and our Community and Employer Partnerships Strategies as outlined in this document.

3.0 Staff Roles and Responsibilities

Vice President Communications

- The VP of Communications oversees the development of the CEP Plan and provides guidance and consultation to the Resource Centre & Marketing Coordinator in implementing and evaluating the plan. The VP of Communications also holds accountability for writing and designing promotional materials (for clients and employers) to ensure consistent messaging, branding and adherence to the WorkBC Graphic Standards Guide.

Program Manager

- The Program Manager provides consultation and guidance to the Resource Centre & Marketing Coordinator in the implementation of the CEP plan. In addition the Program Manager represents the WorkBC Centre in situations or events that require high level decision making or a senior business perspective.

Resource Centre and Marketing Coordinator

- The Resource Centre & Marketing Coordinator leads the creation and implementation of the CEP plan and monitors its success. The Resource Centre & Marketing Coordinator identifies and responds to news, publication, and other promotional opportunities in the community on behalf of the WorkBC program and helps create publications, communications, and marketing materials online and in print. This includes advertising and promotional campaigns, website/blog communications and coordinating participation in internal and external events. The Resource Centre & Marketing Coordinator represents WorkBC ESC in the local community and shares resources and information about the services, resources, tools and supports that are available for individuals and employers at the WorkBC Centre. Under the supervision of the VP of Communications the Marketing Coordinator writes quarterly marketing reports for the Ministry.

Job Placement Strategist

- Under the guidance of the Program Manager, the Job Placement Strategist (JPS) is responsible for establishing and managing relationships with community organizations and employers. The JPS coordinates job matching services (job development, customized employment, wage subsidy and work experience placement services) and engages local employers to increase their awareness and participation in WorkBC services, including Job Creation Partnerships and Labour Market Partnerships. This individual works closely with the Case Managers, Resource Centre & Marketing Coordinator and Program Manager to identify possible employer connections, and collaborates with the Resource Centre & Marketing Coordinator to provide information and resources through the SSRA or website.

4.0 Labour Market Overview

The service sector dominates the Squamish labour market and is linked to a variety of industries in Squamish, as well as the tourism-based economy of Whistler. Sales and service occupation make up over 25% of the labour force in Squamish.¹ In addition the two top industries are service-related (retail trade and accommodation / food service) and make up 24% of the labour force.²

Since the completion of the Sea to Sky Highway Improvement Project in 2010, the region is more accessible and able to generate additional tourism activity and population growth. The District branded Squamish the Outdoor Recreation Capital of Canada several years ago, in an effort to promote the natural beauty, lifestyle and outdoor recreation opportunities of the area including rock climbing, golf, mountain biking, hiking and water sports. In 2014 the District went through a rebranding process and now uses the tag line “Hardwired for Adventure,” a nod to the growing technology sector and a reflection of the region’s many sports and adventure opportunities including rock climbing, golf, mountain biking, hiking and water sports

The improved highway also improves access to employment in Metro Vancouver and Whistler. It is estimated that 24% of Squamish residents commute to work.

The construction industry is the largest employer of Squamish residents, accounting for 14% of the community’s experienced labour force in 2011. This is twice as high as the Vancouver rate of 7%. Retail trade ranks second, and accommodation and food service ranks third. These three industries employ more people in Squamish compared to Vancouver and provincial averages.³

The Mayor of Squamish Patricia Heintzman notes that, “The growth in population and tourism in our community evidences a need for Construction and Tourism & Hospitality Jobs.”

- Squamish is among the fastest growing communities in the province with a population increase of almost 15% over a 5 year period. The increase has resulted in numerous development projects, many of which are in the residential sector. As such, construction and labour related jobs are in demand.
- There was a 25% increase in tourism from 2013- 2014; the Sea-to-Sky Gondola and Squamish Valley Music Festival were the biggest influences in the growth. Hotel occupancy also grew by 10% in the same time period.”

Since the opening of the The Sea to Sky Gondola last spring, Squamish has received increased national and international media attention as a must-see tourism destination, notably the New York Times list of the top 52 places to visit in the world. The Sea to Sky gondola’s first year was a success, with visitor numbers exceeding projections. The Gondola employs over 150 people and is one of the top four private employers in Squamish in terms of number of people employed.

New businesses are establishing themselves in Squamish or choosing to relocate in Squamish. Reflecting the attraction of an active lifestyle and young population, these businesses are in the Digital Marketing or “Rec-Tech” sector. Examples include pinkbike.com, Marwick Marketing (which hosted a well attended province-wide Digital Internet Marketing Conference at Quest University), and 7Mesh, a new technical clothing company.

¹ <http://www.squamish.ca/assets/Economic-Development/Community-Profile-web.pdf>, pg. 25

² <http://www.squamish.ca/assets/Economic-Development/Community-Profile-web.pdf>, pg. 25

³ Squamish Community Profile 2014, District of Squamish

While small business continues to be a strong factor in the local labour market, trends indicate that many local businesses continue to be sole-proprietorships, thus new jobs are not necessarily created through these ventures. Self-employment may be a solution for workers who cannot find financially viable or sustainable jobs in Squamish, and who are not able / prefer not to commute to Vancouver.

The needs of the Squamish workforce are diverse and range from skilled professionals needing to find suitable year round and sustainable work in Squamish, to workers with multiple-barriers to employment needing to develop skills as well as establish and maintain work.

In addition, Squamish is somewhat dependent on the tourism industry in Whistler, for which the effects of a poor economy can be particularly challenging. Service levels and working hours for year round and seasonal workers can fluctuate as a result. The transportation needs of workers are also an important consideration, as is affordability and the income needs of families. We expect that the labour market will continue to correct in the post-Olympic and post-economic downturn period and that the dominant industries will remain service and construction.

The District of Squamish is actively pursuing industry and infrastructure projects. These include:

- [Woodfibre LNG](#) continues to move forward with plans to open an LNG facility in Squamish. The project is currently under environmental assessment. The Mayor and community have not endorsed this \$1.6 billion project on the site of an old pulp mill. Squamish Nation is currently conducting an independent inquiry. Key issues include: job creation, environmental impacts (air quality, water quality, sound and visual pollution) and conflicts with tourism development. A Public Comment period has recently ended, wrapping up Open House events and an online comment board through the Provincial Environmental Assessment Office. Public comments can be viewed at: http://www.eao.gov.bc.ca/pcp/comments/woodfibre_lng_comments.html The proposed project promises 650 jobs for two years (through the construction phase) and approximately 100 full time jobs for more than 25 years; and office administration positions in Squamish and Whistler.
- The District of Squamish and the Squamish Ocean Front Development Corporation (SODC) signed a Memorandum of Understanding with Matthews Southwest Developments and Bethel Lands Corporation to complete a transaction for the Oceanfront Lands. The MOU is a non-binding agreement that demonstrates commitment by all parties. The next steps include completion of a Purchase and Sales Agreement and a Partnership Agreement. Construction is expected to begin in two years.
- Development of the Squamish Business Park (in the Industrial Park) – currently 75% of spaces are sold for phase one of the development. This evidences expansion and business growth in the community.
- Housing Development – there is a housing shortage in Squamish, however several multi-unit family dwellings are currently being built which results in increased work opportunities in the trades / construction sector.

In addition, 5 other major projects are proposed for the Howe Sound region:

Aquilini waste-to-energy facility

- The proposal is to incinerate about 370,000 tonnes of Metro Vancouver garbage annually. The \$500-million plant would be located on Squamish First Nation lands at Port Mellon. It has been short-listed by Metro Vancouver but a final selection has not yet been made.

Burnco Aggregate project

- The \$60-million proposal would mine more than one million tonnes of sand and gravel per year from glacial deposits near McNab Creek, a salmon-spawning stream. It's in a preliminary stage of environmental assessment.

Eagle Mountain – Woodfibre Gas Pipeline Project

- FortisBC has proposed a 52-km long, \$520-million pipeline linking to the proposed Woodfibre LNG project. The project is currently under environmental assessment.

Garibaldi at Squamish

- The \$5.2-billion project proposes a new ski resort for Brohm Ridge in the Cheakamus River watershed. It would include 23 ski lifts and 1,675 hotel units. Currently under environmental assessment.

South Britannia

- The \$1-billion development near Britannia Beach would see 3,000 new homes and an estimated 8,000 new residents. Provincial environmental assessment not required.

Porteau Cove

- A Squamish Nation and Concord Pacific partnership proposes 1,400 new homes in a master-planned community. Cost of the Porteau Cove project was not immediately available. Provincial environmental assessment not required.

4.1 Key Labour Market Issues & Priorities

We have identified the priorities as a focus for this year's CEP.

Issue & Objective(s)	CEP Activities
<i>Increase Client Flow into the Centre</i> Our focus for the coming year is to increase the use of the full suite of program services and ensuring that the right services get to the right clients. We aim to increase traffic to the centre, thus increasing the number of clients who are a good fit for case management services.	Design and implement a promotional campaign to promote WorkBC services to community (print ads, posters, service brochures) Implement a radio campaign to reach a wide audience and keep WorkBC Employment Services in the public's awareness throughout the year.
<i>Our goal:</i> Attract an average of 24 new clients per month into the	Continue to develop relationships with service providers, community

<p>Centre.</p>	<p>partners and employers for referrals and job postings.</p> <p>Continue social media campaign including blog and Facebook posts to reflect themes and engage the public throughout the year.</p>
<p>Engage more employers in our services We will focus on educating and engaging employers in placement services to promote job placement outcomes for Tier 2 and 3 clients</p> <p>Our goal: We will seek to generate consistent job postings through our website job posting form (at least one per week) and reach out to at least 6 new employers per week.</p>	<p>Develop and distribute employer marketing materials to promote job placement services. Attend trade shows and events that enhance network and liaison opportunities with employers.</p> <p>Deliver a series of workshops for employers that focus on themes such as Diversity and Inclusion, Labour Standards Best Practices, and Be a Dream Employer.</p> <p>Highlight and recognize local employers at Employer Panel Events (scheduled every 8 weeks) and on our blog.</p> <p>Collaborate with employers in the tech sector to host a job fair highlighting the growing employment opportunities in the Sea to Sky.</p> <p>Attend trade shows and community events to develop relationships with employers in the community.</p>
<p>Engage more specialized populations in case management services, including youth, persons with disabilities, Aboriginals, immigrants, and mature workers To effectively use our provincial budget we need to engage more clients from specialized populations. We will focus on more targeted marketing and information sharing to specialized population groups.</p> <p>Our goal: That 50% of our caseload is identified as member of a specialized population.</p>	<p>Liaise with local youth organizations and local schools to promote services available to youth. Consider outreach at the youth resource centre, post-secondary schools, youth week and other events to connect with this client group</p> <p>Develop and distribute targeted marketing materials to support understanding / engagement in services (i.e. targeted brochure highlighting services for persons with multiple barriers)</p> <p>Explore opportunities to partner with the secondary school to connect with the Grade 10 career planning class, students who are engaged in the work experience program, and Grade 12 students about to graduate. Consider delivering an info session, offering a tour of the SSRA, a workshop, or a career learning day as possible events.</p> <p>Explore ways to connect with persons with disabilities in the community. Consider volunteering with organizations such as CLBC, or sponsoring the wheelchair rugby team as possible options.</p>

	<p>Join CLBC’s Community Action Employment Plan Hub. The Hub is an on-line community of British Columbians working to advance employment for job seekers with Developmental Disabilities, Fetal Alcohol Syndrome or Autism Spectrum Disorder, showcasing collaboration between the Community Living sector and the WorkBC service delivery network. The Hub currently includes community practitioners from CLBC, School Districts and Community as well EPBC Service Providers who may have registered already, all of whom are sharing best practices that advance our goal of working collaboratively to improve employment outcomes for individuals with developmental disabilities.</p> <p>Develop a stronger relationship with the Squamish Nation and FNES (First Nations Employment Services). Liaise to coordinate an info session, have representatives from the Nation speak at an employment event hosted by the WorkBC centre, and ensure cultural awareness of staff enables case management services to more closely match the needs of this population group.</p> <p>Continue to explore ways to partner with and engage in events hosted by the Welcome Centre and ISS of BC. Promote services with targeted ads and marketing material during multiculturalism week in July.</p>
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In addition to these identified issues, we will respond to emerging issues as they arise in the community. Our community and employer linkages ensure that our services remain aligned with immediate needs in regards to both labour market demand and supply.

5.0 Community and Employer Partnerships

Training Innovations leverages community and employer relationships in order to achieve the objectives of the EPBC program. By fostering and maintaining these relationships we are able to connect clients to community services that best meet their needs and move them towards employment. In our work with these community and employers we are guided by our four CEP Plan objectives.

5.1 Community Partnership Strategy

In Squamish, our community partnerships include our service providers, as well as organizations associated with specialized populations. The following table highlights our established relationships and approach to working together. The key priority for these relationships is increasing awareness of services, and engaging clients (particularly specialized populations) in WorkBC services.

Community Organizations	Established Partnerships
Squamish Chamber of Commerce	We regularly attend Chamber events (e.g. monthly business luncheons) to promote employer resources, tools and services available through the ESC (including CEP) and to gain valuable information from SCOC members about local labour market issues and HR needs.
The District of Squamish	The Program Manager and JPS work together to foster relationships with district officials to seek ways to promote the labour market priorities identified in the District's Business Retention & Expansion Program.
Ministry of Social Development, Regional Service Division Offices (North Vancouver)	The Program Manager engages with service leaders on a regular basis to support open communication regarding client referral, service access and other information sharing between our organizations. We request meetings with front line RSD staff at least twice a year to introduce our services. We ensure there is a consistent supply of promotional materials in a variety of languages available in the RSD office.
School District 48	The Resource Centre & Marketing Coordinator works with the District to ensure regular addition of career planning resources and presentations in the learning plan for students in Grades 10 and 12.
Service Canada Office (North Vancouver)	The Program Manager engages with service leaders to support open communication regarding client referral, service access and other information sharing between our organizations. We request meetings with front line Service Canada staff at least twice a year to introduce our services. We ensure there is a consistent supply of promotional materials in a variety of languages available in the Service Canada office.
Squamish Nation	The Program Manager and Resource Centre & Marketing Coordinator support sharing and promotion of services with direct services referrals to and from the Squamish Nation's FNES Training Coordinator.
Squamish Literacy Table	The Program Manager and / or Resource Centre & Marketing Coordinator ERS attends monthly meetings to liaise with community organizations such as Capilano University, ESLSAP, public library, Vancouver Coastal Health, First Nations peoples, Immigrant Settlement Services, Common Ground Welcome Centre, ISSofBC Language College (ELSA), and Sea to Sky Community Services Society. This is a forum to share information about WorkBC services, coordinate services for immigrant clients, and support local initiatives such as Welcoming Communities.
<ul style="list-style-type: none"> • Open Door Group Society • ISSof BC • Ministry of Children & Family Development (quarterly community resource meetings) • Sea to Sky Mental Health • Dress for Success (referral agency) 	The Resource Centre & Marketing Coordinator facilitates information exchange and resource sharing between the WorkBC and these organizations and delivers information presentations as required. The ERS connects other staff (e.g. Case Managers) to these organizations as needed to support client service.

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| <ul style="list-style-type: none">• Working Gear (member)• The Squamish Library• Squamish Schools | |
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5.2 Employer Partnership Strategy

In Squamish, we continue to build our employer partnerships. We have established connections with a number of businesses including:

- Home Depot
- Lordco Auto Parts
- Nester's Market
- Sea to Sky Gondola
- Highland Roofing & Cladding
- The District of Squamish
- The Chief Newspaper
- Squamish Insurance
- Landsea Camping Services
- Kaos Kids
- The Hive
- Billie's Florist
- Starbucks Coffee

Our key priorities for this year's CEP are to:

- Engage employers in job matching services (job development, customized employment and work experience placement). We will do this by initiating an outreach campaign promoting our services, as well as our new website features for employers (job posting, resources, blog)
- Increase the number of local job postings available in the SSRA and on our website by promoting our free job posting service
- Engage employers in providing content (information and advice for job seekers) through feature posts on our blog.
- Provide information about the Partnership Innovation Fund through Job Creation Partnerships and Labour Market Partnerships

The strategies we will use to accomplish this include:

- Developing promotional materials (brochure) targeting employers and providing information about job matching services
- Creating promotional material (magnet or sticker) to promote our free job posting service (Hot Jobs)
- In-person meetings, networking and attendance at the Whistler and Pemberton Chamber events
- Publishing employer interviews, business profiles and job placement service success stories on our website blog

6.0 Promotional Plan

Training Innovations understands the importance of program marketing and community awareness. Our promotional activities balance regular, ongoing initiatives with targeted events and advertising features. Because word of mouth marketing is a big factor in smaller communities, we have included a number of community events in our promotional plan.

Our ESC website offers service information for clients and employers, and is accessible to meet the needs of specialized populations. It features social media tools (blog and Facebook page) as a means to engage and interact with community organizations, resources, employers and job seekers.

Blog topics will highlight relevant themes of that month and will also feature success stories, local employers, and interesting articles. Special events and community engagement participation that we are involved in is promoted on our Facebook page, which has a following of 200 and growing.

The blog topics we have identified (along with our targeted publishing schedule) are as follows:

- May - Feature employer: RBC
- June - Rec-Tech Revolution- the growing tech sector in the Sea to Sky
- July - Newcomers to Canada
- August – Feature employer: Starbucks
- September - Back to school. Back to work. Job Search Checklist
- October - Hierarchy of Needs – what do you really need to be happy at work?
- November - Remembering the past – job search then and now
- December - Employment and Disabilities. Success story
- January - Start the New Year on the Right Foot
- February - Searching for the perfect fit: Job matching is like dating
- March - Women Entrepreneurs. Women in the workforce. We’ve come a long way baby

To ensure consistency and quality, Tii’s Vice President of Communications is involved in managing our social media activities and reviewing the posts to ensure they are purposeful, relevant and meet the intended objectives.

6.2 Schedule of Promotional Activities

The following table outlines the advertising, events, SSRA display features, and industry focus on our WorkBC website that will take place in 2015-2016 at the Squamish ESC. Ongoing activities include:

- Community rack card and poster distribution
- Promotion of free job postings on our website (in person and community events networking)
- Regular blog and Facebook updates

	Advertising	Community / SSRA Events	Features & Themes
April	Print ads in the Squamish Reporter Final ads in the 90 Day Health Challenge feature runs in the Squamish Chief. This special page features a writeup from various businesses regarding health tips and runs for 13 weeks. The WorkBC ESC space features a workplace health theme.	Employer Panel Event. Employers answer questions about hiring practices, tips to get hired, interviewing from an employer perspective etc. The event is part of the Job Action workshop series and will recur every 8 weeks. “Someone Like Me” – Squamish’s first LGBTQ conference. Sponsor the all day conference and have staff represent WorkBC at a booth highlighting diversity and inclusion in the workplace.	National Volunteer Week Arts & Culture Week BC (4 th week) Earth Day (April 22)
May	Print ads in the Squamish Reporter	Celebrate Aboriginal Awareness Week through	Mental Health Week (1 st week)

	Advertising	Community / SSRA Events	Features & Themes
	<p>Continued radio ad campaign</p> <p>90 Day Challenge in the Squamish Chief</p> <p>Radio newscast re: Spring hiring and job opportunities</p> <p>Radio ad campaign begins and runs through April 2016.</p> <p>Leaderboard ad on Mountain FM website</p> <p>Blog post: Feature employer - RBC</p>	<p>outreach activities to Aboriginal communities in our catchment.</p> <p>Attend Squamish Business and Trades Show.</p> <p>Celebrate Youth Week by outreach to youth and young adult groups.</p> <p>ITA Representative for Sea to Sky spends a day on site to answer questions about trades and apprenticeships. This is a monthly occurrence.</p>	<p>Canada Youth Week (1st week)</p> <p>Aboriginal Awareness Week (May 22-25)</p>
June	<p>Print ads in the Squamish Reporter</p> <p>Continued radio ad campaign</p> <p>Special ad in the Squamish Chief re: Tech Industry Job Fair</p> <p>Launch of Mail Chimp newsletter marketing to employers and community members</p> <p>Blog post: Rec-Tech Revolution- the growing tech sector in the Sea to Sky</p>	<p>Celebrate National Aboriginal Day through outreach activities to Aboriginal communities in our catchment.</p> <p>Aboriginal representatives to give cultural presentation at WorkBC centre.</p> <p>Conduct a resume workshop at the SSRA for Squamish Teen Action and Advisory Group.</p> <p>Tech Industry Job Fair</p> <p>Job Search Action Employer Panel Event</p> <p>Host a table at the Farmer's Market</p> <p>ITA Representative for Sea to Sky spends a day on site to answer questions about trades and apprenticeships.</p>	<p>National Day of Healing & Reconciliation</p> <p>National Aboriginal Day (June 21)</p> <p>Canadian Multiculturalism Day (June 27)</p> <p>Social Media Day (June 30)</p>
July	<p>Print ads in the Squamish Reporter</p> <p>Special ad in the Squamish Chief re: Employer Workshop</p> <p>Special radio ad promoting employer workshop</p> <p>Employer services marketing activities.</p> <p>Newsletter promoting workshop series.</p>	<p>Attend annual Multicultural Event hosted by Squamish Nation at Totem Hall</p> <p>Host a table at the Farmer's Market</p> <p>Deliver workshop for employers as part of three part series: "Be a Dream Employer"</p> <p>Deliver information session to health</p>	<p>Canada Day</p>

	Advertising	Community / SSRA Events	Features & Themes
	<p>Develop workshop/outreach series to engage employers in placement/wage subsidy, WEP and other services</p> <p>Distribute targeted marketing material at health care offices.</p> <p>Outreach to health practitioners</p> <p>Blog post: Newcomers to Canada</p>	<p>practitioners re: services for individuals who have been injured or have a disability.</p> <p>ITA Representative for Sea to Sky spends a day on site to answer questions about trades and apprenticeships.</p>	
August	<p>Print ads in the Squamish Reporter</p> <p>Continued radio ad campaign</p> <p>Outreach to youth organizations, high schools. Post-secondary</p> <p>Blog post: Feature employer - Starbucks</p>	<p>Sponsor Squamish Days Logger's Sports Festival</p> <p>Host a table at the Farmer's Market</p> <p>Job Search Action Employer Panel Event</p> <p>ITA Representative for Sea to Sky spends a day on site to answer questions about trades and apprenticeships.</p>	<p>BC Day</p> <p>Squamish Days / Logger Sports Festival</p> <p>Summer Job Search</p>
September	<p>Print ads in the Squamish Reporter</p> <p>Special ad in the Squamish Chief re: Employer Workshop</p> <p>Special radio ad promoting employer workshop</p> <p>Continued outreach to youth organizations, high schools. Post-secondary</p> <p>½ page ad placed in the Squamish Directory (annual community resource guide)</p> <p>Blog post: Back to school. Back to work. Job Search Checklist</p>	<p>Host a table at the Farmer's Market</p> <p>Deliver workshop for employers as part of three part series: "Be a Dream Employer." Focus on Labour Standards & Best Practices</p> <p>ITA Representative for Sea to Sky spends a day on site to answer questions about trades and apprenticeships.</p>	<p>Labour Day (first week)</p> <p>National Learn @ Work Week (3rd week)</p> <p>Essential Skills Day (September 21st)</p>
October	<p>Print ads in the Squamish Reporter</p> <p>Continued radio ad campaign</p> <p>Blog post: Hierarchy of Needs – Workplace</p>	<p>Host a table at the Farmer's Market</p> <p>Job Search Action Employer Panel Event</p> <p>Sponsor a Chamber Luncheon. Focus on</p>	<p>Small Business Week</p> <p>Healthy Workplace Month</p> <p>Women's History Month</p> <p>Library Month</p> <p>Sea to Sky Family Fair</p>

	Advertising	Community / SSRA Events	Features & Themes
	health and what you really need	<p>diversity and inclusion in hiring practices.</p> <p>Participate in and attend Small Business Symposium</p> <p>Promote Library services for job seekers. Add employment-related book list and links to website.</p> <p>ITA Representative for Sea to Sky spends a day on site to answer questions about trades and apprenticeships.</p>	Thanksgiving Halloween
November	<p>Print ads in the Squamish Reporter</p> <p>Continued radio ad campaign</p> <p>Blog post: Remembering the past – job search then and now</p>	<p>Participate/visit Grade 10 Career Planning class</p> <p>ITA Representative for Sea to Sky spends a day on site to answer questions about trades and apprenticeships.</p>	Veteran's Week (Nov 5-11)
December	<p>Print ads in the Squamish Reporter</p> <p>Continued radio ad campaign</p> <p>Blog post: Employment and Disabilities. Success story</p>	<p>Job Search Action Employer Panel Event</p> <p>ITA Representative for Sea to Sky spends a day on site to answer questions about trades and apprenticeships.</p>	<p>International Day of Disabled Persons (Dec 3)</p> <p>Community Resources for the holiday season</p> <p>National Day of Remembrance and Action on Violence Against Women (Dec 6)</p> <p>Human Rights Day (Dec 10)</p> <p>Christmas and Hannukkah holidays</p>
January	<p>Print ads in the Squamish Reporter</p> <p>Continued radio ad campaign</p> <p>Ad campaign promoting WorkBC Services with "new year, new start" message</p> <p>Blog post: New year, new start</p>	<p>Host "Start the New Year on the Right Foot" event</p> <p>ITA Representative for Sea to Sky spends a day on site to answer questions about trades and apprenticeships.</p>	<p>New Year New Start Display</p> <p>BC Literacy Week / Family Literacy Day</p>
February	<p>Print ads in the Squamish Reporter</p> <p>Continued radio ad campaign</p> <p>Blog post: Searching for the perfect fit: Job matching is like dating</p>	<p>Job Search Action Employer Panel Event</p> <p>ITA Representative for Sea to Sky spends a day on site to answer questions about trades and apprenticeships.</p>	<p>Valentine's Day</p> <p>Black History Month</p> <p>National Flag of Canada Day (Feb 15)</p> <p>Heritage Day (Feb 17)</p>
March	Print ads in the Squamish Reporter	Host a youth event, possibly in partnership with	International Women's Day (March 8)

	Advertising	Community / SSRA Events	Features & Themes
	<p>Continued radio ad campaign</p> <p>Reach out to grade 12 students and post-secondary students about to graduate</p> <p>Plan youth job fair for April/May</p> <p>Blog post: Women Entrepreneurs. Women in the workforce. We've come a long way baby</p>	<p>the high school</p> <p>Host a youth / student tour of the SSRA</p> <p>Participate in Quest Career Fair Deliver workshop to Quest students</p> <p>ITA Representative for Sea to Sky spends a day on site to answer questions about trades and apprenticeships.</p>	<p>Journee Internationale de la Francophonie (Mar 20)</p> <p>International Day for the Elimination of Racial Discrimination (Mar 21)</p>

6.3 Evaluation of Marketing Activities

In consultation with the VP Communications, the Program Manager and the Marketing Coordinator will implement the following strategies for evaluating marketing activities:

- Monthly tracking of new clients to the Centre & comparison with previous year's flow
- Monthly tracking of specialized populations
- Monthly tracking of client engagement in Case Management
- Quarterly tracking of how Clients heard about our services
- Monthly tracking of job leads posted on our website
- Client and Employer feedback surveys completed following an activity or event
- Completion of a Tii event evaluation form by one or more staff members to evaluate the return on investment after attending an event, and to identify strategies to replicate or improve in future events