

BC Tourism and Hospitality Labour Market Information (LMI) Research Project

Final Report, March 15, 2022



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Disclaimer

The project is funded by the province of British Columbia and the Government of Canada through the Sector Labour Market Partnerships (SLMP) program. SLMP, which is administered by the BC Ministry of Advanced Education and Skills Training (AEST), supports sectors in BC in undertaking labour market research, developing labour market strategies, and piloting innovative programs to address the workforce development challenges that they face. The purpose of the project aligns closely with the SLMP's objective of helping industry and employers understand and respond to labour market changes through collaborative partnerships for long-term, strategic, and sustainable solutions to workforce challenges. The views and opinions expressed in this report are those of its author(s) and not the official policy or position of the government of British Columbia.

The logo for Canada, featuring the word "Canada" in a serif font with a small Canadian flag icon above the letter "a".

*Funding provided through the Canada-British Columbia
Labour Market Development Agreement.*

Executive Summary

PURPOSE AND METHODOLOGY

Prior to COVID-19, the tourism and hospitality industry¹ directly employed roughly one out of every eight employed British Columbians, accounting for over 12% of total provincial employment.² COVID-19 resulted in significant cutbacks, business closures, and uncertainty regarding the short-term and longer-term impact of the pandemic on the industry's demand for and supply of labour.

As BC emerges from the pandemic, the industry requires up-to-date labour market information (LMI) to enable it to monitor labour market demand and supply and effectively plan its operations. The purpose of the BC Tourism and Hospitality Labour Market Information (LMI) project, therefore, has been to review the demand for and supply of workers, the impacts of the pandemic on employment levels, and the characteristics of the workforce in order to determine the industry's short-term and long-term workforce needs.

This document, the final LMI report, represents one of a series of deliverables that have been created during the project. The report uses primary data (principally a survey of employers and employees in the industry), literature, secondary data (principally Labour Force Survey data reported by Statistics Canada) and employment projections prepared by the Conference Board of Canada to describe the labour market, the impact of COVID-19, and the outlook for the labour market over the next five years, by region and province wide. It also outlines actions that the industry and its major stakeholders could take to ensure an adequate workforce during and after the industry's recovery from the COVID-19.

THE LABOUR MARKET

The major findings regarding the characteristics of the labour market were drawn from primary and secondary sources as described in section 1.3. Those major findings are as follows:

- **Prior to the COVID-19 pandemic, the tourism and hospitality industry was a significant and growing source of employment for a broad cross-section of British Columbians across all regions of the province³.** Industry employment increased from 296,000 employees per month in 2011 to 348,000 per month in 2019, equal to a compounded annual growth rate over the eight-year period of 2.0%.

¹The tourism and hospitality industry consists of a series of economic sectors. For the purposes of this report, the term "industry" is used to represent the entire tourism and hospitality industry while the term "sector" is used when referring to one or several economic sectors within the industry. A detailed definition of the industry can be found in Appendix 2.

²Statistics Canada. (2019). Labour Force Survey, B.C. Labour Market Information Office using Real Time Remote Access. Data is not seasonally adjusted.; B.C. Labour Market Information Office. (2019). Total BC Employment by Region B.C. Labour Market Information Office using Real Time Remote Access.

³The significant impacts of COVID-19 on the industry, which resulted in a significant decline in industry employment beginning in March 2020 are discussed in Section 2.2.

- The pandemic caused a precipitous decline in industry employment in April and May of 2020 and continued to suppress employment throughout the rest of the year.**
Employment levels recovered somewhat to a monthly average of 298,250 people in 2021 but continued to be significantly below 2019 employment levels. Of this total, 45% were employed in the food and beverage sector, 26% in the recreation and entertainment sector, 19% in the transportation and travel sector, and 10% in the accommodation sector. Leading regions include Lower Mainland/Southwest (64%), followed by Vancouver Island (16%) and Thompson Okanagan (11%).
- Workers are employed in a wide cross-section of positions, typically on a full-time, permanent basis.** In 2021, 62% of the tourism and hospitality workforce worked full-time while 38% worked part-time, and 70% of the tourism and hospitality workforce were permanent workers while 9% were seasonal or temporary workers. The workforce is relatively evenly divided in terms of sex (52% male). About two-thirds (67%) is under the age of 45 years and 25% of workers in the industry have a post-secondary degree. On average, staff members have been employed in their position for seven years.
- As a result of staff cuts and layoffs, the size of available workforce has declined.**
Employers reported that they laid off about one permanent staff member during the pandemic for every 1.6 permanent employees they currently have, of whom 62% were eventually rehired (38% did not return). In 2021, 38% of seasonal workers returned to their position, down from 49% in a typical year. In addition, fewer new workers were hired in 2020 and 2021 to maintain the workforce than would have occurred in a typical year.
- In relation to other workers, workers who are full-time, non-permanent, female, younger, or have a lower education level were more likely to experience job loss as a result of the pandemic.** There was also a year-over-year reduction in the percentage of industry employees who have less than one year experience because of fewer new workers entering the industry.
- Employees have been quite satisfied with their experiences working in the industry.**
When asked about their work, 72% of employees indicated that they are satisfied including 33% who are very satisfied. Employees like the nature of the work and the setting while identifying wages, seasonality, health & safety concerns, and predictability of how much work will be available as areas of concern.
- However, 60% of the employees surveyed noted that the pandemic negatively impacted their interest in working in the industry in the future.** The pandemic aggravated concerns about the level and reliability of work available, raised new health concerns and restrictions, and impacted relationships with the business, customers and others. Of those surveyed, one-third were unsure about their future in the industry and 7% were already planning to leave or had left.

OUTLOOK FOR LABOUR MARKET

- **The Conference Board of Canada labour market projections developed for this project anticipate that employment levels will return to 2019 levels by 2023.** Employment is then expected to continue growing a relatively normal pace of 1.5% to 2.0% per year.
- **However, there remains significant uncertainty regarding future labour market demand for the industry.** Employment over the next three to five years could easily vary by perhaps 10% of total employment depending on factors such as the future of the pandemic (e.g., possible emergence of new variants), the strength of pent-up demand, changes in characteristics of markets and business operations, and labour market supply. The implication for the industry is to continue, to the extent possible, to be nimble and responsive to changing conditions.
- **The recovery will require significant numbers of new hires to fill new temporary, seasonal, and permanent positions.** Given projected employment growth, and normal permanent and seasonal staff turnover, significant numbers of new hires will be required. On average, the employers estimated that, over the next year, they will need to hire one person for every two people currently employed in their operations. For the accommodation, and food and beverage sectors, the ratio is about one worker for every 2.5 people currently employed.
- **Almost all employers (97%) anticipate difficulties in filling these positions.** Employers provided an average difficulty rating of 4.3 on a scale of 1 to 5, where 1 is not at all difficult and 5 is very difficult. Contributing factors include limited interest in the sector or occupation amongst youth, limited access to affordable housing, the broad and complex nature of the positions, few applicants with the skill sets and experience required, strong competition for workers from other businesses, limited transportation access, and concerns about health & safety.
- **To help address these issues, employers and employees identified key priorities for the industry.** According to employers, the major priorities are to keep people in the industry for longer, improve awareness and perceptions of the industry, strengthen education and training programs, and increase the diversity of the workforce. According to employees, the major priorities are to find ways to keep people in the industry for longer, address local concerns related to the cost of living, strengthen training and support provided to employees already in the sector, and increase access to resources to support mental health. To keep people in the industry longer, employees suggested that employers provide higher wages, better benefits, and improved working conditions.

NEXT STEPS

The tourism and hospitality industry faces significant issues related to staff recruitment and retention, perceptions of the industry, infrastructure (particularly housing), skill development, human resource practices, and technology. Recognizing industry's need for support as it emerges from the pandemic, go2HR created an Industry Engagement Working Group to develop a BC'S Tourism & Hospitality Labour Recovery Framework (LRF) to build industry consensus on targeted and prioritized solutions to advance tourism and hospitality labour recovery and to fuel BC's economic strategy. The Framework outlines a series of strategic pillars to grow the labour supply, communicate the value of the industry, engage on community infrastructure, build back stronger, improve skills development, and transform with technology.

The major issues, themes and suggestions provided by employers and employees align well with these pillars. Given the nature of the research, the themes relate primarily to growing the labour supply but also to addressing aspects of each of the pillars. The input provided by the employers and employees is summarized in the main body of the report, grouped into four themes including workforce recruitment, workforce retention and reengagement, supporting infrastructure, and human resource capacity.

go2HR will work with the industry, federal and provincial governments and others to advance initiatives in LRF pillars where capacity and investment is immediately available and identify initiatives that can be actioned over the longer term. The LMI research generated through this project will be used to inform development of these initiatives. The results can also be used by industry and others in planning their activities.

1. INTRODUCTION

1.1 PURPOSE OF THE PROJECT

Prior to COVID-19, the tourism and hospitality industry⁴ directly employed roughly one out of every eight employed British Columbians, accounting for over 12% of total provincial employment.⁵ COVID-19 resulted in significant cutbacks, business closures, and uncertainty regarding the short-term and longer-term impact of the pandemic on the industry's demand for and supply of labour.

In September 2020, the Minister of Tourism, Arts and Culture announced establishment of the Tourism Task Force to seek innovative and creative ideas from stakeholders, experts, and the public about how to help B.C.'s tourism and hospitality industry recover in the short, medium and long term. The Task Force's Final Report, published December 9, 2020, called for a focus on improving "partnership and collaboration to better gather data on the industry and more specifically on the impacts of COVID-19 on the workforce to inform future decision making and initiatives."⁶

The purpose of this project is to determine the tourism and hospitality industry's short-term and long-term workforce needs. As BC emerges from the pandemic, the industry requires up-to-date labour market information (LMI) to enable it to monitor labour market demand and supply and effectively plan its operations.

The project is funded by the Province of British Columbia and the Government of Canada through the Sector Labour Market Partnerships (SLMP) program. The SLMP, which is administered by the BC Ministry of Advanced Education and Skills Training (AEST), supports sectors in BC in undertaking labour market research, developing labour market strategies, and piloting innovative programs to address the workforce development challenges that they face. The purpose of the project aligns closely with the SLMP's objective of helping industry and employers understand and respond to labour market changes through collaborative partnerships for long-term, strategic and sustainable solutions to workforce challenges.

1.2 PROJECT DELIVERABLES

This project has been undertaken over a period of about one year and involved production of a series of deliverables.

⁴The tourism and hospitality industry consists of a series of economic sectors. For the purposes of this report, the term "industry" is used to represent the entire tourism and hospitality industry while the term "sector" is used when referring to one or several economic sectors within the industry. A detailed definition of the industry can be found in Appendix 2.

⁵ Statistics Canada. (2019). Labour Force Survey, B.C. Labour Market Information Office using Real Time Remote Access. Data are not seasonally adjusted.; B.C. Labour Market Information Office. (2019). Total BC Employment by Region B.C. Labour Market Information Office using Real Time Remote Access.

⁶.Tourism Task Force Final Report, Government of BC, 2020. https://www2.gov.bc.ca/assets/gov/tourism-and-immigration/tourism-industry-resources/tourism_task_force_final_report_-_dec_9.pdf

Major Deliverables	Date
Project Work Plan	Jan 29, 2021
Literature review & Environmental Scan	Feb 28, 2021
Industry Engagement Report	March 31, 2021
Research Methods and Tools	April 30, 2021
Employment Tracker	July 1, 2021
Interim Report	August 1, 2021
Workforce Profile	Feb 15, 2022
Draft LMI Report	Feb 28 2022
Final LMI Report	March 11, 2022
Project Presentation to AEST	March 28, 2022

This document is the final LMI Report. The report draws from the previous deliverables and other data in assessing the impact of COVID-19 and the outlook for the labour market over the next five years, by region and province wide. It also provides recommendations regarding next steps that the industry and its major stakeholders can take to ensure an adequate workforce during and after the industry's recovery from the COVID-19.

The previous deliverables include:

- **Project Work Plan.** The work plan defined the purpose of the project, the methodology, intended deliverables and timelines, and analytical framework.
- **Literature Review and Environmental Scan.** The literature review and environmental scan summarized available information and data on the characteristics of the sectors, employers, and employees within the tourism and hospitality industry, potential definitions for the industry in terms of NAICS codes and regions, and the impact of COVID-19 on the industry to date.
- **Industry Engagement Report.** Engagement sessions were conducted involving 67 representatives from the tourism and hospitality industry. The purpose of the engagement was to obtain input on the industry's LMI data needs and develop a common definition of the industry and regions. Reflecting input from the industry and Governance Committee, the decision was made to adopt the industry definition used nationally by the Tourism Human Resource Council (THRC) and define the regions within BC using the provincial development regions. A further discussion of the definitions is provided in Appendix 2.
- **Research Methods and Tools.** We first refined the analytical framework and methodology to reflect input from the stakeholder engagement and then developed the data collection tools and instruments. We then incorporated feedback from the Province of BC and the Governance Committee to finalize the methodology and tools report.
- **Publication of a monthly Employment Tracker.** Since July 2021, an online employment tracker for the BC tourism and hospitality industry has been updated monthly on the go2HR

website⁷. The tracker provides industry with access to the most recent labour market information. It draws from the Labor Force Survey (LFS) and other available sources to report on the changes in business activity and employment by sector, region, and occupation.

- **11 Workforce profiles.** Drawing from primary and secondary data, eleven workforce profile reports were prepared describing the characteristics of the workforce by region (6 regional reports) and by sector (4 sector reports) within BC and for BC overall (1 provincial report).

1.3 METHODOLOGY

The LMI report draws a range of information sources including:

- **Literature review.** We reviewed literature on the characteristics of the sectors, employers, and employees, definitions for the industry in terms of NAICS codes and regions, and the impact of COVID-19 to date on the industry.
- **Labour Force Survey.** We purchased monthly data from the Statistics Canada's Labour Force Survey (LFS) on the size and characteristics of the tourism and hospitality industry workforce by region. This data was used to develop a detailed multi-year profile of the workforce and in publishing the monthly employment tracker (<https://www.go2hr.ca/bc-tourism-and-hospitality-labour-market-information-employment-tracker>). We also obtained 2016 Census data from Statistics Canada on the industry.
- **Surveys with 800 employers and 271 current and former employees in the industry.** The survey of employers was conducted to obtain input on labour market demand, the impact of the pandemic on tourism and hospitality operations, the employment outlook for the industry and potential actions that could be taken to enable the industry to attract, develop and retain the workforce it needs going forward. The survey relied on contact lists maintained by go2HR combined with data obtained from WorkSafeBC.

The survey of employees was conducted to obtain input from a cross-section of employees currently working in the industry and those who recently worked in the industry. Several strategies were implemented to reach current and former employees including engaging employers to send a letter and survey link to their employees, promoting the survey on go2HR's Job Board, Career Newsletter, as well as various social media sites associated with the tourism and hospitality industry to spread the word about the study and the survey.

- **Key informants.** In addition to the surveys, input from the industry was obtained throughout the project through interviews with key informants, a series of industry engagement sessions conducted with representatives from regions across BC, and meetings with the Governance Committee to obtain feedback on deliverables and discuss key industry issues. We have also incorporated priorities from go2HR's labour recovery

⁷ BC Tourism and Hospitality Labour Market Information – Employment Tracker, go2HR, 2022. <https://www.go2hr.ca/bc-tourism-and-hospitality-labour-market-information-employment-tracker>

framework project, developed in collaboration with an Industry Engagement Working Group consisting of industry associations and regional destination marketing organizations from across the province. The representatives were asked to complete a detailed survey, review and respond to a white paper summarizing their feedback, and devote a full day to engaging in-person to develop the content and consensus for what would become a labour recovery framework.

- **Employment projections.** The Conference Board of Canada was contracted by go2HR as part of this project to develop projections of employment for the tourism and hospitality sector, by region and by sector, for the next five years. In assessing the employment outlook for the industry, we also reviewed the input received through the employer survey as well as projections developed by Tourism Human Resource Canada (THRC) for the industry and projections specifically developed for the tourism industry by Destination BC (DBC).

In this report, we use historical, current, and projected employment as the prime indicator of labour market demand. Labour demand is sometimes defined as the number of people employed (met labour demand) and the number of job vacancies (unmet labour demand). There is always some level of job vacancies. Vacancy rate is a short-term indicator which tends to rise during periods of employment growth (and are followed by increased employment in subsequent months) and decline during periods of employment decline. Vacancy rates return to equilibrium as employment levels change and, at times, changes are made in the businesses (e.g. changes in the use of technology or operating processes).

Two limitations were associated with the methodology:

- As the waves within the pandemic ebbed and flowed, characteristics such as industry employment levels, impacts of the pandemic, and employee and employer perspectives on the industry and its outlook may vary significantly. As a result, any surveys conducted during the pandemic are subject to an immediacy bias in that responses are impacted by where we were in the pandemic. Most of the surveys were completed in August, September and October of 2021, corresponding with the emergence and peaking of the Delta variant, and before the emergence of the Omicron variant.
- The tourism and hospitality industry is highly diverse and those surveyed are not necessarily representative of the overall population. Recognizing this, we have relied on the LFS data (smoothed by reporting annual averages) to report employment data at the regional and sectoral level and have used the primary employer and employer surveys to explore the underlying patterns and trends and assess the impacts of pandemic more broadly on employers and employees. The reliability of the LFS data is lower for smaller regions and sectors. For that reason, we have combined several of development regions in reporting results and have combined sectors, when needed, when reporting data at the regional and sectoral levels.

1.4 PROJECT SUCCESSES, CHALLENGES & LESSONS LEARNED

The major success, challenges and lessons learned during the project are outlined below:

- The project was successful in eliciting strong participation from the industry. The Governance Committee was broadly representative of the industry, met at key points during the project, provided valuable direction and input, helped to promote the surveys, and approved major deliverables. A further description of the role and composition of the Governance Committee is provided in Appendix 1. Many other industry representatives participated in other aspects of the study, particularly the surveys.
- A major challenge was obtaining agreement on the industry definition. At the onset of the project, there was considerable disagreement regarding how the industry should be defined in terms of sectors (e.g., NAICS codes), regions, and occupations. To build consensus, group sessions and interviews were held with industry representatives. After reviewing various options, balancing the desires of industry with the availability of data, we were able to obtain consensus on the definitions: the sectors are defined based on the definitions used in the Tourism Human Resource Module of Statistics Canada's Tourism Satellite Account, the regions are defined based on the Government of BC's economic development regions with three of the eight regions (North Coast, Northeast, and Nechako) grouped into one Northern BC sector) all the occupations are defined to include all NOCs associated with the tourism sectors as defined. A detailed description of the definitions used in this study can be found in Appendix 2.
- The LFS data proved to be very useful. Released on a monthly basis and aligned with the sectors and regional definition adopted for this study, the LFS data enable us to report monthly on changes in the labour market and quantify the impact of COVID-19 by reporting conditions pre and post pandemic and assessing the changes in the composition of the industry's labour force.
- The monthly employment tracker was well received and utilized by industry. The tracker consisted of an interactive series of charts that compiled LFS data and other data sources to report up-to-date information on employment by sector, region, occupation, and job status, as well as labour force by sector and region, unemployment rates, hours worked per week, average hourly earnings, sales revenue of food services and drinking places, and hotel occupancy rates.
- The most significant challenges were associated with generating survey responses from employers and employees. There was no list of industry businesses available with contact information and no list at all available of employees. A variety of approaches were used to contact employers including working through go2HR, industry associations and regional marketing organizations, and others as well as conducting phone follow-ups with larger employers. Response rates were also impacted by the fact that employers tended to be very busy in operations at the time of the survey, given the season and the fact that many were operating with lower staff levels than in previous years. For employees, we have to rely primarily on employers notifying staff of the survey. To increase participation levels,

particularly among employers, the survey engagement period was extended twice to ensure we had a strong response rate.

1.5 STRUCTURE OF THE REPORT

Including this introduction chapter, this report is divided into four chapters:

- Chapter 2 presents the major findings of the research regarding employment in the BC tourism and hospitality industry by year, sector and region, the characteristics of the workforce and its occupations, and the impact of the pandemic on employment levels, the composition of the workforce, and perceptions of the industry.
- Chapter 3 reviews the outlook for the industry, illustrating the inherent uncertainty and the differing outlooks provided by the Conference Board, THRC, DBC and the employers who were surveyed.
- Chapter 4 summarizes key findings regarding the outlook for the job market and then outlines some recommended next steps that the British Columbia tourism and hospitality sector and its major stakeholders should take to ensure an adequate workforce during and after the sector's recovery from the COVID-19 pandemic, considering both the results of our surveys and the directions outlined in the go2HR Tourism and Hospitality Labour Recovery Framework.

2. TOURISM & HOSPITALITY LABOUR MARKET

2.1 DEMAND FOR WORKERS

Regional and Sectoral Employment

- 1. A monthly average of 298,250 people were employed in the tourism and hospitality industry in 2021, of whom 45% were employed in the food and beverage sector.**

The Tourism & Hospitality Industry includes four sectors: accommodation (e.g., hotels, motels, and resorts); food and beverage (e.g., restaurants and bars); recreation and entertainment (e.g. theatres and galleries); and transportation and travel (e.g. air travel and car rentals). For a more detailed description of the four sectors, refer to Appendix 2.

The following table shows the employment trend and percentage share of the total tourism and hospitality labour pool across sectors⁸. In 2021, the food and beverage sector accounted for 45% of industry employment, followed by recreation and entertainment (26%), transportation and travel services (19%), and accommodation (10%). Data suggests that the accommodation sector accounted for a declining share of industry employment even before the pandemic, while the recreation and entertainment sector accounts for an increasing share.

Table 1: BC Tourism & Hospitality Employment by Sector, 2011 to 2021

Year	Accommodation		Food & Beverage		Recreation & Entertainment		Transportation & Travel		Total	
	#	%	#	%	#	%	#	%	#	%
2011	38,708	13%	138,542	47%	65,438	22%	53,354	18%	296,042	100%
2012	41,833	14%	133,000	44%	70,375	23%	58,958	19%	304,167	100%
2013	37,417	13%	135,250	45%	68,375	23%	56,250	19%	297,292	100%
2014	39,188	13%	138,958	46%	68,729	23%	57,917	19%	304,792	100%
2015	32,542	11%	140,646	46%	74,208	24%	59,958	20%	307,354	100%
2016	30,813	10%	136,542	42%	88,854	28%	65,625	20%	321,833	100%
2017	39,375	11%	144,188	41%	98,708	28%	69,646	20%	351,917	100%
2018	31,833	9%	156,438	47%	85,375	25%	62,688	19%	336,333	100%
2019	36,458	10%	153,729	44%	89,479	26%	68,396	20%	348,083	100%
2020	25,689	9%	133,188	47%	71,438	25%	54,583	19%	284,896	100%
2021	29,875	10%	133,938	45%	77,854	26%	56,583	19%	298,250	100%

Source: Statistics Canada, Labour Force Survey via Real Time Remote Access. Data is not seasonally adjusted.

Note: Data presented are averages of monthly employment for each year.

⁸ Appendix 2 defines the sub-sectors (NAICS codes) included in each sector.

2. The Lower Mainland/Southwest Region accounted for about 64% of industry employment in 2021.

As seen in Figure 1 of Appendix 2, BC is divided into six tourism regions and eight economic development regions. This study presents data on the following six regions: Northern BC, the Cariboo, Thompson Okanagan, the Kootenays, the Lower Mainland, and Vancouver Island. Appendix 2 provides a more detailed description of the development regions and their relationship to the tourism regions in BC.

After the Lower Mainland, the next largest regions are Vancouver Island, which accounted for 16%, followed by the Thompson Okanagan at 11%.

Table 2: BC Tourism & Hospitality Employment by Region, 2011 to 2021

Year	Lower Mainland		Vancouver Island		Thompson Okanagan		Northern BC		Cariboo		Kootenay	
	#	%	#	%	#	%	#	%	#	%	#	%
2011	187,208	63%	46,771	16%	35,500	12%	7,521	3%	10,042	3%	8,979	3%
2012	195,667	64%	45,208	15%	37,417	12%	7,063	2%	9,354	3%	9,458	3%
2013	181,167	61%	54,229	18%	32,875	11%	7,500	3%	9,771	3%	11,771	4%
2014	188,958	62%	48,271	16%	40,771	13%	9,167	3%	9,292	3%	8,333	3%
2015	196,271	64%	48,563	16%	35,854	12%	9,375	3%	9,313	3%	7,979	3%
2016	211,688	66%	50,271	16%	35,021	11%	9,250	3%	7,354	2%	8,229	3%
2017	230,729	66%	53,854	15%	40,229	11%	8,292	2%	8,667	2%	10,188	3%
2018	226,271	67%	49,396	15%	35,063	10%	8,854	3%	8,813	3%	7,917	2%
2019	227,875	65%	53,167	15%	37,063	11%	11,250	3%	9,083	3%	9,646	3%
2020	191,292	67%	43,104	15%	26,729	9%	7,375	3%	7,625	3%	8,750	3%
2021	192,104	64%	47,563	16%	33,063	11%	8,938	3%	8,542	3%	8,042	3%

Source: Statistics Canada, Labour Force Survey via Real Time Remote Access. Data is not seasonally adjusted.

Note: Data presented are averages of monthly employment for each year.

The regional distribution of employment has remained relatively steady since 2011. While the industry is most heavily concentrated in the Lower Mainland/Southwest Region, it is an important source of employment in each of the development regions of the province. Across the development regions in BC, the tourism and hospitality industry directly accounts for between about 9% and 12% of total employment.

3. The food and beverage sector is the largest component of the industry in each region of the province.

The following table shows the percentage share of employment across sectors in each of the six regions. The distribution in each region is relatively consistent with that of the province overall except for Northern BC's recreation and entertainment sector, and the Kootenay's transportation and travel sector, which are relatively less predominant.

Table 3: BC Tourism & Hospitality Employment by Region and Sector, 2021

Year	Lower Mainland		Vancouver Island		Thompson Okanagan		Northern BC		Cariboo		Kootenay		BC	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Accommodation	16,854	9%	6,125	13%	3,104	9%	1,604	18%	1,250	15%	938	12%	29,875	10%
Food & Beverage	83,167	43%	22,333	47%	15,563	47%	4,354	49%	4,604	54%	3,917	49%	133,938	45%
Recreation & Entertainment	53,083	28%	10,354	22%	9,042	22%	1,104	12%	1,292	15%	2,979	37%	77,854	26%
Transportation & Travel	39,000	20%	8,750	18%	5,354	18%	1,875	21%	1,396	16%	208	3%	56,583	19%
Total	192,104	100%	47,563	100%	33,063	100%	8,938	100%	8,542	100%	8,042	100%	298,250	100%

Source: Statistics Canada, Labour Force Survey via Real Time Remote Access. Data is not seasonally adjusted.

Note: Data presented are annual averages of monthly employment for the selected year

Characteristics of the Workforce

4. In 2021, the workforce was relatively evenly divided in terms of sex and about two-thirds (67%) are under the age of 45 year, while about 25% of workers in the industry have a post-secondary degree. Approximately 62% of the tourism and hospitality workforce worked full-time in 2021, while 38% worked part-time. Roughly 70% of the workforce were permanent workers while 9% were seasonal or temporary workers.

In British Columbia, the sex of the industry workforce is relatively evenly divided. Half of the workforce is under the age of 35 and over half (52%) have a post-secondary degree or diploma.

Table 4: BC Tourism and Hospitality Industry Workforce Demographics, 2021

Demographics	British Columbia	
Sex	#	%
Male	155,604	52%
Female	142,646	48%
Age Group	#	%
15 to 24	83,021	28%
25 to 34	65,583	22%
35 to 44	50,584	17%
45 to 54	46,000	15%
55 to 64	40,354	14%
65 or above	12,708	4%
Education	#	%
Below high school	38,833	13%
High school or some post-secondary education	103,324	35%
Degree below bachelor's	81,447	27%
Bachelor's degree or above	75,646	25%

Note: The LFS data in this table are annual averages.

Approximately 62% of the provincial workforce are employed on a full-time basis and 38% are employed part-time. Permanent workers account for 70% of the workforce, while 14% are seasonal, temporary, or casual workers. The average wage rate is \$24 per hour and the average hours worked per week is 28.

Table 5: BC Tourism and Hospitality Industry Demographics, 2021

Demographics	British Columbia	
Job Status	#	%
Full-time	186,125	62%
Part-time	112,125	38%
Permanent and Seasonal⁹	#	%
Permanent	208,104	70%
Seasonal	9,667	3%
Casual	14,667	5%
Temporary	19,083	6%
Other	1,229	1%
N/A	45,500	15%
Avg hours worked per week per Individual	28	
Avg Hourly Wage¹⁰	\$24	

Note: The LFS data in this table are annual averages.

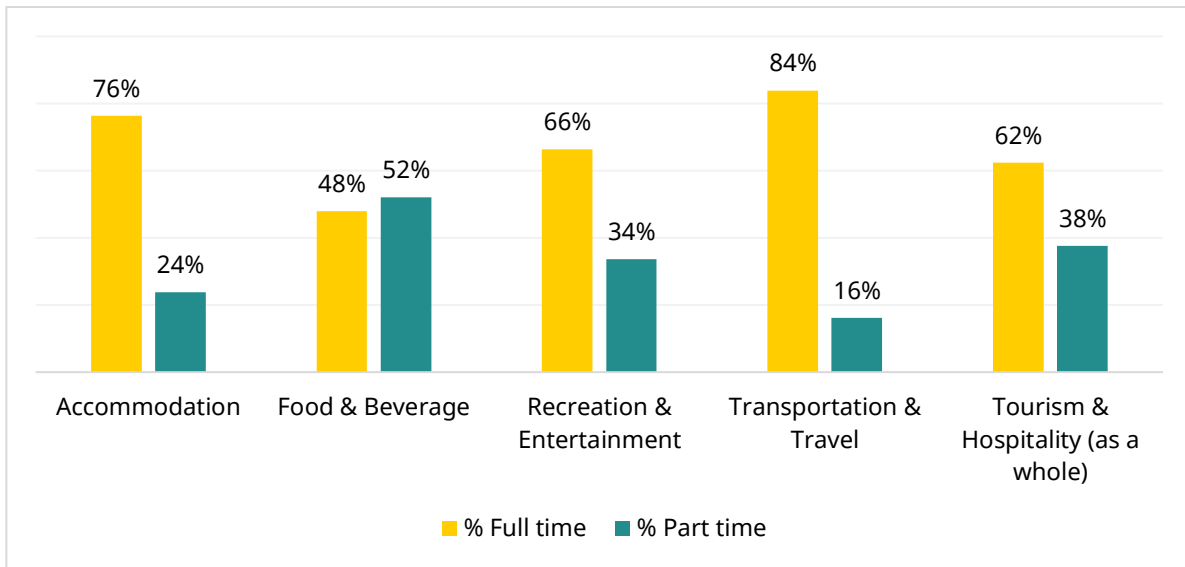
The following series of charts shows the distribution of the selected characteristic across sectors.

The reliance on full-time workers varies by sector. Where 48% of staff in the food and beverage work full-time, the percentage of people working full-time in the accommodation, recreation and entertainment, and transportation and travel sectors varies from 66% to 84%.

⁹Permanent= indefinite employment position; Seasonal=steady work, but not for all months of the year; Casual= work only when needed or on-call; Temporary= non-permanent position.

¹⁰ Includes tips and commissions.

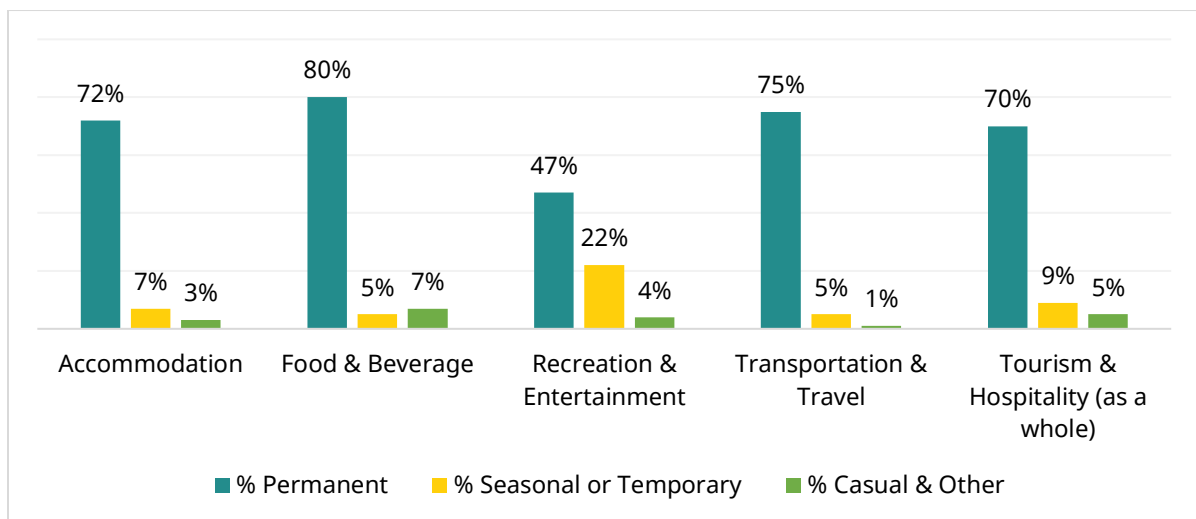
Chart 1: BC Tourism & Hospitality Workforce: Full-time and Part-time Job Status by Sector, 2021



Source: Statistics Canada, Labour Force Survey via Real Time Remote Access.

The food and beverage sector has the highest percentage of permanent employees (80%), while the recreation and entertainment sector has the highest percentage of seasonal employees (22%).

Chart 2: BC Tourism & Hospitality Workforce: Permanent and Seasonal Jobs by Sector¹¹, 2021



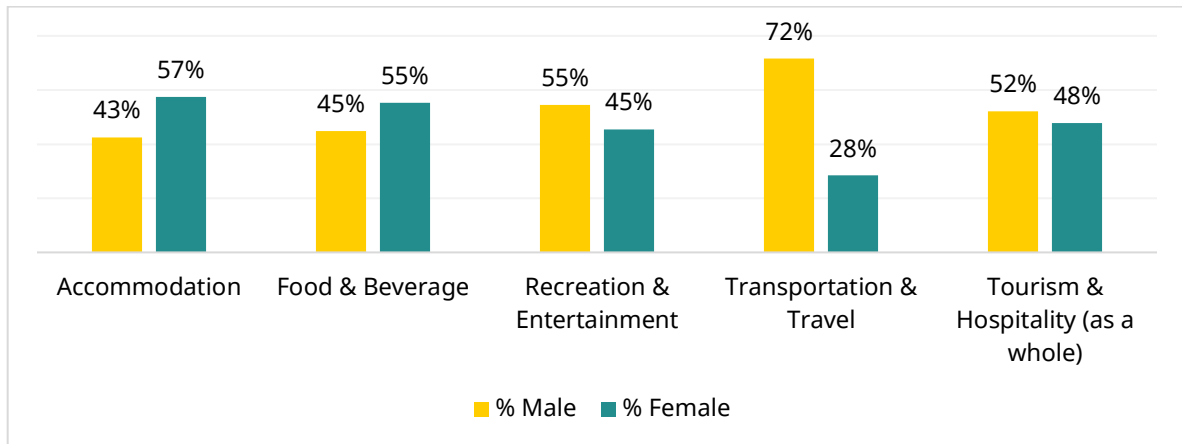
Note: Percentages do not add to 100% as some respondents provided answers that were not applicable and did not indicate their job type.

Source: Statistics Canada, Labour Force Survey via Real Time Remote Access

¹¹ Permanent= indefinite employment position; Seasonal=steady work, but not for all months of the year; Casual= work only when needed or on-call; Temporary= non-permanent position

Of those employed in BC's Tourism and Hospitality industry, 52% are male and 48% are female. The transportation and travel services sector has a higher percentage of male workers while accommodation sector has more female workers. At this time, the LFS only reports sex in terms of male and female.

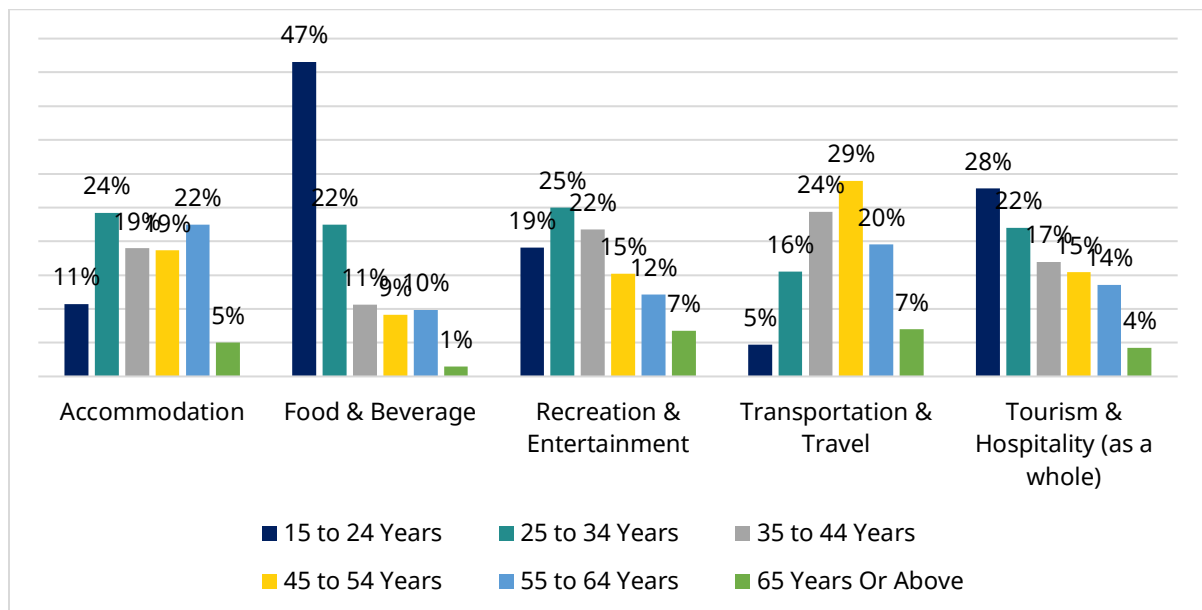
Chart 3: BC Tourism & Hospitality Workforce Sex by Sector, 2021



Source: Statistics Canada, Labour Force Survey via Real Time Remote Access.

The food and beverage sector tends to have more younger workers (aged 15 to 24 years), while the transportation and travel services sectors have a relatively higher percentage of more senior workers (over 44 years of age).

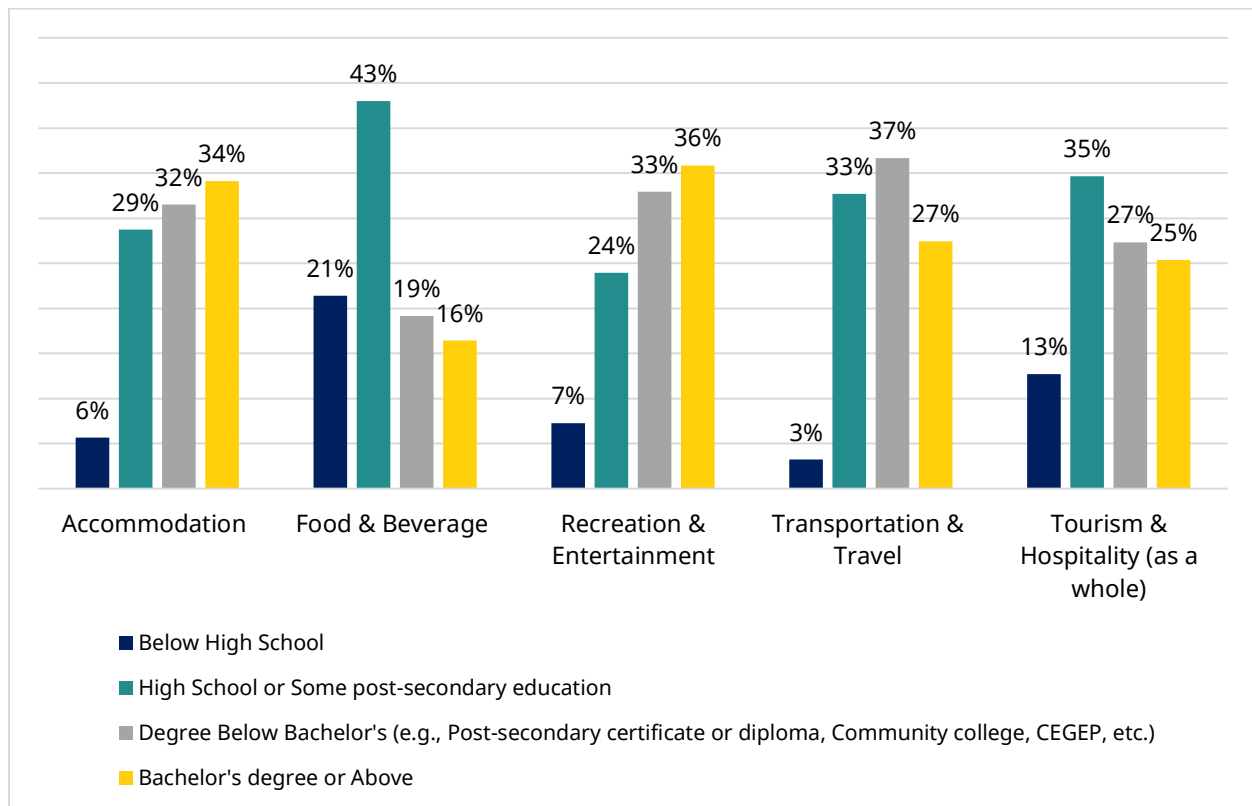
Chart 4: BC Tourism & Hospitality Workforce Age Groups by Sector, 2021



Source: Statistics Canada, Labour Force Survey via Real Time Remote Access.

Thirty-five percent of workers have at least a high school diploma, 27% have a diploma or degree below a bachelor's, and 13% have less than a high school degree. The food and beverage sector tends to employ more workers with a high school education or below while other sectors have a higher percentage of workers with a bachelor's degrees or above.

Chart 5: BC Tourism & Hospitality Workforce Education Levels by Sector, 2021



Source: Statistics Canada, Labour Force Survey via Real Time Remote Access.

Experience of the Workforce

5. On average, members of the BC tourism and hospitality industry workforce have been employed in their current or most recent position for seven years.

As indicated below, nearly half of the industry workforce in the province have been in their position for two to four years, 19% have been in their position for five to ten years, and 18% for over 10 years. In terms of sectors, transportation and travel sector has the highest average length of employment of 10.5 years, while food and beverage sector had the lowest average length of employment of 4.8 years.

Table 6: Tourism and Hospitality Workforce Experience by Sector, 2021

Length of Employment	Accommodation		Food & Beverage		Recreation & Entertainment		Transportation & Travel		Tourism & Hospitality	
	#	%	#	%	#	%	#	%	#	%
1 year or less	4,917	16%	31,917	24%	13,667	18%	3,688	7%	54,188	18%
2 to 4 years	10,604	35%	71,708	54%	39,521	39%	20,521	36%	133,354	45%
5 to 7 years	4,479	15%	12,021	9%	11,021	14%	7,604	13%	35,104	12%
8 to 10 years	2,875	10%	5,708	4%	8,625	11%	4,875	9%	22,042	7%
11 to 15 years	3,188	11%	6,625	5%	4,104	9%	7,000	12%	20,938	7%
16 to 20 years	1,125	4%	2,417	2%	2,250	3%	4,042	7%	9,854	3%
Over 20 years	2,688	9%	3,542	3%	7,667	10%	8,854	16%	22,772	8%
Total	29,875	100%	133,938	100%	77,854	100%	56,583	100%	298,250	100%
Avg. Length	8.0 years		4.8 years		8.0 years		10.5 years		7.0 years	

Source: Statistics Canada, Labour Force Survey via Real Time Remote Access.

Characteristics of Leading Occupations

- 6. The food and beverage sector accounts for the top four most common occupations in BC's Tourism and Hospitality Industry, and the occupations that have the highest average experience levels tend to be supervisory roles or require post-secondary education or technical certifications.**

Table 7 provides an overview of the leading occupations in the industry in terms of common certifications or training/education requirements, the primary tourism and hospitality sector in which those workers are employed, annual employment levels, and average wage rates. Table 8 presents the experience levels associated with these positions and illustrates that, for example, experience levels tend to be much higher amongst managers than frontline staff.

Table 7: Leading Occupations in BC's Tourism & Hospitality Industry Workforce, 2021

NOC	Occupation	Certification/Training Requirements	Primary Sector	Employment	Avg. Hourly Wage
6711	Food counter attendants, kitchen helpers	<ul style="list-style-type: none"> On-the-job training 	Food & Beverage	43,625	\$16.30
6322	Cooks	<ul style="list-style-type: none"> Completion of a three-year apprenticeship program for cooks or completion of college or other program in cooking or food safety 	Food & Beverage	22,750	\$17.80
6513	Food and beverage servers	<ul style="list-style-type: none"> On the job training Responsible beverage service certification 	Food & Beverage	21,875	\$18.80
0631	Restaurant and food service managers	<ul style="list-style-type: none"> Completion of a college or other program related to hospitality or food and beverage service management Several years of experience in the food service sector including supervisory experience Responsible beverage service certification 	Food & Beverage	12,708	\$25.00
5254	Program leaders and instructors in recreation, sport and fitness	<ul style="list-style-type: none"> College program in recreation or physical education Extensive sport related training Coaching and refereeing certificates 	Recreation & Entertainment	11,042	\$21.00
6311	Food service supervisors	<ul style="list-style-type: none"> Completion of a community college program in food service administration, hotel and restaurant management or related discipline, or equivalent job experience 	Food & Beverage	10,542	\$19.50
6511	Maîtres d'hôtel and hosts/hostesses	<ul style="list-style-type: none"> On the job training 	Food & Beverage	8,604	\$17.90
6321	Chefs	<ul style="list-style-type: none"> Cook's trade certification or equivalent credentials, training and experience Chef's Red Seal Certification 	Food & Beverage	8,167	\$21.00
7513	Taxi and limousine drivers and chauffeurs	<ul style="list-style-type: none"> Appropriate class driver's license Additional certifications such as First-Aid, Transportation of Dangerous Goods, and Air Brakes Endorsement 	Transportation & Travel	7,917	\$23.00
7512	Bus drivers, subway operators and other transit operators	<ul style="list-style-type: none"> Appropriate class driver's license Additional certifications such as First-Aid, Transportation of Dangerous Goods, and Air Brakes Endorsement 	Transportation & Travel	7,021	\$31.00

NOC	Occupation	Certification/Training Requirements	Primary Sector	Employment	Avg. Hourly Wage
0632	Accommodation service managers	<ul style="list-style-type: none"> A university degree or college diploma in hotel management or other related discipline or equivalent job experience 	Accommodation	6,479	\$30.00
5241	Graphic designers and illustrators	<ul style="list-style-type: none"> A university degree in visual arts with specialization in graphic design, commercial art, graphic communications or cartooning or completion of a college diploma program in graphic arts Experience or training in multimedia design at a post-secondary, college or technical institution 	Recreation & Entertainment	6,396	\$40.00
5131	Producers, directors, choreographers	<ul style="list-style-type: none"> Related post-secondary degree or diploma Extensive practical experience and training 	Recreation & Entertainment	5,813	\$39.00
6525	Hotel front desk clerks	<ul style="list-style-type: none"> Completion of a two-year apprenticeship program, or a college program in front desk operations or hotel management Guest services representative trade certification 	Accommodation	5,771	\$19.30
6722	Operators and attendants in amusement, recreation and sport	<ul style="list-style-type: none"> On-the-job training 	Recreation & Entertainment	5,458	\$17.70
6313	Accommodation, travel, tourism and related services supervisors	<ul style="list-style-type: none"> Related post-secondary degree or diploma Extensive practical experience and training 	Accommodation	4,979	\$23.00
6731	Light duty cleaners	<ul style="list-style-type: none"> On-the-job training Certification for housekeeping room attendants or similar certification 	Accommodation	4,604	\$19.10
6611	Cashiers	<ul style="list-style-type: none"> On-the-job training 	Food & Beverage	4,583	\$15.40
6512	Bartenders	<ul style="list-style-type: none"> Responsible beverage service certification On-the-job training 	Food & Beverage	4,125	\$20.00
0621	Retail and wholesale trade managers	<ul style="list-style-type: none"> A university degree or college diploma in business administration or other field related to the product or service being sold or related retail or wholesale sales experience 	Transportation & Travel	3,813	\$31.00

Source: Statistics Canada, Labour Force Survey via Real Time Remote Access.

Table 8: Leading Occupations in BC's Tourism & Hospitality Industry by Workforce Experience, 2021

NOC	Occupation	1 Year or Less		2 to 4 Years		5 to 10 Years		Over 10 Years		Avg. Years
		#	%	#	%	#	%	#	%	
6711	Food counter attendants, kitchen helpers	13,813	32%	24,563	56%	3,229	7%	2,042	5%	3.4
6322	Cooks	5,792	25%	12,188	54%	2,354	10%	2,417	11%	4.6
6513	Food and beverage servers	4,958	23%	12,500	57%	2,938	13%	1,500	7%	4.5
0631	Restaurant and food service managers	667	5%	4,917	39%	2,188	17%	4,917	39%	10.3
5254	Program leaders/instructors in recreation, sport and fitness	3,042	28%	5,438	49%	1,958	18%	604	5%	4.6
6311	Food service supervisors	458	4%	5,313	50%	3,917	37%	854	8%	6.7
6511	Maîtres d'hôtel and hosts/hostesses	3,438	40%	3,813	44%	750	9%	583	7%	3.3
6321	Chefs	1,438	18%	3,708	45%	2,833	35%	208	3%	5.1
7513	Taxi and limousine drivers and chauffeurs	208	3%	5,000	63%	833	11%	1,875	24%	7.1
7512	Bus drivers, subway operators and other transit operators	729	10%	2,438	35%	1,333	19%	2,500	36%	10.0
0632	Accommodation service managers	125	2%	1,792	28%	3,250	50%	1,313	20%	10.0
5241	Graphic designers and illustrators	1,625	25%	2,667	42%	2,000	31%	125	2%	4.4
5131	Producers, directors, choreographers	1,521	26%	1,417	24%	1,333	23%	1,542	27%	8.2
6525	Hotel front desk clerks	1,604	28%	1,417	25%	1,188	21%	1,563	27%	7.4
6722	Operators and attendants in amusement, recreation, and sport	1,917	35%	2,771	51%	500	9%	292	5%	3.7

Source: Statistics Canada, Labour Force Survey via Real Time Remote Access.

Other Characteristics of the Workforce

- 7. The most recent data, from Statistics Canada's 2016 Census, indicated that 6% of BC's tourism and hospitality workforce were Indigenous (compared to 5% of the provincial population) and 35% were members of a visible minority (compared to 30% of the provincial population).**

The LFS data does not report data on Indigeneity or visible minorities. The accommodation sector employs the largest percentage of Aboriginal workers (7%) and the food and beverage sector employs the most workers who are members of a visible minority (42%). Nearly a third (31%) of employees in the sector are immigrants to Canada, and approximately the same number (30%) do not speak English or French as their mother tongue.

Table 9: BC Tourism & Hospitality Industry Workforce Ethnicity, Immigration, and Mother Tongue by Sector, 2016

Selected Characteristics	Accommodation		Food & Beverage		Recreation & Entertainment		Transportation & Travel		BC Tourism & Hospitality		BC Population	
	#	%	#	%	#	%	#	%	#	%	#	%
Labour Force	36,060	100%	159,570	100%	76,690	100%	54,355	100%	326,675	100%	2,471,670	100%
Indigenous Status												
Indigenous	2,385	7%	9,685	6%	3,605	5%	2,215	4%	17,890	6%	127,890	5%
Non-Indigenous	33,675	93%	149,885	94%	73,085	95%	52,140	96%	308,785	94%	2,343,780	95%
Visible Minority Status												
Visible Minority	11,885	33%	67,580	42%	16,145	21%	17,245	32%	112,855	35%	729,580	30%
Not a Visible Minority	24,175	67%	91,990	58%	60,545	79%	37,110	68%	213,820	65%	1,742,090	70%
Immigration Status												
Non-immigrant	21,910	61%	98,735	62%	56,855	74%	34,925	64%	212,425	65%	1,679,060	68%
Immigrant	12,790	35%	52,355	33%	16,920	22%	18,760	35%	100,825	31%	741,165	30%
Non-permanent residents	1,360	4%	8,480	5%	2,915	4%	670	1%	13,425	4%	51,445	2%
Mother Tongue												
English	23,060	63%	97,830	62%	59,995	78%	35,620	65%	216,505	67%	1,704,780	69%
French	640	2%	1,570	1%	1,350	2%	1,010	2%	4,570	1%	33,160	1%
Non-official language	11,420	32%	56,170	35%	13,950	18%	16,645	31%	98,185	30%	681,940	28%
Other	940	3%	4,000	2%	1,395	2%	1,080	2%	7,415	2%	51,790	2%

Source: Custom Tabulation, 2016 Census, Statistics Canada

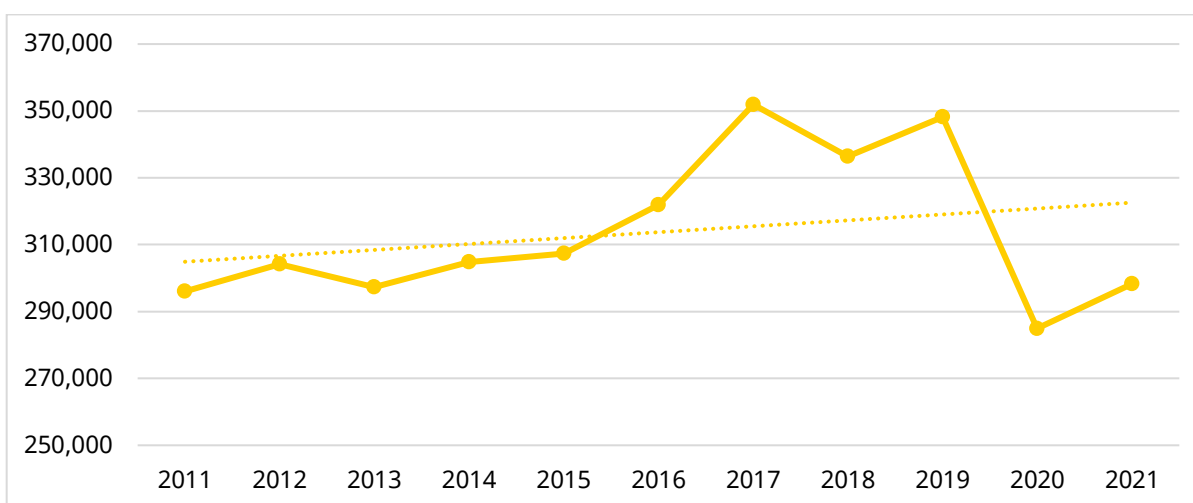
2.2 EMPLOYMENT IMPACTS OF THE PANDEMIC

Decline in Employment

1. Prior to the COVID-19 pandemic, the tourism and hospitality industry was a significant and growing source of employment for a broad cross-section of British Columbians across all regions of the province¹².

As indicated in the following chart, industry employment increased from 296,000 employees per month in 2011 to 348,000 per month in 2019, equal to a compounded annual growth rate over the eight-year period of 2.0%.

Chart 6: Employment: BC Tourism & Hospitality Industry, 2011 to 2021



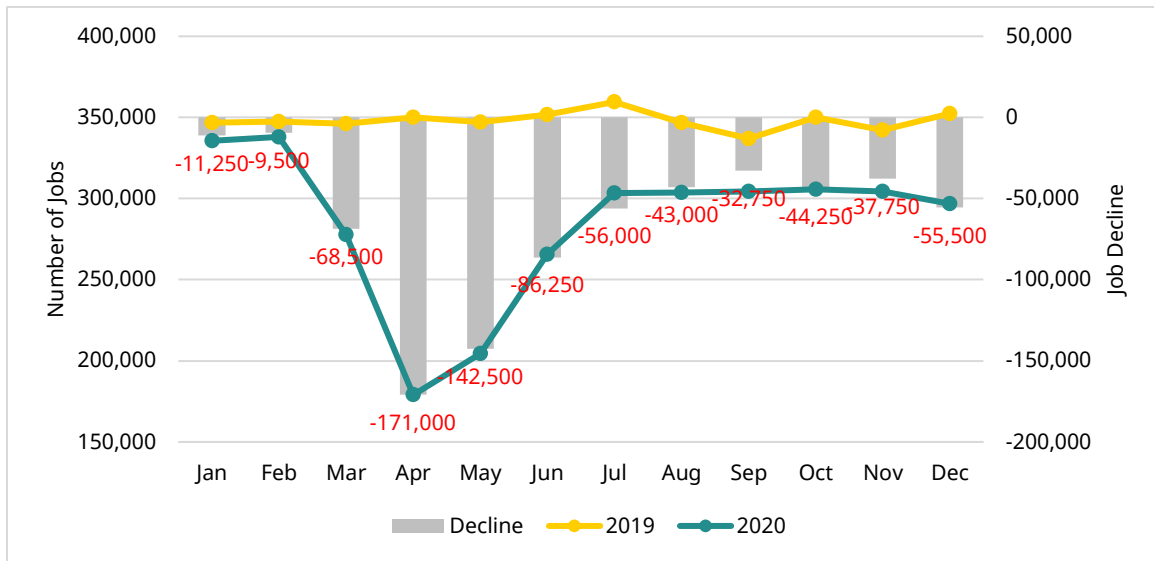
Source: Statistics Canada, Labour Force Survey via Real Time Remote Access. Data is not seasonally adjusted.
Note: Data presented are averages of monthly employment for each year.

2. The pandemic caused a precipitous decline in employment in the tourism and hospitality industry in April and May of 2020, and continued to suppress employment throughout the rest of the year.

Industry employment declined from 338,000 in February 2020 to 179,000 in April 2020 and 204,500 in May 2020. In terms of year-over-year comparisons, these figures represented a decline in employment of 49% in April (350,000 people were employed in April 2019) and 41% decline in May (347,000 people were employed in May 2019). Although employment levels recovered somewhat later in the year, they still remained from 10% to 24% lower than the levels in the same month in 2019.

¹²The significant impacts of COVID-19 on the industry, which resulted in a significant decline in industry employment beginning in March 2020, are discussed in Section 2.2.

Chart 7: Monthly Decline in BC Tourism & Hospitality Jobs, 2020 vs 2019

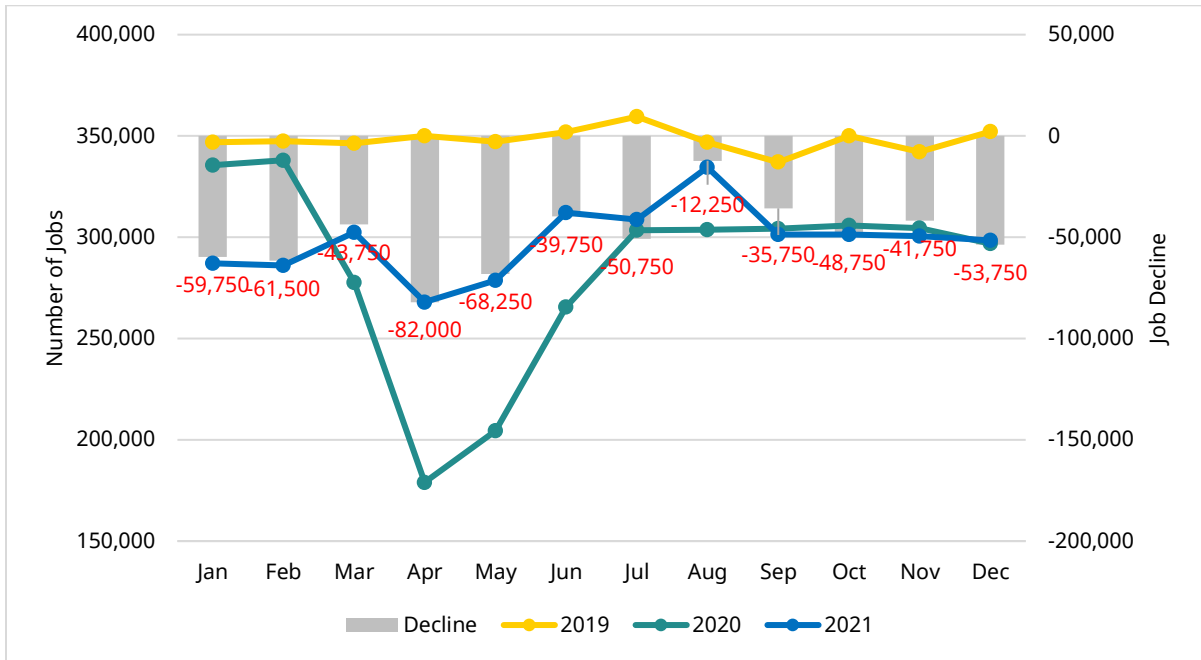


Source: Statistics Canada, Labour Force Survey via Real Time Remote Access.

3. Employment levels recovered somewhat in 2021 but continued to be lower than 2019 employment levels.

Employment levels for 2021 were 5% higher than 2020 but still 14% less than in 2019. Relative to 2019, employment levels in 2021 were only about 4% lower in August but 20% lower in May and 23% lower in April. During the most recent month of December 2021, employment totalled 298,500 which is 53,750 (15%) lower than December 2019 but 1% higher than December 2020.

Chart 8: Monthly Decline in BC Tourism & Hospitality Jobs, 2021 vs 2019

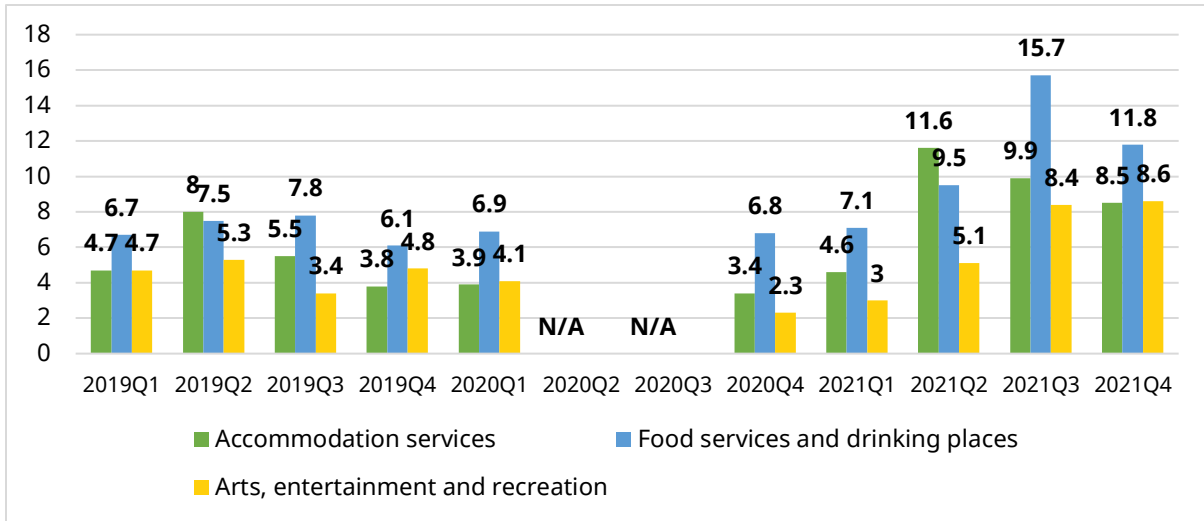


Source: Statistics Canada, Labour Force Survey via Real Time Remote Access.

Moreover, while employment in the second and third quarter of 2021 increased significantly, job vacancy rates also increased sharply. As indicated in the chart below, job vacancy rates¹³ jumped in 2021Q2, peaked in 2021Q3, and lowered in 2021Q4 but still remained higher than normal times (i.e., pre-pandemic).

¹³ The job vacancy rate is equal to the number of job vacancies expressed as a percentage of labour demand; that is, all occupied and vacant jobs. Note that the source of job vacancy is the Job Vacancy and Wage Survey, in which the sector definitions vary somewhat from those reported in the Labour Force Survey. The data for the transportation and travel sector was suppressed and, as a result, the number of job vacancies reported in this section reflects only a certain portion of the unfilled jobs in the overall tourism and hospitality industry in BC.

Chart 9: BC Job Vacancy Rates - Tourism & Hospitality Industry, 2019Q1 - 2021Q4



Note: Data for the second and third quarters of 2020 are unavailable due to some Statistics Canada operations being temporarily suspended during the COVID-19 pandemic.

Source: Statistics Canada. Table 14-10-0326-01 Job vacancies, payroll employees, job vacancy rate, and average offered hourly wage by industry sector, quarterly, unadjusted for seasonality.

4. The pandemic has negatively impacted employment levels across all sectors and regions.

In 2020, average annual employment in the accommodation sector fell 30% below 2019 levels, before recovering somewhat in 2021 to 18% below pre-pandemic levels. The food and beverage sector's employment level remained at 13% below 2019 levels throughout 2020 and 2021. The recreation and entertainment, and transportation and travel sectors experienced some recovery in employment throughout 2021 but remain 13% and 17% below 2019 levels respectively.

Northern BC had the largest regional percentage decline in employment in 2020, falling 34% below pre-pandemic levels, followed by the Thomson Okanagan at 28%. The Thompson Okanagan and Cariboo have had slightly better recoveries in 2021 compared to the other regions. However, employment levels in every region remain below 2019 levels.

Table 10: BC Tourism & Hospitality Industry Decline in Employment by Sector and Region, 2019, 2020, 2021

	2019	2020	2021	% Decline 2020 vs 2019	% Decline 2021 vs 2019
Sector					
Accommodation	36,458	25,689	29,875	-30%	-18%
Food and Beverage	153,729	133,188	133,938	-13%	-13%
Recreation and Entertainment	89,479	71,438	77,854	-20%	-13%
Transportation and Travel	68,396	54,583	56,583	-20%	-17%
Region					
Lower Mainland	227,875	191,292	192,104	-16%	-16%
Vancouver Island	53,167	43,104	47,563	-19%	-11%
Thompson Okanagan	37,063	26,729	33,063	-28%	-11%
Kootenay	9,646	8,750	8,042	-9%	-17%
Northern BC	11,250	7,375	8,938	-34%	-21%
Cariboo	9,083	7,625	8,542	-16%	-6%
Tourism & Hospitality BC	348,083	284,896	298,250	-18%	-14%

Source: Statistics Canada, Labour Force Survey via Real Time Remote Access.

In particular, occupations associated with the food and beverage and accommodation sectors tended to experience the largest declines in employment. The following table shows the change in employment of the leading occupations in the industry throughout the pandemic.

Table 11: Change in Employment of Leading Occupations in BC's Tourism & Hospitality Industry, 2019, 2020, 2021

NOC	Occupations	2019	2020	2021	% Change 2020 vs 2019	% Change 2021 vs 2019
6711	Food counter attendants, kitchen helpers	48,750	34,833	43,625	-29%	-11%
6322	Cooks	20,792	19,083	22,750	-8%	9%
6513	Food and beverage servers	31,188	19,917	21,875	-36%	-30%
0631	Restaurant and food service managers	20,813	20,063	12,708	-4%	-39%
5254	Program leaders and instructors in recreation, sport and fitness	11,625	6,688	11,042	-42%	-5%
6311	Food service supervisors	7,542	10,563	10,542	40%	40%
6511	Maitres d'hôtel and hosts/hostesses	10,833	11,500	8,604	6%	-21%
6321	Chefs	10,417	10,563	8,167	1%	-22%
7513	Taxi and limousine drivers and chauffeurs	6,271	8,313	7,917	33%	26%
7512	Bus drivers, subway operators and other transit operators	9,542	8,542	7,021	-10%	-26%
0632	Accommodation service managers	6,625	5,792	6,479	-13%	-2%
5241	Graphic designers and illustrators	3,396	5,688	6,396	67%	88%
5131	Producers, directors, choreographers	6,333	5,729	5,813	-10%	-8%
6525	Hotel front desk clerks	3,938	2,479	5,771	-37%	47%
6722	Operators and attendants in amusement, recreation and sport	5,271	6,146	5,458	17%	4%
6313	Accommodation, travel, tourism and related services supervisors	3,646	1,583	4,979	-57%	37%
6731	Light duty cleaners	7,792	4,875	4,604	-37%	-41%
6611	Cashiers	10,750	7,104	4,583	-34%	-57%
6512	Bartenders	5,146	4,625	4,125	-10%	-20%
0621	Retail and wholesale trade managers	5,479	2,417	3,813	-56%	-30%

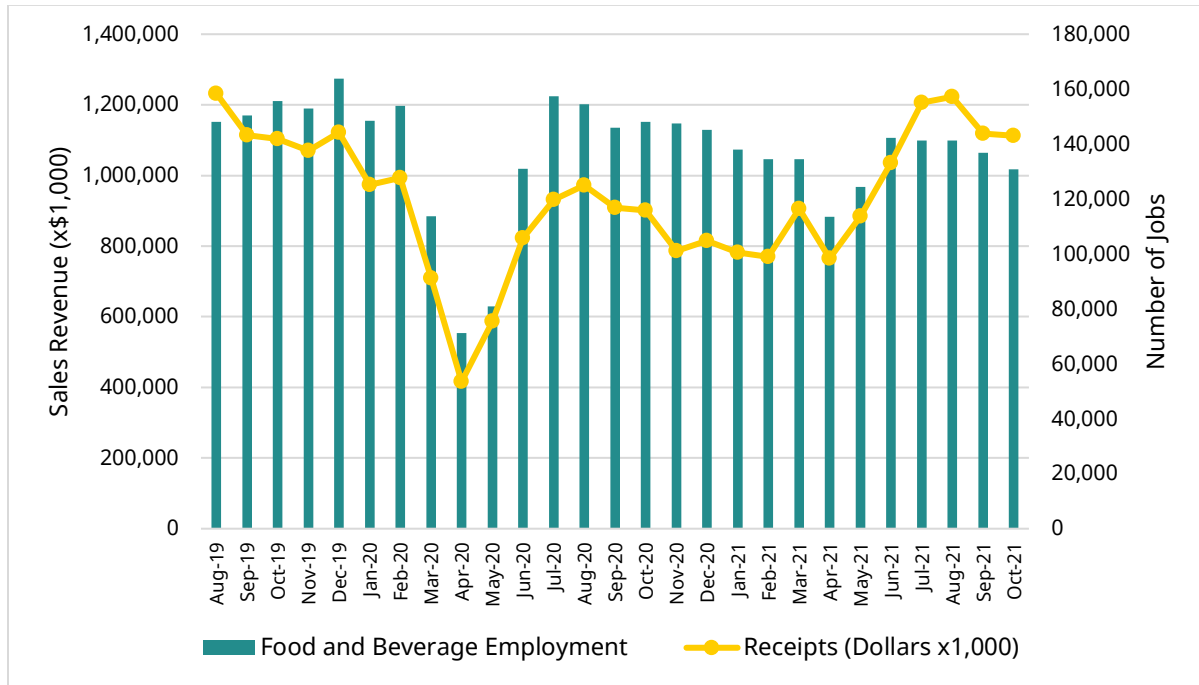
Source: Statistics Canada, Labour Force Survey via Real Time Remote Access.

5. The trend in food & beverage and accommodation employment is closely correlated with changes in food and beverage revenues and accommodation occupancy rates.

During the peak of the pandemic, it is likely that most operations experienced a sharper decline in revenues than in employment. Most operations require a certain number of staff members to be able to open and operate. If revenues decline by 30% that does not necessarily mean that the operation can reduce its staffing levels of by 30%. The result is the average revenue per employee tends to decline when there is sharp decline in revenues, as has occurred during the pandemic. Further complicating these factors is that, for many, the pandemic adding new staffing requirements (e.g., to maintain health and safety standards).

The following chart compares monthly food service and drinking place revenues reported by Statistics Canada to employment levels for the food and beverage sector reported through the Labour Force Survey. The data suggests the employment levels recovered more quickly in 2020 than did revenues, even though key informants noted that many operations were able to increase prices somewhat during the pandemic.

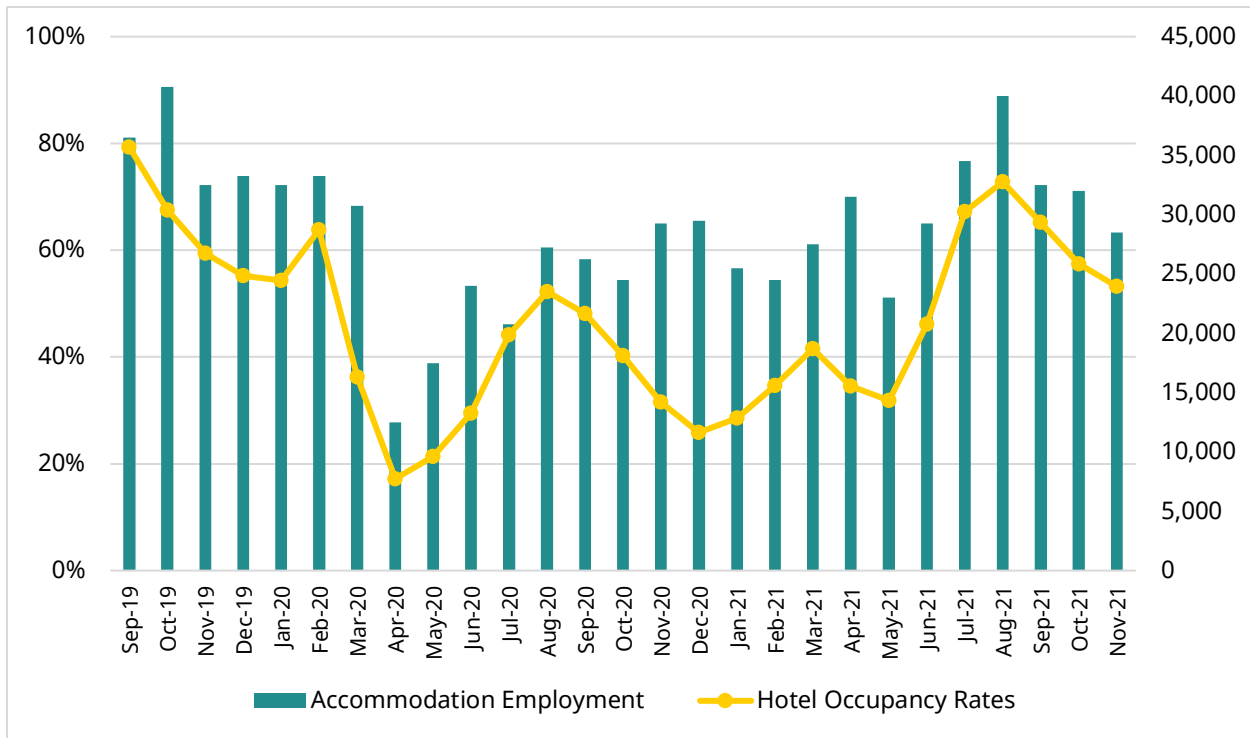
Chart 10: Sales Revenue of BC Food Services and Drinking Places, 2019-2021



Source: Statistics Canada, Labour Force Survey via Real Time Remote Access; Statistics Canada. Table 21-10-0019-01 Monthly survey of food services and drinking places (x 1,000)

As indicated in the following chart, COVID-19 initially resulted in sharp declines in both hotel occupancy rates and employment in the accommodation sector. In 2020, the decline in occupancy rates tended to be more significant than the decline in employment. Hotel occupancy rates fluctuated over the spring and into the summer and peaked in August of 2021 at 72.8%. In November 2021, occupancy rates were 6% lower than those in November 2019 while employment was 12% lower.

Chart 11: BC Hotel Occupancy Rate, 2019 - 2021



Source: Statistics Canada, Labour Force Survey via Real Time Remote Access; Tourism Industry Dashboard, Destination BC.

Mitigating Factors

- The decline in employment would have been even more significant if government funding had not been available to support employers and if employers had not reduced the average number of hours their employees worked per week.**

When asked to rate, on a scale of 1 to 5 where 1 is not important and 5 is very important, how important federal and provincial government support programs were in helping them sustain operations during the pandemic, employers provided an average rating of 4.3. Two-thirds of employers indicated that they were very important. Two-thirds of the employers surveyed accessed the Canada Emergency Wage Subsidy (CEWS) (68%), while over half (57%) accessed the Canada Emergency Business Account (CEBA) interest-free loans. Over a third utilized the Government of BC Small and Medium Sized Business Recovery Grant (41%), the Circuit Breaker Business Relief Grant (41%) and the Canada Emergency Rent Subsidy (39%). On average, the employers reported receiving 10.9 payments under CEWS.

Employers reduced employee hours as a means to maintain staff throughout the pandemic. The average hours worked per week per employee declined by 10% in 2020 as a result of the pandemic. In 2021, even with some recovery, hours remained 3% lower than pre-pandemic levels. The increased hours worked in 2021 was attributed, in part, to two factors: (1) given the

shortages in workers, staff may have to work more hours to manage the workload; and (2) there may be an increased workload related to upholding COVID-19 safety protocols and requirements.

Table 12: BC Tourism & Hospitality Average Actual Hours Worked Per Week Per Employee, 2019, 2020, 2021

	2019	2020	2021	% Change 2020 vs 2019	% Change 2021 vs 2019
Sector					
Accommodation	31	30	31	-3%	0%
Food and Beverage	27	24	25	-11%	-7%
Recreation and Entertainment	29	26	29	-10%	0%
Transportation and Travel	32	30	34	-6%	6%
Region					
Lower Mainland	30	27	29	-10%	-3%
Vancouver Island	28	24	27	-14%	-4%
Thompson Okanagan	27	26	27	-4%	0%
Kootenay	27	26	27	-4%	0%
Northern BC	31	29	32	-6%	3%
Cariboo	28	26	26	-7%	-7%
Tourism & Hospitality BC	29	26	28	-10%	-3%

Source: Statistics Canada, Labour Force Survey via Real Time Remote Access.

In particular, the majority of leading occupations in BC's Tourism and Hospitality industry have experienced a decline in the average number of hours worked per week per employee. The average number of hours declined across almost all common positions in 2020 but recovered somewhat in 2021.

Table 13: Change in Avg. Actual Hours Worked Per Week Per Employee of Leading Occupations in BC's Tourism & Hospitality Industry, 2019, 2020, 2021

NOC	Occupations	2019	2020	2021	% Change 2020 vs 2019	% Change 2021 vs 2019
6711	Food counter attendants, kitchen helpers	22.0	18.0	19.8	-18%	-10%
6322	Cooks	31.0	27.0	28.0	-13%	-10%
6513	Food and beverage servers	23.0	18.6	21.0	-19%	-9%
0631	Restaurant and food service managers	41.0	38.0	37.0	-7%	-10%
5254	Program leaders and instructors in recreation, sport and fitness	21.0	14.1	19.4	-33%	-8%
6311	Food service supervisors	35.0	31.0	31.0	-11%	-11%
6511	Mâitres d'hôtel and hosts/hostesses	22.0	20.0	19.8	-9%	-10%
6321	Chefs	36.0	31.0	34.0	-14%	-6%
7513	Taxi and limousine drivers and chauffeurs	41.0	25.0	39.0	-39%	-5%
7512	Bus drivers, subway operators and other transit operators	29.0	30.0	33.0	3%	14%
0632	Accommodation service managers	29.0	38.0	33.0	31%	14%
5241	Graphic designers and illustrators	38.0	38.0	40.0	0%	5%
5131	Producers, directors, choreographers	37.0	34.0	35.0	-8%	-5%
6525	Hotel front desk clerks	32.0	27.0	34.0	-16%	6%
6722	Operators and attendants in amusement, recreation and sport	26.0	19.4	21.0	-25%	-19%
6313	Accommodation, travel, tourism and related services supervisors	37.0	37.0	33.0	0%	-11%
6731	Light duty cleaners	27.0	22.0	28.0	-19%	4%
6611	Cashiers	22.0	16.2	15.9	-26%	-28%
6512	Bartenders	27.0	22.0	24.0	-19%	-11%
0621	Retail and wholesale trade managers	34.0	22.0	21.0	-35%	-38%

Source: Statistics Canada, Labour Force Survey via Real Time Remote Access.

Impact on Wages

- 7. Overall, the average hourly wage in BC's Tourism and Hospitality Industry increased during the pandemic. Average hourly wage increased by 11% in 2020 and by 13% in 2021 as compared to 2019.**

The average hourly wage increased from \$20.80 in 2019 to about \$23.00 in 2020 and \$23.50 in 2021. The increase in wages are attributable to three factors:

- An increase in average wage per position (including entry level positions);

- Changes in the level of experience within positions (e.g., more experienced workers tend to receive higher wages); and
- Changes in the distribution of positions within the industry. For example, the industry had fewer entry level positions during the pandemic and, as a result, higher paid positions accounted for a greater percentage of industry employment).

Table 14: Average Hourly Wage in BC's Tourism & Hospitality Industry by Sector and Region, 2019, 2020, 2021

	2019	2020	2021	% Change 2020 vs 2019	% Change 2021 vs 2019
Sector					
Accommodation	\$21.00	\$22.00	\$22.00	5%	5%
Food and Beverage	\$16.10	\$17.50	\$17.90	9%	11%
Recreation and Entertainment	\$24.00	\$27.00	\$28.00	13%	17%
Transportation and Travel	\$28.00	\$32.00	\$33.00	14%	18%
Region					
Lower Mainland	\$22.00	\$23.80	\$24.40	8%	11%
Vancouver Island	\$20.00	\$21.00	\$22.00	5%	10%
Thompson Okanagan	\$18.40	\$20.00	\$23.00	9%	25%
Kootenay	\$18.30	\$20.00	\$20.00	9%	9%
Northern BC	\$18.40	\$22.00	\$21.00	20%	14%
Cariboo	\$19.80	\$22.00	\$20.00	11%	1%
Tourism & Hospitality BC	\$20.80	\$23.00	\$23.50	11%	13%

Source: Statistics Canada, Labour Force Survey via Real Time Remote Access.

As indicated in the table below, the percentage increase in hourly wages varied across occupations.

Table 15: Change in Average Hourly Wage of Leading Occupations in BC's Tourism & Hospitality Industry, 2019, 2020, 2021

NOC	Occupations	2019	2020	2021	% Change 2020 vs 2019	% Change 2021 vs 2019
6711	Food counter attendants, kitchen helpers	\$14.40	\$15.00	\$16.30	4%	13%
6322	Cooks	\$16.30	\$16.60	\$17.80	2%	9%
6513	Food and beverage servers	\$17.10	\$17.30	\$18.80	1%	10%
0631	Restaurant and food service managers	\$27.00	\$26.00	\$25.00	-4%	-7%
5254	Program leaders and instructors in recreation, sport and fitness	\$20.00	\$22.00	\$21.00	10%	5%
6311	Food service supervisors	\$16.70	\$18.20	\$19.50	9%	17%
6511	Maitres d'hôtel and hosts/hostesses	\$16.00	\$18.20	\$17.90	14%	12%
6321	Chefs	\$18.60	\$21.00	\$21.00	13%	13%
7513	Taxi and limousine drivers and chauffeurs	\$17.30	\$17.60	\$23.00	2%	33%
7512	Bus drivers, subway operators and other transit operators	\$26.00	\$29.00	\$31.00	12%	19%
0632	Accommodation service managers	\$31.00	\$26.00	\$30.00	-16%	-3%
5241	Graphic designers and illustrators	\$36.00	\$33.00	\$40.00	-8%	11%
5131	Producers, directors, choreographers	\$29.00	\$49.00	\$39.00	69%	34%
6525	Hotel front desk clerks	\$17.10	\$21.00	\$19.30	23%	13%
6722	Operators and attendants in amusement, recreation and sport	\$17.10	\$18.70	\$17.70	9%	4%
6313	Accommodation, travel, tourism and related services supervisors	\$22.00	\$23.00	\$23.00	5%	5%
6731	Light duty cleaners	\$16.30	\$17.70	\$19.10	9%	17%
6611	Cashiers	\$14.90	\$14.90	\$15.40	0%	3%
6512	Bartenders	\$17.20	\$20.00	\$20.00	16%	16%
0621	Retail and wholesale trade managers	\$36.00	\$39.00	\$31.00	8%	-14%

Source: Statistics Canada, Labour Force Survey via Real Time Remote Access.

Impact on Employees

- 8. In relation to other workers, workers who are full-time, non-permanent, female, younger, or have a lower education level were more likely to experience job loss as a result of the pandemic.**

The decline in annual employment also varies by workforce characteristics. As indicated in the table below, full-time workers experienced a larger decline as compared to part-time workers. Non-permanent workers were impacted relatively more significantly. Similarly, female workers and younger workers, aged 15 to 24 years, were impacted relatively more significantly. Moreover, those who hold an education level of high school or below were also impacted relatively more.

Table 16: BC Tourism & Hospitality Industry Decline in Employment by Demographics, 2019, 2020, 2021

Demographics	2019	2020	2021	Decline 2020 vs 2019	% Decline 2021 vs 2019
Job Status					
Full-time	225,854	182,948	186,125	-19%	-18%
Part-time	122,229	101,948	112,125	-17%	-8%
Permanent/Seasonal¹⁴					
Permanent	234,333	193,229	208,104	-18%	-11%
Seasonal	16,000	8,333	9,667	-48%	-40%
Casual	25,771	18,896	14,667	-27%	-43%
Temporary	20,854	14,500	19,083	-30%	-8%
Sex					
Male	172,588	149,323	155,604	-13%	-10%
Female	175,495	133,573	142,646	-23%	-19%
Age Group					
15 to 24	104,791	73,083	83,021	-30%	-21%
25 to 34	75,688	66,198	65,583	-13%	-13%
35 to 44	55,979	50,448	50,584	-10%	-10%
45 to 54	53,500	43,958	46,000	-18%	-14%
55 to 64	43,750	40,271	40,354	-8%	-8%
65 or above	14,375	10,938	12,708	-24%	-12%
Education					
Below high school	43,250	29,167	37,833	-33%	-13%
High school or some post-secondary	130,249	104,073	103,324	-20%	-21%
Degree below bachelor's	97,667	84,802	81,447	-13%	-17%
Bachelor's degree or above	76,917	66,854	75,646	-13%	-2%

Source: Statistics Canada, Labour Force Survey via Real Time Remote Access.

The composition of the workforce has changed moderately as a result of the pandemic. As indicated in the table below, in 2021 there were fewer full-time workers, seasonal or casual workers, female workers, and workers aged 15 to 24 years.

¹⁴ Permanent= indefinite employment position; Seasonal=steady work, but not for all months of the year; Casual= work only when needed or on-call; Temporary= non-permanent position

Table 17: BC Tourism and Hospitality Industry Workforce Demographics, 2019, 2020, 2021

Demographics	2019	2020	2021
Job Status			
Full-time	65%	64%	62%
Part-time	35%	36%	38%
Permanent/Seasonal¹⁵			
Permanent	67%	68%	70%
Seasonal	5%	3%	3%
Casual	7%	7%	5%
Temporary	6%	5%	6%
Sex			
Male	50%	52%	52%
Female	50%	48%	48%
Age Group			
15 to 24	30%	26%	28%
25 to 34	22%	23%	22%
35 to 44	16%	18%	17%
45 to 54	15%	15%	15%
55 to 64	13%	14%	14%
65 or above	4%	4%	4%
Education			
Below High School	12%	10%	13%
High School or Some post-secondary education	37%	37%	35%
Degree Below Bachelor's	28%	30%	27%
Bachelor's degree or Above	22%	23%	25%

Source: Statistics Canada, Labour Force Survey via Real Time Remote Access.

9. Workers with more than 10 years of experience were most likely to leave the industry during the pandemic. There was also a year-over-year reduction in employees with less than one year experience because of fewer new workers entering the industry.

As would be expected, the percentage of workers in their first year of employment declined sharply in 2020 but increased in 2021 as employment in the industry increased. What was less expected was the decline in the numbers of more experienced workers (i.e. those with 10 or more years of experience)¹⁶.

¹⁵ Permanent= indefinite employment position; Seasonal=steady work, but not for all months of the year; Casual= work only when needed or on-call; Temporary= non-permanent position

¹⁶ It should be noted that the decline in employment reported below, particularly among those with over 10 years of experience, may not be solely due to the impact of COVID-19, as it may be the fact that those employees were planning on retiring regardless of the pandemic and COVID-19 accelerated the rate of their retirement.

Table 18: BC Tourism & Hospitality Industry Change in Employment by Workforce Experience

Length of Employment	2019	2020	2021	% Change 2020 vs 2019	% Change 2021 vs 2019
1 year or less	62,688	41,729	54,188	-33%	-14%
2 to 4 years	165,854	140,188	133,354	-15%	-20%
5 to 7 years	31,458	31,896	35,104	1%	12%
8 to 10 years	18,438	17,917	22,042	-3%	20%
11 to 15 years	26,625	17,875	20,938	-32%	-21%
16 to 20 years	13,229	11,750	9,854	-11%	-26%
Over 20 years	29,792	23,542	22,772	-21%	-24%
Total	348,083	284,896	298,250	-18%	-14%
Avg. years	6.9	7.1	7.0		

Source: Statistics Canada, Labour Force Survey via Real Time Remote Access.

Employee Rehiring

10. During the pandemic, employers surveyed reported laying off an average of about 30% of their pre-pandemic workforce, of whom 64% have subsequently returned to their jobs.

Although many of those who were laid off were eventually rehired (on average, 64%), the layoffs did contribute to some attrition of permanent workers. Employers believe that permanent workers most commonly did not return because they were not recalled (28%), they moved to a job in another sector (25%), or they moved to another job in the employer's sector (17%). The reasons for not returning most commonly identified by the former employees who were surveyed included not being recalled (36%), personal or health reasons including a decision to retire (28%), having taken another job (18%), and issues at work (5%).

Employers in the recreation and entertainment sector indicated rehiring 71% of permanent staff who were laid off during the pandemic, while employers in the transportation and travel sector have rehired only 26%. The most common reason why those in the transportation and travel sector did not return to work is that they were not recalled (74%).

Table 19: BC Tourism & Hospitality Industry Permanent Worker Layoffs by Sector

Sector	Employers	Pre-Covid Employment*	Number Laid off	% Laid off Of Pre-Covid	Avg Per Employer
Accommodation	145	10,906	3,280	30%	22.6
Food and Beverage Services	396	16,400	5,260	32%	13.3
Recreation and Entertainment	133	8,743	1,970	23%	14.8
Transportation and Travel	25	1,563	776	50%	31.0
Other	76	2,387	525	22%	6.9
Total	775	39,999	11,811	30%	15.2

*Pre-Covid employment includes all types of employees.

Source: Survey of Employers, BC Tourism and Hospitality Industry, go2HR, 2021.

The laid off and re-hiring rates varied across the regions. For example, the Kootenays reported laying off the highest percentage of permanent workers at 41%, followed by Vancouver Island (35%). Lower Mainland reported the most average layoffs per employer (23 per employer), followed by Vancouver Island (15.5 per employer). Rehiring rates were highest in the Cariboo region (90%), and between half and two-thirds in other regions.

11. During the pandemic, the percentage of seasonal workers who returned to their position in the next season has decreased.

In a typical year, 49% of seasonal workers return to their employers for the next season; however, during 2021 that number was reduced to 38%. The recreation and entertainment sector and the Lower Mainland region saw the largest decreases in the return rate for seasonal workers. Employers most commonly attributed the decline to competition for workers from other employers or industries (20%), and the provision of government benefits such as EI and CERB (19%)

Table 20: Reported (Weighted*) Rate of Return of Seasonal Workers in BC's Tourism & Hospitality Industry by Sector and Region

Sector	Employers	Typical %	2021 %	Change
Accommodation	76	39%	32%	-7%
Food and Beverage Services	106	49%	37%	-12%
Recreation and Entertainment	93	54%	41%	-13%
Transportation and Travel	14	54%	47%	-7%
Other	27	53%	37%	-16%
Region	Employers	Typical %	2021 %	Change
Lower Mainland	98	52%	35%	-17%
Vancouver Island	68	46%	32%	-13%
Thompson Okanagan	84	45%	43%	-2%
Kootenay	41	49%	39%	-10%
Northern BC	15	63%	60%	-3%
Cariboo	10	62%	59%	-4%
Total	316	49%	38%	-11%

Note: *Weighted average is based on the number of seasonal employees employed by employers.
Source: Survey of Employers, BC Tourism and Hospitality Industry, go2HR, 2021.

Other Impacts on Employers and Employees

- 12. Employers reported that the pandemic also reduced their ability to attract new staff, increased the stress felt by staff, and increased the average weekly hours worked by the employers themselves.**

As a result of COVID-19, 75% of employers reported increased levels of stress among their staff, 74% experienced a decreased ability to attract new staff, 72% saw their personal hours worked per week increase, and 56% reported a decrease in their ability to retain their staff.

Table 21: Impact of COVID-19 on Employer Operations in BC’s Tourism & Hospitality Industry, 2021

Question: At this stage of the pandemic, would you say that COVID-19 has significantly decreased, somewhat decreased, had no impact, somewhat increased or significantly increased?

Impacts	Decreased		Had No Impact	Increased		Total
	Significantly	Somewhat		Somewhat	Significantly	
The stress levels felt by your staff? (n=548)	5%	15%	4%	51%	24%	100%
The average weekly hours your staff work? (n=537)	18%	23%	20%	14%	25%	100%
The average weekly hours you personally work? (n=553)	5%	8%	15%	52%	20%	100%
Your ability to attract new staff members? (n=525)	53%	21%	11%	9%	7%	100%
Your ability to retain staff members? (n=535)	25%	31%	27%	6%	10%	100%

Source: Survey of Employers, BC Tourism and Hospitality Industry, go2HR, 2021.

Employers provided additional comments regarding the impacts of COVID-19. Some commonly reported impacts include:

- Greater difficulty in attracting new employees as potential employees who are receiving government provided financial assistance through CERB or EI are less motivated to work
- Increased costs related to housing employees
- Travel protocols limited their ability to hire foreign staff
- Greater difficulties in planning due to uncertainty of COVID-19 restrictions
- Supply chain issues increased the costs of materials and inputs

13. Employees are generally satisfied with their experiences working in BC’s Tourism and Hospitality Industry.

When asked to rate their actual experience working in the sector, 72% of employees indicated that they are satisfied, including 33% who are very satisfied. The average rating was 4.0.

Table 22: Employee Satisfaction with Job Experience in the BC Tourism & Hospitality Industry, 2021

(On a scale of 1 to 5, where 1 is not at all satisfied, 3 is somewhat satisfied and 5 is very satisfied, how satisfied have you been with your actual experience working in the tourism & hospitality industry?)

Satisfaction with Job Experience	Employees Surveyed	
	#	%
1 Not-at-all satisfied	7	3%
2	5	2%
3 Somewhat satisfied	54	22%
4	95	39%
5 Very satisfied	81	33%
Total	242	100%
Average Rating	4.0	

Source: Survey of Employees, BC Tourism and Hospitality Industry, go2HR, 2021.

According to employees, the major motivating factors of working in the industry are their ability to do the work and the work setting. The major de-motivating factors included wages, seasonality of the work, health & safety concerns, and the predictability of how much work will be available.

Table 23: Advantages and Disadvantages Working in the BC Tourism & Hospitality Industry, 2021

(Relative to other sectors, what do you see as the disadvantages and advantages of working in the tourism & hospitality industry?)

Factors	Disadvantage		Neither	Advantage		Total
	Major	Minor		Minor	Major	
My ability to do the work (n=220)	1%	3%	20%	21%	56%	100%
The setting (n=226)	0.4%	4%	27%	16%	53%	100%
Relationships with co-workers (n=227)	0.4%	3%	26%	26%	44%	100%
The sense of fulfilment from doing the work (n=225)	1%	8%	19%	28%	44%	100%
The lifestyle (n=224)	4%	16%	22%	23%	35%	100%
The working conditions (n=225)	4%	16%	29%	31%	21%	100%
Opportunities for advancement (n=227)	10%	15%	36%	22%	17%	100%
The physicality of the work (n=225)	4%	15%	50%	20%	11%	100%
Health & safety concerns (e.g. COVID-19) (n=224)	23%	23%	38%	7%	9%	100%
The predictability of how much work will be available (n=222)	16%	31%	38%	7%	8%	100%
The wages (n=227)	30%	33%	19%	12%	7%	100%
The seasonality of the work (n=224)	18%	30%	33%	13%	6%	100%

Source: Survey of Employees, BC TOURISM AND HOSPITALITY INDUSTRY, go2HR, 2021.

14. Sixty percent of the employees surveyed noted that COVID-19 negatively impacted their interest in working in the industry. While the majority of the employees are optimistic about staying in the industry, about one-third were uncertain at the time of the survey.

Table 24: Ways COVID-19 has impacted Employee Interest in Working in BC’s Tourism & Hospitality Industry, 2021

(In what way has COVID-19 had any impact on your interest in working in the industry?)

Themes	Responses	
	#	%
More difficult to get employment/sufficient hours of work	44	32%
Increased my personal or health concerns	26	19%
Have to deal with restrictions and Covid-19 protocols	25	18%
Impact on the viability of the business and volume of work	23	17%
Impacts on guest, customer, and client relations	21	15%
Creates significant uncertainty	14	10%
Has made other sectors look more attractive	8	6%
Other	6	4%
Total	136	100%*

*Note: *Responses are not mutually exclusive, will not sum to 100%.
Source: Survey of Employee, BC Tourism and Hospitality Industry, go2HR, 2021.*

Nevertheless, over half (55%) of employees who expressed an opinion were optimistic about staying in the industry, with 30% indicating that they are considering or will definitely make this sector a career, and 25% expect to work in the industry for at least a few more years. Over a third of employees were more pessimistic about their future in the industry, with 33% indicating that they are unsure about the future, and 3% expecting that 2021 would be their last year working in the industry.

Table 25: Likelihood of Employees to Continue Working in BC's Tourism & Hospitality Industry, 2021

(How many more years are you likely to work in this industry?)

Response	Employees Surveyed	
	#	%
I am considering or definitely will be making this a career (e.g. staying in the industry)	70	30%
For at least a few more years	57	25%
Expect that 2021 will be my last year	7	3%
I have left or am about to leave and anticipate I will not return to the industry	17	7%
Unsure (e.g. take it year-by year)	77	33%
Other (e.g. Until returning to school)	3	1%
Total Respondents	231	100%

Source: Survey of Employee, BC Tourism and Hospitality Industry, go2HR, 2021.

Seventy-six percent of the employees who provided an opinion on what employers can or could have done to keep them in the industry identified better wages, benefits, and working conditions as the primary action. Additionally, 8% of respondents reported that improving safety and customer relations could encourage them to stay in the industry.

Table 26: Potential Actions for Employers in BC's Tourism & Hospitality Industry to Retain their Employees, 2021

What could an employer do to encourage you to continue to work in the tourism & hospitality industry?

Potential Actions	Responses	
	#	%
Provide higher wages, better benefits and working conditions	93	76%
Improve safety and customer relations	10	8%
Improve relationship with manager/more positive feedback	7	6%
Increase collaborations with others	5	4%
Improve training of staff	5	4%
Ease Covid-19 restrictions	3	2%
Hire more workers (reduce workloads)	2	2%
Market and promote the industry	1	1%
Improve Supply Chain	1	1%
Total	123	100%*

Note: *Responses are not mutually exclusive, will not sum to 100%

Source: Survey of Employer, BC Tourism and Hospitality Industry, go2HR, 2021.

3. OUTLOOK FOR THE INDUSTRY

Although employment in the tourism and hospitality industry varied somewhat from year to year over the previous decade, the overall trend was upward with industry employment increasing from about 296,000 employees in 2011 to 348,000 in 2019, equal to an average of 2.0% per year.¹⁷ Prior to the pandemic, the British Columbia Labour Market Outlook: 2019 Edition projected a continuation of this trend, albeit slightly slowed, with employment growing at an average of 1.5% per year.¹⁸

The pandemic has greatly clouded the outlook for the industry and complicated the process of developing projections regarding future growth. In addition to the factors that normally influence employment levels, such as the health of the economy in Canada and internationally, the pandemic has introduced several new variables that constrain the ability of the industry to plan for future growth. For example, there is significant uncertainty regarding:

- The future of the pandemic. It appeared last fall that travel and dining was finally opening up, but then a series of restrictions were reintroduced in response to the Omicron variant.¹⁹ While Omicron infections appear to be peaking that does not necessarily mean that we are moving out of the pandemic phase into an endemic phase.
- Pent-up demand. There is significantly demand for tourism and hospitality services created by increased savings and people not being able to travel, dine or attend events because of the pandemic. While many anticipate a steady return to normal as countries emerge from the pandemic²⁰, some are predicting more of a “supercycle” in which demand increases much more sharply than generally anticipated.²¹
- The new normal for the tourism and hospitality industry. Discussions of the outlook for the industry frequently focus on how long it will take the tourism and hospitality to get back to “normal”. However, it is likely that the pandemic has resulted in some fundamental changes in tourism and hospitality markets (e.g., business travel)²² as well as in business operations (e.g., composition of the staff)²³ which will continue beyond the end

¹⁷ Statistics Canada, Labour Force Survey via Real Time Remote Access.

¹⁸ British Columbia Labour Market Outlook: 2019 Edition - WorkBC

¹⁹ After Omicron delay, summer should help foodservice get back on track, RestoBiz, 2022.. <https://www.restobiz.ca/after-omicron-delay-summer-should-help-foodservice-get-back-on-track/>

²⁰ This is the impact of COVID-19 on the travel sector, World Economic Forum , 2022

<https://www.weforum.org/agenda/2022/01/global-travel-tourism-pandemic-covid-19/>

²¹ Montreal's Hopper valued at US\$5-billion as Brookfield invests in travel startup ,Globe and Mail, 2022.

<https://www.theglobeandmail.com/business/article-brookfield-invests-in-montreal-online-travel-startup-hopper-at-us5/>

²² Business travel may never fully recover from covid-19, The Economist, 2021, https://www.economist.com/special-report/2021/02/11/business-travel-may-never-fully-recover-from-covid-19?gclid=Cj0KCOiA3fiPBhCCARIsAFO8QzWUIwWSOC4tM9FzngoljtvPqANHLXNZfaEFnoBZ1mH0zvmvNrxYg_YaAozKEALw_wcB&gclid=aw.ds

²³ Three Ways to Combat Staff Shortage in Hospitality, ReviewPro, 2021, <https://www.reviewpro.com/blog/combat-staff-shortage-in-hospitality/>

of the pandemic. At this point, it is challenging to differentiate between changes that may be transitory and those that will be permanent.

- Labour market supply. As we progress through the pandemic, Canada and other developed nations are experiencing the “great resignation” with many economic sectors, including tourism and hospitality, reporting major staffing shortages.²⁴ Labour market participation rates have declined, and it is not clear when and if rates will increase.²⁵

Other factors also cloud the outlook. The last year has raised the profile of climate change and the impact that warming temperatures, forest fires, floods, and other developments can have on the industry.²⁶ There is also increased concern regarding the economic outlook, in light of rising government debt levels, inflation rates, and interest rates.²⁷

The Conference Board of Canada was engaged as part of this project to develop employment projections for the BC tourism and hospitality industry, going out over a five-year period, by region and by sector. For comparison purposes, we also included some questions in the employer survey about the employment outlook, reviewed employment projections that were developed for Tourism HR Canada (by the Conference Board) and tourism revenue projections that were developed by Destination BC (revenues projections for the tourism industry). For comparison purposes, we also reviewed the original employment projections associated with the tourism and hospitality industry developed by the Government of BC as part of the 2019-29 British Columbia Labour Market Outlook: 2019 Edition.

The following table shows when these projections were developed, the percentage growth in employment that was projected by each source, and in what year employment (or revenues) were expected to have recovered to levels at or above those in 2019. As indicated, both the Conference Board projections prepared as part of this project as well as projections they had previously prepared for Tourism HR Canada in September 2020 projected that employment would recover to pre-pandemic levels in 2023.

²⁴ Tourism industry may have to live off domestic travel until the fall, CBC, 2021.

<https://www.cbc.ca/news/politics/tourism-minister-recovery-staff-borders-1.6287730>

²⁵ 'Worries me a lot': CIBC's Tal warns on uneven labour recovery risks, BNN Bloomberg, 2021,

<https://www.bnnbloomberg.ca/worries-me-a-lot-cibc-s-tal-warns-on-uneven-labour-recovery-risks-1.1668150>

²⁶ \$1.9B a year to address natural disasters in Canada among 4 takeaways from federal climate report, CBC, 2021.

<https://www.cbc.ca/news/science/canada-climate-change-insurance-infrastructure-lawsuits-1.6082920>

²⁷ Bay Street bear David Rosenberg is growling about a recession. Central banks might want to take heed, Financial Post, 2022. <https://financialpost.com/news/economy/bay-street-bear-david-rosenberg-is-growling-about-a-recession-central-banks-might-want-to-take-heed>

Table 27: Summary of Employment Year-over-Year²⁸ Projections for BC's Tourism & Hospitality Industry, 2021 - 2025

Source	When Prepared	2021	2022	2023	2024	2025
BC Labour Market Outlook ²⁹	2019	1.7%	1.3%	1.4%	1.5%	1.7%
Actual (LFS data for 2021) ³⁰	Jan 2022	4.7%	-	-	-	-
Conference Board for this project	Fall 2021	10.4%	6.6%	2.8%	2.0%	1.6%
Conference Board for THRC ³¹	Sept 2020	24.7%	7.8%	5.9%	2.4%	1.4%
Destination BC (revenues) ³²	July 2021				Opt.	Pess.
Employer Survey ³³	Fall 2021		25.5%	9.5%	9.5%	

Note: green highlighting indicates year that employment would return to 2019 levels under each projection. The projections developed by Destination BC are based on tourism revenues only and focus on identifying the year when revenues would return to 2019 levels (i.e., the Optimistic scenario (Opt.) was 2024 and the Pessimistic (Pess.) scenario was 2025).

The projections follow a similar pattern in which employment growth is much higher than normal until the industry fully recovers the employment that was lost through the pandemic, after which growth slows and gradually declines to a normal rate of growth (e.g., 1.4% to 1.7%) similar to what was projected in the 2019 Edition of the BC Labour Market Outlook.

A description of the projections from the Conference Board developed for this project as well as the other projections are provided in the following sections.

3.1 GO2HR-CONFERENCE BOARD PROJECTIONS

To develop provincial, regional and sectoral projections regarding employment levels, the Conference Board used its existing economic models to project industry revenues associated international and domestic travel as well as non-tourism demand by year, from 2021 to 2025. It then used its input-output model to translate those revenue projections into employment projections. The projections were developed in September and October of 2021.

As was indicated in Table 27, the Conference Board projected that BC's tourism and hospitality industry employment would increase year-over-year by 10.4% in 2021, 6.6% in 2022, 2.8% in 2023,

²⁸ Year-over-year projections presented in this table are simple annual growth rates.

²⁹ British Columbia Labour Market Outlook: 2019 Edition - WorkBC

³⁰ Statistics Canada, Labour Force Survey via Real Time Remote Access.

³¹ Briefing: COVID-19 Impact on Tourism Sector Employment and Revenues, presented for Tourism HR Canada, Conference Board of Canada, 2020. http://tourismhr.ca/wp-content/uploads/Tourism_HR_Canada_Conference_Board_of_Canada_COVID-19_Impact_on_Tourism_Sector_Employment_and_Revenues.pdf

³² Destination British Columbia's, 2021 BC Tourism Sector Scenario

³³ The Employer Survey projections come from the survey of 800 employers and represent aggregate estimates of how many people the businesses will employ in 2022 and 2024, relative to 2021 and pre-pandemic operations. As such, the growth in employment includes both growth associated with the recovery of their industry combined with growth associated an increase in market share held by their business).

2.0% in 2024, and 1.6% in 2025 (likely continuing at that rate in subsequent years). In developing these projections, the Conference Board assumed that:

- BC would be open (i.e. restrictions would remain lifted) through the remainder of the year (i.e., the impact of Omicron was not yet known). As a result, the Conference Board projected that employment would grow at a faster rate in 2021 than it actually did. This likely shifted some of the recovery into 2022 and 2023 (i.e. the growth rates in 2022 and 2023 may be higher than projected given that the growth was lower than expected in 2021).
- For 2021, visits to BC would increase by 37.8%. Same-day visits, which did not suffer as significant a decline last year, would grow by 35.3% while overnight visits would increase by 40.5%. Visit levels were expected to reach their pre-pandemic level by 2023, though overseas visitors (and expenditures) would not climb back to pre-pandemic levels until 2024.
- Restaurants, recreational services, and other in-person services that were restricted during lockdowns would experience strong consumption growth in 2021 and 2022. Real GDP and employment in the accommodation and food services and arts, entertainment, and recreation industries was expected to largely return to pre-pandemic levels in 2022.

Revenues grow at a faster pace than employment because average revenues per employee increase over time. The table on the following page summarizes the Conference Board projections for the tourism and hospitality industry overall as well as the projections by region and by sector. As indicated, employment is projected to recover to 2019 levels in 2023 and provincial employment is projected to increase from about 285,000 in 2020 to almost 365,000 in 2025.

Revenues per employee declined sharply as a result of the pandemic (from \$125,359 in 2019 to \$100,645 in 2020) but are expected to increase to \$142,250 by 2025. In 2021, revenues per employee varied widely across the sectors from \$67,942 in the food and beverage sector to \$110,002 in the recreation and entertainment sector, \$122,233 in the accommodation sector, and \$194,840 in the transportation and travel sector.

Table 28: Conference Board of Canada Actual (2019-20) and Projected (2021-25) Employment and Revenue Per Employee by Sector and Region for BC's Tourism & Hospitality Industry, 2019-2025

British Columbia	Projection	2019	2020	2021	2022	2023	2024	2025
Tourism & Hospitality	Employment	348,083	284,896	321,386	342,479	351,906	358,821	364,383
	Revenue/ Employee	\$125,359	\$100,645	\$109,236	\$119,511	\$127,899	\$139,304	\$142,250
Sector								
Accommodation	Employment	36,458	25,689	32,839	33,392	33,813	33,878	33,664
	Revenue/ Employee	\$128,611	\$118,257	\$122,233	\$125,857	\$129,495	\$133,405	\$136,169
Food & Beverage	Employment	153,729	133,188	144,874	150,192	155,107	158,541	160,767
	Revenue/ Employee	\$75,021	\$64,272	\$67,942	\$71,577	\$74,524	\$77,719	\$79,307
Recreation & Entertainment	Employment	89,479	71,438	79,485	90,700	92,927	94,833	96,912
	Revenue/ Employee	\$106,466	\$97,502	\$110,002	\$119,237	\$127,490	\$136,907	\$140,314
Transportation & Travel	Employment	68,396	54,583	64,187	68,195	70,059	71,569	73,041
	Revenue/ Employee	\$263,741	\$182,060	\$194,840	\$222,338	\$245,838	\$281,697	\$286,165
Region								
Lower Mainland	Employment	227,875	191,292	210,997	224,864	231,117	235,850	239,796
	Revenue/ Employee	\$127,157	\$97,192	\$108,580	\$120,399	\$130,351	\$144,240	\$147,878
Vancouver Island	Employment	53,167	43,104	46,865	49,852	51,138	52,010	52,648
	Revenue/ Employee	\$114,091	\$97,958	\$104,441	\$111,457	\$116,811	\$123,275	\$124,832
Thompson Okanagan	Employment	37,063	26,729	35,301	37,498	38,412	39,015	39,441
	Revenue/ Employee	\$128,839	\$109,872	\$114,756	\$122,620	\$127,940	\$134,567	\$135,811
Kootenay	Employment	9,646	8,750	8,933	9,481	9,613	9,660	9,663
	Revenue/ Employee	\$122,974	\$113,742	\$115,735	\$123,676	\$130,394	\$138,264	\$141,745
Cariboo	Employment	9,083	7,625	8,411	8,886	9,051	9,131	9,164
	Revenue/ Employee	\$138,883	\$143,971	\$124,985	\$133,668	\$140,305	\$149,030	\$151,774
Northern BC	Employment	11,250	7,375	10,878	11,898	12,575	13,154	13,670
	Revenue/ Employee	\$120,602	\$114,213	\$107,202	\$112,785	\$116,950	\$122,248	\$123,168

Source: Conference Board of Canada

The following table shows the growth in employment in each year, relative to 2020 employment levels, as well as the compounded annual growth rates. As indicated, over the five-year period, employment is projected to grow at the rate of 5.0% annually while revenue growth per employee is projected to grow at the rate of 7.2%. The leading sectors in terms of growth are expected to be recreation and entertainment, and transportation and travel. The leading regions in terms of growth are expected to be the Lower Mainland, Thompson Okanagan, and Northern BC regions.

Table 29: Projected Growth Rates in BC's Tourism & Hospitality Industry by Sector and Region, 2021 to 2025

British Columbia	Projection	Projected Growth vs 2020 Levels					
		2021	2022	2023	2024	2025	Avg. Annual
Tourism & Hospitality	Employment	13%	20%	24%	26%	28%	5.0%
	Revenue/Employee	9%	19%	27%	38%	41%	7.2%
Sector							
Accommodation	Employment	28%	30%	32%	32%	31%	5.6%
	Revenue/Employee	3%	6%	10%	13%	15%	2.9%
Food and Beverage	Employment	9%	13%	16%	19%	21%	3.8%
	Revenue/Employee	6%	11%	16%	21%	23%	4.3%
Recreation and Entertainment	Employment	11%	27%	30%	33%	36%	6.3%
	Revenue/Employee	13%	22%	31%	40%	44%	7.6%
Transportation and Travel	Employment	18%	25%	28%	31%	34%	6.0%
	Revenue/Employee	7%	22%	35%	55%	57%	9.5%
Region							
Lower Mainland	Employment	10%	18%	21%	23%	25%	4.6%
	Revenue/Employee	12%	24%	34%	48%	52%	8.8%
Vancouver Island	Employment	9%	16%	19%	21%	22%	4.1%
	Revenue/Employee	7%	14%	19%	26%	27%	5.0%
Thompson Okanagan	Employment	32%	40%	44%	46%	48%	8.1%
	Revenue/Employee	4%	12%	16%	22%	24%	4.3%
Kootenay	Employment	2%	8%	10%	10%	10%	2.0%
	Revenue/Employee	2%	9%	15%	22%	25%	4.5%
Cariboo	Employment	10%	17%	19%	20%	20%	3.7%
	Revenue/Employee	-13%	-7%	-3%	4%	5%	1.1%
Northern BC	Employment	47%	61%	71%	78%	85%	13.1%
	Revenue/Employee	-6%	-1%	2%	7%	8%	1.5%

Source: Conference Board of Canada

3.2 THRC - CONFERENCE BOARD PROJECTIONS

The Conference Board used a similar methodology when developing projections for the THRC in September 2020. The projections were developed for Canada overall but included a table that projected employment at the provincial level. There are two major differences between the projections developed by the Conference Board for the THRC and those they developed for this project:

- There is a difference in the population frame between the two studies, in that the pre-pandemic employment levels reported for the BC tourism and hospitality industry in the THRC study are lower than those used by the Conference Board in their projections as part of this project (it is likely that one or more subsectors was likely not included in the data).
- The projections made for the THRC were made in the midst of the second wave in 2020, which may have contributed to the Conference Board projecting a much sharper decline in employment in 2020 than was actually experienced.

As indicated, in the table below, the Conference Board projected a decline of 29.4% in employment in 2020, which would be offset in part, by an increase in employment of 24.7% in 2021. The LFS data indicates that employment actually declined by 18.2% in 2020 and increased 4.7% in 2021. The THRC Conference Board projections estimated that employment levels will surpass 2019 levels in 2023.

Table 30: Employment Projections for BC's Tourism & Hospitality Industry: THRC-Conference Board (Sept 2020)

Year	Employment	% Change
2019 (actual)	319,104	
2020	225,314	-29.4%
2021	280,941	24.7%
2022	302,766	7.8%
2023	320,691	5.9%
2024	328,421	2.4%
2025	333,137	1.4%

Source: Conference Board of Canada, Briefing: COVID-19 Impact on Tourism Sector Employment and Revenues, presented for Tourism HR Canada, September 14, 2020

3.3 DESTINATION BC REVENUE PROJECTION

In July 2021, Destination BC developed estimates regarding how long it would take for the tourism industry to recover in terms of having industry revenues return to pre-pandemic (i.e., 2019) levels. In developing its estimates, Destination BC assumed that, while only a few travelers would be

permanently deterred from travel, there would be a shift away from certain activities (e.g., indoor activities, events, frequent business travel, etc.) towards others (e.g., outdoor activities, road trips, etc.). It was anticipated that there would be a restart of broad domestic and international travel in late 2021. The impact of COVID-19 on travel, health and the economy in general would diminish over time and many of those who may initially be hesitant to travel will reenter the market as travel volumes and perceptions of safety improve. Urban destinations would not fully rebound until large scale events, conventions and cruises return.

As indicated below, Destination BC developed three projections: an optimistic scenario which assumed industry revenues would return to 2019 levels by 2024, a mid-range estimate which estimated late 2024 or early 2025, and a pessimistic scenario which projected a return to 2019 levels by 2025.

Table 31: Summary of BC Tourism Industry Recovery Scenario (July 2021)

Scenario	Travel Within BC Resumes ³⁴	Inter Provincial Travel Resumes ³⁵	International Markets Travel Resumes ³⁶	Industry Revenue Returns to 2019 ³⁷ Level (\$22.3B)
Optimistic	June 2021	July 2021	Aug/Sept 2021	2024
Mid-Range	June 2021	July 2021	Aug/Sept 2021	2024/25
Pessimistic	June 2021	July 2021	Fall/Winter 2022	2025 or later

Source: Destination British Columbia's 2021 BC Tourism Sector Scenario.

3.4 THE OUTLOOK OF EMPLOYERS

The survey conducted as part of this LMI project obtained input from employers regarding the prospects for growth in their employment. Unlike other projections which focused on growth in the industry overall, these employers provided projections regarding growth in employment within their own operations. As such, their projections tend to be somewhat higher because they incorporate expectations regarding both growth (recovery) in the industry overall and growth in the market share held by their business (i.e., their share of the industry).

At the time of the survey (late summer and fall 2021), employers reported that their employment was 19% lower than it had been on the same day in 2019. However, most (77%) were at least somewhat optimistic regarding their prospects for growth over the next three years, including 17%

³⁴ Step 2 of BC's Restart Plan began June 15, 2021

³⁵ Step 3 of BC's Restart Plan began July 1, 2021

³⁶ At the time of the projection, Canada planned to open US border August 9th; overseas September 7th, subject to epidemiological situation.

³⁷ Destination BC estimates 2020 revenue to be approximately \$6.7B.

who were very optimistic. On a scale of 1 to 5, where 1 is not at all optimistic, 3 is somewhat optimistic and 5 is very optimistic, the average rating was 3.2.

In aggregate, the employers projected that their employment levels would return to 2019 levels in 2022. However, that varied significantly by sector. Employers in the recreation and entertainment sector and the transportation and travel services sector projected the strongest growth in 2022. Those employers in the food & beverage sector and the accommodation sector were much less likely to anticipate full recovery; on average, these two sectors anticipated that their employment levels in 2022 would still be about 10% lower than the levels in 2019.

Overall, the employers who were surveyed projected that their employment would be 1% higher in 2022 than in 2019 and 21% higher in 2024 than in 2019 (equal to an annual growth rate of 3.9%). Similar to the Conference Board projections developed for this project, only the recreation and entertainment sector anticipated that employment levels would exceed 2019 levels in 2022. By 2024, all four sectors project the employment level of their businesses to exceed 2019 levels.

When asked about the factors that will affect future growth rates, employers most commonly identified their ability to adequately staff their operations and retain staff (47%); the ending of Covid-19 restrictions (42%); and growth in tourism, events, and travel (34%).

4. ATTRACTING AND RETAINING THE FUTURE WORKFORCE

The LMI project has identified a wide variety of factors and issues that impact on the demand for and supply of labour in BC's tourism and hospitality industry. Some of these factors predated the pandemic, some were aggravated by the pandemic, and some resulted from the pandemic. This chapter first highlights some of the key issues identified in the research and then outlines various strategic actions that were recommended by employers and employees.

The chapter also shows the alignment between these recommendations and the BC'S Tourism & Hospitality Labour Recovery Framework (LRF) which was recently developed by an Industry Engagement Working Group created by go2HR together with representatives from industry associations and regional destination management organizations.

4.1 PRIORITY ISSUES

- **As a result of staff cuts and layoffs, the size of available workforce has declined.** Employers reported that they laid off about one permanent staff member during the pandemic for every 1.6 permanent employees they currently have, of whom 62% were eventually rehired (38% did not return). In 2021, 38% of seasonal workers returned to their position, down from 49% in a typical year. In addition, fewer new workers were hired in 2020 and 2021 to maintain the workforce than would have occurred in a typical year.³⁸
- **While employees have been quite satisfied with their experiences working in the industry, the pandemic may have weakened their interest in continuing to work in the industry.** When asked about their work itself, 72% of employees indicated that they are satisfied including, 33% who are very satisfied. Employees like the nature of the work and the setting while identifying wages, seasonality, health & safety concerns, and predictability of how much work will be available as areas of concern.³⁹

However, 60% of the employees surveyed noted that the pandemic negatively impacted their interest in working in the industry. The pandemic aggravated concerns about the level and reliability of work available, raised new health concerns and restrictions, and impacted relationships with the business, customers and others. Of those employees surveyed, one-third were unsure about the future in the industry and 7% were already planning to leave or had left.

- **The Conference Board of Canada labour market projections developed for this project anticipate that employment levels will return to 2019 levels in 2023.** Employment is then expected to continue growing a relatively normal pace of 1.5% to 2.0% per years.⁴⁰

³⁸ Survey of Employer, BC Tourism and Hospitality Industry, go2HR, 2021.

³⁹ Survey of Employee, BC Tourism and Hospitality Industry, go2HR, 2021.

⁴⁰ Conference Board of Canada

- **However, there remains significant uncertainty regarding future labour market demand.** Employment over the next three to five years could easily vary by perhaps 10% of total employment depending on factors such as the future of the pandemic (e.g., possible emergence of new variants), the strength of pent-up demand, changes in characteristics of markets and business operations, and labour market supply. The implication for the industry is to continue, to the extent possible, to be nimble and responsive to changing conditions.
- **The recovery will require significant numbers of new hires to fill new temporary, seasonal, and permanent positions.** Given projected employment growth, and normal permanent and seasonal staff turnover, significant numbers of new hires will be required. On average, the employers estimated that, over the next year, they will need to hire one person for every two people currently employed in their operations. For the accommodation, food and beverage sectors, the ratio is about one worker for every 2.5 people currently employed.⁴¹
- **Almost all employers (97%) anticipate difficulties in filling these positions.** Employers provided an average difficulty rating of 4.3 on a scale of 1 to 5, where 1 is not at all difficult and 5 is very difficult. Contributing factors include limited interest in the sector or occupation amongst youth, limited access to affordable housing, the broad and complex nature of the positions, few applicants with the skill sets and experience required, strong competition for workers from other businesses, limited transportation access, and concerns about health & safety. If difficulties continue, employers indicated that they would have to respond by further increasing compensation, hiring temporary foreign workers, increasing hours worked by existing staff, slowing the rate of business growth, and reducing job requirements.⁴²
- **To help address these issues, employers and employees identified key priorities for the industry.** According to employers, the major priorities are to keep people in the industry for longer, improve awareness and perceptions of the industry, strengthen education and training programs, and increase the diversity of the workforce. According to employees, the major priorities are to find ways to keep people in the industry for longer, address local concerns related to the cost of living, strengthen training and support provided to employees already in the sector, and increase access to resources to support mental health. To keep people in the industry longer, employees suggested that employers provide higher wages, better benefits, and improved working conditions.⁴³

⁴¹ Survey of Employer, BC Tourism and Hospitality Industry, go2HR, 2021.

⁴² Survey of Employer, BC Tourism and Hospitality Industry, go2HR, 2021.

⁴³ Survey of Employer and Employee, BC Tourism and Hospitality Industry, go2HR, 2021.

Table 32: Employer and Employee Perceptions of Top Priorities for BC's Tourism & Hospitality Industry, 2021

On a scale of 1 to 5, where 1 is not at all a priority, 3 is somewhat of a priority and 5 is a major priority, how much of a priority do you think the industry should place on the following issues?

Key Priority Issues	Employers (N=800)		Employees (N=225)	
	Avg Rating	% Major Priority	Avg Rating	% Major Priority
Finding ways to keep people in the industry for longer	4.0	41%	4.5	68%
Addressing local concerns related to cost of living	n/a	n/a	4.5	70%
Strengthening training and support provided to those already in the sector	-	-	3.8	31%
Increasing access to resources to support mental health	3.3	26%	3.8	36%
Improving awareness and perceptions of the sector as a potential source of employment for youth	4.0	41%	3.8	32%
Improving health and safety measures	3.1	20%	3.7	31%
Strengthening education and training programs focused on tourism and hospitality	3.4	29%	3.7	29%
Accelerating the adoption of new technology in the workplace	3.0	15%	3.5	28%
Improving adherence to employment standards/addressing gaps in existing policies and structures	3.1	18%	3.5	23%
Better addressing harassment and bullying in the workplace	-		3.5	29%
Increasing the diversity of the workforce	3.4	28%	3.3	26%
Addressing business succession issues	3.0	17%	n/a	n/a

Source: Survey of Employer and Employee, BC Tourism and Hospitality Industry, go2HR, 2021.

4.2 NEXT STEPS FOR THE INDUSTRY

The tourism and hospitality industry faces a number of significant issues related to staff recruitment and retention, positioning and perceptions of the industry, infrastructure (particularly housing), skill development, human resource practices, and technology. Recognizing the industry's need for support as it emerges from the pandemic, go2HR created an Industry Engagement Working Group to develop a BC'S Tourism & Hospitality Labour Recovery Framework (LRF), building an industry consensus on targeted, prioritized solutions to advance tourism and hospitality labour recovery and fuel BC's economic strategy. The Framework outlines six pillars including:

- **Pillar 1: Grow Labour Supply.** Maintain and retain people that work in tourism and hospitality and remove barriers for people willing to join our industry.

- **Pillar 2: Renew Our Value.** Communicate the value of our industry as a place for people to work and as a foundational contributor to BC's economic strategy.
- **Pillar 3: Engage On Community Infrastructure.** Share industry knowledge that informs a greater understanding of the impact of housing availability and affordability on tourism and hospitality labour.
- **Pillar 4: Build Back Stronger.** Fuel longer-term change to industry business practices through human resources and workforce development advisory services.
- **Pillar 5: Future-Proof Skills Development.** Improve access and applicability of industry training, identify emerging training and equip employers with skills development focused on our industry's future.
- **Pillar 6: Transform With Technology.** Find, share and pilot technology to help our industry invest in people and products.

go2HR will work with the industry, federal and provincial governments and others to advance initiatives in selected pillars where capacity and investment is immediately available, and identify initiatives that can be actioned over the longer term. The LMI research generated through this project will be used to inform the development of these initiatives. The results can also be used by industry and others in planning their activities.

The major issues, themes and recommendations provided by employers and employees align well with the strategic pillars outlined in the LRF. Given the nature of the research, the findings relate primarily to growing the labour supply but also address aspects of each of the pillars which impact on that. A summary of the employer and employee recommendations is provided in Appendix 3. For the purposes of this section, we have grouped major themes and recommendations into four categories:

- Workforce Recruitment
- Workforce Retention and Reengagement
- The Supporting Infrastructure
- Human Resource Capacity

An overview of major themes and recommendations provided by employers and employees that may be considered in developing new initiatives is provided below.

1. Workforce Recruitment

Recruitment of a young and diverse workforce was identified as a priority action in surveys and during consultations with industry representatives. The key segment of workers to be targeted were youth, followed by international workers, new Canadians, Indigenous people, underemployed

workers, persons with disabilities and others. Suggested actions for increasing the number of new workers in the industry include:

- **Improve awareness and appeal of the industry (value proposition).** There are many advantages of working in the tourism and hospitality industry. Current employees reported high satisfaction with their experience (4.0, where 5 is very satisfied). The industry should create a new, fresh campaign that utilizes those advantages to create a new value proposition for new workers:
 - Include the voices of workers in the industry to better illustrate the value of the industry to individuals, communities and tourists. Employees identified various advantages of the industry including their ability to do the work, setting, relationships, lifestyle and sense of fulfilment from doing the work. These voices should be included in developing a promotional campaign to reinforce the values of the industry.
 - Distribute the promotional materials and campaign across multiple channels (social media, print media, docuseries, infographics) and targeting different groups (parents, educators, newcomers, job/career influencers) to increase awareness of the value of working in the industry
 - Develop training module (e.g. Tourism and Hospitality 101) targeting various groups (youth, newcomers, underrepresented groups) to showcase the new value proposition to potential workers
 - Connect participants in various training initiatives with go2HR learning management system registry to provide students access to employers with work experience opportunities.
 - Invest in additional research to identify measurement and metrics of success

- **Encourage youth in secondary schools to consider jobs in the industry.** Various initiatives and activities were identified that focus on recruiting young people for their first job or summer job and making them aware of career opportunities in the industry is crucial for widening a pool of workers:
 - Engage with secondary schools to create a crediting system for tourism and hospitality work experience particularly in geographic areas of significant labour shortages. This will allow high school students to work, intern, apprentice or volunteer to earn credits towards their high school diploma.
 - Promote the industry as a summer job for students.
 - Develop programs and field trips to showcase the diverse experiences and opportunities (festivals, events, recreation sites, heritage sites) for youth to gain foundational, cross-sectoral experience.
 - Conduct outreach to secondary schools to share new promotional materials about the wide range of careers in the industry such as technology and innovation, marketing, energy management, business and financial careers that currently exist in the tourism and hospitality industry.

- **Partner with post-secondary and technical institutes to develop industry specific programs and certifications.** To encourage students to consider the industry as a career choice, it was suggested that the industry:
 - Engage with post-secondary institutions to revitalize tourism and hospitality experiences and training at the post-secondary level, inclusive of both tourism and hospitality-based programs.
 - Create incentives for anyone who enrolls in post-secondary programs related to hospitality and tourism.
 - Provide more apprenticeships and funded co-op opportunities for students.
 - Provide training incentives for small businesses.
 - Make training programs accessible online and convenient for people to navigate.
 - Provide education for different certifications within the industry to create a more recognized and appropriately compensated career path and to legitimize the industry.
 - Work with training organisations to offer subsidies for certification.
 - Create more comprehensive basic security training certification courses.
 - Incentivize Red Seal training for hospitality workers.

- **Increasing diversity of the workforce by focusing on recruitment of underrepresented groups.** The workshops with industry representatives identified number of initiatives that could support industry in tapping into the underrepresented groups, including:
 - Strengthen the collaboration with Indigenous Tourism British Columbia (ITBC) to align go2HR labour recovery framework with ITBC's 5-year Indigenous Tourism Labour Force Strategic Plan, including targeted value propositions, promotion of the industry to Indigenous youth, and implementing community led workforce strategy.
 - Engage with immigrant organizations to increase awareness of wide range of positions in the industry and promote access to training and support placement of newcomers in tourism and hospitality industry.
 - Assist under-represented people in getting their first job in the tourism and hospitality business. Focus on promoting specific positions within the industry to unemployed workers and workers with disabilities.

- **Better utilization of Temporary Foreign Worker Program.** Both employers surveyed and industry representatives highlighted the need for removing barriers in hiring temporary foreign workers. The specific actions identified include:
 - Advocate for changes to government policies and programs, including relaxing requirements or hiring TFWs, particularly those destined for smaller and seasonal based business and those in rural areas.
 - Support the industry in recruiting international workers by establishing strategies, allocated resources to support employers hiring international workers (applications, documentations, etc.), support international workers who will need assistance with housing and living in Canada. The initiative will also serve the industry by

advocating for policy changes, establishing connections with organizations that provide employment to international youth, and liaising with other national organizations.

- Better targeting of foreign workers with industry experience.

2. Workforce Retention and Reengagement

The labour supply constraints can partially be addressed by improving retention of existing workers, or as both employers and employees noted keeping existing workers in the industry longer, creating more stability, improving financial returns, and implementing professional development initiatives.

- **Improve monetary and nonmonetary returns for workers.** Although industry is addressing myths about low wages and entry positions through promotional and awareness campaigns, employees suggested that wages and non-monetary returns for employees would encourage them to stay in industry longer. For example, the industry should:
 - Research best practices and the potential returns and impact of industry wages, benefits and improved working conditions on retention of workers and return for business.
 - Reduce dependency on tips by increasing base wage and benefits
 - Create industry standards regarding incentives and other strategies to retain workers in the industry through the pandemic, more flexibility in scheduling (e.g. 4-days work week, more time breaks, etc.).
 - Advocate for and help small businesses access wage funding programs to help them employ and retain students continuing on to higher education.
 - Ensure the wage is commensurate with the experience
- **Ease health and safety concerns.** The pandemic has revealed other health and wellness concerns. It was recommended that the industry:
 - Address Covid-related health concerns. For example, employees suggested that all guests and workers should be mandated to be vaccinated.
 - Increase support for workers dealing with harassment due to covid measures.
 - Make efforts to better support employees' mental health by providing training to managers and team leaders about how to recognize, address mental health concerns of their staff. Some recommended developing a committee for mental health that would focus on supporting workers and addressing any issues of bullying or harassment.
 - Create inclusive workspaces by educating both the workforce and employers about how to be inclusive of people in the LGBTQ+ and BIPOC communities
- **Improve training and professional development opportunities for existing workers.** Encouraging employees to stay in the industry requires strong focus on professional and career development opportunities. It was recommended that the industry:

- Advise employers on long term, career-development training opportunities, particularly in areas of current and future demand (management and supervisory roles, skilled occupations,)
- Develop and source training that meet the needs of employers and future training requirements.
- Help tourism and hospitality employers leverage existing or new training funds (BC Employer Training Grant, federal funding that supports skills required) to support investment in their people
- Engage with existing training programs to gather feedback from employers about their training and skill development needs.
- Introduce various industry certifications to create a more recognized and appropriately compensated career path and to legitimize the industry
- More training opportunities should be provided during the winter when there is less work in the tourism sector

3. Systems and Infrastructure

The following suggested actions are related to improving systems and infrastructure to address barriers to employment in the industry and create more efficient HR processes using technology and innovation.

- **Increase access to affordable housing.** Availability and affordability of housing has a direct impact on labour supply, particularly in cities and regions where there is lack of affordable housing or getting to work requires long commutes. The industry should focus on addressing some of these concerns by:
 - Researching the impact of the housing availability and affordability on tourism and hospitality employment and using this research to gain insights and industry-wide consensus on potential solutions and communicating those solutions to different levels of government and relevant stakeholders.
 - Creating more temporary housing for seasonal workers
 - Working with other sectors that offer seasonal work to co-create solutions and share resources
- **Use technology to transform the tourism and hospitality industry.**
 - Create a technology tourism hub team that will work to identify technology gaps in the industry, and build on existing digital transformation efforts to identify solutions, set priorities and actions and implement technological solutions for HR management
 - Create an innovation grant for tourism and hospitality small businesses to assist employers to implemented technology solutions, including training for staff.
- **Institutional and systemic changes.** Environmentally sustainable practices are important to employees and has significant impact in their commitment to the industry and employers. Those surveyed suggested that the industry should:

- Take specific action to reduce emissions and help combat climate change
- Focus on reducing the environmental impact of the industry
- Create environmentally responsible standards, procedures and protocols (e.g. recycling policies, sustainable practices, etc.)

4. Industry HR Capacity

Implementing new technologies to increase efficiencies in recruitment, onboarding, training and human resource management will be essential for successful pandemic recovery. It was recommended that the industry:

- Create a regional human resources network of advisors and consultants that will serve the industry by creating industry specific recruitment practices, developing standards and practices and guidelines, assist employers in accessing pandemic recovery fund and implementing human resources strategies.
- Identify and document best practices and learnings regarding living wage practices, non-monetary benefits and other HR strategies that have positive impact on worker recruitment and retention (Business Practices Pilot Initiative).

APPENDIX 1: THE GOVERNANCE COMMITTEE

The Governance Committee provided strategic direction, advice and oversight for the project. The Committee:

- Met periodically to provide guidance and direction to the project team
- Shared knowledge in their specific area of expertise and/or region
- Propose effective approaches for industry consultation, data collection (i.e., interviews, surveys)
- Reviewed and approved project deliverables including the project work plan, literature review and environmental scan, research methodology and tools, employment tracker and LMI report (draft and final)
- Share key project information (calls to action, engagement opportunities, reports) through their networks.

The committee was chaired by Krista Bax, CEO of go2HR. Members of the Governance Committee are listed in the table below: Committee memberships was representative of BC's tourism and hospitality industry. The following organizations agreed to be part of the committee.

Organization	Name	Sector	Region
ABLE BC	Jeff Guignard	Food & beverage	BC
Adventure Tourism Coalition	Brad Harrison	Recreation	BC
BC Destination Marketing Organization Association	Nancy Small	All	BC
BC Hotel Association	Ingrid Jarrett	Accommodation	BC
BC Lodging and Campground Association (BCRFA)	Joss Penny	Accommodation	BC
BC Restaurant & Foodservices Association	Ian Tostenson	Food & beverage	BC
Cariboo Chilcotin Coast Tourism Association	Amy Thacker	All	Cariboo Chilcotin
Canada West Ski Areas Association	Christopher Nicolson	All	BC
Destination BC	Jody Young	All	BC
Destination BC	Ali MacKay	All	BC
Indigenous Tourism of BC	Paula Amos	All	BC
Ministry of Advanced Education and Skills Training	Sazid Hasan	Gov't	BC
Ministry of Advanced Education and Skills Training	Ryan McCormick	Gov't	BC
Ministry of Tourism, Arts, Culture and Sport	Suzanne Ferguson	Gov't	BC
Ministry of Tourism, Arts, Culture and Sport	Jonathan Menold	Gov't	BC
Northern BC Tourism Association	Clint Fraser	All	Northern BC
Restaurants Canada	Mark von Schellwitz	Food & beverage	BC
Thompson Okanagan Tourism Association	Ellen Walker Matthews	All	Interior
Tourism Association of BC (TIABC)	Walt Judas	All	BC
Tourism Vancouver Island (TAVI)	Anthony Everett	All	Vancouver Island

Note: Government members participated ex-officio.

The date of the seven Governance Committee meetings are listed in the table below.

Focus	Meeting Date
Approval of Project Work Plan	January 27, 2021
Approval of Literature Review & Environmental Scan/ Definition of Industry, Region and Occupations	February 24, 2021
Approval of Stakeholder Engagement Report and Research Methods and Tools	April 20, 2021
Approval of Employment Tracker	June 1, 2021
Approval of Work Force Profile	February 8, 2022
Approval of Review of Draft LMI Report	February 22, 2022
Approval of Final LMI Report	Approval communicated by email

APPENDIX 2: INDUSTRY AND REGIONAL DEFINITIONS

Industry Definition

The industry definition follows the Tourism Satellite Account's definition of the Tourism and Hospitality sector, in particular, the following NAICs Codes⁴⁴ are used to define the Tourism and Hospitality sector:

- Accommodation:
 - 7211 Traveller accommodation
 - 7212 Recreational vehicle (RV) parks and recreational camps
- Food and Beverage Services:
 - 7224 Drinking places (alcoholic beverages)
 - 7225 Full-service restaurants and limited-service eating places
- Recreation and Entertainment:
 - 5121 Motion picture and video exhibition
 - 7111 Performing arts companies
 - 7112 Spectator sports
 - 7115 Independent artists, writers and performers
 - 7121 Heritage institutions
 - 7131 Amusement parks and arcades
 - 7132 Gambling industries
 - 7139 Other amusement and recreation industries
- Transportation and Travel Services:
 - 4811 Scheduled air transport
 - 4812 Non-scheduled air transport
 - 4821 Rail transportation
 - 4831 Deep sea, coastal and great lakes water transportation
 - 4832 Inland water transportation
 - 4851 Urban transit systems
 - 4852 Interurban and rural bus transportation
 - 4853 Taxi and limousine service
 - 4854 School and employee bus transportation
 - 4855 Charter bus industry
 - 4859 Other transit and ground passenger transportation
 - 4871 Scenic and sightseeing transportation – land

⁴⁴ Note: Any business is assigned to only one NAICs code, corresponding to the industry classification from which it generates its greatest revenues. NAICs Codes can be found at the following link:
<https://www23.statcan.gc.ca/imdb/p3VD.pl?Function=getVD&TVD=380372>

- 4872 Scenic and sightseeing transportation – water
- 4879 Scenic and sightseeing transportation – other
- 5321 Automotive equipment rental and leasing
- 5615 Travel arrangement and reservation services

Occupations

In terms of occupations, the scope of the study was defined to include all occupations (NOCs) associated with defined sectors.

Regional Definitions

There are eight economic development regions within BC⁴⁵, including North Coast and Nechako, Northeast, Cariboo, Vancouver Island/Coast, Mainland/Southwest, Thompson Okanagan, and the Kootenays. While there are eight development regions, data is usually reported for seven regions. Two of the regions (North Coast and Nechako) are sparsely populated, so the data for these regions is usually combined. Much of the economic data for BC, including labour force data and the BC Labour Market Outlook, is reported at the provincial level and the development region level.

This study combines the three most northerly economic development regions due to their relatively small population sizes and to better match the six tourism regions, presenting data for six development regions:

- Cariboo
- Lower Mainland
- Northern BC (North Coast, Northeast, Nechako)
- Thompson Okanagan
- Kootenay
- Vancouver Island

There are also six tourism regions within BC⁴⁶, including Northern BC, Cariboo Chilcotin Coast, Vancouver Island, Vancouver Coast & Mountains, Thompson Okanagan, and Kootenay Rockies. The tourism regions align with the six regional destination marketing organizations in BC. Figure 1 presents a map comparing the boundaries of the development regions (displayed in dark text) with the boundaries of the tourism regions.

⁴⁵ Census Boundaries, Government of BC, 2021. <https://www2.gov.bc.ca/gov/content/data/geographic-data-services/land-use/administrative-boundaries/census-boundaries>

⁴⁶ Tourism Resources, Government of BC, 2021. <https://www2.gov.bc.ca/gov/content/tourism-immigration/tourism-resources/tourism-research>

Figure 1: Map of Tourism and Development Regions of British Columbia



While there is some commonality between the two sets of regional definitions (i.e. tourism vs development regions), however, no region aligns perfectly with their counterpart in the opposite set. More specifically:

- The Thompson Okanagan Tourism Region covers about half of the original Thompson Okanagan development region and includes parts of the Cariboo and Kootenay Development Regions. The Kootenay Tourism Region covers roughly a third of the Thompson Okanagan development region, and Cariboo Tourism Region includes its northwest corner. The Vancouver Coast Tourism Region also covers part of the Thompson Okanagan development region, cutting off parts of its southwest corner.
- The Vancouver Island Tourism Region includes about three-quarters of the Vancouver Island/Coast Development Region, which has small portions covered by the Vancouver Coast and Cariboo Chilcotin Coast Tourism Regions.
- The Lower Mainland Region (Vancouver Coast Tourism Region on the map above) includes most of the Mainland/Southwest Development Region, and parts of Vancouver Island/Coast and Thompson Okanagan Development Regions. The Cariboo Tourism Region covers small portions of the Vancouver Island/Coast, Mainland/Southwest, and Thompson Okanagan Development Regions.

- The Kootenay Tourism Region includes over half of the Kootenay Development Region, as well as roughly one-third of the Thompson Okanagan Development Region. About one quarter of the Kootenay Development Region is covered by the Thompson Okanagan Tourism Region.
- The Cariboo Tourism Region covers roughly two-thirds of the Cariboo Development Region and small parts of Vancouver Island/Coast, Mainland/Southwest, North Coast, and Thompson Okanagan Development Regions. Approximately a third of the Cariboo Development Region is covered by the Northern BC Tourism Region, and a small piece falls under the Thompson Okanagan Tourism Region.
- The Northern BC Tourism Region covers three development regions (North Coast, Nechako, and Northeast) and parts of the Cariboo development region. A small portion of the North Coast development region is covered by the Cariboo Tourism Region.

APPENDIX 3: RECOMMENDED ACTIONS TO ADDRESS INDUSTRY ISSUES

A3.1 Recommendations of Employers

1. Recommendations of Employers by Broad Themes

Themes	Employers Surveyed	
	#	%
Changes to government programs and policies	95	35%
Increasing the involvement of youth and foreign workers in the industry	70	26%
Improving the financial returns for workers	39	14%
Strengthen training and education	29	11%
Improve awareness and appeal of the industry	27	10%
Increase access to affordable housing	22	8%
Keep seasonal workers in the industry longer	8	3%
Better manage Covid-19 and related health issues	7	3%
Other	4	1%
Total Respondents*	273	100%*

**Responses are not mutually exclusive, therefore will not sum to 100%*

Source: Survey of Employer, BC Tourism and Hospitality Industry, go2HR, 2021.

2. Specific Recommendations by Employers

Theme	Recommendations
Changes to government programs and policies	<ul style="list-style-type: none"> • Small and seasonal based businesses in rural areas should be dealt with differently with respect to the Temporary Foreign Worker (TFW) program and LMIA's. • Cut off CERB & EI benefits to employable individuals. Have an agency follow-up with those going on EI/benefits to find them work in the sectors. More officers are needed to investigate EI fraud and enforce stricter EI rules and compliance investigations. • Labour laws should be reformed. Fines should be in place for businesses that exploit labour. • Temporary Foreign Worker program must be reformed to allow more access to foreign workers. • Government has to ease travel restrictions which make it difficult to bring in TFWs • ICBC needs to hire more examiners.

Theme	Recommendations
	<ul style="list-style-type: none"> • Slim down government bureaucracy, reduce red tape that businesses face, put up signs along the highway that advertises various business. • Government should allow industry leaders to run the industry and encourage more collaborative programs. • Government needs to work with the industry in municipalities to increase densification and reduce urban sprawl. • Provide rent and wage subsidies to new businesses opening during the pandemic. Help should be made available to new business owners who don't have tax reports yet to qualify for existing government support programs. • Support small businesses with tax rebates, low insurance rates and tax breaks. • Government should increase tax free threshold for earnings rather than increase the minimum wage.
Student and migrant worker participation	<ul style="list-style-type: none"> • The sector needs to work to attract entry level and skilled foreign workers. Target more foreign workers with industry experience. • Provide information to students at local schools looking for summer work in their area. Get into the high schools by leveraging the ageing industry demo to mentor youth. • The industry should partner with technical education institutions and universities so that young people, Indigenous people, and people from other countries, without experience, could learn a profession. Hospitality programs, like trades, should be created in high schools. Provide incentives to anyone who enrolls in a Hospitality post-secondary program. • Encourage funded coop opportunities for students. • Provide more wage funding programs for employers of small business to employ students continuing on to higher education • Works hours for students on study permits should be extended beyond 20 hours. • International recruitment programs could be initiated to bring volunteer and/or paid positions to fill the need for staffing in parks.
Improve financial returns for workers	<ul style="list-style-type: none"> • Government should subsidize employers and give more tax breaks to service industry workers to encourage them to enter the service and tourism industry. • Increase benefits and wages in order decrease dependence on tips. • Reduce income tax for those working low paid jobs in the tourism and hospitality sector. • Industry needs to pay a fair/living wage for equivalent work to allow people to make a career out of tourism. Provide competitive wage to market industry lucrative and fun. Pay rate should also reflect experience. • Provide proper breaks for tourism workers. Give extra pay for overtime work and evening work. • The industry needs to be more transparent with growth opportunities and wage expectations. • Minimum wage should be tiered to age and experience.
Housing	<ul style="list-style-type: none"> • Entry level workers need support with housing.

Theme	Recommendations
	<ul style="list-style-type: none"> • Build dormitory style houses that students/seasonal worker can rent in high tourism season and then mini apartments that can be leased out to snowbirds in low tourism season. • Municipalities should implement regulations on Short Term Rentals to increase access to more affordable housing. Provide low-cost housing to hospitality workers living in the Lower Mainland and living spaces for youth that are affordable and attract like-minded individuals. • Provide tax incentives to builders to build/provide inexpensive houses and rental subsidies for renters.
Appeal of the industry	<ul style="list-style-type: none"> • A career in tourism and hospitality sector needs to be marketed as an appealing career opportunity. Educate the public to view food and beverage work as a profession. • Awareness campaign to make knowledgeable the true cost of doing business. The perception that business owners are greedy and self-serving capitalists needs to be addressed. • Eliminate stigmas associated with working low income service jobs to foster a cultural mindset shift that perceive jobs in the hospitality sector as reputable, respectable, and valuable careers choices. • Improve the image of the hospitality industry so that employees understand that they are professionals, not just entry level candidates. • Create a marketing campaign aimed at educating customers to treat staff with kindness. Make people aware of tipping for good service. • Create awareness workshops, fairs or networking events.
Training and Education	<ul style="list-style-type: none"> • Provide more apprenticeships and a training centre to attract youth. Provide training incentives for small businesses. • Make training programs accessible online and convenient for people to navigate. • Provide education for different certifications within the industry to create a more recognized and appropriately compensated career path and to legitimize the industry. Work with training organisations to offer subsidies for certification. • Basic Security training certification courses should be more comprehensive. • Incentivize Red Seal training for hospitality workers.
Retaining seasonal workers	<ul style="list-style-type: none"> • Develop a robust program for sharing seasonal employees between winter and summer destinations to keep people in the industry longer. Find ways to employ people in the off season rather than lay them off to keep them engaged and prevent losing them to other employers.
Covid-19 and related health issues	<ul style="list-style-type: none"> • Proper measures should be put in place guarantee jobsite safety amid Covid-19. • Workers should be managed effectively to mitigate the wear and tear on those working with the public amid Covid-19
Other	<ul style="list-style-type: none"> • Improve dated transportation system and transportation route. Introduce more SkyTrain • Revenue growth should be made a priority of the industry

Theme	Recommendations
	<ul style="list-style-type: none"> • Bring new manufacturing business to the regions since manufacturing jobs attract new families which will provide a potential pool for new team members(workers) for quick service restaurants • Develop a forum where all business owners can join and share their experiences and ideas without any conflict of interest.

Source: Survey of Employer, BC Tourism and Hospitality Industry, go2HR, 2021.

A3.2 RECOMMENDATIONS OF EMPLOYEES

1. Employee Recommendations Regarding Priority Issues

Theme*	Recommendations
Compensation and work conditions (23)	<ul style="list-style-type: none"> ▪ A living wage should be paid to new entrants to the industry ▪ Consider 4-day work weeks ▪ More time for breaks. Provide flexible scheduling. ▪ Provide career progressions that allow people to pursue a career in the industry ▪ Seniority should be based on merit ▪ Food industry people should be deemed as front-liners too and be incentivized accordingly
Environmentally sustainable practices (16)	<ul style="list-style-type: none"> ▪ Climate action to reduce emissions and help combat climate change ▪ More focus should be placed on environmental impact ▪ Provide standard environmentally responsible procedures ▪ Promote hotel specific recycling policies.
Affordable housing and cost of living (10)	<ul style="list-style-type: none"> ▪ Provide affordable housing and promote sustainable costs of living ▪ Address housing crisis
Employee-customer relations (6)	<ul style="list-style-type: none"> ▪ Place a high priority on mutual courtesy, respect, generosity, kindness, and cooperation ▪ Provide diversity training/a more supportive environment
Immigrant workers (6)	<ul style="list-style-type: none"> ▪ Aid immigration of those applying to low skilled jobs ▪ Utilize immigration to address labour shortages
Staff education and training (3)	<ul style="list-style-type: none"> • Improve preparatory training ▪ Encourage staff to take advantage of educational programs
Government (3)	<ul style="list-style-type: none"> ▪ Reduce governments regulations on the industry ▪ Provincial government should work with employers to make sure each workplace has a health and safety committee as per provincial regulation
Covid-19 pandemic (3)	<ul style="list-style-type: none"> ▪ All guests and service providers must be mandated to vaccinate and wear masks ▪ Get rid of proof of vaccination policy ▪ Ease Covid-19 restrictions
Diversity and access (2)	<ul style="list-style-type: none"> ▪ Increase diversity at the workplace ▪ Hospitality industry should be accessible to all socio-economic groups

Theme*	Recommendations
Better recruitment and hirings (1)	<ul style="list-style-type: none"> ▪ Hire individuals who are ready to work
Transportation (1)	<ul style="list-style-type: none"> ▪ Support industry workers with better transportation
Other (5)	<ul style="list-style-type: none"> ▪ Find ways to inform public about highway situations, weather, or other things that may influence their visit to tourist attractions ▪ Employers should collaborate with employees to bridge employment gaps and solve challenges facing the industry ▪ Tourism industry should be built through active community involvement ▪ Promote perception changes towards low paying service jobs

Source: Survey of Employee, BC Tourism and Hospitality Industry, go2HR, 2021.

Note: *The number in parentheses indicates the number of respondents who made a recommendation related to that theme.

2. Employee Recommendations to Improve Labour Market Conditions

Theme*	Recommendations
Compensation and working conditions (38)	<ul style="list-style-type: none"> ▪ Provide universal basic income ▪ Pay a living wage ▪ Create industry pay standards ▪ Wages must match designated degrees for jobs in the sector ▪ Pro-rate employee wages as incentive for staying through this pandemic
Institutional and systemic changes (34)	<ul style="list-style-type: none"> ▪ Clear guidelines for all related businesses ▪ Create a professional serving guild to encourage the food and beverage sector to promote skillful service ▪ Create easy to navigate career paths with obvious job opportunities for each type of worker in each sector ▪ Encourage employers to not treat positions as easily replaceable ▪ Promote as an industry with career options ▪ Promote diversity and inclusive policies ▪ Encourage more referral programs between properties (businesses) to facilitate a comradery ▪ Promote a seniority system in the industry as many companies often have no such system
Government involvement and immigration policies (22)	<ul style="list-style-type: none"> ▪ Change the requirements of seasonal workers to make it harder for people to stay on EI ▪ Make immigration easier for foreign workers wanting to work in hospitality industry ▪ Provide clear and concise rules explaining how work can be done safely during the pandemic ▪ Government should promote the industry as a good industry to work in. The federal government should be more involved in building the tourism industry ▪ Increased funding and support from Government in developing tourism in BC

Theme*	Recommendations
Education and training (19)	<ul style="list-style-type: none"> ▪ Government should provide additional support for employees that are laid off ▪ Government should provide affordable and available childcare ▪ Training programs should be collaborating with employers to provide programs that addresses the needs of the industry. More training grants should be made available ▪ Educate both the workforce and employers about how to be inclusive of people in the LGBTQ+ and BIPOC communities ▪ More training opportunities during the winter when there is less work in the tourism sector
Housing (13)	<ul style="list-style-type: none"> ▪ Address housing affordability issues. Accessible housing for low-income workers ▪ Provide more rental options in tourist places for workers
Health and safety concerns (4)	<ul style="list-style-type: none"> ▪ Train managers/team leaders in mental health support methods for their staff ▪ Develop a committee for mental health ▪ Give attention to bullying issues at work
Environmental concerns (2)	<ul style="list-style-type: none"> • Support sustainable practices • Work to become more sustainable and help to combat climate change

Source: Survey of Employee, BC Tourism and Hospitality Industry, go2HR, 2021.

Note: *The number in parentheses indicates the number of respondents who made a recommendation related to that theme.