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GATEWAY TO GROWTH TRAVEL & TOURISM LABOUR FORCE REPORT



TOURISM INDUSTRY ASSOCIATION OF CANADA ASSOCIATION DE L'INDUSTRIE TOURISTIQUE DU CANADA

DATA DISCLAIMER

There are different estimates for tourism employment in Canada. For this paper TIAC used the data for the total tourism sector used in analyses by the Canadian Tourism Human Resource Council. This data follows the industrial framework of Canada's Tourism Satellite Account, but is representative of all individuals working in these industries (total tourism sector employment); not solely the jobs that are supported by the money visitors spend on tourism goods and services (jobs attributable to tourism demand).

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EXECUTIVE SUMMARY

Tourism is an \$84 billion sector that is of economic importance to every region of the country.

Employing one in ten Canadians—one third of whom are under age 25—the strength and viability of the sector is fundamental to the health and growth of the Canadian economy. This paper examines the human resource factors impacting Canada's tourism sector and provides recommendations to address the growing skills and labour shortages.

Travel and tourism is among the highest performing sectors of the global economy, experiencing average growth of 5% in 2013 and generating over \$1 trillion of annual revenue from over a billion travellers. Canada is lagging far behind with a 1.5% growth rate or less than 1/3 of the global average. By just matching the 5% growth rate Canada will generate \$600 million more in total receipts, \$80 million in additional federal tax revenue while creating 4,500 more jobs including 2,200 jobs for youth.

Careers in the travel and tourism sector are undervalued in discussions on labour market policy and Canadian decisionmakers need to take a closer look. Tourism employs one in ten Canadians and provides careers that range from entry level customer service positions to exciting executive careers in global travel and logistics. An industry driven by entrepreneurs and innovators, tourism's resiliency was evident during the recent global recession where job losses in other sectors were six times that of tourism. Canada's tourism industry is working through the Federal Tourism Strategy to improve Canada's competitiveness as an international vacation destination. The competition for these travellers is fierce where quality of experience, ease of access, price point and service standards dictate value. Discerning travellers and Canadians in general demand a standard of service that can only be delivered by a motivated, skilled and trained work force.

Unlike customers seeking to purchase a tangible good, travellers are guests who have travelled long distances for a memorable experience. While managing visitor expectations and delivering quality memories is a tall order at the best of times; this challenge is compounded when managing labour and skills shortages.

ACCORDING TO RESEARCH CONDUCTED BY THE CANADIAN TOURISM HUMAN **RESOURCE COUNCIL, IT IS ESTIMATED** THAT, BY 2030, **TOURISM** LABOUR SHORTAGES COULD SURPASS Α **OUARTER** OF Α MILLION JOBS. COSTING THE SECTOR \$31.4 BILLION IN FOREGONE REVENUES.

Lower birth rates and an aging population mean filling these labour gaps will be a struggle. This demographic shift also means that there will be more baby boomers retiring and travelling and less young workers to serve them.

While low-skilled tourism positions continue to be difficult to fill in some regions, skilled positions are also facing a challenge. In fact air pilots, flight engineers and flying instructors will have the most acute labour shortage by 2030, falling 23.2% behind levels needed. Snow sports are already experiencing chronic shortages of ski and snowboard instructors whose role is vital to the safety and future growth of the industry.

Ensuring adequate labour supply for a business is just as important as marketing or product development. This paper addresses a number of concrete recommendations for government actions to correct the labour shortage:

Recommendations

- More training to attract and retain employees, especially youth
- On the job training tax credits
- Support for Professional Certification
 Programs
- Labour Mobility and Employment Insurance
 Reform
- Immigration Reforms

Temporary Foreign Worker Program

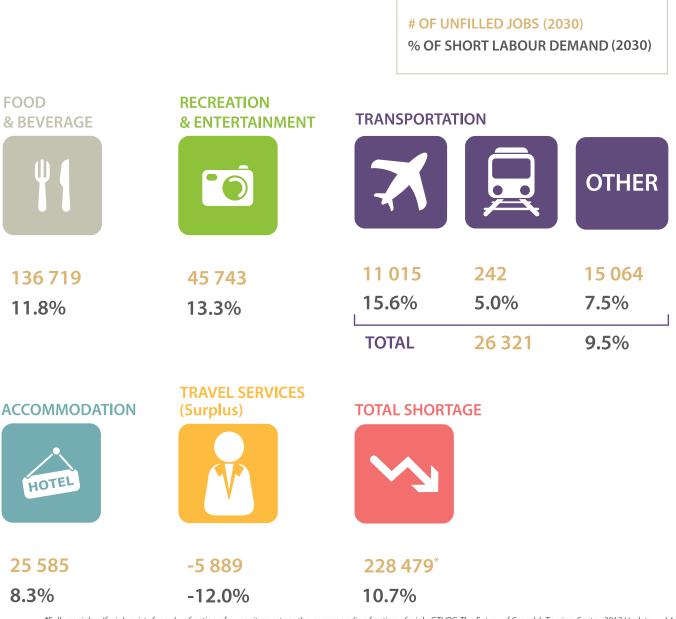
A number of tourism businesses in Canada have an especially difficult time finding employees due to the seasonal nature of the sector and therefore must rely on Temporary Foreign Workers (TFWs). The long term solution to the labour shortages that tourism businesses face involves complex policy reforms across a number of areas. In the meantime, we must adjust the TWF program:

- Create a Tourism Stream for the TFWP Similar to the Agricultural Stream
- Expand the CIC Group of Employers Pilot Project

SECTION 1 LABOUR SHORTAGES AND BARRIERS TO GROWTH

Research from the Canadian Tourism Human Resource Council (CTHRC) indicates that the tourism sector will experience critical labour mismatches in the coming years. In fact, tourism businesses are already starting to suffer: when asked what significant challenges they expect to face in the medium term, 53% cited labour issues –second only to operating costs.¹

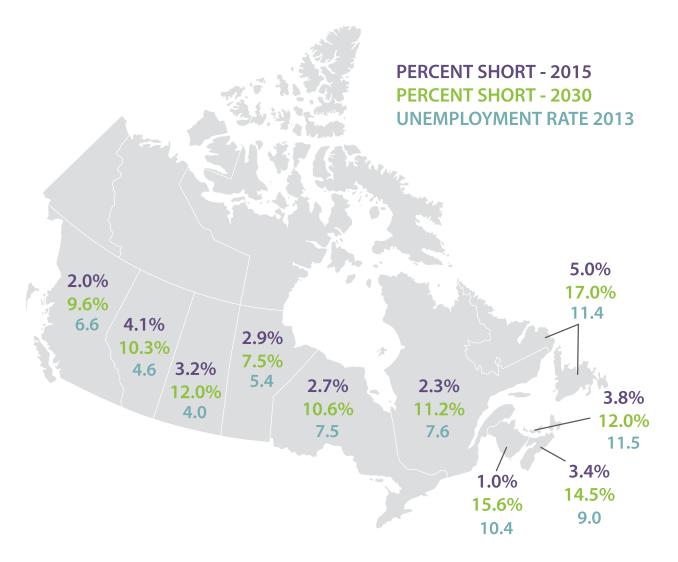
FIGURE 1 MANY TOURISM INDUSTRIES ARE FACING SERIOUS LABOUR SHORTAGES



"We have a serious shortfall in labour and every year it gets worse. Our restaurant is open only half the time because we cannot find anyone to work."

- Ingrid Jarrett, Watermark Beach Resort, BC

FIGURE 2 PERCENT SHORT OF MEETING LABOUR DEMAND



* Potential Tourism Labour Gap* as a Share of Overall Demand by Province Full-year jobs. If a job exists for only a fraction of a year, it counts as the corresponding fraction of a job. Adapted from CTHRC, The Future of Canada's Tourism Sector, 2012 Update, p. 15

CAUSES OF LABOUR SHORTAGES



DEMOGRAPHICS

Lower birth rates and an aging population mean filling these labour gaps will be a struggle. This demographic shift also means that there will be more baby boomers retiring and travelling and less young workers to serve them.



MISMATCH OF SKILLED/ UNSKILLED LABOUR SUPPLY AND DEMAND

Services are a growing force in Canada's economy. In 2012, 70% of Canada's GDP was comprised of services with 4 in 5 Canadians employed in the service sector.³ While low-skilled tourism positions continue to be difficult to fill in some regions, a lack of skills due to demographic shifts is also a challenge. In fact, due to impending retirements, air pilots, flight engineers and flying instructors will have the most acute labour shortage by 2030, falling 23.2% behind levels needed.4 Snow sport instruction is another area in tourism where there are chronic labour shortages.



MISCONCEPTIONS ABOUT THE INDUSTRY

While no Canadian data is available, a recent survey of undergraduate students in the US, UK and China found that while the sector is seen as reasonably attractive, it is believed to be weak on key factors such as salary and advancement opportunities. Only 61% of American students and 49% of those from the UK would even consider tourism as a career opportunity.²

SECTION 2 JOB MACHINE: THE VALUE OF TOURISM JOBS TO THE CANADIAN ECONOMY

ECONOMIC IMPACT OF LABOUR SHORTAGE

Labour shortages will impact the sector's bottom line: Canadian businesses that are not able to meet labour demand will eventually find that revenue falls as well. The CTHRC estimates that the gap between labour supply and demand could be 228,479 jobs by 2030. Does this mean that there will be almost a quarter of a million unanswered wanted ads in newspapers across the country? Probably not. What is more likely to happen is that the market will equalize and the industry will simply start operating below its potential costing Canada billions in economic activity and tax revenue every year.

In fact, it is estimated that by 2030 the Canadian tourism sector will have foregone \$31.4 billion in revenues which would cost the economy 251,410⁵ jobs. This would also mean over \$4 billion in lost federal tax revenue.⁶

The skills mismatch in Canada is also a cause for concern. Canadians who are overemployed (i.e. people with a university degree but are working in a coffee shop) are firstly not being as productive as they can be and they are also taking low-skilled jobs away from unskilled workers who cannot find work. This trickledown effect will be so impactful that, according to CIBC economist, Avery Shenfeld, "[it will not only] reduce the effectiveness of monetary policy [such as setting low interest rates to encourage economic growth], but also limit the growth potential of the labour market and the economy as a whole."⁷

THE CTHRC ESTIMATES THAT THE GAP BETWEEN LABOUR SUPPLY AND DEMAND COULD BE 228,479 JOBS BY 2030.

BUSINESSES ARE SHYING AWAY FROM EXPANSION AND INVESTMENT

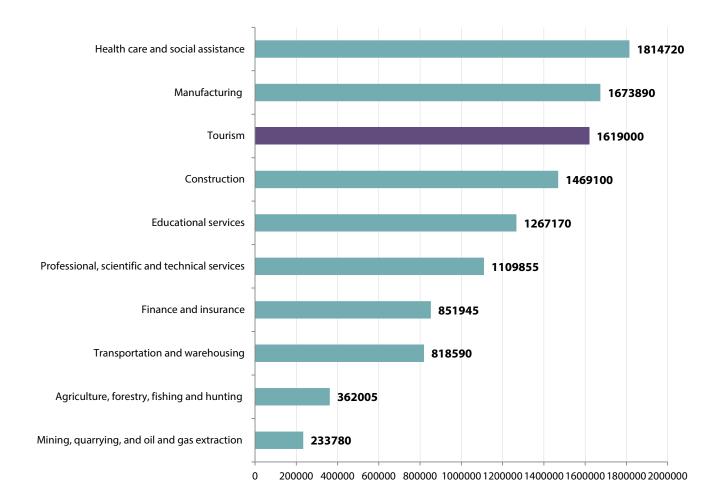
Bill Karas, owner of Glacier Mountain Lodge in BC is considering scrapping a \$2 million dollar, 24-guest room expansion because he is unable to find staff willing to relocate to the remote location to service the new rooms. This means the loss of hundreds of thousands of dollars not only for Bill's business but also for contractors and suppliers who would have worked on the expansion.

VALUE OF TOURISMS JOBS

Tourism is one of Canada's most important and wide reaching employers. In 2012, 1.62 million Canadians worked in tourism jobs– about 1 in 10 Canadians. The sector is also a bastion of stability and hope: in 2012 tourism added 33 000 new jobs (7.8% of total net new jobs), all full time positions.⁸

FIGURE 3 NUMBER OF JOBS BY INDUSTRY⁹

Tourism is one of Canada's most important employers, there are almost 7 times the number of tourism jobs than those in mining, quarrying and oil and gas extraction.



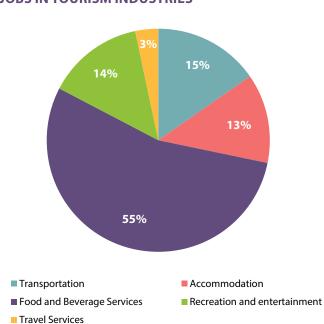


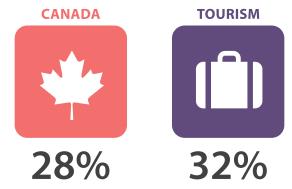
FIGURE 4 JOBS IN TOURISM INDUSTRIES¹⁰

FIGURE 5 2012 TOURISM JOBS¹²



Tourism is a diverse sector spanning many industries in many regions of the country. It is a common myth that tourism jobs are all part-time, low quality positions.

FIGURE 6 IMMIGRANTS AS A PERCENT OF WORKFORCE¹¹



As a proportion of the labour force, tourism employs more new Canadians than other areas of the economy.

CASE STUDIES: FROM THE BOTTOM TO THE TOP



DAVID McKENNA WILDERNESS GUIDE TO PRESIDENT, BREWSTER TRAVEL CANADA

What was your first work experience in tourism, how old were you and what was it like?

In the summer of 1990, I managed to talk my way into a river guide job with Wilderness Tours in the Ottawa Valley. As a 23 year old university student, becoming a raft guide was an ideal summer job and had an absolute imprint on my work ethic and core values.

How did you get to where you are today?

Tourism is the best industry for those who are passionate about product and have a zealous attention to detail.

The skills learned in time management and preparation as a waiter, patron management and efficiency as a high volume bartender, empathy and communications as hotel front of house and team spirit and goal setting in the heart of the house operations are a real world MBA with a guarantee career at the

end. I made sure I got as many different experiences as I could and always charted out my next two steps. The opportunities are prolific in the tourism industry so success comes quickly for those who listen and learn

from their managers and mentors, and are passionate about excelling each and every day.

What skills did you develop and perfect during your career?

I believe that my greatest strength is being able to innovate: seeing what is possible vs what currently exists. Innovation requires building a product from the ground up and putting together a team that can deliver it successfully. Building and working with high performance teams would be my second defined skill differentiator. Those skills are paramount for any successful career in the tourism industry.

What skills do you still use that you learnt in your first tourism job?

As a whitewater raft guide you have to perform a tough job under less than ideal conditions. It is fun but you have to take it seriously. The job builds fortitude and confidence but more importantly, you develop an acute awareness of the surrounding environment and how your clients are positioned within it. That ability to perceive small details and translate them into a bigger picture, almost instantaneously and constantly, sticks with me and has sculpted most of my career wins.

What do you like best about your job?

The people. Our team is incredible and our clients are here to live out bucket-list experiences. Our products are smiles and memories. Our company helps millions of visitors reconnect with friends, family and our awe inspiriting Mountain National Parks. It is a noble career path and one that rewards deeply and daily....

by the way, did I mention that I get to live in Banff National Park?



HEATHER McCRORY

FROM LAUNDRY ROOM TO SENIOR VP, OPERATIONS, AMERICA, FRHI (FAIRMONT HOTELS)

What was your first work experience in tourism, how old were you and what was it like?

I was on my college work term at Mohawk College and I was 19 years old, working at the iconic Fairmont Banff Springs Hotel. My first summer job in the industry was a flat work operator in the laundry. At the time we did Banff and Lake Louise's laundry, it was a lot of hard work but we managed to have a lot of fun at the same time.

How did you get to where you are today?

I worked my way up through the Banff Springs from Laundry to Accounting to Sales Receptionist to Executive Secretary and then to Sales. Once I was in Sales I had a series of progressive roles – Calgary Regional Sales, Chateau Lake Louise Director of Sales and Marketing and then Regional Director of Sales and Marketing for Central Canada and then for Alberta. In 2000, I moved to Corporate Office and held a variety of roles, VP of Hotel Sales for Canada and Bermuda, VP of Hotel Sales, Fairmont and then through a series of changes at Fairmont I also took on the responsibilities of Revenue Management, Central Reservations and Global Sales. As time progressed, I decided to return to school to complete my MBA at Queens and it was after Queens that I was encouraged to try Operations. I moved into Operations as the Regional Vice President, Central Canada and General Manager of The Fairmont Royal York. After six years in this role, I moved into my current roles as SVP of Operations, Americas.

What skills did you develop and perfect during your career?

As you can imagine, my entire career has been about developing new skills in changing environments – I don't believe you ever perfect any skills as the market/business constantly changes so it is more about adapting and embracing the changes and leadership/people skills.

What skills do you still use that you learnt in your first tourism job?

Well, I can still fold pillowcases and sheets faster than anyone I know – so that is helpful when I am doing laundry at home! But seriously, in the hotel business, everything stops if you don't have sheets for the beds – so I learnt about production, schedules, deadlines, teamwork and diversity in the workplace. I still use many of those initial lessons in my day to day work today.

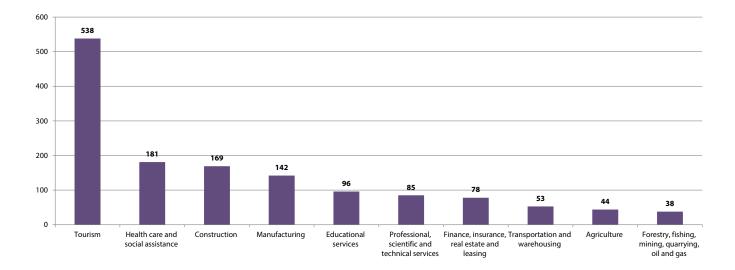
What do you like best about your job?

The people - I have the opportunity to work with great people every day – whether it is at corporate, in the field, our guests, our owners/ repsand/or the industry boards that I volunteer for. I am very fortunate, over the last 30 years I have enjoyed my work tremendously, it is challenging in many respects which is why I enjoy it and every day is different.

YOUTH EMPLOYMENT AND TOURISM

Young Canadians looking for work often encounter the catch-22 of no experience-no work/no work-no experience, and for many, tourism is that all-important first job. These early experiences teach responsibility, service, customer care, sales and other soft skills.

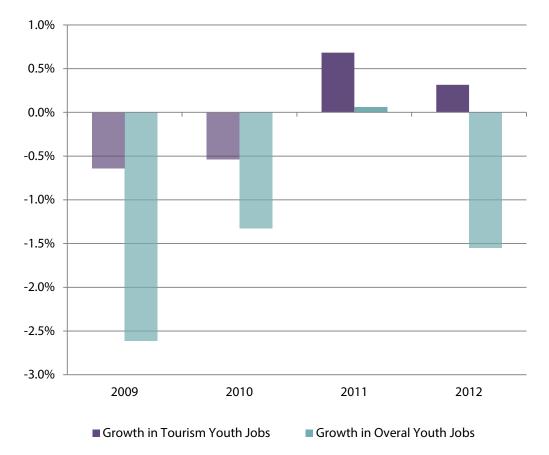
FIGURE 7 YOUTH EMPLOYMENT IN CANADA 2012 (000s)¹³



Tourism also provides stability for youth during economic downturns. Young Canadians were hardest hit by the recession: a recent report states that youth unemployment is about 2.4 times higher than that of Canadians aged 25 and older.¹⁴ They are also having a harder time bouncing back from the recession and struggling to reach pre-recession employment levels.¹⁵

In stark contrast, tourism is one of the few areas in which youth employment is growing at a healthy pace. The sector also helps support young people while they are in school. In 2006, 28.4% of tourism workers attended school while employed in the sector – this is almost double the national average of 16.7%.¹⁷

FIGURE 8 YOUTH EMPLOYMENT IN TOURISM VS YOUTH EMPLOYMENT IN GENERAL¹⁶



CASE STUDY: YOUTH ENTREPRENEUR



SÉBASTIEN IVERS

OWNER, TOURS VOIR QUÉBEC

What was your first work experience in tourism and what was it like?

I started to work in tourism as a tour guide for a company called "Adlard Tours" which is no longer operating. I quickly became their "main" guide and was doing at least 10 city tours of Québec every week. Being able to give tours in French, English and Spanish broadened my horizons. Being in constant direct contact with the tourists has helped me become aware of their needs and interests. It also increased my passion for the history of Québec City and Canada in general.

How did you get to where you are today?

Unfortunately, the owner of Adlard Tours died in 1998 and the company eventually closed in 2004. So in September 2004, I started Tours Voir Quebec with an associate. The company has grown a lot since 2004; we have greatly developed our presence among the different hotels in Quebec City as well as on the web. I bought out my partner in 2010 and I now run the company alone. What are the skills you developed and perfected during your career?

I have developed different skills in my career as running a small company involves wearing many hats at the same time. Chief among them would be managing a marketing campaign and human resources. I consider myself more as a developer of tourism services with a keen eye on the web.

What is the best part about your job?

The urge to stay creative and open minded about the evolution of tourism in general and on the internet in particular.

SECTION 3 RECOMMENDATIONS

Tourism is an \$84 billion industry in Canada and employs Canadians in every region of the country.

One in ten Canadians is employed because of tourism, one third of those employed are under 25. Tourism is the springboard for interesting and fulfilling careers. In an era where youth and regional unemployment are growing concerns, tourism is also a sector that is vital to the Canadian economy and future.

The global annual growth rate of tourism was 5% in 2013 which shows that this is a sector with incredible opportunity for expansion. Unfortunately, Canada only grew 1.5% during the same period. If Canada merely kept up with the global average of 5%, the benefits would be pronounced:



Making matters worse, labour shortages in the sector will affect the industry's ability to keep up with and create new demand. Not only will Canadian businesses begin to lose revenue from demand they could not meet, they will also begin to lose customers due to dissatisfaction with reduced services.

The consequences of shortages are dire: by 2030 the Canadian tourism sector could lose \$31.4 billion in foregone revenues if labour challenges are not addressed.¹⁸

Ensuring adequate labour supply for a business is just as important as marketing or product development. Fortunately there are a number of concrete actions that the government can take to correct the labour shortage:

MORE TRAINING TO ATTRACT AND RETAIN EMPLOYEES, ESPECIALLY YOUTH

A CTHRC study found that the single most important factor in retaining employees from all sectors was the opportunity for advancement.

The prospect of advancement was found to increase likelihood of retention by over 230% — much higher than competitive wages (82%).¹⁹

As mentioned above, tourism suffers from a reputation as a dead end career path. Professional certification and increased on the job training/advancement will significantly help to counter this misconception.

ON THE JOB TRAINING TAX CREDITS

The CTHRC study also found that likelihood of retention rose by 79% when employees were offered training.²⁰ While larger corporations like hotel chains and major resorts have the funds to offer on the job training or support for studies in tourism programs, small and medium sized businesses are unable to do so. Many SMEs in tourism have suggested the government provide a tax credit for on the job training.²¹

SUPPORT FOR PROFESSIONAL CERTIFICATION PROGRAMS

Professional programs like the CTHRC's *emerit* skills and training formally acknowledge the skills needed and used in various tourism occupations, lending credibility to current jobs and for future opportunities. Organizations like the CTHRC are facing dramatic budget cuts which are putting their training and certification programs at risk.

The Hotel Association of Canada implemented the Hotel & Lodging Industry Worker Program this year. The program has a number of specific strategies to address the structural labour shortage issue including plans to raise the level of human resource standards and practices as well as work to demonstrate that fulfilling careers are available in the industry in all regions of the country.

LABOUR MOBILITY AND EMPLOYMENT INSURANCE REFORM

In some regions, Canadian employers have difficulty finding applicants (let alone desirable candidates), while other regions of the country suffer from high unemployment. A major cause of the tourism sector's labour shortages is an immobile work force. A recent poll from the Canadian Employee Relocation Council found that more than half of Canadians have no interest in moving within Canada for employment opportunities.²² A third of Canadians were willing to consider a move if certain conditions were met; a number of which could be addressed by government such as short term tax-free housing allowance, tax deduction for duplicate housing costs and tax credits for relocation costs.²³

In order to match workers – especially youth – with jobs, the government should also consider incentives like the Australian government's mobility scheme that pays people up to AUS\$12,500 if they move for a job and stay for at least two years. The country also has regulations that make it more difficult for youth to access welfare without being in school or in training program.²⁴

High unemployment levels have been persistent in areas with more lenient requirements for El which supports the view that regionally based El criteria creates a disincentive for workers to move for new jobs.²⁵

IMMIGRATION REFORMS

The Hotel Industry of Canada has called for the government to provide a pathway to citizenship for lower skilled workers as a long term solution to the labour shortages in their industry. In fact, all industries within the tourism sector would benefit from these reforms. In the absence of available Canadian workers, many tourism employers report having to rely on TFWs.

However, low-skilled temporary foreign workers –even if they have access to a permanent job and have a clean record during their previous stays in Canada – are not eligible for the economic immigration streams in Canada. The Canadian Experience Class and the Federal Skilled Worker Program do not allow low-skilled applicants.²⁶

Modeling by the Conference Board of Canada suggests that accelerating the pace at which new immigrants enter the tourism workforce, and increasing the attractiveness of entry-level occupations by just 1% per year each over the coming decade could alleviate up to 85% of the projected labour gap. Immigration policy should work to pair workers who have proven track records and Canadian work experience with employers who have difficulty finding Canadian workers and are able to provide these potential immigrants with full time jobs as soon as they arrive – even if those jobs are "low-skill."

TEMPORARY FOREIGN WORKER PROGRAM (TFWP)

The Temporary Foreign Worker Program allows Canadian employers to hire foreigners on a temporary basis to fill labour gaps. Many Canadian travel businesses rely on the TFWP to keep their doors open. Foreign workers are a vital source of labour especially, but not limited to, remote parts of the country. Not only are these businesses having difficulty finding employees, in many cases they have trouble even finding applicants.

The program, while acting as a stop gap measure, has never been the ideal solution to Canada's low wage labour shortage. With its high costs and a heavy administrative burden the program is certainly not ideal for employers. A recent overhaul of the program restricted access for lowskilled positions and more than tripled the assessment fee had put many Canadian tourism businesses in dire straits. Until a long term solution can be reached through the other recommendations outline here, we must make the TWF program work.

TFW PROGRAM MYTHS

A small number of abusive employers have garnered a lot of media attention recently causing some myths to circulate:

MYTH	"They're taking Canadian jobs!"	MYTH	"lt's just a scheme to get cheap labour!"
TRUTH	According to a recent survey, 73% of employers recruited beyond their region and 72% increased wages before resorting to hiring a TFW. ²⁷ In remote locations employers have particular difficulty attracting employees – especially if the work is only seasonal. "I've had around 10 applications in the past 10 years from Canadians and I've hired them all. Unfortunately most do not stay as Blue River is a challenging place to live." - Bill Karas, owner of Glacier Mountain Lodge.	TRUTH	The employer study also found that 68% of employers reported that the cost of hiring a TFW is higher than hiring a Canadian. ²⁸ For each TFW the employer must: pay \$1000 program fee, pay for transportation to and from the worker's home country, and conduct an activity that would support the TFW's permanent transition to Canada (ex. language training). ²⁹ Employers in the tourism sector pay fair wages and benefits. From dental care to skills training to free access to activities and lessons, Canadian tourism businesses are generous to their employees. Due to their remote locations some resorts and lodges also provide fully subsidized accommodations.
			"We have been lucky this year to be able to hire a young worker from overseas, providing him with room &

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board in addition to his pay." Regina Mueller, Owner of Blue Grouse

Country B&B, BC.

MYTH "Can't they just raise their wages?"

While paying employees more seems like a simple solution, the following are a number of reasons why this is not a silver bullet:

A recent study notes that an increase in wages would only help fill 15% of jobs needed in the tourism sector,³⁰

Tourism is a highly elastic commodity: As most tourism businesses run very narrow profit margins, any wage hikes will affect the price of the product quickly and severely affecting demand,

TRUTH Competitive wages for employees in Western Canada have been artificially raised because of the oil sands and other extractive industries.

"We have lost two of our longtime guides to driving crew buses in Fort McMurray because they're throwing "stupid" (their own word) money at them. The oil sands are driving the labour cost to unrealistic and unsustainable levels that we couldn't possibly compete with." Andy Schwaiger, Managing Director, Kanata Ecosummer, Clearwater, BC. The Temporary Foreign Worker Program is an inelegant, yet necessary, answer to a problem with serious economic consequences. A long term solution to the labour shortages that tourism businesses face involves complex policy reforms across a number of areas described above. In the meantime, we must adjust the TWF program.

Last Minute Changes to Fee Structure Means Businesses Can't Plan

Recent last minute changes and additional fees have had a significant financial impact on Big White Ski Resort in Kelowna, BC. In the past two years, they were faced with a total of \$40 000 in unexpected government fees as the last minute changes to the fee structure were implemented after they had already signed employment contracts.

CREATE A TOURISM STREAM FOR THE TFWP

The government recognizes the "proven acute labour shortages" and "truly temporary"³¹ positions for on farm primary labour and has created a separate stream. The Seasonal Agricultural Workers Program (SAWP) has four substreams under which TFWs can be hired covering seasonal, low/high skilled and workers for specific crops. Because of its unique challenges the government has exempted SAWP from many of the new regulations like the fee, 10% of workforce as TFWP cap, 1 year labour market assessment and 1 year maximum stay in Canada. Like the Agriculture Stream of the TFWP, tourism needs a dedicated program and similar exemptions. Sub streams could include: seasonal (winter or summer), low-skilled (housekeepers, cleaners, some food service positions), and specific higher skilled (ski instructors, hunting guides) streams.

CITIZENSHIP AND IMMIGRATION CANADA GROUP OF EMPLOYERS PILOT PROJECT

Under the Hotel & Lodging Industry Worker Program, the Hotel Association of Canada is participating in the CIC Group of Employers Pilot Project. The objective of the project is to give employers access to a shared pool of temporary foreign workers as long as there is a demonstrated need for mobility of these workers within the group without having to request new Labour Market Opinions or work permits. TIAC recommends that this program should be expanded to other areas of the tourism sector.

ENDNOTES

¹Canadian Tourism Human Resource Council (2013). The Future of Canada's Tourism Sector -2012 Update. P 27.

²WTTC (2013). Undergraduate Perceptions of a Career in Travel and Tourism,8.

³DFATD (n.d.). Canada and Trade in Services. http://www. international.gc.ca/trade-agreements-accords-commerciaux/topicsdomaines/services/canada.aspx?lang=eng

⁴CTHRC (2013). The Future of Canada's Tourism Sector -2012 Update, p.16.

⁵CTHRC (2013), The Future of Canada's Tourism Sector -2012 Update, p.13, and CTC jobs multiplier.

⁶CTC tax multiplier.

⁷Chris Sorenson (2013, March 15). The Jobs Report: What to do about a massive shortage of qualified workers. MacLeans. Retrieved at: http://www.macleans.ca/economy/business/why-canada-doesntwork/

⁸Terrence Martin (2014). Human Resource Module of the Tourism Satellite Account, 2012. Statistics Canada Catalogue no. 13-604-M – No.72. Ottawa. Income and Expenditure Accounts Technical Series. P 8.

^oTerrence Martin (2014). Provincial Territorial Human Resource Module of the Tourism Satellite Account, 2012. Statistics Canada Catalogue no. 13-604-M – No. 74. Ottawa. Income and Expenditure Accounts Technical Series. Table A. P. 13. and Statistics Canada. N.d.. Table 383-0031Labour Statistics consistent with the System of National Accounts, by province and territory, job category and NAICS. CANSIM (database).

¹⁰Terrence Martin (2014). Provincial Territorial Human Resource Module of the Tourism Satellite Account, 2012. Statistics Canada Catalogue no. 13-604-M – No. 74. Ottawa. Income and Expenditure Accounts Technical Series. Table b. p. 15.

¹¹Terrence Martin (2014). Provincial Territorial Human Resource Module of the Tourism Satellite Account, 2012. Statistics Canada Catalogue no. 13-604-M – No. 74. Ottawa. Income and Expenditure Accounts Technical Series. Table C. p. 17. And Statistics Canada. N.d.. Table 282-0106Labour force survey estimates (LFS) by immigrant status, educational attainment, sex and age group. CANSIM.

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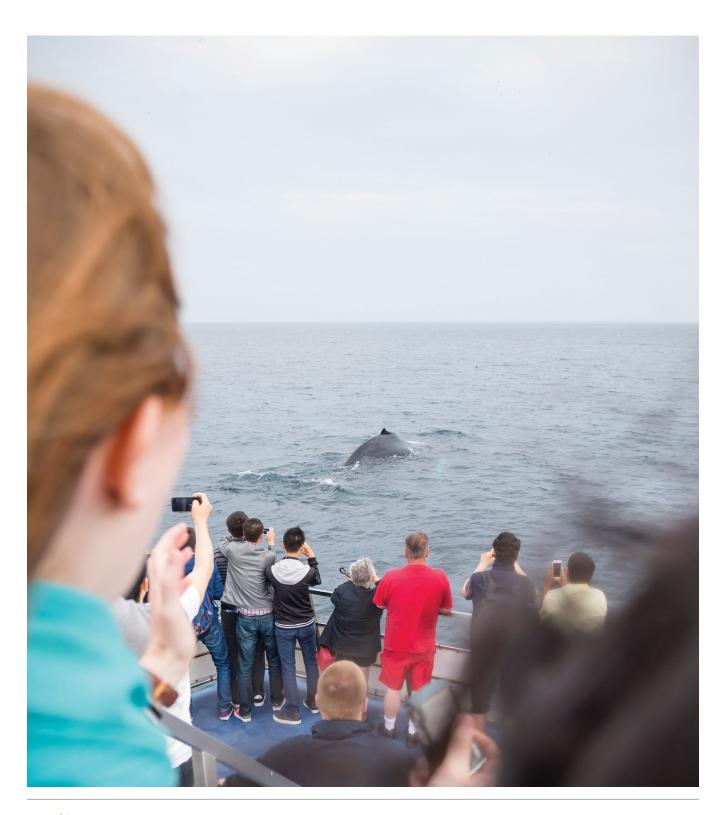
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