

Kootenay Rockies Tourism HR Strategy

September 2007

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1.0 Introduction

In the fall of 2006, go2, with funding from Service Canada formed the Kootenay Rockies Human Resources Strategy Steering Committee (KRHRC). This was the second regional committee formed by go2. The Sea to Sky HR Strategy Steering Committee was the first to develop a regional HR Strategy.

KRHRC developed a vision and mission for its work. They contracted for two bodies of research. Ruth Emery completed labour market research and compiled a report with recommendations to address the labour market issues. A summary of her report and recommendations is included in Section 3, and the full report in Appendix A. The committee also commissioned research into HR Leadership Practices by Norm Carruthers and Andrew Earnshaw. The report is available in Appendix B, and their Inventory of Resources is included in Appendix C.

Recommendations from both reports have been incorporated in the body of this report. KRHRC and its sub-committees worked to develop goals, strategies and tactics building on the research results, and their knowledge of the industry and region. Appendix D lists committee members.

Vision

The Kootenay Rockies Tourism HR Committee will develop a Human Resource strategy that encourages collaboration, partnership and integration among employers and organizations in the region.

Mission

We will share ideas openly and consider innovative solutions to our human resource issues. We will develop a comprehensive human resource strategy that leads to methods of attracting and retaining a diverse group of employees who will stay in our region and with our companies as we offer a unique and excellent working experience.

2.0 Strategy Development

As our labour market research confirms, the labour market situation has dramatically added to the complexity of Human Resource issues within the tourism and hospitality sector in Kootenay/Rockies. Much of the industry focus in the past decades has been on marketing tourism and hospitality services to attract customers. In recent years, the focus has shifted with rising labour and skills shortages resulting in an urgent need to develop strategies to attract and retain employees.

The underlying foundation of this strategy is based on recent industry practice and research. Sector employers and go2 have demonstrated the power of sharing stories, examples and case studies as a way of increasing effectiveness and efficiency in attracting and retaining employees. Increasingly, the tourism and hospitality industry recognizes the business imperative of marketing to potential employees as well as to potential customers.

The strategy is based on the premise that:

- Change and innovation requires a process that moves industry decision-makers beyond understanding and knowledge, to making decisions to adopt new process and methods, and implementing new and innovative HR methods and strategies
- Promoting understanding of the scope of the current labour market issue and possible solutions may be best accomplished through stories, case studies and examples shared by industry opinion leaders and influencers

3.0 Labour Market Issues

(Excerpt from report prepared by Ruth Emery – full report available in Appendix A)

Generally the same issues as the tourism sector is experiencing across BC, with demographic changes and a tightening labour market, which will have an impact on the capacity of the sector to achieve potential employment levels. Also, rising cost pressures from labour inputs in addition to some inefficiencies and unevenness of service as the sector attempts to obtain and retain workers

For the Kootenay Rockies these issues are somewhat more extreme, especially in the eastern side of the area.

1. Tourism employment growth has been faster than the average for BC as a whole. This more rapid employment growth is expected to continue over the next several years.
2. Overall population growth in the area stalled over the past few years and the labour force actually declined through the early 2000s. The usual sources of population growth for BC, immigration and in-migration rates are lower in this geographic area.
3. Overall unemployment has declined limiting excess labour supply to draw on annually.
4. The young adult population in the area is set to decline, suggesting that the overall labour force has limited potential for growth over the next decade.
5. Along with high annual growth, the seasonal impacts are more extreme in the Kootenay Rockies, with the sector needing to recruit 15 to 20 percent of the base workforce each summer. Winter seasonal needs are a little less but likely more specialized and specific to resorts.
6. Annual employment growth will require about 600 new workers each year to 2010 and then 350 to 400 each year to 2015. This lesser growth from 2010 is partly a maturing of the sector and partly reflecting some limitation on workforce availability acting as a constraint.
7. The tourism sector (as in BC) is going to be competing with other sectors, particularly health care, mining, construction and technology for new labour force entrants and especially for young persons looking to develop careers.
8. There is considerable competition for young workers

from Alberta and ease of access to Alberta jobs makes them very attractive for young persons living in the area.

9. The largest volume of annual recruitment for seasonal activity is for less skilled workers in food service and hotel operations.
10. There has been considerable use of young workers from other areas and provinces for much of the workforce needs annually. This supply of workers is also reducing as youth populations across Canada are declining.
11. While the sector does not have a particular issue with an aging workforce, some management occupations will need to recruit to offset increased retirement.

Potential Areas for HR Development to meet these challenges

- a) Attention to career paths in order to retain and develop workers for the annual (year round jobs) growth in key positions. This is necessary to combat the considerable competition for qualified workers and younger career job entrants.
- b) Strategies to encourage the return of workers for seasonal work over several years, for example: training incentives for students; or loyalty bonuses.
- c) Sector wide recruitment for summer positions from out of province schools or colleges, especially Ontario, Quebec and Eastern Canada where the labour market is not as strong as in Western Canada. However this is not a viable long term solution as these areas will be facing their own demographic crunch.
- d) Looking at how older workers, possibly early retirees could be drawn into the short term summer workforce at golf resorts, with flexible work hours, playing rights etc.
- e) Training modules for entry workers as a means of increasing efficiency and effectiveness where the workforce is tight.
- f) Potential for using recruitment from immigration through PNP for high skill jobs areas.
- g) Moving to use of temporary workers on visas for less skilled jobs at high-end resorts. Higher cost up front but may be offset with offshore/Mexico resorts in off-season.
 - o Generally small aboriginal workforce available in the area and aboriginal workers are already well involved in the sector. They are frequently at higher skill levels than elsewhere in BC, but there is still some room to develop more career paths to management and key jobs.

4.0 Goals

1. Develop and implement a governance and implementation strategy that will ensure that the Kootenay Rockies Tourism Human Resource Plan is implemented.

Strategies

- A. Identify an organization or strategic alliance of organizations that is willing and able to implement the Kootenay Rockies Tourism HR Strategy

Tactic	Strategy	Timeframe
Develop an agreement between go2 and an organization or alliance of organizations that will take on the governance and implementation of the HR Strategy. This alliance may include organizations such as: Kootenay Rockies Tourism Association; Kootenay Economic Alliance; Tourism Knowledge Cluster and College of the Rockies; Community Futures; Skills Councils and other organizations that are working to address labour market conditions in the region.	1	Nov. 30, 2007
KR Tourism HR Committee Chair to provide an outline of prioritized potential funding sources to assist in the implementation of the HR Strategy	1	Oct. 31, 2007

2. **Develop and evaluate an education campaign to expand industry knowledge of the labour and skill shortages, and develop a collaborative and innovative region-wide strategy of continued education and action**

Strategies

- 1.0 Develop enhanced industry awareness of labour market issues and a collaborative strategy to address these issues.

Tactic	Strategy	Timeframe
<p>Work with go2 to develop a communications and media strategy to share research results and the HR Strategy with regional industry representatives and other stakeholders. Emphasize the solutions that have been successfully utilized by employers throughout the region.</p>	A	Nov. 15, 2008
<p>Develop a funding proposal to Service Canada for a regional or sub-regional employer forum(s) to develop knowledge, understanding and actions to address the labour and skills shortages. Engage committee members to recruit industry representatives to the event, and hire an event manager.</p> <p>Involve stakeholders and organizations such as Chambers of Commerce, Human Resource Management Association, employer organizations, and other stakeholders to ensure inclusion of as many industry members as possible</p>	A	Jan. 31, 2008
<p>Include a hiring and career fair as an additional day to this event (see Attraction tactics). Partner with the K-12 and public post-secondary system, and other organizations that will promote the event to potential employees.</p>	A	Jan. 31, 2008
<p>Evaluate the ability of the forum(s) to meet stated objectives</p>	A	On completion of event.

3. Develop, implement and evaluate an innovative and collaborative strategy to attract employees to work in the Tourism and Hospitality sector in the Kootenay Rockies by Jan. 31, 2008. Use current marketing venues and materials to market the region and the sector to potential employees.

Strategies

- A. Develop an attraction strategy that addresses the labour market supply and demand issues. Include separate strategies for each of the potential employee groups: student, youth, mature workers, aboriginal, and persons with disabilities, new Immigrant workers, workers from areas of Canada with high unemployment rates, and foreign workers.
- B. Develop a formal employer network through the implementation organization that provides coaching, mentoring and support to employers in collaborating in their attraction strategies, and learning from each other's success and failures.
- C. Develop partnerships with organizations such as the Tourism Knowledge Cluster, Kootenay Economic Alliance, Community Futures, Skills Councils, Selkirk College and College of the Rockies, and other organizations that can assist in attracting potential employees to the region.
- D. Evaluate the success of the strategy on an annual basis.

Tactic	Strategy	Timeframe
Conduct industry events that bring student, youth, older, aboriginal, persons with disabilities, new Immigrant workers together with employers and that address seasonal industry needs.	A	May, 2008

<p>Develop a collaborative approach to recruiting foreign workers:</p> <ul style="list-style-type: none"> • By using recruitment from immigration through PNP for high skill jobs areas • Moving to use of temporary workers on visas for less skilled jobs 	A	March, 2008
<p>Develop targeted, region-wide campaigns to attract employees from a variety of employee groups:</p> <ul style="list-style-type: none"> • To attract older workers to tourism positions, by offering flexible work hours in exchange for benefits such as free golf memberships 	A	June, 2008
<p>Encourage employers who employ seasonal workforces (i.e. ski hills and golf courses) to partner in offering full-time work for employees</p>	A	June 2008
<p>Develop region-wide collaborative recruitment to attract:</p> <ul style="list-style-type: none"> • Employees from areas in Canada where unemployment rates are higher • Students for summer positions from out of province schools or colleges, especially Ontario, Quebec and Eastern Canada where the labour market is not as strong as in Western Canada. 	B & C	March, 2008
<p>Develop regional or sub-regional hiring and career fairs, and:</p> <ul style="list-style-type: none"> • Participate in those offered by College or the Rockies and Selkirk College • Work with local School Districts to attend local career fairs and promote tourism careers and jobs • Partner with Visitor Information Centres and Student, Youth and Employment Centres to promote careers and jobs in tourism 	A	Sept, 2008

<p>Develop success stories demonstrating: innovative and effective retention and promotion strategies and lessons; and career opportunities in the sector including stories and case studies about career advancement for current employees.</p> <p>Use these success stories to promote the advantages of working in the Kootenay Rockies and in this industry, in all current and planned marketing materials of the governance body and partners.</p>	A	April, 2008
<p>Develop and implement a speakers group of employer opinion leaders and champions who can share and discuss their successes with industry colleagues. Identify and manage opportunities for the speakers group members to present and share their stories at conferences and events, and via industry newsletters and websites</p>	B	January, 2008
<p>Develop employee champions who can promote the region and tell their own stories from the perspective of their employee group (aboriginal, student, youth, older workers, New Canadians, foreign workers and promotion and career advancement for current employees)</p>	B	April, 2008
<p>Develop an on-line database of success stories, contacts and tools to support employers in implementing innovative ideas, and market the availability and utility of the data-base.</p>	A & B	September, 2008
<p>Develop partnerships with the public post-secondary and K-12 sector and a strategy to encourage youth and students to build a career in this sector.</p>	C	June, 2008
<p>Evaluate each tactic to assess its success in meeting stated objectives.</p>	D	At the completion of each strategy.

4. Develop, implement and evaluate a strategy that supports employers in implementing excellent leadership and Human Resource practices to retain, train and develop employees

Strategies

- A. Develop and maintain an on-line database of regional resources in training, development and methods of career development and advancement combined with success stories from regional employees. The database could also include lists of benefit options and how they are being used to build excellent workplaces that encourage retention and career advancement.
- B. Enhance partnerships with public and private secondary and post-secondary institutions to develop formal and informal training programs to meet industry need to retain and promote existing employees
- C. Develop, promote and support Kootenay Rockies employers to develop their workplaces to improve employee motivation and engagement and to apply for awards that recognize the excellence of their workplace culture. Work with go2 to develop a regional award which recognizes and promotes excellent leadership and Human Resources practices
- D. Evaluate the success of the strategy on an annual basis.

Tactic	Strategy	Timeframe
Develop employee champions who can promote the region and tell their own career advancement and excellent workplace stories from the perspective of their employee group (aboriginal, student, youth, older workers, persons with disabilities, New Canadians, foreign workers and promotion and career advancement for current employees) (See related goal in Recruitment tactics)	C	April 30, 2008
Develop resources and support for employers to develop human resource strategies and career paths to retain and develop workers for the annual (year round jobs) growth in key positions.	A	May 30, 2008

<p>Develop and share innovative methods of encouraging the return of workers for seasonal work over several seasons including benefits and compensation for employees to increase longer term attachment to the employer. These methods could include:</p> <ul style="list-style-type: none"> • Training incentives • Loyalty bonuses • Shoulder season activities to keep seasonal work force employed 	A	May 30, 2008
<p>Develop and share training modules for entry-level workers as a means of getting better efficiency and effectiveness where the available workforce is limited</p>	B	Sept. 30, 2008
<p>Develop and market career advancement opportunities to youth, students, older workers, persons with disabilities, aboriginal and new Immigrants.</p>	B	Sept. 30, 2008
<p>Develop, maintain and update an on-line database the provides information about training and professional development opportunities available for Kootenay Rockies employees including:</p> <ul style="list-style-type: none"> • Regulatory and legislated training • Training offered through public and private institutions • Classroom and on-line options <p>(See Retention data-base tactic)</p>	B	Sept. 30, 2008
<p>Develop a data-base of success stories, contacts and tools to support employers in implementing innovative ideas</p>	A	Sept. 30, 2008
<p>Share stories and innovative methods with industry colleagues and help other employers decide to adopt innovative retention methods at:</p> <ul style="list-style-type: none"> • Conferences, meetings and networking (face-to-face events) • Employer and association publications and websites • Tourism marketing events 	C	Ongoing
<p>Encourage employers to share best practices related to transportation and day care in order to provide employees with additional employment benefits</p>	C	Ongoing

<p>Develop regional events with speakers to promote the importance of excellence in leadership and workplace development.</p> <p>Work with go2 to build on their success in events, conferences, and career and job fairs.</p> <p>Encourage the development of local tourism based employer networks as a follow-up to regional events.</p>	C	Ongoing
<p>Develop a Kootenay Rockies Employer Excellence award in partnership with go2, building on the regional Sterling Service awards.</p> <p>Encourage employers to apply for regional, provincial and national awards and increase their profile as excellent employers.</p>	C (See Appendix C)	May, 2008
<p>Evaluate the success of the strategies based on stated objectives.</p>	D	As strategies are completed

Appendix A

TOURISM LABOUR MARKET ANALYSIS FOR THE KOOTENAY ROCKIES REGION

**Prepared for the
Kootenay Rockies Tourism HR Strategy Steering Committee**

by

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June 2007

THE KOOTENAY ROCKIES TOURISM LABOUR MARKET

Highlights

- The Kootenay Rockies Tourism Area is showing a faster rate of growth of employment than the British Columbia average, especially in the eastern part of the area. While historically the area was known for key winter sports venues, developments in the past few years have added significant resort type operations and related employment. These resorts serve winter sports but also increasingly focus on golf and summer recreation.
- This more rapid tourism employment growth is expected to continue over the next several years, with increases especially in the golf side of the market which is not only developing hotel/resort operations but also establishing resort/condominium developments. Once more the eastern part of the area is expected to show the most gains in employment.
- Employment in the core tourism occupations is estimated as averaging 8,550 in 2007. This employment level is expected to increase by 1,700 from 2007 to 2010 and by a further 1,850 through to 2015. By 2015, employment in the core tourism occupations in this area is expected to stand at slightly more than 12,000.
- The annual average measures only show part of the picture. Tourism generally has significant seasonal changes in activity and employment. The extremes of weather in the Kootenay Rockies area emphasize seasonal activity and its impact on employment. There is a strong summer season serving golf and various outdoors summer recreation activities as well as the increased flow of visitor traffic through the area. There is also a significant winter season for ski and winter sports resorts.
- Seasonal employment shifts dominate the tourism labour market picture as, in addition to the growth occurring on an annualized basis, approximately 1,400 more workers will be needed each summer over the next few years to meet demand. During the winter peak, employment is estimated as increasing by about 550. Some of the workforce will be involved in both winter and summer work, but in some cases location or type of work will mean that the demand is for different people during the summer and winter peaks.
- The seasonal demand for workers, while across most of the core tourism occupations, does have a disproportionate impact on some of the lesser skilled job areas such as food and beverage service and preparation. However, despite these being classified as lesser skilled jobs, the move to high end resort operations places significantly more demand on skills, especially communication skills, that would normally be considered for jobs at this level.

- Labour Force Survey measures for the Kootenay Rockies area already showing a tightening labour market, with significantly lower unemployment overall and some gains in employment against a backdrop of labour force decline. This reflects an aging workforce and limited in-migration. While the population projections for the area shows some overall long term growth, they also point out that this will see continued aging of the population with the youth population, those 15 to 24 years of age, starting to decline in the next few years.
- The population and labour force numbers across the economy suggest there is the potential of a cumulative drop of about 1,000 each year in the core working age population for the next several years. This could translate into a decline of about 500 in the overall labour force each year over the decade.
- The tourism sector in the Kootenay Rockies area, as generally in BC, heavily relies on young people for many of the seasonal jobs. With a declining youth population, traditional summer season labour supply - such as school and college students - is going to be in greater demand from all industrial sectors. As similar demographic changes are taking place elsewhere in Canada, recruitment of young people for summer work will become more difficult.
- This demographic change also has a major impact on the availability of new entrants for training and career jobs in the tourism sector in the Kootenay Rockies. The tourism sector will find itself increasingly competing with other industries (especially health care, construction, mining) for young persons as they start their work life or make decisions about their long-term careers. In many of these other industrial sectors, and in other sectors which are not in fact seeing employment growth, there is a major human resource issue over retirement from the existing workforce and the need to find replacement labour-force entrants.
- The job boom in Alberta is also currently playing a large role in drawing away the potential workforce from the Kootenay Rockies area, especially from the eastern section where the labour market is already tight. With continued strong growth projected for resource development in both BC and Alberta, and continued strength in construction, the draw on local workers to these “hot” economic spots will continue.
- Using a data analysis method to try and estimate exact numerical shortages or imbalances by occupation is not possible as there are too many potential shifts on the supply side of the labour market. However given the high growth, and the very immediate local issue of a reducing youth population, it is possible to think more in terms of the probabilities of failing to meet the sector’s recruitment requirements.
- For the year-to-year career job growth, the various factors could easily result in a 20 percent plus deficit in the capacity to meet employers’ needs in the tourism

sector.

- For summer seasonal jobs given the close linkages with the youth or student workforce, a drop of a few hundred in the youth population numbers, along with more economy-wide demand for these students, the dynamics of recruiting locally for the seasonal peak employment is likely to be impacted by a similar 20 percent share. In this case the shortages will be far larger because of the overall size of the summer seasonal need.
- Retention of workers and encouraging returning workers from year to year will be the key to maintaining a tourism workforce. Pay and working conditions will become more of an issue over the next few years. Looking for workers outside traditional routes will be important. If the tourism sector is to look at recruiting older workers, it will call for developing more flexible approaches for jobs, benefits and work schedules

KOOTENAY ROCKIES TOURISM LABOUR MARKET

Tourism activity spans several industry sectors so the tourism workforce does not have a completely tight industry definition, although clearly it is linked with the various industries that provide service to tourists. In addition, the understanding of who a tourist is can vary, adding even more complexity to identifying the overall workforce.

At a provincial level overall BC tourism employment is calculated by taking various shares of industry (defined by the standard industry definitions) employment and is linked to the contribution to GDP. The industries involved in creating this tourism employment measure at the provincial level include most of the accommodation industry, a little over half of the food services industry, some of transportation, some of retail and recreation industry and smaller slices of finance and government services.

It is simply not possible to delineate the tourism sector in the Kootenay Rockies area using this type of detailed definition as we do not have similar data for either tourism activity, value of tourism or employment. This definition is also misleading when we are looking at human resource planning. The largest issue for human resource planning is that it really is not possible to split the food and beverage services into tourism vis-à-vis providing services to local people. The same businesses generally use the same people to serve tourists and locals (although the degree might vary considerable depending on the type of operation) and, of even more importance, the labour market for workers does not differentiate (except when requiring added skills) between the job areas around food service.

This analysis therefore focuses directly on the core tourism industries of accommodation, food and beverage services and recreation services and on the core occupations that are involved in these industries. In this way the analysis specifically addresses the occupations that are “owned” by the tourism sector.

There are some further job areas in accounting, clerical, maintenance activities where people might be employed by firms within the core tourism industries. But equally likely, these activities and services might be contracted out to firms within construction and the financial services industries. While tourism operations will indeed have some jobs in these areas, they are not core or key to the sector. But we need to keep in mind that the impacts of growth and changes in the demand for workers across the economy and especially in overall labour supply will have some impacts on the wider labour market that supports the core tourism activity and occupations.

Area Tourism Activity and Estimating Tourism Employment

The Kootenay Rockies tourism area, and especially the eastern section of the area, has experienced strong growth in tourism activity over the past few years.

One key indicator of tourism activity is the room revenue numbers that are reported regularly for room revenue tax purposes. This measure shows that annual room revenues in the Kootenay area increased by 24 percent from 2001 to 2005 (latest full data) while the overall BC room revenue increased by 17 percent. This measure is of course linked to accommodation, but it does provide a general guide to related food services activity as well as indicating that the Kootenay area is outperforming, or taking a larger share of tourist traffic, compared to the overall BC picture.

Annual Room Revenues & Index of Change from 2001						
in \$ thousands						
	2000	2001	2002	2003	2004	2005
KOOTENAY	63,793	64,108	71,712	72,167	76,957	78,922
BRITISH COLUMBIA Totals	1,442,085	1,473,983	1,506,188	1,486,681	1,592,176	1,690,093
KOOTENAY	100%	100%	112%	113%	121%	124%
BRITISH COLUMBIA Totals	100%	102%	104%	103%	110%	117%

Source: British Columbia Tourism Room Revenues, Annual Report 2005

This room revenue information, along with a small amount of labour force survey information that is available, provides a starting point for assessing the employment trends since the start of the 2000s. In addition, information was collected by means of a brief survey from 28 tourism operations in the Kootenay Rockies area. These operations reported that activity and employment had increased in their businesses by 10 to 20 percent over the past few years.

This local information was placed in the context of BC-wide tourism employment trends. The combined information was used to assess the BC Regional Employment Projections information on occupation demand by college area that has recently been prepared by BC Stats. Since the College Area estimates for 2005 and 2007 closely fit with the views generated from the other information, this material for the Rockies and Selkirk college areas was used to establish base employment for 2007 and as

projections to 2010. In order to cover the entire Kootenay Rockies Tourism area, an adjustment was made to account for the additional tourism occupation employment in Revelstoke.

Core Tourism Employment in 2007

Employment in the core tourism occupations is estimated as averaging 8,550 for 2007, which reflects the strong employment growth since 2001. In addition, the tourism sector makes use of cleaners. While this occupation is found in various industry sectors, Census information at the BC level indicates that approximately 20 percent of cleaners work in the accommodation, food services and recreation industries, adding a further 300 workers directly to the core numbers. There will also be some additional workers in closely related retail trade and transportation.

Employment Projections to 2010

Table 1 provides a current estimate of employment in each of the core tourism occupations for 2007 and provides detail on the projected change to 2010. As shown, further strong growth is projected to 2010. This employment growth will be fueled by spin-offs from the 2010 Olympics, with some substitution of local ski areas for Whistler and western ski resorts, some ski and winter sports training taking place in Kootenay Rockies locations and an Olympic-spurred general interest in winter sports. Another major, and longer term, driver for increased activity is the significant expansion of golf-based resort developments already underway - with more planned. This latter area of tourism fits very well with potential changing demographics of international, Canadian and local tourists. One further significant development, factored in to develop the potential tourism growth, is the new Revelstoke airport. In addition, the overall economic health in Western Canada has been, and is expected to be strong, giving the potential of sizeable tourism activity from BC, Alberta and to some extent across the prairies.

	2007	2010	2007 to 2010	
	annual est	annual est	Growth	Average
				Annual
				%
Core Tourism Occupations	8,550	10,256	1,707	6.7%
0631 Restaurant and Food Service Managers	1,003	1,219	216	7.2%
0632 Accommodation Service Managers	436	523	87	6.7%
1226 Conference and Event Planners	50	55	4	2.7%
5254 Program Leaders and Instructors in Rec	234	246	12	1.7%
6212 Food Service Supervisors	223	269	46	6.9%
6213 Executive Housekeepers	52	61	9	5.7%
6241 Chefs	364	436	72	6.6%
6242 Cooks	1,424	1,710	286	6.7%
6451 Maitres d'hôtel and Hosts/Hostesses	183	222	39	7.2%
6452 Bartenders	291	351	61	6.9%
6453 Food and Beverage Servers	1,745	2,119	374	7.1%
6435 Hotel Front Desk Clerks	220	268	48	7.3%
6442 Outdoor Sport and Recreational Guides	68	77	9	4.5%
6443 Casino Occupations	37	39	2	1.6%
6671 Operators, Amusement, Recreation and Sport	51	54	3	2.3%
6672 Other Attendants in Accommodation and Travel	47	55	8	6.1%
6641 Food Counter Attendants, Kitchen Helpers and Related Occupations	2,123	2,552	429	6.7%
Other Related Occupations				
0621 Retail Trade Managers	1,988	2,145	157	2.6%
6211 Retail Trade Supervisors	256	276	21	2.7%
6421 Retail Salespersons and Sales Clerks	3,201	3,450	249	2.6%
6611 Cashiers	1,473	1,616	142	3.2%
666 Cleaners	1,556	1,737	181	3.9%
Source: Tourism Human Resource Project estimates and projections, drawing from BC Stats College Area Occupational Projections				

The survey of local tourism business which was conducted for this labour market analysis, shows that most tourism operations in the area expect to see employment growth in the order of 10 to 20 percent over the next few years, adding further validation

to these projections.

The employment growth will affect all core tourism occupations from management to food service helper. Clearly some occupations are key to tourism operations, management, both for accommodation and for food services, specialized skilled workers such as chefs and, for the sports component of the operations, either ski instructors or golf instructors. Restaurant managers can be expected to see growth of over 200 positions, while accommodation management is projected to add almost 90 positions over the next three years. The key occupations of chefs and cooks will add over 350 positions. While the recreation instructors and guides occupations are far smaller, generating a smaller number of new jobs, the growth from 2007 to 2010 will see about 20 new positions. Another important area, especially for the growing resort operation side of the tourism market is the hotel front desk clerks, where about 50 new positions are anticipated. Having adequately qualified and experienced people is important in these areas in order for new developments to be able to attract business.

Equally important, but at a different level, is having an adequate workforce for the lesser skilled job areas. It is several of these lesser skilled areas that make up at least one half of the core workforce and the majority of the job growth. Over 800 of the additional job openings will be for food service and helpers. While cleaners are not identified as part of the core tourism occupation group, there will be a need for additional cleaners. Given the, likely share of tourism work amongst cleaners, a reasonable estimate will be for there to be a requirement for an additional 75 workers for tourism sector cleaning positions, mainly in resorts.

Projecting Ahead to 2015

Tourism activity is expected to continue to increase over the period from 2010 to 2015, but at a slightly lower rate. Many of the current development projects will be in place and growth will depend more on marketing and building incremental demand. However the Kootenay Rockies area is still seen as experiencing employment gains that are ahead of the BC average. One issue facing the industry, the one that the committee is looking at ways to deal with, is whether there will be a constraint on employment growth because of a lack of workers. With these factors in mind, the projected employment gain for the 2010 to 2015 period is an additional 1830 jobs. This will mean that the total employment levels in the core tourism occupations will stand at slightly over 12,000 by 2015.

Table 2 provides the occupation detail for projected employment changes in each of the core tourism occupations from 2010 to 2015. With slightly lower growth rates the total changes over the five years from 2010 to 2015 is likely to be very close to the changes expected in the three years from 2007 to 2010. Once more chefs and cooks and the food servers and helpers occupations will be very important in terms of actual numbers of new, additional job openings.

Table 2. Kootenay Rockies Tourism Area.				
Average Annual Employment Projections for 2010 and 2015				
	2010	2015	2010 to 2015	
	annual est	annual est	Growth	Average
				Annual
				%
Core Tourism Occupations	10,256	12,087	1,831	3.6%
0631 Restaurant and Food Service Managers	1,219	1434	215	3.5%
0632 Accommodation Service Managers	523	613	90	3.4%
1226 Conference and Event Planners	55	60	5	2.0%
5254 Program Leaders and Instructors in Recreation	246	276	30	2.5%
6212 Food Service Supervisors	269	315	46	3.4%
6213 Executive Housekeepers	61	75	14	4.6%
6241 Chefs	436	504	68	3.1%
6242 Cooks	1,710	2042	332	3.9%
6451 Maitres d'hôtel and Hosts/Hostesses	222	256	34	3.0%
6452 Bartenders	351	393	42	2.4%
6453 Food and Beverage Servers	2,119	2513	394	3.7%
6435 Hotel Front Desk Clerks	268	317	49	3.6%
6442 Outdoor Sport and Recreational Guides	77	92	15	4.0%
6443 Casino Occupations	39	45	6	3.0%
6671 Operators, Amusement, Recreation and Sport	54	62	8	2.9%
6672 Other Attendants in Accommodation and Travel	55	64	8	3.1%
6641 Food Counter Attendants, Kitchen Helpers and Related Occupations	2,552	3027	475	3.7%
Other Related Occupations				
0621 Retail Trade Managers	2,145	2252	107	1.0%
6211 Retail Trade Supervisors	276	290	14	1.0%
6421 Retail Salespersons and Sales Clerks	3,450	3655	205	1.2%
6611 Cashiers	1,616	1724	108	1.3%
666 Cleaners	1,737	1928	191	2.2%

Source: Projections developed for the Kootenay Rockies Labour Market study.

In addition to the core tourism occupations, the tables provide a reading of projected employment for retail trade occupations and for cleaners. Cleaners are necessary for tourism work, especially in resort operations. In some locations many retail trade workers are indeed “tourism” workers. For some workers tourism and retail work are interchangeable so knowing the demand for retail sales persons is a useful context for tourism recruitment. The number of people involved in these closely related occupations gives a sense of the wider workforce requirements and a sense of where there will be most competition for qualified and appropriate workers.

Different Patterns across the Kootenay Rockies Tourism Area

The eastern section of the Kootenay Rockies tourism area is expected to lead the employment growth. The patterns of growth are sufficiently different that it is useful to break out the overall area into the components of east and west. The whole Kootenay Rockies area is very large and very diverse in terms of tourism activity, types of operations as well as in terms of the state of the labour market. Tables 3 and 4 provide a breakout of employment estimates and projections for 2007, 2010 and 2015 between the eastern section of the area and the western side.

Overall on the eastern side of the region, the total employment in the core tourism occupations is expected to increase by 1,100 to 1,200 from 2007 to 2010, while the same core occupations should see an increase of about 600 new job openings in the western part of the region. In 2007, the eastern section of the Kootenay Rockies Tourism areas comprised just over 52 percent of the core tourism jobs of the entire area, by 2010 this proportion is expected to have increased to almost 55 percent. What we are seeing from the development, regional occupation projections and the labour market analysis is a rate of growth for the eastern side that is generally close to double that seen for the west. This pattern carries through for most of the core tourism occupations, and indeed for much of the overall economy of the area as other developments boost overall economic gains in the east.

While in general the rate of employment growth in tourism sector in the Kootenay Rockies is expected to slow down as project development reaches a mature operating stage, these projections suggest that the imbalance between the eastern portion of the tourism area and the western side, will continue through to 2015.

	2007			2010		
	East	West	Total	East	West	Total
Core Tourism Occupations	4,480	4,069	8,550	5,634	4,622	10,256
0631 Restaurant and Food Service Managers	563	440	1,003	715	504	1,219
0632 Accommodation Service Managers	192	245	436	244	280	523
1226 Conference and Event Planners	23	28	50	25	29	55
5254 Program Leaders and Instructors in	105	128	234	112	134	246
6212 Food Service Supervisors	127	96	223	160	109	269
6213 Executive Housekeepers	16	37	52	19	42	61
6241 Chefs	173	191	364	218	218	436
6242 Cooks	752	672	1,424	946	764	1,710
6451 Maitres d'hôtel and Hosts/Hostesse	105	78	183	134	89	222
6452 Bartenders	160	131	291	202	150	351
6453 Food and Beverage Servers	926	819	1,745	1,181	938	2,119
6435 Hotel Front Desk Clerks	118	102	220	151	117	268
6442 Outdoor Sport and Recreational Gui	14	54	68	16	60	77
6443 Casino Occupations	16	22	37	17	22	39
6671 Operators, Amusement, Recreation and Sport	23	28	51	25	29	54
6672 Other Attendants in Accommodation and Travel	28	19	47	34	21	55
6641 Food Counter Attendants, Kitchen Helpers and Related Occupations	1,141	982	2,123	1,436	1,117	2,552
Other Related Occupations						
0621 Retail Trade Managers	978	1,010	1,988	1,060	1,084	2,145
6211 Retail Trade Supervisors	121	134	256	132	144	276
6421 Retail Salespersons and Sales Clerk	1,558	1,643	3,201	1,686	1,764	3,450
6611 Cashiers	733	741	1,473	816	800	1,616
666 Cleaners	732	823	1,556	841	896	1,737
West includes an estimate for Revelstoke						
Source: Tourism Human Resource Project estimates and projections, drawing from BC Stats College Area Occupational Projections						

	2010			2015		
	East	West	Total	East	West	Total
Core Tourism Occupations	5,634	4,622	10,256	6,912	5,173	12,085
0631 Restaurant and Food Service Managers	715	504	1,219	867	567	1,433
0632 Accommodation Service Managers	244	280	523	298	315	613
1226 Conference and Event Planners	25	29	55	28	32	61
5254 Program Leaders and Instructors in Recreation	112	134	246	131	145	276
6212 Food Service Supervisors	160	109	269	195	120	315
6213 Executive Housekeepers	19	42	61	28	46	74
6241 Chefs	218	218	436	259	245	504
6242 Cooks	946	764	1,710	1183	859	2,042
6451 Maitres d'hôtel and Hosts/Hostesses	134	89	222	158	98	256
6452 Bartenders	202	150	351	229	164	393
6453 Food and Beverage Servers	1,181	938	2,119	1462	1,051	2,513
6435 Hotel Front Desk Clerks	151	117	268	185	131	317
6442 Outdoor Sport and Recreational Guides	16	60	77	26	65	91
6443 Casino Occupations	17	22	39	20	25	45
6671 Operators, Amusement, Recreation and Sport	25	29	54	30	32	62
6672 Other Attendants in Accommodation and Travel	34	21	55	40	24	64
6641 Food Counter Attendants, Kitchen Helpers and Related Occupations	1,436	1,117	2,552	1774	1,253	3,027
Other Related Occupations						
0621 Retail Trade Managers	1,060	1,084	2,145	1,113	1,139	2,252
6211 Retail Trade Supervisors	132	144	276	138	152	290
6421 Retail Salespersons and Sales Clerks	1,686	1,764	3,450	1,788	1,868	3,655
6611 Cashiers	816	800	1,616	877	847	1,724
666 Cleaners	841	896	1,737	967	961	1,928
West includes an estimate for Revelstoke						

Seasonal Employment

Tourism is seasonal wherever it occurs. At a provincial level the general pattern is a little more muted but typically summer sees more visitors and requires more workers. The Kootenay Rockies tourism area has a greater seasonal pattern of activity and employment than is seen across much of British Columbia. Weather and the type of resort operation both have their roles in driving these seasonal impacts. Working with room revenue data, Census material on work patterns, and input from the labour market survey of establishments in the Kootenay Rockies area, it is clear that seasonal impacts on tourism employment in the Kootenay Rockies Tourism area are easily as important as the impacts of annual growth.

The **summer seasonal impact is the largest**. A reasonable, slightly conservative estimate, would see **employment for the summer peak increase in 2007 by just**

over 1,400 over the annual average of 8550 employed in the core tourism occupations across the tourism area. This suggests an overall summer seasonal impact of just over 16 percent of the base workforce. In other words, each year's summer season hiring can be expected to be between two and three times the annual recruitment, even at a time when the annual growth is very strong. Similar calculations for **2010 give a summer season requirement of a little over 1,600, above the average of 10,250.** Of course there will be individual operations that experience far greater seasonal needs.

For many operations there is both a summer and winter peak in activity and employment. For a few it is mainly winter. But the overall winter impacts are far less than the summer ones. Again a reasonable, and conservative, estimate is for an additional 465 workers, above the annual picture, to be required in the 2007 and 2008 winter seasons and by 2010 this number would increase to 550.

Table 5 gives a picture of the most likely seasonal pattern for each of the core tourism occupations in 2007 and 2010. Using the Census material on work patterns for each occupation to adjust overall seasonal patterns we see minimal seasonal impacts on the management occupations, more of an impact for chefs and cooks and far greater seasonal demand for the lesser skilled food service and helper occupations. Other occupations, such as those in sport and recreation, also show major seasonal shifts in employment. The overall program leaders and instructors occupation is shown with a seasonal peak at 25 percent above the annual level. For this occupation, there is sufficient variation in just when and who works as instructors and leaders for summer or winter sports that the seasonal pattern is likely even higher, perhaps closer to the 60 percent estimated for the guides occupation difference. We do need to be aware that these numbers have been calculated from a variety of sources and that seasonal activity in tourism, by its very nature, will vary from location to location even within this tourism region. The greatest use of these seasonal peak employment estimates is to give an indication of the extent of seasonal impacts that need to be factored in to human resource planning for the tourism sector.

	2007	Seasonal	Seasonal
	Average	Added Demand	Added Demand
		Summer	Winter
Core Tourism Occupations	8,550	1,417	465
0631 Restaurant and Food Service Managers	1,003	55	25
0632 Accommodation Service Managers	436	25	11
1226 Conference and Event Planners	50	1	0
5254 Program Leaders and Instructors in Recreation and	234	58	23
6212 Food Service Supervisors	223	17	11
6213 Executive Housekeepers	52	5	3
6241 Chefs	364	40	18
6242 Cooks	1,424	150	71
6451 Maîtres d'hôtel and Hosts/Hostesses	183	9	0
6452 Bartenders	291	15	0
6453 Food and Beverage Servers	1,745	410	131
6435 Hotel Front Desk Clerks	220	38	6
6442 Outdoor Sport and Recreational Guides	68	41	7
6443 Casino Occupations	37	1	0
6671 Operators, Amusement, Recreation and Sport	51	10	0
6672 Other Attendants in Accommodation and Travel	47	12	0
6641 Food Counter Attendants, Kitchen Helpers and Related Occupations	2,123	531	159
	2010	Seasonal	Seasonal
	Average	Added Demand	Added Demand
		Summer	Winter
Core Tourism Occupations	10,256	1,643	557
0631 Restaurant and Food Service Managers	1,219	80	30
0632 Accommodation Service Managers	523	30	13
1226 Conference and Event Planners	55	1	0
5254 Program Leaders and Instructors in Recreation and	246	61	25
6212 Food Service Supervisors	269	20	13
6213 Executive Housekeepers	61	6	3
6241 Chefs	436	45	22
6242 Cooks	1,710	165	85
6451 Maîtres d'hôtel and Hosts/Hostesses	222	11	0
6452 Bartenders	351	18	0
6453 Food and Beverage Servers	2,119	455	159
6435 Hotel Front Desk Clerks	268	40	7
6442 Outdoor Sport and Recreational Guides	77	46	8
6443 Casino Occupations	39	1	0
6671 Operators, Amusement, Recreation and Sport	54	11	0
6672 Other Attendants in Accommodation and Travel	55	14	0
6641 Food Counter Attendants, Kitchen Helpers and Related Occupations	2,552	638	191

Source: Data developed for Labour Market Analysis

Recruitment and training for year-round or long term workers is obviously of immense importance to the tourism sector in the Kootenay Rockies area, in order to meet the potential of the various developments and diversification taking place in the sector. However, seasonal demand for workers is so important in the tourism labour market, that developing effective ways of ensuring that these seasonal demands can also be met is equally important.

Labour Supply Issues

As with other industries and with tourism activities elsewhere in British Columbia and Canada, the question is how to obtain the labour supply that is needed to allow for industry growth.

Demographic Aspects

Because of the demographic changes taking place generally across Canada, BC and the local area, one important measure is the overall capacity of the labour market to provide workers for all industries and occupations.

A rough guide for this comes from the total employment demand measures for the Rockies and Selkirk college areas with the addition of an estimate for Revelstoke. Over the five years from 2005 to 2010, total employment in the area is projected as increasing by 9,000 from a base of just under 79,000 in 2005. This includes the tourism occupations and other sectors in the economy. With the stronger growth that is projected for the tourism sector during the remaining years to 2010, and some growth in mining, construction and other industries a reasonable and simple measure is that about 2000 new workers will be needed annually in the area between now and 2010.

Census measures show that just over 11 percent of the 2001 workforce (all industries, all occupations) was between the ages of 55 and 64 years of age. When we apply this to the base employment estimate of 79,000 for the overall Kootenay Rockies area economy, we see that the least number of replacement workers required to fill positions of those who are retiring will be 1,000 each year. This is only a minimum measure as retirement does occur at different ages, and there are often other losses from the workforce as the population ages. This replacement number also does not account for people who relocate outside of the area.

We are also seeing a major increase in the 55 to 64 population over the coming decade, and this will lead to even higher retirement rates and retirement numbers over the remainder of the time period that we are considering.

Combining incremental growth and these basic retirement measures, will mean that at least 3,000 new labour force entrants will be required in Kootenay Rockies area each year until 2010. After that time, slightly slower new job growth will be combining with increased retirement numbers to keep the need for new workers at the minimum of 3,000 per year. Clearly this is a very limited measure of overall demand for additional

workforce. Some individuals will retire early, there will be people leaving the workforce for family reasons or to return to school or college and there will be movers to also account for.

The demographics of those working in the tourism sector are somewhat different from the overall workforce. Overall the proportion of persons aged 55 to 64 is far lower, with many of the core occupations showing few or no workers aged 55 to 64. At the same time the age characteristics of the workforce show a high proportion of young workers. So the aging population will have less of a direct impact, in terms of loss of workforce through retirements on the tourism sector than on other industries. Table 6, provides information on the youth share (those 15 to 24 years of age) of the workforce in each occupation and the older workers share of the workforce.

Food service management occupations in the Kootenay Rockies are showing a slightly higher proportion of older workers than the BC average, and a smaller proportion of youth. For many occupations there is a similar emphasis on young workers as is seen across BC. The front desk clerk occupation stands out in terms of the higher proportion of its youth workforce in the Kootenay area compared to the BC average.

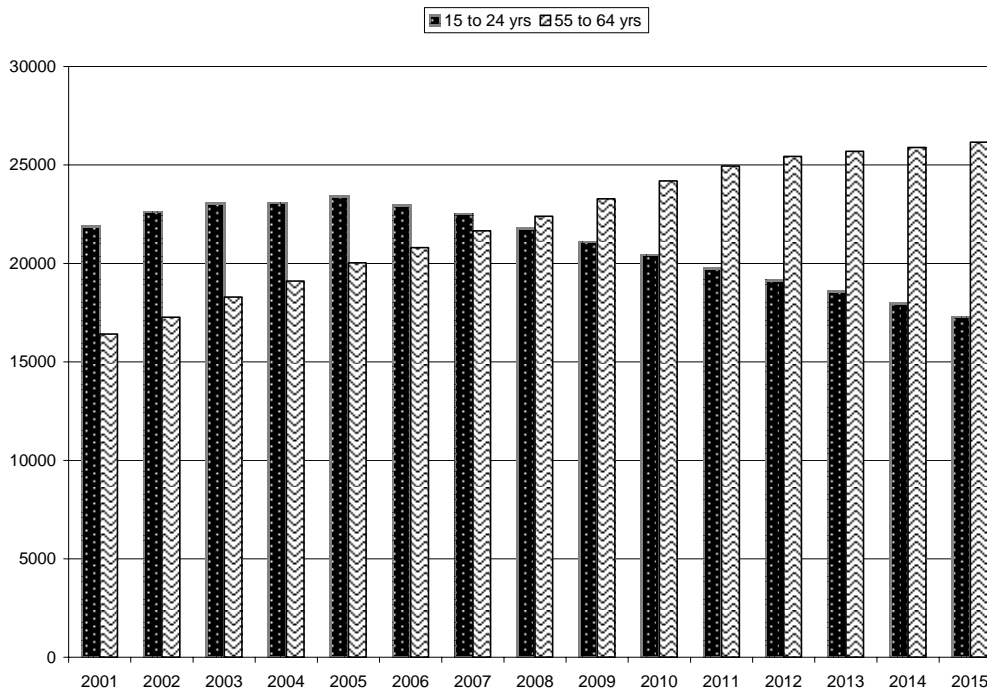
1. Youth Share (15 to 24 years of age) of Workforce				
2. Older workers (55 to 64 years of age) of Workforce - Retirement Indicator				
	Youth		Older Workers	
	Kootenay-Rockies	B C	Kootenay-Rockies	B C
Core Tourism Occupations				
0631 Restaurant and Food Service Managers	7.2%	10.7%	12.9%	9.2%
0632 Accommodation Service Managers	5.5%	4.3%	14.8%	20.0%
1226 Conference and Event Planners				
5254 Program Leaders and Instructors in Recreation and Sport	43.3%	48.2%	4.9%	4.0%
6212 Food Service Supervisors	53.1%	46.3%		
6213 Executive Housekeepers	0.0%	6.0%		
6241 Chefs	7.7%	15.6%	7.7%	4.9%
6242 Cooks	29.9%	32.0%	6.6%	6.3%
6451 Maitres d'hôtel and Hosts/Hostesses	60.9%	66.0%		
6452 Bartenders	26.0%	27.3%	5.2%	4.5%
6453 Food and Beverage Servers	50.4%	49.1%	4.9%	2.2%
6435 Hotel Front Desk Clerks	41.5%	27.9%	0.0%	8.4%
6442 Outdoor Sport and Recreational Guides	12.5%	15.8%	12.5%	7.5%
6443 Casino Occupations				
6671 Operators, Amusement, Recreation and Sport	47.4%	48.8%	0.0%	6.5%
6672 Other Attendants in Accommodation and Travel	75.0%	33.2%	0.0%	5.7%
6641 Food Counter Attendants, Kitchen Helpers and Related Occupations	65.3%	60.3%	4.3%	5.2%
<i>All Occupations comparison</i>	<i>15.0%</i>	<i>15.3%</i>	<i>11.2%</i>	<i>10.6%</i>
Source: Statistics Canada, 2001 Census Special Run; Kootenay Rockies composed of the Kootenay, Central Kootenay and Kootenay Boundary Regional Districts.				
Does not include Revelstoke data.				

None of the occupations stand out as being job areas where there needs to be a special concern over replacing retiring workers. However the emphasis in the tourism sector and in the Kootenay Rockies Tourism Region on using young workers in many of the core tourism occupations has particular concerns at this time.

As we have already noted, wider employment growth across the Kootenay Rockies economy, along with the projected increase in an older population impacting on many job areas in many industries, will lead us to see that, at a minimum, a need for 3000

new workers to be added to the overall workforce in the region each year. The dynamics of demographic change is going to reduce the potential labour supply over the next decade. The youth population, (those 15 to 24 years of age) which is the basic feeder for new labour market entrants is projected to decline. The following chart points out that in the Kootenay Development area (approximately the same geography as the tourism region), the size of the 15 to 24 age group has already started to drop in total numbers. By 2015 the number of people in this age group is projected to be about 6,000 smaller than it is now. This will have major implications for availability of workers overall and specifically for the tourism jobs that young people have historically filled. At the same time the 55 to 64 age group, heading to retirement, will have increased by about 6,000. The implication for a labour market supply gap is very much becoming a reality.

Chart 1. Kootenay Development Area - Youth & Retirement Population Projections



The overall availability of workers, for all industries is significantly impacted by this type of demographic shift. Young persons are still at school or continuing education but ultimately they become the workers for job openings and with fewer of them, the labour supply tightens considerably.

The direct impact on the tourism industry is that there will be fewer workers for the less skilled, volume jobs, which currently have a high proportion of workers aged 15 to 24 years of age. To some extent work in these jobs, especially filling summer job openings, has been compatible with the school and work patterns for older teens and young twenties as they work part time or part year while continuing education. But the competition for these young persons is increasing. There will be an impact on the labour

supply for part time work. However the greatest impact could well be in difficulties recruiting young adults for career positions.

Mobility and Labour Supply

Another important labour supply issue has to do with where workers come from. In addition to reliance on a youth workforce for many of the lesser skilled volume jobs, the Kootenay Rockies area has a higher proportion of inter-provincial migrants in these job areas than occurs on average in B.C.

**Table 7. Labour Force Mobility Indicators
Interprovincial and External Movers in Workforce**

	Interprovincial migrants		External migrants	
	Kootenay-Rockies	B C	Kootenay-Rockies	B C
Core Tourism Occupations				
0631 Restaurant and Food Service Man	10.9%	5.1%	0.0%	5.7%
0632 Accommodation Service Manager	14.7%	8.7%	9.2%	4.9%
1226 Conference and Event Planners				
5254 Program Leaders and Instructors in Recreation and Sport	9.9%	5.8%	4.9%	1.9%
6212 Food Service Supervisors	15.2%	4.5%	29.4%	8.2%
6213 Executive Housekeepers	40.0%	3.4%	1.7%	5.2%
6241 Chefs	10.3%	6.4%		
6242 Cooks	11.2%	5.5%		
6451 Maitres d'hôtel and Hosts/Hostesses				
6452 Bartenders	9.1%	7.1%		
6453 Food and Beverage Servers	12.1%	7.1%	1.7%	5.5%
6435 Hotel Front Desk Clerks	17.0%	9.1%	0.0%	5.7%
6442 Outdoor Sport and Recreational G	18.8%	3.8%		
6443 Casino Occupations				
6671 Operators, Amusement, Recreation and Sport	12.8%	5.4%	9.5%	1.8%
6672 Other Attendants in Accommodation and Travel				
6641 Food Counter Attendants, Kitchen Helpers and Related	7.0%	4.0%	1.6%	6.4%
<i>All Occupations comparison</i>	<i>6.4%</i>	<i>4.6%</i>	<i>1.9%</i>	<i>4.4%</i>
Source: Statistics Canada, 2001 Census Special Run; Kootenay Rockies composed of the Kootenay, Central Kootenay and Kootenay Boundary Regional Districts.				
Does not include Revelstoke data.				

Interprovincial migrants information from the 2001 Census refers to persons who moved into the area from 1996 to 2001 and information on external migrants indicates movers from outside Canada, typically immigrants. While this gives a picture of who in the workforce had moved into the area and were still there in 2001, it does not measure the movement year by year of workers who might come for a period of time and then move away. Despite this gap, these mobility measures do give a sense, especially when compared to the BC level data, where there has been significant regional reliance on movers into the area. This type of reliance on encouraging movement to fill seasonal jobs is also very typical of resort operations.

Many of the core tourism occupations have placed a greater reliance on workers coming from outside BC when compared to the overall situation for all occupations in the area. The reliance on interprovincial movers is also more important for the Kootenay Rockies area compared to BC in many core tourism occupations. At the same time, the BC shares reflect a higher proportion of external movers, immigrants, in many core tourism job areas. This is influenced by the strong immigration flows to the Lower Mainland, but does suggest that at the BC level there is a further source of labour supply that has not been as utilized in the Kootenay Rockies area.

Looking at the whole area in more detail, the reliance on interprovincial movers is clearly strongly influenced by the Eastern section of the Kootenay Rockies region,. On the eastern side stronger employment growth and resort operations attracting younger “traveling” workers has resulted in more use of interprovincial labour supply. Table 8 describes the particular importance of interprovincial movers to the East Kootenay tourism workforce. This data is drawn from the 2001 Census measures by regional district and is reported by the three regional districts which generally make up the Kootenay Rockies Tourism Region.

	Interprovincial movers			
	Kootenay-Rockies	East	Central	Boundary
Core Tourism Occupations				
0631 Restaurant and Food Service Managers	10.9%	14.5%	6.1%	0.1%
0632 Accommodation Service Managers	14.7%	27.9%	4.3%	0.0%
1226 Conference and Event Planners				
5254 Program Leaders and Instructors in Recreation and Sport	9.9%	11.8%	11.8%	
6212 Food Service Supervisors	15.2%	33.0%	0.0%	0.0%
6213 Executive Housekeepers	40.0%	66.7%		0.0%
6241 Chefs	10.3%	9.1%	0.0%	0.1%
6242 Cooks	11.2%	13.1%	4.7%	0.3%
6451 Maitres d'hôtel and Hosts/Hostesses				
6452 Bartenders	9.1%	10.0%	6.1%	0.1%
6453 Food and Beverage Servers	12.1%	10.6%	15.6%	0.2%
6435 Hotel Front Desk Clerks	17.0%	18.9%	18.2%	0.0%
6442 Outdoor Sport and Recreational Guides	18.8%	42.9%	0.0%	0.0%
6443 Casino Occupations				
6671 Operators, Amusement, Recreation and Sport	12.8%	18.5%	0.0%	0.0%
6672 Other Attendants in Accommodation and Travel				
6641 Food Counter Attendants, Kitchen Helpers and Related Occupations	7.0%	14.1%	1.6%	3.5%
<i>All Occupations comparison</i>	<i>6.4%</i>	<i>8.9%</i>	<i>4.8%</i>	<i>4.4%</i>
Source: Statistics Canada, 2001 Census Special Run; Kootenay Rockies composed of the Kootenay, Central Kootenay and Kootenay Boundary Regional Districts.				

While we do not have the further breakdown of age and mobility, it would be reasonable to point to an historic reliance on young workers from elsewhere in Canada.

Students from other parts of Canada and other countries have been generally happy to travel and work to support their travel. This reliance on young persons who move for periods of time does tend to make it more difficult to assess what supply will actually be available to meet the demand in future years. What we do know, from wider studies, is that the majority of the traditional source locations and countries that have supplied young traveling holiday workers are also facing similar demographic shifts to British Columbia. The youth populations are declining. While the same proportion might still want to travel and work, the numbers will be lower. And, as in Canada, many countries

are now looking to their youth populations to fill job openings in other industrial sectors, where there are needs to replace retirees. Competition for these young persons is increasing and many young persons are being offered career opportunities earlier in their work life.

Alberta and the major demand for workers driven by its booming economy is clearly a draw for workers from other provinces. Although the numbers for this year show that BC is now back in the ranks of net gainers from the inter-provincial movement of people, Alberta is still drawing far more of the inter-provincial movement. Wages are higher across the board, employers are actively recruiting and often paying transportation and hiring bonuses. The one deterrent for movers is the far higher cost of housing and, that in cities such as Calgary, no rental housing is available. The ongoing inter-provincial movement measures are only available at the provincial level, but will have an impact at the local level. While there will be some supply from movers, it appears as though changing demographics and the competition from Alberta for workers will act to curtail this potential supply route to at least some extent.

Aboriginal Peoples and Tourism

The Kootenay Rockies area has a relatively small proportion of aboriginal peoples in the overall workforce. But young aboriginal people were relatively well represented in several tourism occupations as reported by Census material in 2001. A review of information from Indian Affairs data on First Nations populations does show some more current numbers but only for band populations, not labour force. These numbers are specific to individual reserves, and identify members as living on the reserve, on another reserve and off reserve. Because of the way these band numbers are compiled, there is no way of identifying whether those not living on the specific reserve in the Kootenay Rockies area are actually still residing somewhere else in the area. Local bands will likely have more current information on band members and especially their availability for employment. In addition, what we see from the Census material is the general representation of aboriginal workers from all across the Kootenay Rockies areas. Once more, local information from bands may provide a different emphasis on First Nations involvement in tourism activity. This could be rather important at a time when aboriginal tourism has been growing.

The aboriginal population is younger than the overall population, which will mean that proportionately they will provide somewhat more input to the youth labour supply. However the total numbers in the area aboriginal youth population are not large enough to have a significant impact overall on labour supply.

	Kootenay-Rockies	B C
Core Tourism Occupations		
0631 Restaurant and Food Service Managers	2.9%	1.5%
0632 Accommodation Service Managers	2.5%	2.6%
1226 Conference and Event Planners		
5254 Program Leaders and Instructors in Recreation and Sport	3.0%	3.0%
6212 Food Service Supervisors		
6213 Executive Housekeepers		
6241 Chefs	5.1%	2.2%
6242 Cooks	7.4%	5.0%
6451 Maitres d'hôtel and Hosts/Hostesses	0.0%	2.9%
6452 Bartenders	10.8%	5.3%
6453 Food and Beverage Servers	5.2%	3.3%
6435 Hotel Front Desk Clerks	4.1%	2.6%
6442 Outdoor Sport and Recreational Guides	0.0%	5.2%
6443 Casino Occupations		
6671 Operators, Amusement, Recreation and Sport	0.0%	4.7%
6672 Other Attendants in Accommodation and Travel	0.0%	0.9%
6641 Food Counter Attendants, Kitchen Helpers and Related Occupations	8.2%	4.4%
<i>All Occupations comparison</i>	<i>3.3%</i>	<i>3.1%</i>
Source: Statistics Canada, 2001 Census Special Run; Kootenay Rockies incl. Kootenay, Central Kootenay and Kootenay Boundary Regional Districts.		
Does not include Revelstoke data.		

Unemployment

The 2001 Census results do provide some measures of unemployment for the core tourism occupations in Kootenay Rockies areas. However the rates are established by an individual reporting they are unemployed as of May 2001. As we have seen in the analysis of labour market demand, many jobs are at a low in terms of employment in May, with peak employment levels for the summer being reached in July and August and for the winter in December and January. Table 10 gives 2001 Census unemployment rates for the core tourism occupations along with comparative rates at a BC level. With less extreme seasonality for BC, one would expect some differences for the Kootenay area.

Table 10, Unemployment Rates in 2001 for Core Tourism Occupations.		
with comparison of British Columbia rates		
	Kootenay-Rockies	B C
Core Tourism Occupations		
0631 Restaurant and Food Service Managers	1.4%	4.5%
0632 Accommodation Service Managers	4.7%	5.1%
1226 Conference and Event Planners		
5254 Program Leaders and Instructors in Recreation and Sport	18.5%	10.5%
6212 Food Service Supervisors	28.1%	5.0%
6213 Executive Housekeepers	0.0%	4.3%
6241 Chefs	0.0%	7.4%
6242 Cooks	11.2%	9.6%
6451 Maitres d'hôtel and Hosts/Hostesses	0.0%	7.8%
6452 Bartenders	3.9%	9.6%
6453 Food and Beverage Servers	11.7%	8.2%
6435 Hotel Front Desk Clerks	7.5%	7.1%
6442 Outdoor Sport and Recreational Guides	37.5%	20.3%
6443 Casino Occupations		
6671 Operators, Amusement, Recreation and Sport	28.9%	19.9%
6672 Other Attendants in Accommodation and Travel		6.1%
6641 Food Counter Attendants, Kitchen Helpers and Related Occupations	14.4%	10.8%
<i>All Occupations comparison</i>	<i>8.5%</i>	<i>6.5%</i>
Source: Statistics Canada, 2001 Census Special Run; Kootenay Rockies incl Kootenay, Central Kootenay and Kootenay Boundary Regional Districts.		
Does not include Revelstoke data.		

Other information from Statistics Canada Labour Force Survey provides a measure of unemployment overall and over time for the Kootenay Development Region. This information shows that on average in 2001 and 2002, the overall unemployment rate for the Kootenay region stood at about 10 percent of the total labour force. By 2006, the latest annual data available, the unemployment rate in the region had dropped to 6 percent. Of even more importance, the Labour Force Survey documents a drop in the size of the total labour force and a drop in the numbers of people unemployed on average through the year. The number of unemployed persons dropped by 3,000 between 2001 and 2006 (from 7,500 to 4,500). This clearly points out the major

tightening of the overall labour market that has taken place during the past few years.

Assessing the Balance in the Tourism Labour Market

Several respondents to the brief labour market survey noted their difficulties in recruiting sufficient workers. A few identified this as a constraint to growth or even to maintaining their operations. A review of supply issues shows that the situation is going to get more difficult, with employers having more problems finding and recruiting enough and appropriate workers.

- The number of young persons entering the labour force will be declining, while the numbers of persons retiring will be increasing. As we have noted the impact on the tourism operations is largely one of having fewer young persons available to work during the summer seasonal peak and for entry into career fields within tourism. The tendency for colleges to offer fuller summer academic programmes and for students to enroll in trades training have an impact, albeit on the margin, of further reducing the available youth workforce for the summer peak hiring.
- As of 2006 annual average unemployment in the Kootenay Rockies area moved to very low levels (especially for an area where much work, not just tourism, is seasonal all of which tend to lead to higher average unemployment). This indicates that there is minimal surplus labour supply for any new developments.
- Competition for workers from other industrial sectors within the Kootenay Rockies area will be increasing, because of a large number retirees leaving the workforce over the next few years. Health care provides a good example. In the Kootenay Rockies area, in 2001, 14 percent of nurses were aged 55 to 64. Many of these nurses will already have retired over the past few years. The greater retirement pressure comes from the high numbers in the next age group. In 2001, 41 percent of nurses were aged 45 to 54 and they will be moving into retirement age over the coming decade. Any growth only adds to the demand for such workers. And this makes it very competitive for any industry that is trying to attract young, new career entrants.
- The Okanagan is also developing significant tourism capacity and will be looking for additional workers and may look to draw some from elsewhere, as that area is also dealing with the shifting demographics as well as wide demand for workers in all sectors. However, the Kootenay area can still offer more affordable housing than is available in the Okanagan. This situation is repeated across many geographic area and many industry sectors, all of whom will be competing for new workers. In many cases they can offer better pay, but perhaps not the housing, that can still be found in the Kootenay area.
- Alberta, on the border of the faster growing segment of the Kootenay Rockies Tourism area, is experiencing very rapid employment growth in all industries and jobs are going unfilled in nearby cities such as Calgary and Edmonton as well as

in resource areas to the north. The mining industry is on a rapid recovery and growth path across western Canada, while oil and gas remains a draw for young workers. Construction has already moved in to absorb a sizeable number of young labour market entrants.

- The Kootenay Rockies area, while certainly pulling in some population and workers from elsewhere in Canada over the 90s, shows little draw for immigrants. While encouraging immigration, as is being done at a national level to meet future labour needs might provide some additional supply of workers, the degree that the work in tourism is seasonal, would discourage potential immigrants to move to the more isolated areas of South Eastern BC. In addition, immigrants from many of the now important immigration source countries, Asia in particular, tend to want to settle in the Vancouver area.
- Use of temporary workers through the young adult work visa programme has obviously provided a partial source of workers for the peak seasons, especially winter season when BC students are in school and unavailable for more isolated work locations. Source country youth populations are on the decline and competition for these workers is on the rise.

Considering the use of temporary workers, either by working visa or as we have seen signs of, from other provinces, it is clear that the tourism sector in the Kootenay Rockies area has for some years not had a ready and full supply of appropriate workers for their summer or winter peak activity. With a decline in the local youth labour force, this situation will worsen and it is not likely that the further shortfall can be made up through existing recruitment methods and sources.

We can be clear that the labour supply situation has now reached the point where it will constrain further developments. While the job areas showing the greatest volume of seasonal hiring, and hence the job areas which are most likely to be the shortage ones for the sector, are occupations that are classified as requiring limited skills and preparation, workers for these jobs need to have other attributes such as communication skills for them to comprise a good workforce. This is particularly important as the sector moves towards increasing employment in higher end resort operations. This additional issue of important employability attributes and skills required by workers makes it very hard to merely say that any unemployed person can be brought in to do the work.

Key Issues for Human Resources Strategies

The Kootenay Rockies Tourism Area is generally seeing many of the same issues as the tourism sector is experiencing across BC, with demographic changes and a tightening labour market having an impact on the capacity of the sector to achieve potential employment levels. There are also rising cost pressures from labour inputs and some inefficiencies and unevenness of service as the sector attempts to obtain and

retain workers.

For the Kootenay Rockies Tourism Area and tourism operations these issues are somewhat more extreme, especially in the eastern side of the area.

12. Tourism employment growth has been faster than the average for BC as a whole. This more rapid employment growth is expected to continue over the next several years.
13. Annual employment growth in the core tourism jobs will require about 600 new workers each year to 2010 and then 350 to 400 each year to 2015.
14. Along with high annual growth, the seasonal impacts are more extreme in the Kootenay Rockies, with the sector needing to recruit 15 to 20 percent of the base workforce each summer. Winter seasonal needs are a little less but likely more specialized and specific to resorts.
15. Overall unemployment has declined proportionately more than for BC as a whole and there is no excess labour supply to draw on.
16. There has been a change in the area economy to a very tight labour market. The tightness of the labour market shows every sign of worsening over the next decade.
17. Overall population growth in the area stalled over the past few years and the labour force actually declined through the early 2000s. The usual sources of population growth for BC, immigration and in-migration are less in this geographic area. The numbers suggest there is the potential of a cumulative drop in the core working age population of about 1,000 each year for the next several years, and this could translate into a decline of about 500 in the overall labour force each year over the decade.
18. The competition for workers across the economy will increase and this situation could easily translate into a 20 percent plus deficit in the capacity to meet year to year employment growth for the tourism sector.
19. There is considerable competition for young workers both for career jobs and for part time, part year work as they complete education. For summer seasonal jobs and the close linkages with the youth worker, a drop of a few hundred in the population numbers within the 15 to 24 age group, along with more demand for these students, some shift to year round college, could also change the dynamics of recruiting locally for the seasonal peak employment by a similar 20 percent share. However in this case the proportion translates into larger numbers.
20. The historical pattern of recruitment for the tourism sector includes some reliance on workers from outside the area for many seasonal jobs. It is unlikely that the current external supply will be available (same demographic issues) or that this supply could be stretched to meet the increasing needs resulting from tourism employment growth in the area.
21. Instructors, for winter sports or golf, have aspects such as talent, skills, experience that mean they are really operating within a national and even international labour market. The matching of season demand to low seasons activity elsewhere means that this skilled supply wants and needs to move for

jobs. But there is going to be more competition for many of these professionals as sports recreation becomes an increasing aspect in tourism worldwide.

Using a data analysis method to try and estimate exact imbalance by occupation and area generally ends up failing as there being only a limited number of measures that can be fixed into place. There is so much in flux around workforce and worker mobility, from within to another location, from outside the area, or to outside the area, from or to another occupation or industry, that we need to think more in terms of probabilities. Hence the assessment that the Kootenay Rockies Tourism Sector can expect to see a 20 percent deficit in available labour for their year round new job growth and for their annual recruiting for summer seasonal jobs.

Potential Labour Market and HR Developments and Strategies

- h) Retention of workers is now seen as a key HR strategy across the economy. Because of the nature of seasonal work, retention strategies will need to be creative.
- i) There is an insufficient numbers of young persons available in the area for peak work so the tourism industry will need to go further afield to find workers. For large operations this is probably a given. However smaller firms will not have the resources to set up hiring at college career fairs in provinces such as Ontario, Quebec and Eastern Canada, where the labour market is not as tight as it is in the west.
- j) Most industry sectors are looking at ways to make use of older workers better, to retain these workers, or to draw early retirees back into the workforce. While for some tourism areas it might seem inappropriate to have older workers, there could be opportunities such as golf resort operations, hotel front desk operations. The key is to look at flexible work schedules for older workers and non-monetary incentives to attract early retirees back into part time or part year work. The young person working at a ski resort is there to ski; perhaps an older person would look to golf opportunities in the same way.
- k) The emergence of significant high end operations places a premium on high end services. As seasonal recruitment is likely to be harder, initial training to maintain standards and efficiency will likely be more important.
- l) There is some potential for using recruitment from immigration through the Provincial Nominee Program for high skill jobs areas.
- m) Moving to additional use of temporary workers on visas for less skilled jobs at high end resorts could provide for a good source of qualified workers. This would perhaps mean a higher cost up front but possibly could be dovetailed with resorts offshore/Mexico for summer season offsetting their lower seasons. Once again looking at retention, even from year to year would be useful in ensuring efficiency.
- n) There is only a small aboriginal workforce available in the area and aboriginal workers are already well involved in the sector. In the Kootenay Rockies, the aboriginal worker is more frequently found at higher skill levels than elsewhere in BC, but there is still a little room to develop more career paths to management

and key jobs for year round work.

Main References and Information Sources:

Room Revenue Data, collected and issued by BC Stats

Tourism Sector Monitor, BC Stats

For more details see:

http://www.bcstats.gov.bc.ca/data/bus_stat/busind/tourism.asp

BC Stats Regional Employment Projection Model

Industry and Occupation Projections 2006 to 2010 for Selkirk and Rockies College Regions. 2006 Edition.

An updated 2007 edition with projections to 2011 has just been released:

<http://www.bcstats.gov.bc.ca/data/lss/repm.asp>

BC Stats P.E.O.P.L.E. the population projections model prepared by BC Stats.

Special data was acquired on population projections by age group for the Kootenay area..

Also Community Profiles.

For further information look on the BC Stats website at:

<http://www.bcstats.gov.bc.ca/>

2010 Olympic Economic Impact studies. For further information see the BC Government, Ministry of Economic Development site:

<http://www.sbed.gov.bc.ca/2010secretariat/2010/index.htm>

Tourism Indicators from Tourism British Columbia

http://www.tourism.bc.ca/tourism_stats.asp?id=1126

Tourism Industry Monitor produced by BC Stats. Special article in the February 2007 issue provides a focus on the Kootenay Region.

For more information on BC Stats tourism publications look on the BC Stats website at:

<http://www.bcstats.gov.bc.ca/>

Statistics Canada, 2001 Census.

Also 2001 Community profiles at:

<http://www12.statcan.ca/english/profil01/CP01/Index.cfm?Lang=E>

Aboriginal community profiles at:

<http://www12.statcan.ca/english/profil01ab/PlaceSearchForm1.cfm>

BC Stats also has developed aboriginal peoples profiles by college region:

http://www.bcstats.gov.bc.ca/data/cen01/abor/ap_main.asp

Methodology and Technical Notes

The tourism sector is composed of parts of various industries, which are defined according to a standard industrial classification. Most industry information, GDP, activity and employment measures are reported according to these standard definitions.

For tourism a different approach is taken. At a BC level, BC Stats provides some employment information on overall tourism employment which is based on how tourism activity contributes to GDP. The overall numbers calculated this way amounted to a total of 120,000 in 2005, the latest data provided on the BC stats site. This measure of tourism defines tourists as people traveling, for both business and pleasure who are away from their usual place of residence. It includes both BC residents who are traveling as well as people from other provinces and from overseas. The industries that are impacted by travelers include accommodation, food services, recreational services, transportation, financial and government services and retail trade.

While this may be the more precise definition of tourism, it does little to meet the needs of business operations when looking at human resource planning. These operations certainly do differentiate on a market basis in terms of encouraging travelers to use their services, but are realistically looking at workers across the board who provide services to both tourists and local people. There are core industries that are central to tourism, namely accommodation services, food and beverage services and recreation services. Employment in these industries is typically referred to as tourism-related employment, signifying a close relation to the precise tourist definition but reflecting on the part of these industries slightly wider activity. Because so little standard, detailed, and timely industry data is available for sub-provincial levels, while a review of industry measures was made to establish a base for the importance within the economy, the overall industry material has not been developed in this labour market analysis.

In the same way occupations are defined according to the National Occupation Classification, or NOC, or SOC (Statistics Canada's almost identical classification of occupations). For this labour market study attention was focused on core occupations that are primarily "owned" by these core tourism industries. Referring to 2001 Census counts of occupation by industry, these core occupations make up over 70 percent of all employment in the accommodation, food and beverage service and recreation services industries.

Use was made, where possible, of existing material, to establish a base for occupation projections and the analysis. Census information, while becoming a little dated does allow for an assessment of key occupations and their importance for tourism operations.

A BC Stats Regional Occupational Employment Projection Model has recently been developed. This model provides some projections by industry and the detail by occupation. The information for the Selkirk College area and the Rockies College area was reviewed against other material and found to provide a good basis for additional

projections. Current estimates for the core tourism occupations were drawn from the model results and an adjustment was made to include Revelstoke in the overall numbers. The projections for 2010 were then used to make a further forecast to 2015. The basis for these projections was long term trends, post-Olympics activity, as well as a review of major projects for the area from both the BC Stats Inventory of Major Development Projects as well as input on tourism projects from tourism operators and persons involved in economic development in the Kootenay Rockies area.

A brief survey to obtain a quick perspective on local labour market conditions and potential developments was sent out by members of the committee. This was not a scientifically conducted survey, non-stratified and generally was open ended for comments and input. It was merely intended to provide a quick perspective. However, the range of results and the range of respondents, by type of operation and size meant that the input was generally reflective of overall conditions.

Extensive use was made of the Internet for various items of information on the area and more specifically on tourism operations in the area. This was done to validate the input from respondents, and to validate the projection base and potential.

Calculating seasonality of employment by occupation was somewhat more technical. The initial basis for assessing seasonality of tourism activity was based on the room revenue data by month for the Kootenay area, compared to BC. Readings are only available for the final year of the latest report published each May. However, based on other work, this study had access to monthly data from previous years. Information on Visitor Statistics was provided by Tourism BC and used to confirm the room revenue seasonal patterns. The survey of local labour market conditions also requested respondents to provide a measure of seasonal hiring, and whether this seasonal peak occurred in the summer, winter or both. Some respondents, who operate larger resorts, noted significant seasonal shifts in employment.

Labour Force Survey measures for industry employment by month for BC gave us a BC a pattern for overall seasonality for the core tourism industries. Using comparative measures from the other data sources (room revenues especially) a comparable measure was developed for the Kootenay Rockies Tourism Area. To establish the variation of seasonal peak employment for each occupation, work patterns information from the 2001 Census by occupation was used to create a weighting, or index, for each occupation in comparison to the overall seasonal measures. As noted in the report, the peak seasonal measures by occupation, while being fairly conservative and significantly lower than the comments made by survey respondents, do have a layering of various calculations. They are intended to establish a sense of the degree of peak seasonal employment but are not strict, observed measures. As we see from the survey respondents, many firms may have greater seasonal recruitment.

Appendix B

N	Norm Carruthers, Consulting
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A Qualitative Research and Analysis Project
Addressing Gaps in Tourism HR Leadership Practices for the
Kootenay Rockies Tourism HR Steering Committee

FINAL REPORT

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Project Funding:



Executive Summary

Section

- 1
Scope
- The mandate of Kootenay Rockies Tourism Human Resources Steering Committee is to develop a human resource plan that will include recruitment, retention and training strategies to address the human resource challenges in the Kootenay Rockies region. As a component of this larger initiative, this two month qualitative research project identified gaps between HR leadership practices support needed by tourism businesses within the Kootenay Rockies, and supports currently offered. The research also assessed the need and willingness of the Industry for leadership practices supports. This report is the result of that project.
- 2
Context
- Development of leadership practices was identified by the Steering Committee as a key way for the industry to evolve and prosper in a context of challenging demographic and economic factors. Leadership practices for the purposes of this study are defined as the bundle of tools and techniques utilized by a tourism manager to infect staff with a vision for a business. Successfully deployed, leadership practices are one of the most powerful ways to accelerate achievement of the vision for a firm, by supporting team members to make increasingly independent decisions in line with that vision. This evolution occurs by motivating individuals though building trust, and sharing power and influence.
- 3
Methodology
- To be useful to industry practitioners, any recommendations arising from this study have to be practical, address the concrete, distinct business problems that business owners face, and be within the capacity of those owners. A phased workplan began with developing an Inventory of Resources in the region and industry with special emphasis on leadership practices. Tourism Managers were provided with the inventory and interviewed on the specific issues facing them, possible human resource and leadership approaches to these issues and their awareness and readiness to utilize leadership practices in solving their problems.
- 4
Inventory Results & Analysis
- Efforts at creating an Inventory of Resources uncovered more than 100 different tools and supports for Tourism Managers, mostly on human resource and management. Just 25 of these had any leadership components, but only a very few dealt exclusively with leadership issues and practices. Overall conclusions were that:
- leadership resources are very limited
 - resources that do exist tend to have high managerial components
 - many leadership resources are relevant to the entire industry, but few are relevant to the firm
 - most resources that exist are academic and theoretical, not easily integrated by the busy tourism manager with a direct problem solving modality

Section

5 Interview Results and Analysis

Interviews of tourism managers identified a tremendous variation in the understanding and implementation of leadership practices. To quantify the capacity of the industry and assess the level of demand for leadership development, the consultants designed a matrix capturing Stages of Business Development, Leadership and Management. This analysis led the consultants to conclude:

- there is an expressed interest among industry participants in more learning opportunities about management – if it is practical, and easily accessible.
- the size of the market for any leadership theory or practices is estimated at 16% of the market or about 500 tourism managers throughout the region
- a lack of appreciation and awareness of the importance of leadership practices limits the adoption of leadership practices
- clearer terminology should be used to define leadership as interpretations varied and often were very generic
- general awareness of the breadth of leadership and management resources currently available is very low
- efforts to promote leadership practices should occur through existing learning channels – conferences, trade magazines, etc.
- not all firms require leadership practice development
- leadership content must be tailored differently depending on the Stage of Business Development a firm is at, and some stages represent better market opportunities for leadership practices dissemination

Section

6 Recommendations

Many industry participants identified a need for improved management practices to address current issues and changing demographic trends. It is also important that the understanding of the importance of leadership practices be increased. These tools and techniques to be used by a tourism manager to infect his or her staff with a vision of the business so that they can increasingly make independent decisions in line with that vision, must be delivered within the framework of the operator-identified need for more management learning opportunities.

Operators learn primarily from each other so two key opportunities are the development of success stories of tourism operators who have effectively used leadership practices to improve their businesses and a simple how-to toolkit to help operators apply the tools and techniques to their own operations.

Given the small size and thus limited time and resources of most tourism operators, it is critical that the success stories and toolkit be delivered through existing, known and utilized learning channels such as conferences and trade journals.

As awareness is created of the potential impact on a business of improved management and leadership practices, industry participants need to be able to easily discover the resources available to them – on a web-searchable data base hosted by a group such as go2, the BC tourism industry's human resource association.

In addition, an electronic leadership forum should be created on the go2 website so that tourism operators can seek and receive advice from their peers on critical leadership or more general management issues they are facing.

Finally, tourism awards specifically for effective business leadership would increase the awareness of the importance of these practices and a Peer Mentoring program would likely increase their application.

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Last but certainly not least, we express our tremendous appreciation for the work of the project's research assistant, Amy Bohigian, whose efforts were a valued contribution to the initiative.

1 Scope and Purpose of the Project

The Kootenay Rockies Tourism Human Resources Steering Committee is coordinated by go2, the British Columbia tourism industry's human resource association. The mandate of this committee is to develop a human resource plan that includes recruitment, retention and training strategies to address the human resource challenges in the Kootenay Rockies region. As a component of this initiative, the Committee charged the consultants on this project with two qualitative research tasks¹:

1. Identify industry needs for training and support in Human Resources leadership practices, and the ways in which industry can best access training and support.
2. Conduct an inventory of Tourism HR leadership practices training and support currently offered in the region (The map defining the boundaries of the region is included as Appendix 1).

The products of this research, this report, were to be²:

- Identification of the gap between the HR leadership support needed by the tourism industry and the support currently offered throughout the region, and assessment of the need for and the willingness of industry to access support if offered.
- Analysis regarding the information provided from Industry and service/training providers and recommendations about strategies and tactics to bridge the gap.

An important element of the project was consultation of a cross section of tourism managers from all geographic areas within the region.

The Consultants then defined objectives for the project, specifically:

1. Conduct an Inventory of Tourism HR Leadership Practices training and support currently offered in the region.
2. Prioritize industry needs for Tourism HR Leadership Practices training and support, as identified by expert sources external to the industry, and industry participants themselves.
3. Identify the terms under which industry operators will engage in Tourism HR Leadership Practices training and support offerings.
4. Assess and outline the gap between industry needs and current offerings.
5. Provide recommendations about strategies and tactics to bridge the gap, based on an understanding of the terms under which tourism operators are willing and able to participate.
6. Provide recommendations about strategies and tactics to activate community partners to act upon report findings.

Project Deliverables were also defined, specifically:

- Inventory of Tourism HR Leadership Practices training and support & Interim Report - May 22
- Draft Final Report via in-person presentation to the committee - June 12
- Final Report - June 29

¹ Project RFP

² Project RFP

Context & Background

History

go2 is an independent, non-profit industry association founded in 2003 that works with BC tourism employers, employees, career seekers, educators and government on human resources issues impacting the tourism industry in the Province. Its primary goal is to assist tourism operators to recruit, retain, train and develop employees to support industry growth³.

In the fall of 2006, go2 convened the Kootenay Rockies Tourism Human Resources Steering Committee, one of four regionally focused Committees spread across the Province. The Committee's mandate is given in Section 1. Funding for the work comes from Service Canada⁴. Most committee members are volunteers.

The Committee divided itself into a number of sub-committees, including one titled Best Practices HR, which began to explore the issue of leadership practices in the industry. As a result of this work an RFP was produced and the consultants, Norm Carruthers & Andrew Earnshaw of Nelson BC, were secured.

Values

The project was founded in the belief of members of the Committee, specifically the Best Practices HR Sub-Committee, that development of leadership practices within individual businesses represents one of the best ways for the industry to grow and prosper, and thereby produce broad economic benefits for the region in the future. This belief is based on the following values:

- When leadership practices become integral and infused throughout an organization, the possibility for order of magnitude increases to profitability and growth can be realized. A team limited to good management practices can grow a business, but is not as likely to be an industry star.
- The world of work is different. There is less menial work, and more need for complex decision making at all levels in a business. To survive and adapt quickly to changing environmental factors, this downward shift of responsibility requires businesses to be infused with leadership practices building upon the strengths and ingenuity of its entire staff.
- However, many businesses are unfamiliar with the term "leadership practices" and are more focused on needed management skills.

Leadership Defined

In common use, the term "leadership" has a tremendous diversity of meanings which leads to a wide variety of definitions within government and industry association circles. In academic and business literature, definitions are somewhat more congruent, though diversity exists here as well. The consultants found the term leadership commonly mis-applied to management practices, or more specifically "innovative" management practices. With this in mind, the following table was developed to differentiate the two:

³ <http://www.go2hr.ca/AboutUs/tabid/121/Default.aspx>

⁴ Project RFP

	Leadership	Management
Foundation / Concepts	The act of creating, holding and espousing a vision of a business, with a focus on a future (as of yet unattained) state.	Business functions of HR, Finance, Operations and Marketing
Practices	Tools and techniques that infect the team in a business with the vision, and provide supports and freedom for team members to have input to, and make, independent decisions that will achieve the vision. These tools and techniques usually incorporate a strong component of motivating through building trust and sharing power and influence.	Specific actions that flow from team members making decisions. Also incorporates necessary limits to independent decision making, such as core standards, policies, procedures, image management, etc.

These definitions of leadership and leadership practices were used for the project.

Environmental and Structural Influencers of the Industry

Tourism operators in the Kootenay Rockies face growing challenges in HR management, brought on by factors including:

- perceptions of the industry as low pay, low status,
- population demographic shifts (aging boomers, less young workers) increasing the demand for services, while reducing the supply of employees,
- competition for employees by other industries with higher compensation (particularly the Alberta resource sector),
- lower than average levels of HR leadership skills in mid-management employees within the sector, as a result of the seasonality of the industry and perceived lower compensation rates, and
- the small scale of many operators, and seasonal business cycles, making it difficult for owners and employees to get away from work and secure skills development.

Prior to the commencement of this project, and overlapping its duration, the Committee contracted Ruth Emery of Canbritic Consultants Ltd. to undertake demographic analysis of the labour market in the region. Ms. Emery's research confirms many of the assertions above⁵.

As a result of these on other challenges, the tourism industry has self-identified a growing internal capacity gap between their HR leadership skills and the HR management requirements the external market forces are placing upon them.

Many individuals, educational institutions and groups, both within and outside of the tourism sector, are developing and delivering solutions to address HR leadership and management requirements for tourism operators. However, operators report that they and/or their industry colleagues are either unaware of these solutions or that they are not willing or able to utilize them due to problems associated with content, costs, accessibility and timing. Finally, efforts to address all of the above issues are being undertaken on many different levels, by many organizations both non-governmental and governmental. The resulting concern is that unnecessary duplication of effort is occurring, utilizing valuable resources that would be better directed to solutions provision.

⁵ Emery, Ruth - Interim Report to Committee - Labour Market Highlights and Issues

Project Methodology

Consultants' Approach

Prior to development of a workplan, the consultants identified the following values as guideposts for the project and final recommendations:

- Business Problem Approach – Recommendations related to operators themselves will be in alignment with the concrete, distinct business problems that small business owners identify. The report will recommend practical solutions whose implementation is within the capacity of existing tourism operators.
- Community Action Oriented – Recommendations that are more community based, involving action on the behalf of broader organizations and community groups, will be practical and achievable.
- Informed – The report will be founded in current best practices research and intelligence from experts in the field beyond borders of Kootenay Rockies.
- Non-duplicative – A wide range of organizations are furthering efforts in the region and whose activities and goals are overlapping with those of this project.
- Responsive – The Consultants will leverage the expertise within the Committee, through structured and informal contact with committee members as the project evolves.
- Reciprocal – Prior to consultation with the industry, the Consultants will have completed a comprehensive inventory of HR Leadership Practice training and support available, and provide each interviewee with a copy.
- Tactical – The project's limited budget, coupled with the need for a healthy diversity of industry input, means that the research will be conducted over the telephone. Selection of interview candidates must also be done tactically, ensuring that they have the personal capacity to provide comprehensive insights to the subject matter.
- Representative – Those identified as good candidates for Industry Consultation will be incorporated into a Diversity Matrix, ensuring study results represent a wide range of input from the region.
- Relevant Industry Wide – The same lens utilized to secure diversity of industry consultation candidates will be applied to the project's final recommendations.

Workplan

Phase I – Scoping the Project with Committee – April 20 to May 1, 2007

- contact with the Committee and/or Committee members to
 - confirm the objectives, work plan, preliminary research methodology and schedule for the project;
 - review of existing and related initiatives (see Appendix 2 – Related Initiatives)
 - address any contractual issues; and
 - solicit from the Committee key industry contacts, existing reports relevant to project objectives, and organizations known to the Committee to be undertaking similar initiatives both in the region, and beyond.

Phase II – Research – April 20 to May 16th

- consultants and research assistant undertake research to identify existing
 - best practices,
 - training, and
 - servicesrelated to Tourism HR Leadership Practices, both within the region and beyond
- preparation of inventory of research results, including organizations, resources, training and

- support methods of delivery, costs and access
- identification of a long list of knowledgeable industry participants
- criteria for the selection of interviewees from this list to ensure adequate sample representation by location, size and industry sub sector

Phase III – Interim Report – May 14th to May 21st

- submission of interim report to subcommittee on or about May 16th, outlining
 - activities to date,
 - inventory of research results,
 - questions and methodology for industry consultation interviews, and
 - *preliminary* findings regarding suspected gaps and strategies to address them
- telephone meeting with the subcommittee to confirm direction, approach and questions for interviews to be undertaken during Phase IV, on approximately May 22nd.

Phase IV - Industry Consultation – May 21st to June 15th

- prior to the interviews, provision of summary of content researched during Phase II, including inventory of training and supports
- interviews of a target of at least 30 key industry representatives in the region by telephone
- interviewee input on needs for HR Leadership Practice training and support, and industry willingness and ability to take advantage of these resources, including assessment of issues of content, cost, accessibility and timing.
- summarization of results by June 12th

Phase V – Analysis & Final Report – June 4th to June 29th

- identification of barriers, gaps and opportunities emerging from Phase II and IV efforts
- preparation of preliminary findings, presented to Committee at June 13th meeting
- report preparation, based on Committee feedback
- submission of final report to Committee by June 29th

Approach to the Inventory

The inventory of existing resources was developed with utility in mind; an efficient and practical resource to a busy tourism manager. Specifically it is:

- business-need or “pain point” driven,
- in a user friendly searchable database format
- “one stop” and “one step to a solution” presentation of information.

Resources were categorized based on the problems that a tourism manager encounters in their work, and outlining the type of resource, reflective of differing learning styles of Tourism Managers. Full description and contact information for each resource was also captured.

While it is not in the scope of this project to develop a searchable database, research efforts were structured to secure sufficient data on each resource to facilitate easy entry into an Access or PHP (web) searchable database format. This approach was taken to both emphasize tourism manager utility, as well as be valuable for the purpose of assessing gaps and developing final report recommendations.

An industry defined definition of leadership rather than the project’s (above, Section 2.3) was used during the development of the Inventory, allowing a wide variety of leadership and management resources to be identified.

Approach to Interviews

Interview Diversity Matrix

Candidates for industry interviews were selected through a two step process. In Step 1, individuals were identified based on their capacity to provide comprehensive and informed input to the consultants. Staff from Kootenay Rockies Tourism, the Rockies Tourism Knowledge Cluster, and contacts of the consultants, were utilized to accomplish this process.

In Step 2, interviewees were chosen based on their ability to represent diversity targets established by the consultants, with input from Committee members. For more details regarding the diversity matrix process, please see Appendix 3 – Diversity Matrix.

Interview Process

The consultants developed the interview process by beginning at the end – brainstorming possible responses to the key issues we are researching. We then developed a sequence of areas of inquiry (see below) that formed the basis of the query process.

Rather than using a “laundry list” of questions, the consultants engaged in a conversation with each interviewee, encouraging storytelling and interviewee-directed exploration of the Areas of Inquiry identified. The process was pre-tested with tourism managers in the Nelson area. (To learn more about evoking storytelling as a qualitative research technique, see www.storytellings.com, the website of Edward Wachtman, a leader in the field.)

Interviewees were contacted by telephone and invited to participate in the study. Several days prior to each interview, they were emailed a brief note outlining the purpose of the interview. Attached to each email was an abridged version of the Inventory of resources, as a resource for each interviewee to use in the future, and as a seed to inform the interview process.

Inventory of Resources – Results and Analysis

Findings

The Consultants identified a broad range of resources resulted in cataloguing 118 specific HR related resources available to Tourism Managers in the Kootenay Rockies Region. The list is by no means exhaustive, particularly with respect to Web and Print based materials. However, the consultants are confident that most of the individual people and organizations providing services directly to the industry in the region are identified.

Of the 118 resources, 25 are identified as having relevance to leadership and leadership practices. However, many of these are “diluted” to some extent by organizational or individual focus on management. Some of the highlights of the list with respect to leadership resources targeted to an individual operator include:

Key Leadership Resources

Collaborative Learning Leadership Models	complete online course including facilitators and learners manual, powerpoint slides and hadnouts. Models include: Assessing the Environment for Collaboration, Creating Clarity, Building Trust, Sharing Power and Influence, Developing People, and Self Reflection www.collaborativeleadership.org
Free Mgt Libraries sections on Strategic Planning	A disciplined process to produce fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does it with a focus on the future www.managementhelp.org
Good to Great: Why Some Companies Make the Leap and Others Don't"	Book by Jim Collins uses research and case studies to demonstrate how certain companies can outperform market leaders www.jimcollings.com
Leadership and Management Development Council of BC	Organization acts as a catalyst for the enhancement of leadership and management capabilities among small and medium-sized businesses in British Columbia. Hosts online business owner's self-diagnostic for leadership and management practices www.leaderssshipmanagement.bc.ca
Royal Roads - Graduate Program in Tourism Leadership	Relevant to private, public and not-for-profit individuals, this three-course, nine-credit program combines two blended learning courses with one internet based course. www.royalroads.ca/

For more information about these and other resources, please see the separate document, Inventory of Resources.

Analysis

Upon full review of the contents of the Inventory, the Consultants reached the following conclusions:

- Limited Availability – Leadership-specific resources of any kind that are easily accessible to the tourism operator are few and far between. There are a variety of consultants in the region offering general strategic planning services; few discuss actual implementation of leadership practices and fewer still have personal tourism expertise. Written and web materials available are difficult to find, and not developed with a tourism “lens”.
- High Dilution - Those resources that are available are only a partial or token focus in much broader work, usually management based.
- Industry Focus – There are leadership resources relating to the industry as a whole (vision for growth, industry coordination, etc.) but these are not applicable to individual businesses
- Academic & Theoretical – Those resources that are available are typically not written in user friendly, story telling, learn from a practitioner formats.

Industry Interviews – Results and Analysis

Findings

During Phase IV of the project, the

consultants interviewed a wide range of

managers from 29 different tourism operations throughout the Kootenay Rockies. A summary of highlights from each interview are found in Appendix 4 – Interview Summaries.

Analysis

The consultants found a tremendous diversity of interviewee knowledge and application of leadership practices. In an effort to address meaningful recommendations for the population, the consultants found it necessary to develop a model for categorization of interviewees. The resultant matrix is show below:

Stages of Business Development, Leadership and Management

Level	Title	Vision of Future	Planning Processes	Team Involvement & Adoption	Management Style	Business Systems	Involvement in Industry
1	Survivalists	Limited	Nil	Nil	Business owner	In development	Votes in Provincial election
2	Well Oiled machines	Ready for tomorrow, uncertain of the future	Chats with colleagues	Osmosis – lead by example	Entrepreneur opportunist, tactician	Reasonable to robust	May participate if asked
3	Unconscious Leaders	Thinks about future, confident with change	Chats with colleagues	Osmosis – inspires team by word and action	Leader – functional	Reasonable to robust	Seeks out opportunities for personal development
4	Conscious Leaders	Has a plan, acts in advance of change in industry	Both informal & structured	Staff know vision Independent thinking welcomed	Leader – strategist	Robust	Seeks out opportunities for personal development
5	Enlightened Leaders	Driving a chosen direction	Structured & ongoing	Systems in place to facilitate independent thinking	Leader - visionary	Robust – limited to strategic	Value influencers

The model is in no ways a perfect fit for every interviewee. One business may be a level 3 in Vision and but only a level 2 in Planning processes, etc. However, with this matrix as a rough guide, the consultants were able to categorize each business with a reasonable level of confidence. The results of this categorization effort are as follows:

Demand Index for Leadership Practices

Level	Title	% of Interviewees	% Interest in Leadership Issues (our estimate)	Demand Index (product of the two columns)
1	Survivalists	15%	0%	0.0
2	Well Oiled machines	44%	5%	2.2
3	Unconscious Leaders	22%	30%	6.6
4	Conscious Leaders	15%	50%	7.5
5	Enlightened Leaders	4%	100%	4.0
				Total: 20%

The percentage of interviewees at each stage was estimated by the consultants based on the interview results. Upon further analysis of the specific comments regarding interest in supports and resources for leadership and/or management practices information, the consultants estimated the interest, however mild, in learning about leadership and leadership practices. The product of these two figures results in a rough Demand Index, identifying the populations with greatest demand for leadership practice information, as a percentage of the entire industry.

The Demand Index for the study is approximately 20%. If the Demand from the Enlightened Leaders level is removed (little incremental industry advancement will result from catering to this population), we are left with a demand factor in the order of 16%.

After developing this Demand Index for Leadership Practices, the Consultants considered change factors that would be required at each stage of the Matrix, as a tool to producing “stage appropriate” recommendations. Implications with respect to business size were also considered. The results are as follows:

Stage Specific Barriers to Utilization of Leadership Practices

Level	Title	Barriers to Next Steps	Impact of Size
1	Survivalists	<ul style="list-style-type: none"> Supply demand driven Lack of basic business management skills by owner 	<ul style="list-style-type: none"> Tendency to smaller but not conclusive
2	Well Oiled Machines	<ul style="list-style-type: none"> Need for control or uncertain of future Lack of exposure & mentoring re. leadership 	<ul style="list-style-type: none"> Tendency to smaller but not conclusive
3	Unconscious Leaders	<ul style="list-style-type: none"> Insufficient management systems Needs exposure to leadership practices & theory 	<ul style="list-style-type: none"> Tendency to larger but not conclusive
4	Conscious Leaders	<ul style="list-style-type: none"> Skill development, practice Because of scale or people, no-one to hand management responsibilities to 	<ul style="list-style-type: none"> Larger firms, growth mentality (the future is different than today)
5	Enlightened Leaders	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> Sample too small to comment

Based on the interview results obtained, the following conclusions were drawn:

- Limited Interest in Leadership Theory or Practices - Considering both number and size of companies, the market for any Leadership Practices information in the region is approximately 150 businesses or 500 individuals (900 businesses * 16% demand factor * an average of 3 or 4 individuals per interested business).
- Lack of Awareness is a Barrier – Level 1 firms are generally focused on surviving within their

market niches while the group we labeled Well Oiled Machines are more focused on management concerns. These two categories represent about 60% of tourism firms in the Kootenay Rockies. Neither has typically incorporated leadership practices into their organizations. Another 20% of the firms in the industry are lead by people who practices leadership instinctively. Together with the other two groups, this means that about 80% would not use the term “leadership practices” (as defined by the Committee / this study) to seek out solutions to issues they are facing.

Most human change theory suggests that for change to be sustained, the individual must be experiencing sufficient *discomfort* with the current situation to want to change, have a *vision* of what the change should be, and know how to get there through the implementation of *small practical steps*. These results indicate there is insufficient awareness of the improved business returns possible with leadership practices to initiate the change process for most operators.

- Lack of Awareness of Resources – Most interviewees expressed shock at the breadth and variety of resources in the Inventory. If operators are unaware of the resources available to them with respect to HR leadership and management practices, there is a significant opportunity for greater utilization of learning resources should this awareness be improved.
- Market through Existing Channels - Given competing priorities, there is not sufficient awareness or demand for stand-alone leadership practices initiatives (training, course materials, workshops, etc.) at the present time. As a result, awareness initiatives should be incorporated into learning processes they are already engaged in – conferences, trade magazines, etc.
- Terminology – The vast majority of operators define Leadership as innovative management practices or “treating staff well”. Efforts to educate the industry about leadership must include clear definitions of terminology, value and intent.
- Industry “Need” – There are many examples of successful companies operating within each Business Development Stage. Leadership practices may not be “required” in many firms in the Kootenay Rockies, particularly smaller firms which represent the vast majority of operations.
- Content Targeting - Suitable content of Leadership resources will vary by business development stage. For example, Well Oiled Machines need to be introduced to leadership practices as part of a broader effort of upgrading of basic management skills (see Stage Specific Barriers above).
- Demand Varies by Stage - The demand for information and training on Leadership Practices is greatest for Levels 3 and 4 (Unconscious Leaders – 6.6% of total market, Conscious Leaders - 7.5%).
- Demand varies by Size – While exceptions exist, firms in the Conscious and Unconscious Leaders categories tend to be larger, with two or more levels of managerial staff, and a growth orientation.
- Professional Development Trends – Unconscious, Conscious and Enlightened Leaders are far more likely to take advantage of external resources and information for both leadership and management development. In order of decreasing relevance, resource types utilized were:
 - colleagues, mentorship and collaboration
 - industry associations / trade journals / conferences
 - web research (much cross-over with above)
 - structured training, and
 - external consultants.

Recommendations

Individual Recommendations

In planning actions to improve the leadership capacity of Tourism Operators in the Kootenay Rockies, the consultants recommend that the Committee adopt the following:

1. Increase the Awareness of Leadership Practices to a Vehicle to Increase Business Viability – Leadership practices are the tools and techniques to infect staff with a longer term vision of business success and the supports necessary to achieve that vision. The Committee's motivation to increase the utilization of leadership practices is well grounded; business and industry growth, and associated profit are restricted without it. However, given the very low integration and awareness of leadership practices within the industry, efforts must first and foremost be made to assist operators in understanding the concepts of leadership and leadership practices.
2. Provide Leadership Learning Opportunities Within Efforts To Improve Management Skills and Address Supply/Demand Factors – The greatest barriers to wider industry adoption of a leadership approach are the general lack of basic management skills and external environmental factors such as demographic shifts. Many interviewees suggested that they needed access to the tools, resources and training related to a broad range of management practices. Proponents of leadership practices should provide leadership theory and practices as a part of a broader effort at industry development.
3. Use Story-Telling Tools – The usefulness of general documentation regarding leadership practices (like most of the available materials identified in the Inventory of Resources) pales in comparison to case studies and vignettes of real tourism businesses. Operators want to know what leaders in their sector are actually doing, not what happens in other industries. They want to learn from mentors and individuals with ongoing participation in the tourism field, not from consultants and academics who have not personally implemented leadership practices in the business world.
4. Educate re. Specific Leadership Practices – Theory is not enough. Operators are problem solvers and require immediate solutions to business issues they face. In the ripe moment when an operator "gets it" with respect to leadership, there must be easy and immediate access to practical information regarding how to implement individual leadership practices.
5. Deliver Messages Using Existing Channels – Leadership is not yet sufficiently valued within the tourism sector, and the Kootenay Rockies tourism operators population is too small to warrant unique efforts at education (e.g. customized college programs training, conferences, associations, etc.). The best vehicles for dissemination of leadership initiatives are existing industry channels, such as E-newsletters, most popular trade magazines (especially sub-sector tailored), conferences, KRT and go2. It should be noted that for those who knew about go2 (estimated at only 10-20% of interviewees), it was the most highly respected resource for help on HR issues. Both their website and e-newsletter received praise from interviewees. With broader awareness of these tools in the Kootenay Rockies, they would be excellent vehicles to host some of leadership initiatives.
6. Encourage Leadership Mentoring – Operators learn most effectively from 1-on-1 contact with people they respect. Respect is a combination of chemistry, intelligence, wisdom, and most importantly, success in business. In decreasing impact, learning happens most effectively when delivered by someone within their own business, within their sub-sector of the industry, within the industry as a whole, from the business community.

Actions

To effectively implement the above recommendations, the Consultants recommend the Committee undertake the following actions:

Action	Description	Potential Partners & Contribution	Estimate Costs (\$ values – in-kind offsets possible)
<p>6.2.1 Develop Stories Database</p>	<ul style="list-style-type: none"> • Employ writer(s) to build a database of written campaign content, with supporting images <ul style="list-style-type: none"> ○ 25% of the dbase value building – “this business implemented leadership practices and reaped the rewards” – short, snappy, envy inducing ○ 75% of the dbase skill building - “here’s how this business implemented this specific leadership practice” – a bit longer, detailed, educational, also envy inducing • All articles in case study format / vignettes of actual tourism businesses, preferably (though not necessarily) in the Kootenay Rockies • Articles targeted to each of the major sub-sectors within the industry – backcountry recreation, accommodation, etc. • Articles of differing lengths, based on typical content & depth of existing channels of content distribution 	<ul style="list-style-type: none"> • Dr. Nicole Vaugeois, TRIP project Malaspina University College - currently writing leadership case studies – has field staff available this summer, incl. one in Rockies Tourism Cluster • College of Rockies & Selkirk Tourism Programs – writing / leads for stories • BC Centre for Hospitality Leadership and Innovation – writing / leads for stories • BC Centre for Tourism Leadership and Innovation – writing / leads for stories • Royal Roads Masters in Tourism Leadership Program – writing / leads for stories 	<ul style="list-style-type: none"> • \$3,000 to \$4,000 – planning, strategy & admin • \$10,000 to \$15,000 – research, writing and editing for 15 to 20 stories • \$2,000 – image bank development

Action	Description	Potential Partners & Contribution	Estimate Costs (\$ values – in-kind offsets possible)
<p>6.2.2 Develop Leadership Practices Tool Kit for the Tourism Industry</p>	<ul style="list-style-type: none"> • Employ writer(s) to prepare a series of simple “how to” fact-sheets related to individual leadership practices • Fact sheets correspond to each of the skill building Stories developed for the dbase (above) <ul style="list-style-type: none"> ○ 1 to 3 pgs long ○ content/depth for these sheets “borrowed” from non-tourism related documents (as found in inventory) • Relate each fact-sheet to tourism context, and build credibility of content, by offering “acknowledgement” to actual tourism operators at beginning of each document – acknowledge the same operators written about in the Stories Database, as these Stories will be the most likely motivator to access of the fact-sheets • Host this content on go2 website, the Tourism Knowledge Cluster website and/or Kootenay Rockies Tourism Portal 	<ul style="list-style-type: none"> • as above • Royal Roads Masters in Leadership Program Faculty – writing • www.collaborativeleadership.org – content / writing 	<ul style="list-style-type: none"> • \$2,000 to \$3,000 – planning, strategy & admin • \$7,000 to \$12,000 – research, writing and editing for 10 to 15 fact sheets • \$1,000 - \$2,000 - design
<p>6.2.3 Strategic Release of Stories Dbase</p>	<ul style="list-style-type: none"> • Develop a 12/24 month strategic release plan for content – mediums, dates, etc. • Initial releases should focus on value building stories, with general link to go2’s leadership pages • Subsequently, releases should be the more detailed skill building stories, that offer precise web links to the fact-sheet relevant to each story • Release content in sub-sector trade communications / e-newsletters / go2 newsletter • Undertake specialized go2 email outreach using KRT database, and content from Stories Dbase 	<ul style="list-style-type: none"> • All existing mediums for message dissemination <ul style="list-style-type: none"> ○ sub sector journals, e-newsletters, websites ○ conference packages 	<ul style="list-style-type: none"> • \$1,000 to \$2,000 – planning, strategy & admin • \$1,000 to \$2,000 - design (conference materials) • \$2,000 to \$3,000 printing (conference materials)

Action	Description	Potential Partners & Contribution	Estimate Costs (\$ values – in-kind offsets possible)
6.2.4 Establish Tourism Leadership Awards	<ul style="list-style-type: none"> Go2, perhaps in partnership with the Committee, should establish a yearly industry award for successful integration of leadership practices Publicity of the criteria for the award would build the case for the value of leadership practices, as would publicity re. the award winner Publicity for awards is usually relatively easy to secure – the effort would have appeal in all sub-sector organizations A cash prize (\$1000-\$5000) should be included, that can only be spent on some sort of staff festivity – this would increase the perceived value and interest in the award, and increase the general buzz around its publicity 	<ul style="list-style-type: none"> Ministry of Economic Development - Province of BC (awards could be regional, and/or by sub-sector) Rockies Tourism Cluster College of Rockies & Selkirk Tourism Programs 	<ul style="list-style-type: none"> \$5,000 to \$10,000 – design, planning, selection process, & admin \$2,000 to ? promotion \$1,000 to ? – prize money
6.2.5 Promote full content of Inventory of Resources	<ul style="list-style-type: none"> Make efforts to share the breadth and diversity of the Inventory, but hosting a web-searchable database of it's content For further details regarding the nature of this site, see Appendix 5 – Inventory Website Quote Document – text from an Email the consultants sent out to a number of local web developers 	<ul style="list-style-type: none"> BC Centre for Hospitality Leadership and Innovation BC Centre for Tourism Leadership and Innovation Rockies Tourism Cluster 	<ul style="list-style-type: none"> \$6,000-\$10,000 – web development (could be lowered if developed off-shore) \$3,000 – project administration \$2,000 - contacting resources to ensure content up to date
6.2.6 Host “by invite only” Mentoring Program(s)	<ul style="list-style-type: none"> Coordinate breakfast mentorship meetings of Tourism Industry Professionals Utilize an known Enlightened Leader to target known Unconscious & Conscious Leaders and their managers Same person facilitators / hosts meetings, directing discussion towards leadership topics Be ruthless in achieving the right mix of level of responsibility, expertise and personality within each mentorship group Guest speakers can be employed, focusing on leadership topics 	<ul style="list-style-type: none"> Ron Trepanier of Leadership and Management Development Council of BC – recently helped establish successful peer mentorship councils in two Kootenay Rockies Communities 	<ul style="list-style-type: none"> \$4,000-\$7,000 per group – administration, recruitment and coordination \$1,000 per group – guest speaker budget

Action	Description	Potential Partners & Contribution	Estimate Costs (\$ values – in-kind offsets possible)
<p>6.2.7 Create electronic leadership forum on go2 website</p>	<ul style="list-style-type: none"> As a added service, launched from the Tool Kit of Fact-Sheets (above) on Leadership Practices, a discussion forum should created and hosted on the go2 website The forum would need to be hosted and moderated, ensuring discussion on leadership issues was prioritized guest moderators (experienced tourism managers with high leadership capacity) could be employed on a voluntary basis, or for a small honoraria, to answer questions of forum participants The moderator role could also be fulfilled by go2 staff, or a private consultant with leadership knowledge – this individual could act as a ghost writer for the “guest moderator” – preparing initial response to be edited by the guest moderator before posting on the forum The forum could easily be expanded to discuss all aspects of tourism HR issues – leadership and management (costs of moderation would increase accordingly) 	<ul style="list-style-type: none"> BC Centre for Hospitality Leadership and Innovation BC Centre for Tourism Leadership and Innovation Rockies Tourism Cluster 	<ul style="list-style-type: none"> \$3,000-\$5,000 – web development (open source code for forums widely available) \$500-\$1,000 per month – moderation / guest moderator honoraria \$2,000-? – promotion budget

Implementation Considerations

- Actions are listed roughly in order of priority.
- Cost Estimates are preliminary and possibly high. Substantial decreases could be achieved via an organization taking on the administrative responsibility and reallocating responsibilities, partnerships, in-kind contributions, etc.
- Sponsorship for some initiatives may be available from sources such as the Banff School, Royal Roads, and others with an interest in reaching, and developing, an audience specifically interested in Leadership.
- Corporate Sponsorships, akin to those secured by the Leadership and Management Development Council of BC, are also feasible.

Appendices

1 Map of the Study Region



2 Related Initiatives Assessment

(Note: data gathered primarily in the first two phases of the project)

Summary of Findings:

- Numerous initiatives underway looking at HR issues due to demographics and economic transition
- Most focused cross-industry / sector, not Tourism focused
- Most focusing on smaller geographic areas, though many (in contradiction it would seem) recommending broader geographic collaborative approaches to problems
- Tourism sector appears to be in the lead with respect to industry specific initiatives, likely due to coordination infrastructure in place (go2, Kootenay Rockies Tourism) that other industries do not have

Summary of Opportunities:

- A prime opportunity for collaboration / synergies exists with Dr. Nicole Vaugeois and the Tourism Research Innovation Project (TRIP) at Malaspina College project (see below for more details)
- Other initiatives (including those listed below as contact ongoing) will provide:
 - professional mentorship and expertise to project consultants,
 - information and contributions to the Inventory of existing Training and Supports, and
 - influence project recommendations, based on the capacities of groups and structure supporting these initiatives.

Initiatives Surveyed:

Consultant / Leader	Funder	Description	Opportunities for this Project
Dr. Nicole L. Vaugeois –Tourism Research Innovation Project - Department of Tourism, Malaspina University College	Social Sciences and Humanities Research Council of Canada	Undertaking variety of initiatives re tourism best practices, with a recent focus on HR issues – see: web.mala.bc.ca/trip/ - project partners with College of the Rockies	<ul style="list-style-type: none"> • Extensive library of related resources – for categorization in inventory • Writing many case studies of tourism HR innovators this spring – will be available mid-June • Installing a research associate (Richard Crowley) in Kevin Weaver’s office May 18 through to late August – undertaking specific research, plus being available to tourism operators for skills development, either via referral to existing resources or by custom development and delivery • Consultants will continue to explore opportunities for collaboration with this project, particularly with Mr. Crowley, in the coming weeks • 250-753-3245 Local 2772 or via email at vaugeois@mala.bc.ca, cell 250-319-2395

Consultant / Leader	Funder	Description	Opportunities for this Project
Jan Morton – Trail Skills Centre	Service Canada	“Workforce Renewal and Planning Project” – assess broad cross section of employers in Trail and Castlegar areas to discuss experiences re labour shortage	<ul style="list-style-type: none"> • Report completed and available • recommends cross-sectoral leadership & HR training to address small market size • recommends programs with high coaching / mentoring aspects = practical, grounded in business needs, etc. • recommends resurrection of the West Koot. Boundary HR Network - a cross sectoral opportunities for anyone in HR regardless of the size of the organization. Linda McLaughlin, Director of HR at Selkirk College and Larry Holmes of Kootenay Savings and Credit will be heading up this initiative.
	CBT	Labour market study focusing on industrial trades – completed end of June	<ul style="list-style-type: none"> • Possible good information on cooking profession, but otherwise limited opportunity
Jan Wright – KCDS	Service Canada	“Workforce Renewal and Planning Project” – assess broad cross section of employers in Nakusp and New Denver areas to discuss experiences re labour shortage	<ul style="list-style-type: none"> • Project underway – same model as Trail Skills Centre work in Trail and Castlegar, therefore similar opportunities possible • Given small geographic area and broad industry scope, this is not likely to have major overlaps with this project
Paul Wiest & Ron Trepanier – BC Skills Force Initiative(s)	HRSD Canada, BC Ministry of Small Business, BC Ministry of Econ. Development	Workforce surveys and focus groups held across rural BC, identifying pressing priorities for small business owners – Project evolving to now establishing regional Skills Councils (supported by local Chambers of Commerce) that will develop strategies to address priorities at a local level	<ul style="list-style-type: none"> • Project staff will review reports re. employer needs • Local skills councils may be a high value partner for the Committee as they explore implementation of this projects recommendations – particularly cross-industry/sector recommendations
Carrie Schafer – Rockies Tourism Cluster – College of the Rockies	Rural Secretariat, Federal Government	An online and in person tourism resource centre offering information that can help grow a tourism business – East Kootenay focus – Sections on resources, marketing, management and product development, etc.	<ul style="list-style-type: none"> • Resource website, and connections via Carrie into COTR, will provide content for Inventory as project rolls out • Capacity of Centre will be an asset incorporated into project recommendations

Consultant / Leader	Funder	Description	Opportunities for this Project
Jonathon Rouse – Dean of Tourism Programs, VCC; BC Cntr for Hospitality Leadership and Innovation	Province of BC	Diploma, Degree and (via partners) Masters Level Tourism program delivery agent – Jonathon also acting director for BC Centre for Hospitality Leadership and Innovation	<ul style="list-style-type: none"> • Source of extensive analysis re. industry needs and student desires with respect to retention, et. al. – excellent resource for inventory updating • 604-443-8396. jrouse@vcc.ca 604-314-1225 cell
Terry Hood – BC Centre for Tourism Leadership and Innovation	Province of BC	A network of 18 colleges and universities offering tourism programs throughout BC and the Yukon. Partners work together to promote best practices in tourism education while the organization identifies and shares research findings, tourism knowledge and resource	<ul style="list-style-type: none"> • Source of extensive knowledge re. College education programs and strategies

3. Interview Diversity Matrix

Fields	Accommodation	Food and beverage	Front country recreation & ent.	Backcountry recreation	Full service resorts	Supervisor of managers	Manager of staff	Staff member	<5	5-25	>25	W. Kootenays + Loop	Revelstoke/Golden	Invermere / Radium Fairmont	Elk Valley / Cranbrook / Creston	
Target	10%	15%	50%	15%	10%	10%	87%	3%	35%	40%	25%	30%	15%	25%	30%	
Check					100%			100%			100%				100%	
Interview Targets (1 = strong representative, 0.5 = partial representative)																
Business	Name	Title														
Ainsworth HS Resort	Jake Murfitt	Director of Sales			1.0		1				1		1			
Alpine Rafting	Valerie Arsenaault	Owner		1.0						1			1			
Baldface Lodge Cat Skiing	Marina Moroney	Office Manager			1.0			1		1			1			
BC Hydro Revelstoke Dam Visitor Ce	Heather Funfer	Tour Guide Leader		1.0			1				1		1			
Big Red Cats	Kieran Gaul	Manager			1.0		1			1			1			
Bootleg Gap Golf	Darryl Barrack	Manager	0.3	0.3	0.3		1			1					1	
Bull River Guest Ranch	Gina Rogers	Manager	0.3	0.3	0.3		1			1					1	
Canadian Rockies Hot Springs	Scott Turnbull	Manager		0.3	0.7		1			1				1		
CDN Museum of Rail Travel	Garry Anderson	Executive Director			1.0		1			1					1	
Chocolate Orchard	Bob Attwell	Owner			1.0		1			1					1	
Copper Point GC	Brian Schaal	Manager		0.5	0.5		1				1			1		
Creston Museum	Tammy Hardwick	Manager			1.0		1		1						1	
Enchanted Forest	Rocky Ehlers	Owner			1.0		1			1			1			
Fairmont Hot Springs Resort	Ashley Davis	HR Manager				1.0		1			1			1		
Fernie Alpine Resort	Natasha DelBosco	HR Manager				1.0		1			1				1	
Friends of Ft Steele Society	Cam Trueman	Program Manager			1.0		1			1					1	
Glass House	Eldon Johnson, Diane	Co-Owner			1.0		1		1			1				
Hume Hotel	Ryan Martin	General Manager	0.3	0.7			1			1		1				
Main St. Diner	Nancy Diamond			1.0			1			1		1				
Pamper Yourself Spa	Monica Petrowitsch	Manager			1.0		1		1					1		
Prestige Lakeside Resort	Darren Klammer	General Manager	0.5	0.5			1			1		1				
Prestige Mtn Resort	Ben Leversedge	Manager	0.5	0.5			1			1		1				
Revelstoke GC	John Franks	pro manager		0.3	0.7		1			1				1		
Revelstoke Museum	Cathy English	Manager/Curator			1.0		1		1					1		
Sandman Castlegar	Shaun Wilson	Front Office Manager	0.7	0.3			1				1	1				
Selkrk Wilderness Skiing	Brenda Drury	Manager			1.0		1			1		1				
Springbrook Resort	Marnie Hennie		0.5		0.5		1		1						1	
Three Valley Lake Chateau	Gordon Bell	Owner and GM	0.3	0.3	0.3		1				1		1			
Toby Creek Adv	Scott Barsby	General Manager			1.0		1		1					1		
Total, Confirmed Interviews			4	5	12	5	3		4	22	2		7	14	8	
Percentage of Indicator			12%	18%	41%	18%	10%		14%	79%	7%		24%	48%	28%	
Variance from Target			21%	19%	-17%	23%	3%		43%	-10%	138%		-31%	21%	10%	
													15%	38%	-31%	-8%

4. Interview Guide

Category	Sample Prompts / Direction
Introduction	1. Brief background on go2 & project (as required) 2. Not a typical interview – no set questions 3. Prefer to engage in a conversation about the issues that matter most to you 4. Really want to hear about your experiences – the events that have influenced you the most 5. Your comments recorded, but confidential - not attributed to you in documents that your co-workers or colleagues in the industry might read
Context / Big Picture / Assessment	6. A quick snapshot of the business and what they are known for in the industry/what differentiates 7. How many on your payroll, full-time, part-time, age, gender? 8. What are the biggest challenges facing your business right now?
HR Issues	9. What's the best thing you did last year in terms of working with your people? 10. What's the biggest problem you faced last year with respect to managing your people? 11. What does this cost your business? – how?
Solutions	12. What did you do last year to address these issues – what are you planning for this year? 13. What else could you do to address this problem? 14. What obstacles still exist? 15. What kind of support would you want if you could get it for this problem? 16.
Leadership	17. You are a leader of a team – think for a moment about what leadership means to you, and tell me a story of how you lead your team last year 18. Follow-up - how do you motivate your team? 19. What is your vision for the future of your business? How do you share that with your team? How do you share your core business values? Your strategic plan? 20. Definition: here's where we are, here's where we want to be, how do we get there = leadership practices 21. What kind of support could you use for developing leadership and management skills?
Resources	22. What external resources have you used in the past? What was it like? what was most useful? 23. What are you aware of, but never taken advantage of – why not? 24. Would A, B or C help you address these problems? (mediums from Inventory) 25. can you afford it – time, money, opportunity costs 26. What are strengths and weaknesses of Resources on the Inventory?

5. Interview Summaries

Matrix placement	Industry	Responsibility	Size	Region	Leadership Practices Include	Overall Challenge	Human Resources Challenge	Solutions	Resources Used and Needed
5	Front country recreation & ent.	supervisor of managers	>25	Invermere / Radium Fairmont	yearly board level planning - tons of staff driven initiatives - tons of autonomy for all team members - highest priority for all ops is staff - rest looks after itself	kitchen	kitchen - the make or break	most fun place to work - all hires recommendations - always letting staff know they are valued - pay more, hire red circle, always motivating, tons of incentives, staff housing for expansion	tremendous support from investors (60) - high business acumen - always involved in industry work, loves go2's stuff, reading, learning, growing, tourism cluster
4	Food and beverage, accommodation	manager of staff	5-25	W. Kootenays + Loop	family owned values are communicated through daily actions of hands on managers, staff orientation where history and mission of operation is shared, departmental trainings with clear expectations, and problem solving manuals for managers to stay consistent and aligned with core values	the business depends on number of people coming through area and every year is different	keeping staff on schedule even when they are not at full productivity because they can't afford to lose them after investing recruitment and training time	hire more staff part time for 2-3 days at a time to cover the high season needs and when busy all staff work extra hard to cover what is needed, revamping website to better communicate career opportunities	use Okanagan based supervision training, WCB, local connections for recruitment, hotel associations, websites and go2hr

Matrix placement	Industry	Responsibility	Size	Region	Leadership Practices Include	Overall Challenge	Human Resources Challenge	Solutions	Resources Used and Needed
4	Back country recreation	manager of staff	5-25	W. Kootenays + Loop	being proactive within the industry to ensure quality standards and employees, manages issues among staff as they emerge	their biggest market of the U.S. is vulnerable to new passport regulations, strengthening Canadian dollar, and perceptions of Americans that Canadians do not want them to come up for their vacations	lack of training schools that supply guides for their operation in Canada - they needed to hire outside of Canada to maintain their high standards	trying to differentiate Catskiing from Heliskiing would help to create a separate training body for these types of guides and alleviate the tension most operators feel trying to find qualified guides for the season	uses internet to network for new staff/always needing to increase sales to keep business strong - could use tools for marketing
4	Front country recreation & ent.	manager of staff	<5	Revelstoke/ Golden	growing sophistication highly involved in community planning, also working internally as an organization	money 120K budget only, 40% from city	time - basically one woman show with summer students via grant - high training and supervision needs, then they leave - returns a bonus	returns a bonus, but hard to secure, enlightened supervision model - train, give responsibility, reward - share feedback	wide variety - minimal reading, loves consultants - specialized training for industry via Uvic museum programs
4	Front country recreation & ent.	manager of staff	>25	Elk Valley / Cranbrook / Creston	vision held at top only - tools for autonomous decision making of team members - value to customer, employee, company	managing demand vs. supply - customers vs. employees	building mgt team - career level opportunities	professionalism - always improving team - tons of effort to help staff party - social supports (STDs, alcohol abuse support) - mgt team = improved compensation, targeting supports	highly competent team - internally supported - external speakers, college relationship
4	Full service resort	staff member	>25	Invermere / Radium Fairmont	formalized trainings about expectations and overall operational guidelines and mission	labour shortage, finding accommodation for staff in area	staff team often get pulled from outside department to help meet short term needs of operation, finding housing for staff so they can commit to working there since it's a rural area without family style housing readily available, just one dorm for now on site	building new dorm is in longer term plan, hire foreign workers and recruit from cities, work hard to find housing in area for staff	recruits staff where they exist online like Facebook, Craig's List, goes to Association meetings but would rather spend time and resource allocation recruitment side

Matrix placement	Industry	Responsibility	Size	Region	Leadership Practices Include	Overall Challenge	Human Resources Challenge	Solutions	Resources Used and Needed
4	Food and beverage, accommodation	manager of staff	5-25	W. Kootenays + Loop	head office sets tone for entire organization - lots of staff involvement in decisions - model behaviour - perks for staff	securing business - off the beaten track - most business stays in neighbouring community	nil- strong retention	solutions re. business attractiveness	wide variety - internal organization mentorship key, some training
3	Front country recreation & ent.	manager of staff	5-25	Elk Valley / Cranbrook / Creston	working with strong employees to develop a career or provide stable employment over the seasons to make a strong all around staff team	generating revenue in order to stay strong in competitive market	turnover of staff in shoulder seasons especially costs them training time and stability of services	it is made clear in hiring process that longer term seasonal employment is available and you will be financially rewarded for returning to work multiple years	use professional association to find specialized staff and job sites on line/would buy resource manuals for staff training needs
3	Front country recreation & ent.	manager of staff	5-25	Revelstoke/ Golden	has vision for direction of operation to grow and sharpen services but it is not written down yet, try to communicate to employees that it is more than a job and market it as a career opportunity and structure training as such, in process of developing job descriptions and procedure manuals for training purposes	they are not a destination at the present moment, soon will be next to resort, weather dependent operation	finding cooks and wait staff is difficult, keeping staff engaged and productive on slower days	try to work with ski resorts to pair staffing seasons, engage staff as career professionals by offering skill development on job and rewarding returning employees	websites are most useful for staff recruitment, CPGA and other tourism sites and associations for information on industry, magazine ads can be too expensive these days - through Kootenay Rockies Tourism
3	Back country recreation	staff member	5-25	W. Kootenays + Loop	leadership carries forward from the passion of the owners and depend on the decentralized staff to carry these values into their work, no formalized or regular staff meetings, formalized trainings cover mission	the location of the lodge makes the business weather dependent	retaining qualified staff and paying them at a rate that won't put operation behind financially, maintaining high quality performance in longer term staff	rely on over qualification of many applicants in area and word of mouth to retain strong staff team	would like to learn more about recruiting and retaining high quality staff within reasonable rates for industry, marketing themselves as an employer of choice

Matrix placement	Industry	Responsibility	Size	Region	Leadership Practices Include	Overall Challenge	Human Resources Challenge	Solutions	Resources Used and Needed
3	Back country recreation	manager of staff	<5	Invermere / Radium Fairmont	communicates overall direction of business during staff training, but mostly happens on a daily and informal basis	trying to capture a more international market for multi-day bookings since their current daily booking based operation has peaked out	keeping staff busy in shoulder seasons and making sure supervisors don't overhire staff, weather dependent operation makes business vulnerable	encourage staff to work other places in off-season/shoulder seasons to compliment schedule, generate more business in off/shoulder seasons by starting year round ATV snowmobile dealership, looking into viability of rock quarry to sell minerals as side business	would like his supervisors/managers to have better management skills, wants to be better educated about what Kootenay Rockies Tourism and other tourism associations do to support marketing efforts, KRT has been beneficial for referrals
3	Front country recreation & ent.	manager of staff	<5	Invermere / Radium Fairmont	her planning for operation is about responding to needs of her client and want market demands for service, staff are brought in to an implied culture of high quality service through graduated training and informal meetings about mission and vision of operation	hard to find both full time and seasonal/weekend staff because it is a specialized field and they are in a rural location	keeping staff on costs them when they are in slower season, but can't afford to lose them so works them into schedule	get involved in finding staff accommodations, is working hard to drive business growth in winter months to stabilize staff team hours between seasons	uses print ads, but are becoming more expensive and less effective, word of mouth is what she relies on to find staff
3	Food and beverage	supervisor of managers	>25	W. Kootenays + Loop	living the vision - be on a winning team - friend to staff - knowing everybody	staying one step of the competition - dog eat dog world	staff, esp. food service / kitchen - new problem last few years - folks that can check their personal probs at the door, not leave in 2 weeks	not big problem - they are good - pay more than anybody else in town	internal mostly - do read trade magazines

Matrix placement	Industry	Responsibility	Size	Region	Leadership Practices Include	Overall Challenge	Human Resources Challenge	Solutions	Resources Used and Needed
2	Back country recreation	manager of staff	5-25	W. Kootenays + Loop	made choice when they were offered to be bought to retain size and avoid expansion - long term plan comes from there, communicate values to staff informally by being with them and role modeling and treating them like friends and family	long term staff are aging and trying to replace them is hard	when more senior person moves on it can cost the business to bring someone new on board and change dynamics of team	pay higher than average in industry, treat them well by not overworking their schedules, pay for some training that they didn't use to - all in effort to retain good staff	use marketing work of mouth in Nelson, ads are getting too expensive, cross promote with Whitewater and uses Kootenay Rockies Tourism and BC tourism to cross promote as well, access specialized training for staff, attended Banff for leadership course a few years ago
2	Back country recreation	manager of staff	5-25	Elk Valley / Cranbrook / Creston	family business - - varying visions - new construction	location - remoteness - then people	are chronically understaffed - mgt working, not managing	pay more, foreign workers, charge customers more, chef rear round employee, holiday 3 months	internal - high capacity
2	Back country recreation	#N/A	5-25	Revelstoke/ Golden	negligible - all mgt - family approach to business - all about maintaining standards	securing people	securing people - huge aspect of her job	rigorous training and commitment required, purchase house for staff, become expert in foreign worker programs and hire from S. America	extensive use of BBA program 4 years ago - was a life saver for them - developed entire personnel approach for business - policies, training, mentorship, etc.
2	Food and beverage	manager of staff	5-25	W. Kootenays + Loop	limited - tight ship - consistent operation	people	same	mgt consistency - passionate about people - high stnds - hire 2, keep 1 - have staff bring in friends with stnds - hire young boot camp	nil

Matrix placement	Industry	Responsibility	Size	Region	Leadership Practices Include	Overall Challenge	Human Resources Challenge	Solutions	Resources Used and Needed
2	Front country recreation & ent.	supervisor of managers	5-25	Invermere / Radium Fairmont	guides the operation with annual fiscal plan and capital projects, tries to work alongside the staff to model hard work and meeting needs of clients	meeting the expectations of the staff, especially when it comes to scheduling their hours	lack of staff applying for job, turnover of staff is high and meeting expectations of staff around schedule - most want part-time/flexible hours now	works with a rotating schedule with more staff as part time, have them job shadow as part of the hiring process to make sure it is a good fit for both employee and employer	uses Parks Canada HR resources, Lifesaving Society and Federal Student Work Experience Program/would like support around meeting expectations of staff around lifestyle/work balance expectations
2	Front country recreation & ent.	manager of staff	5-25	Elk Valley / Cranbrook / Creston	limited - board (non-profit) too managerial - new ED - low capacity	survival - low budgets - lack of provincial funding	securing people - caught him by surprise this year - lost regulars to Alberta at very last minute	limited - too late - work under resourced - hire older workers	association training extensive and well funded by Heritage branch - good focus on capacity and improving product quality
2	Front country recreation & ent.	manager of staff	5-25	Elk Valley / Cranbrook / Creston	Vision of fully operational Canadian Rail Museum - Board/GM motivated to complete expansion program.	Construction, tours and room bookings fully occupy their staff - and will until construction program is completed	With 3.2 staff and lower % of government funding, must attract revenues - ergo tours and room bookings	Long term staff know their jobs. Will need to secure long term operational funding when expansion is completed (4-5 years)	Use BC and Canada Museum websites when help is needed.
2	Front country recreation & ent.	manager of staff	<5	W. Kootenays + Loop	co-owners plan long term but mostly it's about planning to stay fiscally viable, role model for staff expectation and work ethic, small team benefit of getting to know staff well and working alongside them, treating them well	bringing staff on that will make an investment over more than one season	working with younger and younger staff that need more time up front to train them on the job, lack skills and confidence at first sometimes to do the work	hire staff they know through family and community connections and work with them over time trying to make an investment so they stay for more than one season	get tourism industry magazine, use internet for learning about tourism and recruitment, but don't need any resources for now

Matrix placement	Industry	Responsibility	Size	Region	Leadership Practices Include	Overall Challenge	Human Resources Challenge	Solutions	Resources Used and Needed
2	Front country recreation & ent.	manager of staff	<5	Elk Valley / Cranbrook / Creston	vision and goals of business center around renovations and building designs, small staff team there so they work alongside and transfer their values on a daily basis	drawing people to a remote area, 90% of the business is in 5 months - would like to expand on that season	wants to keep staff busy during week and they are super busy on weekends, threat of younger staff leaving contract early, no major recruitment problems	creates contract completion bonus for staff to complete season, uses word of mouth to find the right fit for the operation	wants tourism marketing organizations like Kootenay Rockies to learn more about her size operations, not just larger and gold course, uses associations and marketing organizations to help generate more business
2	Full service resort	manager of staff	>25	W. Kootenays + Loop	created written policies and procedures for each department, formalized mentoring between staff, and monthly meetings for senior managers	staffing is perpetually lower than desired and full time staff compensate for this problem	staff need transportation to work there, many staff work inconsistent hours depending on need of managers	cross-train staff for more than one department to be more versatile, arrange carpools for staff that don't have transportation	uses certification under Tourism BC and posts for staff in local papers/would like regional job board created in West Kootenays to look for staff
2	Front country recreation & ent.	manager of staff	>25	Revelstoke/ Golden	gives employees a sense of responsibility and lets them take initiative, training includes expectations but not formal leadership training	guests are nervous about passing through the security gate at the front entrance, but most people end up coming through for a tour	managing the issues of the younger staff who need to be trained and managed to stay professional and on task from time to time	tries to hire young people with experience working with public and if they have problems they are handled on a one to one basis through conversations	private consultants from BC Hydro teach conflict resolution and handling difficult clients to staff every 2-3 years/inventory can help connect to people who can solve specific problems among the staff team
2	Food and beverage, accommodation	manager of staff	>25	W. Kootenays + Loop	Extensive use of both corporate and local rewards programs to motivate staff	Hiring staff in a unionized environment when promotion is based on seniority and all new hires must start as part-timers.	Use of non-monetary incentives when management is strongly encouraged by corporate not to socialize with staff in any way.	Need to encourage others to lead on hotel-wide functions so that staff know more than just their immediate colleagues - sense of part of a larger team.	Corporate has a 6 month management training program that employees must take to become General Managers at facilities. Don't use outside resources.

Matrix placement	Industry	Responsibility	Size	Region	Leadership Practices Include	Overall Challenge	Human Resources Challenge	Solutions	Resources Used and Needed
1	Front country recreation & ent.	manager of staff	5-25	Elk Valley / Cranbrook / Creston	no long range planning because operation is so dependent on the day, do work with staff to see big picture and emphasis is on high quality customer service and product knowledge, meets with managers weekly to discuss operational issues	weather dependent operation effects staffing hours	losing skilled and more mature staff to higher paying jobs in Alberta and elsewhere	would like to see tax benefits for seniors to go back to work and programs to retain university age students to stay in BC through the college system	Canadian Federation of Businesses help with liability issues, outside consultants wouldn't know how to help his specific operation/could use help around recruiting and retaining mature staff, but doesn't think consultants would know where to start with his operation
1	Front country recreation & ent.	manager of staff	<5	Elk Valley / Cranbrook / Creston	One week training program for summer interns - including 1 day on philosophy, values, etc.	Doing everything required with only 1.2 permanent staff	Planning exhibits and cataloguing collections in off-season. Not enough time to do everything.	Catalogue parties - attract 15-20 volunteers and can catalogue 30-40 times in an afternoon when only 2-5 per day when working alone	Attend museum conferences and use museum websites whenever help is needed. Can post questions and get help quickly!
1	Front country recreation & ent.	manager of staff	<5	Revelstoke/ Golden	predicting what customer wants from attraction and delivering that in short and long term, works alongside staff to provide leadership, but most of them are short term so no investment beyond the week is made to their development and developing staff team	by far the biggest challenge is attracting visitors to his operation - marketing his products	paying more than they want to keep staff they feel don't even give them the value in productivity	scheduling is reliable in advance, tries to include staff in overall mission and hired outside of the country once	feels tourism info centres and Kootenay Rockies Tourism doesn't represent smaller operations, uses word of mouth over all other resources to find staff
1	Full service resort	supervisor of managers	>25	Revelstoke/ Golden	model behaviour - build, build build	youth work ethic - computer focus, taxes	getting people - chronically understaffed	work without staff, advertise more, pay more, housing	attends industry conferences many per year

6. Inventory Website Quote Document

The following is an abridged version of text forwarded to two Nelson Area web developers, as a first attempt at pricing an online version of the Inventory:

Attached is an Excel file capturing a data that needs to end up in a Web database. I'm contacting you looking for a 5 minute gut check response to the question "what it would cost to get it online?"

The data is resources that a manager of a tourism operation can use to assist with challenges they face in the Human Resources realm. The goal is to develop a web dbase that allows a tourism manager with an HR problem to find a solution that meets their needs and criteria (preferred learning style, time to utilize, cost, etc.) in one step.

Joe Public (presumably the manager of a tourism operation) needs to access the data, without any restrictions (no passwords etc.). Requirements:

- ability to view the entire database
- ability to narrow a search by any of the descriptor categories and sub-categories, such as business issue, medium, cost, etc.
- basic introduction / home page
- instructions re. how to narrow ones search (and/or an obvious interface)

Jan Public, a person or organization that provides or "is" a resource (a record in the dbase), needs to self-administer her own data. Specific requirements:

- a username and password protected interface for each record
- capacity to edit all fields in that record
- a process that alerts the "owner" of the site that a record was altered, so they can check it for accuracy and relevance
- a page of instructions (and/or an obvious interface)

These are the basic requirements. If we move into the bells and whistles category, we look for things like:

Decent site structuring, key wording and design, including discrete credits to the funders and "owner" of the site.

Doris Public, who secures a username and password from the "owner" of the site, can add new records. This would require:

- a page on how to find the "owner" of the site, and request a username and password
- a page that allows creation of new records
- a process that alerts the "owner" of the site that a new record was created, so they can check it for accuracy and relevance
- a page of instructions (and/or an obvious interface)

We would like Joe Public who reviews records on the site to rate them for usefulness, and these ratings and comments would be available to all Joe and Jan and Doris Public's to see.

Appendix C

List of potential awards

- Best Workplaces in Canada -- <http://www.greatplacetowork.ca/best/list-ca.htm>
- The following links are award links are available at <http://www.go2hr.ca/ForbrEmployers/EmployerAwards/tabid/1061/Default.aspx>
 - Aboriginal Tourism British Columbia Tourism Awards
 - British Columbia Tourism Industry Awards
 - BC Hospitality Industry Sterling Service Awards
 - go2 the top Award
 - The Kelowna Exceptional Service Under the Sun Awards
 - Northern BC Travel & Tourism Awards
 - Tourism Industry Association of Canada National Tourism Awards
 - The Vancouver Tourism Awards
 - The Vernon Go Award
 - Victoria Hospitality Award
 - National Quality Institute (NQI)
 - Employee's First Award
 - Canadian Awards for Training Excellence
 - WorkLife BC Awards

Appendix D

Kootenay Rockies Tourism HR Strategy Committee

- Heather Stewart, Chair
- Nikki Kaufman (Nicola), Human Resources Manager, St. Eugene Golf Resort & Casino
- Nicola Morgan, Employee Experience Consultant
- Carrie Schafer, College of the Rockies, Tourism Knowledge Cluster Manager
- Terry Schneider, Executive Vice President, Prestige Hotels and Resorts
- Chris Andrews, Community Programs Manager, Kootenay Rockies Tourism Association
- Heidi Romich, Owner/Operator, Heidi's Restaurant
- Rusty Noble, Director of Guest Experience and Resort Operations, Kicking Horse Pass
- Marion Eunson, Manager Employment Services, Ktunaxa Nation
- Kevin Weaver, Regional Manager -- Kootenay Region, Regional Economic Development Branch, Ministry of Economic Development
- George Penfold, Rural Innovation Chair, Selkirk College
- Richard Debeck, Labour Market Service Consultant, Service Canada
- Jim Pearson, President/Administrator, Unite Here Canada Local 40
- John Leschyson, Director Industry HR Development, go2
- Dorothy Cochet, Program Officer, Service Canada, and
- Anne Pigeon, Marketing, Whitewater Ski Resort.

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