

TOURISM LABOUR MARKET ANALYSIS FOR THE KOOTENAY ROCKIES REGION

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

by

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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

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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.

**Table 3. Kootenay Rockies Tourism Area.
Estimated Employment in 2007 and Projection for 2010**

	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/Hostesses	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 Guides	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 Clerks	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						

**Table 4. Kootenay Rockies Tourism Area.
Estimated Employment in 2010 and Projection for 2015**

	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 Recre	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 Maîtres 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.

Table 5. Kootenay Rockies Tourism Area.			
Seasonal Demand for Workers			
	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 of 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.

Table 6 Age Characteristics of Tourism Workforce.

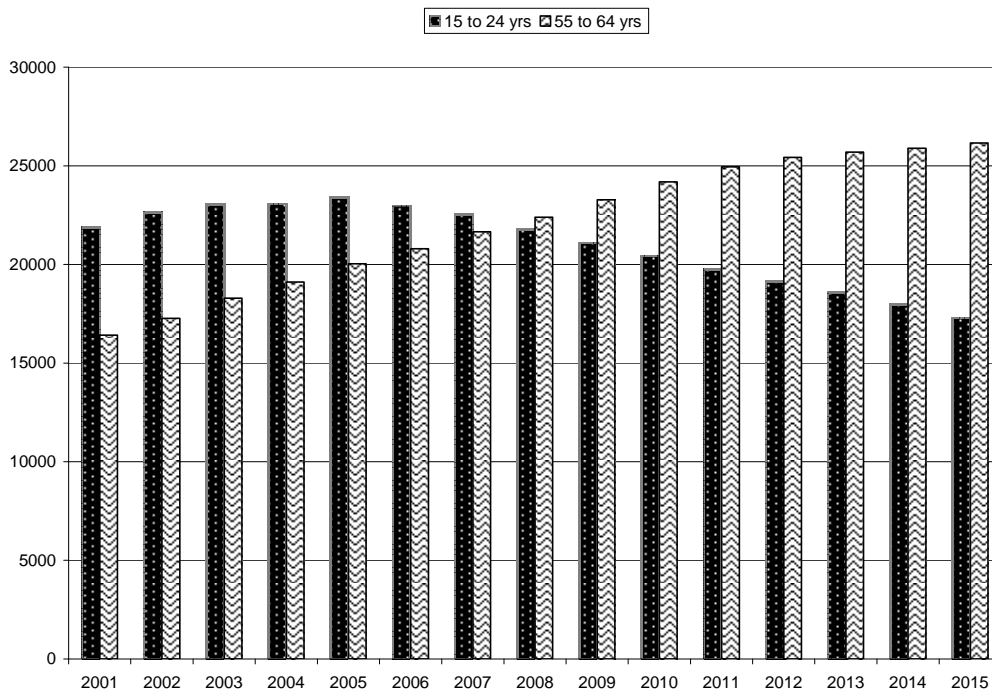
1. Youth Share (15 to 24 years of age) of Workforce				
2. Older workers (55 to 64 years of age) of Workforce - Retirement Indicator				
	Youth		Older Workers	
	Kootenay-Rockies	B C	Kootenay-Rockies	B C
Core Tourism Occupations				
0631 Restaurant and Food Service Managers	7.2%	10.7%	12.9%	9.2%
0632 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 Kooetany, 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.

	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.

Table 9. Aboriginal Share of Core Tourism Workforce		
	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.

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. 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.
3. 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.
4. Overall unemployment has declined proportionately more than for BC as a whole and there is no excess labour supply to draw on.
5. 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.
6. 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.
7. 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.
8. 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.
9. 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.
10. 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

- a) 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.
- b) 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.
- c) 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.
- d) 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.
- e) There is some potential for using recruitment from immigration through the Provincial Nominee Program for high skill jobs areas.
- f) 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.
- g) 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.