



2024-2025

ANNUAL REPORT

Driving strong workforces and safe workplaces that deliver world-class tourism and hospitality experiences in British Columbia



INDIGENOUS ACKNOWLEDGMENT

go2HR's Vancouver office is located on the traditional, unceded territories of the Coast Salish peoples, including the Musqueam, Squamish and Tsleil-Waututh nations.

We also acknowledge that go2HR's work across British Columbia takes place on the traditional, unceded territories of 204 distinct Nations.

We pay respect to these Nations and are grateful to live, work, travel and play on these lands and waters of B.C.'s Indigenous Peoples.

To learn more about Indigenous Tourism in British Columbia visit: indigenousofbc.com

"Thank you for the resources and support materials to get where we will need to go to occupy our territories as Indigenous political, social, economic, and cultural equals that support fair, just, single, partner, or corporate business entities."

Northern BC Employer

ABOUT go2HR

go2HR is BC's tourism and hospitality human resource and health & safety association.

We empower and equip employers with complete human resources and health & safety management programs designed to support strong business performance.

Our programs offer tools, information, and consulting services to elevate employers' human resources and health & safety practices.

We also offer education and training for current and future workforces.

We work as a resource to inform government, stakeholders, and communities on labour market conditions and strategies in relations to the tourism and hospitality sectors in BC.

To learn more visit: go2hr.ca



CHAIR'S MESSAGE

It has been a privilege to serve as Chair of the go2HR Board of Directors over the past year. In this role, I have gained a deeper understanding of the people, challenges, and opportunities that shape British Columbia's tourism and hospitality industry across its four core sectors: accommodations, food and beverage, recreation and entertainment, and transportation and travel services.

Our Board is made up of committed leaders who volunteer their time and expertise to guide go2HR's strategic direction, strengthen governance, and ensure long-term sustainability. I want to thank each of them for their contributions, and offer special thanks to Past Chair Craig Blize for his steady mentorship and support.

As a business owner in marine transportation, eco-tourism, and hospitality, I know firsthand how critical go2HR's work is to employers. From workforce development and HR tools to health & safety programs and training, the support go2HR provides is helping businesses across the province adapt, grow, and build resilient teams.

I encourage you to explore this year's progress and results across each service area in the pages that follow.

This year's industry, regional, and sector workforce profiles offer a powerful reminder of the essential role our workforce plays in creating inclusive and accessible opportunities for people at every stage of their career journey.

This past year also marked the refresh of go2HR's Strategic Plan. Grounded in your input and informed by research, it sets a clear direction for the years ahead. While we recognize there are challenges on the horizon, we remain optimistic about the path forward.

Finally, I want to extend my sincere thanks to the go2HR Team for their exceptional work and unwavering dedication. And on behalf of the Board, I offer our best wishes to outgoing Board member Dave Butler as he embarks on his next chapter.

Sincerely,



JARED DAVIES

**Vice President
Project Development
WPL**

"This year's industry, regional, and sector workforce profiles offer a powerful reminder of the essential role our workforce plays in creating inclusive and accessible opportunities for people at every stage of their career journey."

CEO'S MESSAGE

Navigating the tourism and hospitality industry can, at times, feel like driving in a snowstorm. The windshield is fogged, the wipers can't keep up, and the mesmerizing quality of falling flakes gets harder and harder to ignore.

Did I mention it is getting dark and there are few lights illuminating the road ahead?

We winter enthusiasts know the storm comes with an upside of fresh powder to ski, ride, snowshoe, sled, or gaze at from a warm and cozy distance.

So how do we navigate the challenges ahead for tourism and hospitality, **and** realize our potential? We call upon our resilience, with the upside that we are adaptable and we have practiced how to persevere.

Unlike our pandemic response, we have more autonomy. This can be a blessing and a curse. A blessing in that we can harness unique and creative solutions to higher across-the-board costs, tariffs, labour challenges, and climate variability.

Perhaps a curse that instead of being told by others precisely how to proceed – plexiglass, capacity reductions, temperature checks, and signage – we are in the driver's seat.

I encourage each of us working in tourism and hospitality to share our solutions and successes. We are a talented, innovative industry almost 350,000 strong with 18,000 employers representing more than 12% of provincial employment. Let's harness that power. Please reach out to us, and to one another, to communicate how you're weathering this storm and preparing for the future forecast.

Remaining resilient will be critical as we continue to welcome the world. Building upon the success of Invictus 2025 – 23 countries, 500 athletes, and the addition of adaptive winter sports – we look ahead to the FIFA World Cup 26™ and another chance to showcase our hosting skills. go2HR is working together with our partners to renew our SuperHost program to ensure workers have the knowledge and tools to support their own sense of belonging as well as that of our visitors.

This type of partnership is what powers go2HR. We are incredibly grateful to the Ministry of Tourism, Arts, Culture and Sport and Destination BC for their four-year anchor funding to help create our regional HR consultant network.



KRISTA BAX

CEO, go2HR

So how do we navigate the challenges ahead for tourism and hospitality, and realize our potential?

We call upon our resilience, with the upside that we are adaptable and we have practiced how to persevere.

Since 2022, each of our six regional HR consultants (learn more about their work starting on page 10) has built a local ecosystem of free support for tourism and hospitality businesses that has caught the attention of other industries and other provincial associations as a best practice model. We have one year remaining.

This partnership was a true gift – to our industry, which needed a lift out of the deep depths of the pandemic, to employers and workers who benefited from guidance and support, and to go2HR to have the opportunity to establish capacity and momentum in the HR arena. I'm confident we have the knowledge, experience, and relationships to maintain this critical capacity in our communities. I agree with coach, consultant and non-profit advisor Sean Kosofsky, "nonprofit leaders are inventors and entrepreneurs. We make something new out of nothing every day." It won't be easy, but it is what we will do (learn more page 12).

We have another ominous milestone on the horizon - the planned completion of our partnership with the Canadian Mental Health Association (CMHA). Since 2021, go2HR has partnered with CMHA's BC Division to deliver free, practical support in workplace psychological health & safety. Together, we have created a comprehensive hub for tourism and hospitality mental health that offers industry-specific information, resources, training, and coaching support, positively impacting many in the industry in a world of increasing mental stresses.

Our goal is to sustain these programs in the years ahead, albeit amidst a future forecast of potential storms. Since becoming a Health and Safety Association in 2009, go2HR has supported thousands of the industry's employers in addressing complex health and safety issues, many of whom without the internal resources to do so. We have evolved from physical health & safety to include psychological health & safety and go2HR will continue to engage with employers and workers to create workplaces and workforces that are safe, healthy, inclusive, compliant, and continuously improving (learn more about this evolution on page 17).

To those who have joined us on this journey of engagement and growth, as funders, partners, members, colleagues, community builders, and clients, thank you for your confidence, contributions, and collegiality.

A massive kudos to the go2HR Board and Team whose talent, passion, and high bar for quality and service, make a difference to employers across our province.

With appreciation,



WHAT WE DO

This year, like others on our 45-year journey as a cornerstone of B.C.'s tourism and hospitality industry, we found ourselves at an important inflection point. Tested by cost of living, inflation, labour challenges, and ongoing climate variability, we used adversity to spur adaptability. This year's annual report outlines the **adaptation** of our services to sustain our steadfast commitment to the workforces and workplaces that employ one in eight British Columbians.

We continue to make meaningful progress in each of the four core service areas of our current strategic plan: human resources; health & safety; training; and research & strategy. As in past years, we also look to what lies ahead in each of these service areas.



HEALTH
& SAFETY



HUMAN
RESOURCES



INDUSTRY
TRAINING



RESEARCH
& STRATEGY

At the same time, with your insights, we took action to develop the next iteration of our strategic plan. Fortunately, the foundation of our past efforts equipped us to move forward with resilience and clarity. Our purpose, mission and values have created the organizational stability to use the lessons of the past to power our future.

Motivational speaker Garrison Wynn said “action and adaptability create opportunity.” As we move towards 2028, a wealth of opportunities exist in our new strategic plan, including:

- **Strengthening** our partnerships;
- **Sustaining** our financial performance;
- **Solidifying** our go-forward goals and direction; and
- **Showcasing** our commitment to Indigenous reconciliation, diversity, equity and inclusion, and consideration of sustainable development.

We look forward to sharing this new plan with you in the months ahead.

OUR PURPOSE

go2HR exists to drive strong workforces and safe workplaces that deliver world-class tourism and hospitality experiences in BC.

OUR MISSION

Our mission is to empower employers to have a strong human resource and health & safety culture that supports strong business performance by:

- Offering programs, tools, information, and consulting services to elevate employers' human resources and health & safety practices
- Educating and training current and future workforces
- Informing government, stakeholders and communities on labour market conditions and strategy

OUR VALUES

These values drive our decisions and our performance and how we show up as a team:

- We will be **inclusive**
- We will be **collaborative**
- We will be **curious**
- We will be **trustworthy**

HEALTH & SAFETY



At go2HR, we believe that action sprouts from information. go2HR's health & safety strategic priorities focus on fostering psychologically safe workplaces, broadening industry participation in health & safety programs, and knowledge acquisition through expanded training offerings. These three areas inform employers and workers to take the actions needed to create resilient, healthy, and safe workplaces. This year we focused on translating complex First Aid and Return to Work regulations into accessible, actionable guidance for employers and workers. Complementing this, the team launched targeted initiatives to support Joint Health & Safety Committees, elevate musculoskeletal injury (MSI) awareness, and enhance the psychological and physical well-being of new and young workers in tourism and hospitality. Of equal importance to physical health is psychological health; this year go2HR focused on growing the impact of our psychological and physical health & safety resources across all four sectors of the tourism and hospitality industry.



5,000

health & safety training enrollments



52,000

health & safety website visits



11,000

downloads of health & safety resources



65

Certificate of Recognition (COR) certified employers



1,000

health & safety webinar enrollments

"Thank you so much for all the time and guidance you have given this year, we appreciate it very much! It has been so great to have you onsite and the feedback has been nothing but positive."

Sea to Sky Gondola

Service Spotlight: Psychological Health & Safety

Physical health & safety hazards are, often, right in front of our eyes. The patch of water in the kitchen, the haphazard, poorly-lit storage room, the rushed pre-shift safety talk. Psychological health & safety hazards can often go unseen – the unwillingness to share ideas for fear of judgement, the stress from sleepless nights at home with a newborn, the disrespectful behaviour or sexual harassment that is not prevented or goes undisciplined. go2HR is committed to equalizing awareness and action on physical **and** psychological health. We created micro-learning opportunities within our **psychological health & safety training** to ensure easy integration into workplaces. We increased awareness of the free services provided by our go2HR Workplace Psychological Health & Safety Consultants to help employers foster resilient teams, reduce burnout, and improve overall workplace culture. This year, our Workplace Psychological Health & Safety Consultants were also instrumental in helping employers adopt WorkSafeBC's Psychological Health and Safety framework, which is focused on supporting employers to create, support, promote, and maintain a psychologically healthy and safe workplace.

HEALTH & SAFETY



Service Spotlight: WorkSafeBC Certificate of Recognition (COR)

As British Columbia's tourism and hospitality Health and Safety Association, we play an invaluable role in supporting thousands of tourism and hospitality employers comply with their workplace health & safety. For 65 employers, this includes a commitment to WorkSafeBC's Certificate of Recognition (COR) program that requires annual audits of their occupational health & safety management systems. COR program registrations continue to grow, a testament to our commitment to continuous improvement through exceptional customer service, up-to-date program materials, program visibility through all of go2HR's communications, engagement and advertising channels, and collection and implementation of employer feedback. This year, we prioritized enhancing program awareness and accessibility, including updating [COR web pages](#) and working with employers to support their Corrective Action Plan development and implementation. We also introduced a Psychological Health & Safety audit framework to further expand and improve our COR offerings and align with WorkSafe BC's Psychological Health and Safety framework. This included attracting COR employers to participate in an optional audit, training auditors on the new content, developing accompanying resources, and supporting a smooth audit process. There have been many insightful learnings and opportunities to enhance psychological health & safety across the participating COR employers.



"We value the Certificate of Recognition (COR) program auditing process every year as it provides a deep dive into our OHS program and provides the challenge to improve our workplace for our most valuable assets – our humans. Conversations about the COR audit take place all year round to ensure all aspects of safety are engrained in our workplace culture."

White Spot Restaurants



Initiative in Action: Regulatory Reform Support

Provincial worker compensation legislation and regulation revisions have been underway since 2017 and are now making their way into our workplaces. For many employers these changes are challenging to understand and implement. Our role, and goal, is to proactively prepare with the "why" driving these changes and the "how" we can support them with compliance and continuous improvement. This year, go2HR launched an industry-wide initiative to promote pending first-aid-related regulatory changes. More than 1,000 participants joined go2HR's three-part First Aid Webinar Series, and 49 participants took advantage of our First Aid Assessment Workshop for the Ski, Accommodation, and Food & Beverage sectors. We also launched a new First Aid document review service as part of our existing health & safety consulting services, which this year totaled 169 consultations on topics from First Aid to Mental Health.

HEALTH & SAFETY



Initiative in Action: Engaging Workers in Health & Safety

Engaging workers in their own safety is a win-win-win. Employees become more vigilant of risks and hazards, teams look out for each other and are stronger for it, and – ultimately – workplace accidents, incidents, illnesses and injuries drop and the seeds of psychological health & safety bloom. This year go2HR focused on listening and learning from employees – through in-person wellness fairs, Joint Health & Safety Committee drop-ins, and a province-wide worker survey. We also added new website resources to build awareness of worker rights, roles and responsibilities in areas including injury management, bullying and harassment, and health & safety training.



Future Focus: Readiness for Regulatory Compliance

According to Vince Lombardi, preparedness is the ultimate confidence builder. At go2HR, we will continue to prepare employers to be confident in their readiness for regulatory change and compliance when it lands. This can include working with employers to boost understanding of the change, develop policies, train workers, investigate incidents, implement corrective action plans, and audit for improved program engagement and effectiveness in areas including workplace violence and harassment or psychological health & safety.

"You have some great talent on your team. We joined your post-injury return to work session today. The information was very relevant to our ski audience, and similar to some other go2HR presentations, the execution and delivery was above average."

Canada West Ski Areas Association

Partner Profile: WorkSafeBC



WorkSafeBC is a foundational partner in go2HR's role as a Health and Safety Association and a certifying partner of the Certificate of Recognition (COR) program. We continue to work closely together to proactively prepare employers to build and maintain safe and healthy workplaces. We share their focus on proactive action on issues important to employers, and most importantly, to effectively engaging workers across our industry.

Partner Profile: Canadian Mental Health Association



The BC Canadian Mental Health Association - BC Division (CMHA BC) and go2HR have an ongoing partnership to create mental health and wellness resources specifically for the tourism and hospitality industry. go2HR played an important role in content development for the People Working Well website and training modules, ensuring these resources are people-centred, industry-focused, and reflect our shared commitment to the psychological health & safety of front-line employees, supervisors, managers, and senior leaders.



HUMAN RESOURCES



British author Peter Hamilton has said the Dutch refer to their human resources departments as the offices for personkind enablement, highlighting a progressive, people-first approach to HR. If we want to harness the power of people working in our industry, we need to enable their growth. Yet most workers are employed by a small business balancing costs, culture and other constraints. go2HR remains ready to help. Since the creation of our **Regional HR Consultant network** in 2022, we have helped thousands of organizations advance down their pathway to human resources best practices. How? By offering our expert insights and advice and creating the tools, templates and resources that employers can use to recruit, onboard, retain, train, and create a culture known for career growth, flexibility, skills development, and performance rewards.



12,839

advisory services to tourism and hospitality employers



822

businesses engaged who self-identify as diverse ability, female owned, female led, Indigenous, or 2SLGBTQ+



2,102

regional HR initiatives implemented across the province



117%

increase in HR Toolkit downloads over prior year

"You may be an HR team of one (like me), and if that's the case, you know that there is very little that lifts the workday spirit than talking to others who can offer support, check your blind spots, and share resources."

Vancouver, Coast & Mountains Employer

Service Spotlight: Regional HR Consultants Network

The idea to create a regional HR consultant network to offer free advisory services to tourism and hospitality employers across the province was ambitious. With investment from B.C.'s Ministry of Tourism, Arts, Culture and Sport and Destination BC, go2HR set out to help solve one of the single biggest challenges faced by the small businesses who represent the majority of our industry's employers, how to put human resources best practices into play in their organizations when there are, simply, no resources to make it happen. Each of the six regional HR consultants has spent the past three years using their deep industry experience to build a local ecosystem of support for tourism and hospitality businesses and develop relationships with partners including regional and community destination management organizations, chambers, post-secondary institutions, and employment services organizations. They have uncovered unique regional challenges, created tailored solutions, and shared province-wide opportunities, including how to build more diverse, equitable and inclusive workforces. How do we know it's working? Other industries and provinces have picked up the phone to pick our brains and ask for our help on how to implement this innovative solution, and our work is showing up across Canada.

HUMAN RESOURCES



Initiative in Action:

Indigenous Tourism British Columbia (ITBC) HR Fast Track Series

Together with ITBC, go2HR developed and led a free, six-part webinar series for Indigenous tourism and hospitality leaders at every level. go2HR led a total of 500 registrants through critical areas of human resources best practices, including:

- **HR Fundamentals:** an opportunity for start-ups or established businesses to gain an understanding of the A-to-Z of human resources.
- **Recruitment and Hiring Pathways:** support for building retention from day one through effective hiring and onboarding.
- **Building Workplace Culture Through Our Values:** how to shape a respectful and inclusive workplace culture.
- **Our People - Engagement and Coaching:** tools for coaching and guiding employees to boost accountability, and performance.
- **Innovative HR - Harnessing Technology For Your Business:** how technology can help streamline processes important to the people working in tourism and hospitality.
- **Building Retention Through a Holistic Approach to Health, Safety & Wellness:** practicing psychological health & safety to ensure workplaces are safe and supportive.

"Thank you so much, that pit in my stomach is gone now after talking to you and I feel much better now that I have a game plan put in place. This is really great advice!"

Cariboo Chilcotin Employer



Future Focus: Enhancing Safer Spaces Initiative

We agree with actor Lily Tomlin that "the road to success is always under construction." With critical funding from Justice Canada, go2HR is enhancing its Safer Spaces Initiative. To date, more than 1,700 participants have participated in the program, focused on creating sexual harassment free workplaces. Safer Spaces will now expand, with a goal of doubling training participation and reaching deeper into rural and remote communities. This includes:

- advisory support for employers to develop action plans to implement best practices, manage compliance, audit results and continuously improve, including tailored guidance for Indigenous businesses;
- a new training course on sexual harassment investigation and reporting aligned with trauma-informed and legislative standards; and
- broader access to existing training for newcomers, under-represented, and vulnerable workers.

HUMAN RESOURCES



Future Focus:

Sustainability of HR Services for BC Communities and Businesses

Each quarter, go2HR tracks results by region for our HR consultant network. We look at the number of organizations served, level of employer advisory services, and regional HR initiatives completed. We also record engagement by sector, conversion from introductory engagement to follow-up support, and measure engagement with organizations who self-identify as diverse ability, female-owned, female-led, Indigenous, or 2SLGBTQ+. **Our next challenge?** As we approach the end of our current contract term, we want to ensure these resources remain rooted in your community. We'll spend the next year serving employers, showcasing province-wide positive impacts, and pursuing future investment for the next phase of this proven program. Our goal? Opportunities for industry organizations to retain a fractional HR consultant dedicated to their members, or for businesses to engage this talent for fractional HR services or ad-hoc HR projects. Stay tuned as we find our new footing.



HUMAN RESOURCES



Future Focus: BELONG – Building Inclusive, Diverse, Equitable, Accessible, Leading (IDEAL) Workplaces

go2HR is proud to be the BC provincial partner to Tourism HR Canada's **BELONG** Program - a three-year, pan-Canadian initiative aimed at creating inclusive tourism and hospitality employment opportunities for people of all abilities.



We believe that inclusive workplaces are the spark that lights creativity, collaboration and innovation. As an IDEAL program partner, go2HR is providing workplace resources and offering free BELONG employer workshops to help give employers the training and tools to build the workplaces that will help their businesses and their people shine bright.

Partner Profile: Indigenous Tourism BC

We are deeply grateful for **Indigenous Tourism British Columbia (ITBC)**'s confidence in us to support their Indigenous Tourism Training Initiative. This innovative program supports current and aspiring Indigenous tourism and hospitality workers and employers by providing Indigenous-led and culturally-focused training. We share ITBC's commitment to helping Indigenous employers and workers grow their skills and education through programs designed to attract and retain Indigenous tourism talent, develop careers, and strengthen the sector. go2HR's regional HR consultants also collaborate with ITBC's Regional Indigenous Tourism Specialists to help businesses build their own pathway to reconciliation by creating space for cultural sharing, economic empowerment, and the restoration of Indigenous voices.



Partner Profile: Destination British Columbia



Destination BC's (DBC) initial seed investment played a pivotal role in establishing our regional HR consultant network. A pilot project in 2021 between DBC and go2HR established a regional HR consultant for the Vancouver, Coast & Mountains region. That pilot, and an earlier partnership between go2HR and the Thompson Okanagan Tourism Association for a regional HR consultant in that region, were the proof points that allowed expansion of the network to serve employers throughout the province. This includes more than 822 organizations self-identifying as diverse ability, female-owned, female-led, Indigenous, or 2SLGBTQ+.

Partner Profile: BC Ministry of Tourism, Arts, Culture & Sport



BC's Ministry of Tourism, Arts Culture and Sport helped us realize our long standing vision of providing free, accessible human resources advisory services throughout the province. In collaboration with their respective regional destination management organizations, go2HR's six regional HR consultants are working on-the-ground in each tourism region. With this funding partnership our industry can, as noted in the province's Strategic Framework for Tourism in B.C., continue to build back a strong and diverse workforce and support the industry in becoming more inclusive and accessible.



INDUSTRY TRAINING

In tourism and hospitality, half of workers have been employed in their current job for less than two years. Training can help workers reach their full potential and, in turn, help employers retain talent and promote them into more senior roles. Prioritizing thoughtful inquiry to the challenges employers face, we continued our training strategy to focus on affordable foundational learning and separating courses into micro-learning opportunities while maintaining our commitment to train for a variety of topics from customer service, health & safety, equity, diversity and inclusion, and mental health. We're working to be the go-to source of practical training solutions, evolving our training offerings to meet the moment – moving to customizable, time-manageable content – that can more easily be integrated into workplaces. From there, we monitor user experience through net promoter scores to ensure customer satisfaction and drive continuous improvement.

↑ 11,000
enrolments in go2HR training courses

↑ 32%
increase in training enrolments over last 2 years

↑ 110
Indigenous student enrolments in partnership with Indigenous Tourism BC

↑ 21
new training courses launched

"I am so pleased to see the new SuperHost course outline and how the course is moving along. It is refreshing to be able to see and track some of the suggestions made in meetings to a finished product! Congratulations on creating such a collaborative space for education design. That is no small task."

SuperHost Renewal Advisory Committee Member

Service Spotlight: SuperHost Service for All Update

The 2025 Invictus Games saw record participation by nations and competitors and, for the first time, the inclusion of winter sporting events. Together with more than 1,900 volunteers from 18 nations, speaking 36 unique languages, the games team warmly welcomed competitors and attendees alike. With FIFA World Cup 26™ Vancouver on the horizon, BC will again host the world. Customer service with empathy, and inclusivity regardless of culture, demographics, race, sexual orientation or ability, is a competitive advantage. go2HR updated its SuperHost Service for All training with content and scenarios for today's environment, while adjusting course length to reflect current workplace demands. As an industry we want visitors and locals to choose British Columbia for authentic, empathetic, inclusive tourism and hospitality experiences. And we want workers to have the tools to fuel teamwork, communication, conflict resolution, and their own career aspirations.



INDUSTRY TRAINING

go2HR's **training courses** are proprietary and many are registered trademarks of go2HR.



CUSTOMER SERVICE

- SuperHost Foundations of Service Quality
- SuperHost Service for All: Foundations of Inclusive Service



HEALTH & SAFETY

- Joint Health & Safety Committee (JHSC) Training
- FOODSAFE Level 1 Distance Education
- WHMIS
- Safety Basics – Health & Safety Orientation
- Safer Spaces: Employers and Supervisors in Tourism & Hospitality
- Safer Spaces: Workers in Tourism & Hospitality
- Occupational Health & Safety Fundamentals
- Workplace Inspections & Incident Investigations
- Dealing with Difficult Customers
- Violence in the Workplace: Establish a Prevention Program
- Musculoskeletal Disorders Prevention
- Certificate of Recognition – Internal Auditor Training
- Hazard and Risk: Identify, Assess, Control and Evaluate
- Stress at the Workplace



EQUITY, DIVERSITY & INCLUSION (EDI)

- An Introduction to EDI for Tourism & Hospitality
- Navigating Cultural Diversity in the Workplace
- 2SLGBTQ+ Diversity and Inclusion
- Unconscious Bias in the Workplace

*"The flexibility of pausing it and coming back.
I appreciate that as a student who usually has
difficulty managing work load.
Thank you lots for that!"*

SuperHost Foundations of Service Quality Learner





INDUSTRY TRAINING

go2HR's **training courses** are proprietary and many are registered trademarks of go2HR.



WORKERS

MENTAL HEALTH TRAINING

- Intro to Workplace Mental Health
- Addressing Mental Health Stigma
- Introduction to Psychological Health & Safety
- Work/Life Balance
- Reasonable Job Demands
- Respectful Workplaces
- Feeling Safe at Work
- Engagement at Work

SUPERVISORS & MANAGERS

- Intro to Workplace Mental Health
- Addressing Mental Health Stigma
- Introduction to Psychological Health & Safety
- Work/Life Balance
- Reasonable Job Demands
- Respectful Workplaces
- Feeling Safe at Work
- Engagement at Work
- Navigating Interpersonal Environments
- Duty to Accommodate/Duty to Inquiry



JOB SKILLS

- Front Desk Agent
- Housekeeping Room Attendant
- Supervisor Leadership Training
 - Module 1: Developing Your Leadership
 - Module 2: Ensuring Effective Communication
 - Module 3: Managing Your Team
 - Module 4: Promoting EDI Principles
 - Module 5: Overseeing Finances
 - Module 6: Managing Operations
 - Module 7: Compliance, Safety and Security
 - Module 8: Delivering Excellent Services



INDUSTRY TRAINING



Initiative in Action: The “Suite” Life - go2HR’s Training Evolution

go2HR’s intensity and interest in growing the breadth and depth of its training portfolio is a reflection of our commitment to tomorrow’s tourism and hospitality workforce. What began as a collection of courses focused on customer service and health & safety has become an essential suite of training covering physical health & safety, psychological and mental health, modern customer service, and diversity, equity and inclusion. go2HR is enormously proud of our ability to create, collaborate, curate, and deliver world-class training for tourism and hospitality workers. When creating, our curriculum development includes engaging subject matter experts, and constituting an advisory committee of employers, equity-deserving groups, and stakeholders. Our program design relies on established relationships with experienced instructional designers, eLearning consultants and project managers. go2HR also deploys wrap-around learning management infrastructure needed to host and deliver training, respond to feedback, and measure and report results. Our goal between 2021 and 2024 was to position go2HR as our industry’s training hub. Over the last three years, we have added 35 new courses, bringing our total to 41 courses, with registrations over that period totalling 28,500.

“The course provided practical knowledge, hands-on experience, and clear guidance, making complex concepts easy to understand. It also fostered critical thinking and offered valuable insights into real-world applications.”

Occupational Health & Safety Fundamentals Learner



Future Focus: SuperHost Foundations of Service Quality Renewal

Following our successful revitalization of the SuperHost Service For All training, we’re turning our attention to renewal of the Foundations of Service Quality content. These online and in-person classroom-based modules are an essential first training step designed to sharpen in-demand transferable skills like teamwork, communication, and conflict resolution, with interactive activities and action-oriented tips to give workers the confidence for front-line customer service. Updating Foundations of Service Quality will ensure that this industry-trusted product innovates to reflect improvements in eLearning and its content reflects current customer service realities and responsive to diverse lived experiences of learners and customers with whom they will interact.





INDUSTRY TRAINING



Future Focus: Job Skills Training

In lockstep with our strategy to expand both the breadth and depth of our training offerings, go2HR partnered with Tourism HR Canada's **Emerit** program to introduce a new stream of online job skills training. The initial launch includes courses for Front Desk Agents, Housekeeping Room Attendants, and Supervisors.

Notably, the Supervisor Leadership Training course addresses a long-standing gap by equipping new tourism and hospitality managers with the foundational skills and knowledge needed to lead effectively in dynamic workplace environments.



"I love the new SuperHost Service for All and I look forward to seeing the refreshed SuperHost Foundations of Service Quality."

Destination BC

Partner Profile: Tourism HR Canada (THRC)

For nearly 30 years, **Tourism HR Canada (THRC)** has helped create resources for industry, by industry. Working hand-in-hand with industry, small businesses, education institutions, and large corporate enterprises, THRC Emerit programs deliver the most current skills, knowledge, and practices required to ensure Canada's tourism and hospitality workforce remains a competitive world leader. go2HR is grateful for our partnership with THRC to assess and address the skills gaps that, when filled, empower workers to advance their careers and businesses to accelerate their success.



Partner Profile: BC Ministry of Tourism, Arts, Culture & Sport and Destination BC



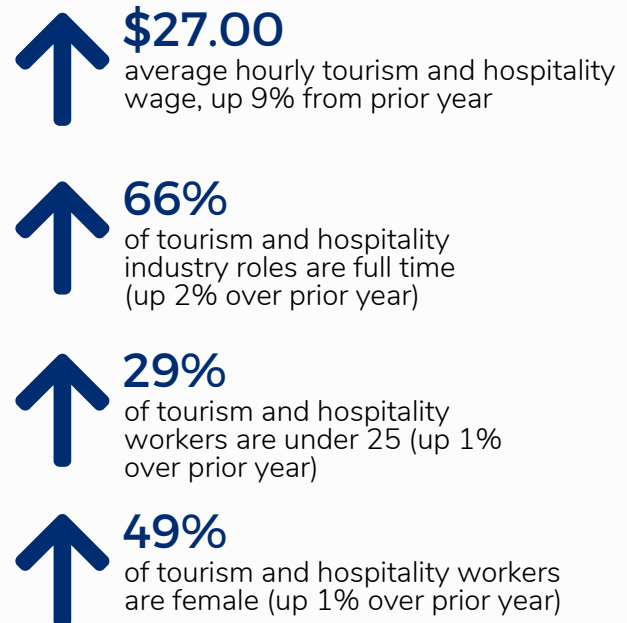
Like a football team, the **B.C. Ministry of Tourism, Arts, Culture and Sport** and **Destination BC** share an spirit of teamwork when it comes to preparing the province to shine on the global stage. go2HR is inspired by their commitment to collaboration and to strengthen outcomes for all. We are grateful for their support for the renewal of the SuperHost training suite. Their unification of players across the ecosystem of our industry in support of shared goals is a guiding light for FIFA World Cup 26™ and beyond.



RESEARCH & STRATEGY



We regularly mine our tourism and hospitality workforce data to keep us current about the people powering our industry. go2HR's Employment Tracker reports on monthly changes in employment in the BC Tourism and Hospitality industry. Users can review automatically generated charts or dive into the data to create custom charts by year, region, sector, or other metrics. go2HR's Workforce Profiles take a birds-eye look at yearly data from a provincial, sectoral, and regional perspective and showcase the significant role our industry plays in British Columbia's economy. Without new sources of funding this year, we remembered the wise words of tennis legend Arthur Ashe: "start where you are, use what you have, and do what you can."

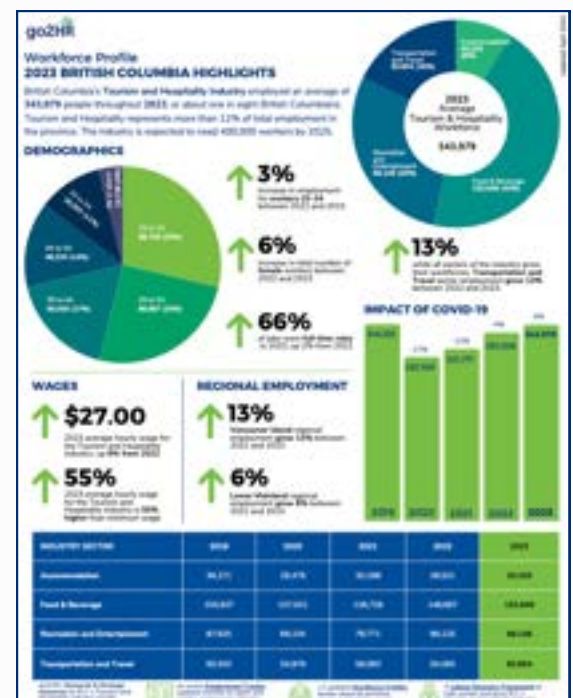


"The ability for the tourism industry to access go2HR's research – including real-time insights into BC's tourism and hospitality workforce by region and sector – helps ensure data is baked into our priorities, plans, and products."

Walt Judas, Tourism Industry Association of BC

Service Spotlight: B.C. Tourism & Hospitality Workforce Profiles

In 2024, we updated our [workforce profile highlights](#) for the industry, four sectors and six tourism regions – to showcase the role tourism and hospitality plays in our provincial workforce and share the numbers that negate some of the misconceptions about our industry. go2HR remains committed to reporting employment using total labour force numbers, not the smaller economic number that only represents the number of direct and indirect jobs generated by the goods and services acquired by visitors. After all, if our message is that our industry is an economic engine for British Columbia in every single region of the province and central to the province's go-forward economic strategy, then let's all agree that everyone working in businesses that are defined as part of the tourism and hospitality industry be counted.





RESEARCH & STRATEGY



Initiative in Action: go2HR Employment Tracker

Business theorist W. Edwards Deming said that “without data, you’re just another person with an opinion.” go2HR’s

Employment Tracker has become a pre-eminent source of real-time insights into key employment characteristics. Drawing from the Labour Force Survey (LFS), a monthly household survey conducted



by Statistics Canada, the Employment Tracker reports on monthly changes in tourism and hospitality employment, across the province, by region, and by sector. Unique views of this data, publicly available on go2HR’s website, have grown steadily since its launch in 2022. One reason might be the ability to use the data to collect your own conclusions. Ours you ask? Since 2019, recreation and entertainment employment is up 16% province-wide, Vancouver Island tourism and hospitality employment grew 17%, and industry wages are up by \$7.00.



Future Focus: Tourism and Hospitality Industry Literacy

Absent an in-depth understanding of the role tourism and hospitality plays in our provincial economy and employment, our voice as an industry imperative to B.C.’s future may not be heard. Tourism and hospitality products are, thankfully, relatively tariff proof. Our industry must remain ready to rationalize our seat at the table with equally integral industries such as mining construction and technology. go2HR will continue to arm our industry for advocacy, with accurate data and effective messages and materials that demonstrate the value of tourism and hospitality to B.C. We will collaborate as members and contributors to important initiatives, including the Tourism Industry Association of British Columbia’s Industry Research Roundtable, to ensure we amplify each others efforts.



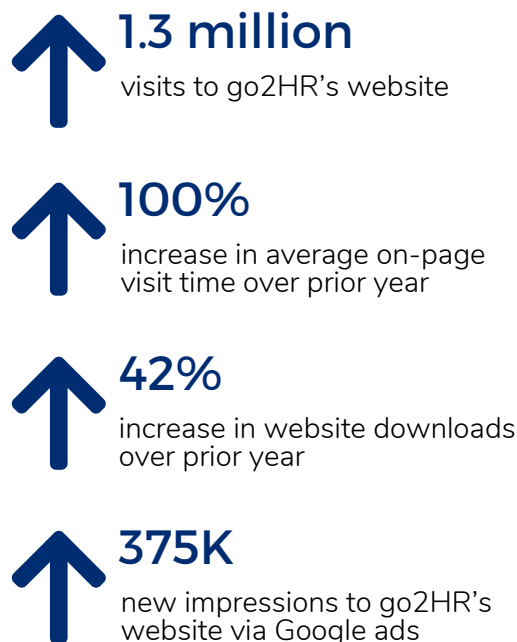


WORKING WITH YOU

At the end of 2024, Burnaby-born Christine Sinclair retired from professional soccer. As beloved captain of Canada's national team her view on teamwork speaks volumes: "I always had a team-first mentality, and that's still my focus." This year **our focus was team tourism and hospitality** – deepening engagement with our industry association colleagues, Indigenous Tourism British Columbia, and community, regional and provincial destination management partners to collaborate on resources, webinars and workshops, and to amplify each other's efforts to support employers, workers and communities. Sinclair's American rival Abby Wambach was equally clear on teamwork: "I've never scored a goal in my life without getting a pass from someone else." We recognize the diverse perspectives and priorities of these organizations, and their unique position on the field of play across our province. We remain grateful for the ongoing assists from these organizations to help fuel shared success.

Service Spotlight: Information for Transformation

At go2HR, information is our currency. We use it to exchange, engage, assess, and adapt to deliver value across the tourism and hospitality industry. This year that meant significant improvements to our website, reorganizing and repositioning content for greater usability and accessibility. We also created dozens of webinars with thousands of registrants – reflecting our goal to create the materials and methods that resonate with employers and workers. Our [resource library](#) improvements have resulted in more than 20,000 downloads by industry professionals, creating a ripple effect that creates real change in workplaces across the province.



"On average, each of us spends one-third of our lives, or about 90,000 hours, at work. I'm beyond thankful that I have the opportunity to work in this amazing industry and spend this precious time with our go2HR Team. They have made me a more effective, more accountable, and more passionate leader."

Krista Bax, CEO



WORKING WITH YOU



go2HR TEAM

HEALTH & SAFETY

- **Arun Subramanian**, Senior Vice President, Health, Safety and People Practices
- **Stephanie Mallalieu**, Director, Industry Health & Safety
- **Erin O'Bryne**, Consultant, Mental Health & Psychological Safety
- **Lonnie Burnett**, Specialist, Industry Health & Safety
- **Simi Thiara**, Specialist, Industry Health & Safety
- **Alanna Harrison**, Specialist, Certificate of Recognition Audits
- **Leah Vanderbeek**, Coordinator, Industry Health & Safety

HUMAN RESOURCES

- **Ginger Brunner**, Manager, Industry Human Resources and Mental Health, and HR Consultant, Thompson Okanagan
- **Sarah Moseley**, Manager, Industry Human Resources and Training, HR Consultant, Kootenay Rockies
- **Christie Blaquierre**, HR Consultant, Cariboo Chilcotin Coast
- **Cindy Conti**, HR Consultant, Vancouver Coast and Mountains
- **Sarah Best**, HR Consultant, Northern BC
- **Peter Charles**, HR Consultant, Vancouver Island

TRAINING

- **Yulia Diachenko**, Supervisor, Training Services
- **Leanne Vessaoker**, Coordinator, Training Services

COMMUNICATIONS

- **Judy Frankel**, Director, Communications
- **Bryce Maloney**, Specialist, Web and CRM
- **Maria Bohorquez**, Content Creator

ADMINISTRATION AND FINANCE

- **Krista Bax**, CEO
- **Alla Fedorets**, Director, Finance and Operations
- **Christina Gao**, Coordinator, Accounting/Administrative



Future Focus: go2HR's New 2025/26 to 2027/28 Strategic Plan

Our focus for the coming year will be executing on go2HR's new Strategic Plan. You might expect us to say this will be a marathon, not a sprint. Perhaps it is, instead, a relay race. A demonstration of preparation, practice, resilience and resolution and – above all – **teamwork**. No action within our new strategic plan can be achieved alone. No department can operate independently, running their leg without understanding how their part sums up the whole. Our results will depend upon working in synchronicity, a smooth hand-off of expertise, insights, and feedback that makes it look like magic. We look forward to engaging our funders, partners, stakeholders and external audiences from starting block to finish line.



WORKING WITH YOU



In our own words, here is what else makes us proud to be part of the go2HR Team.



For our annual Summer Team Day, we spent a day together at Cypress Mountain riding the Eagle Coaster, and honing our competitive spirit geocaching and axe throwing. During our Winter Team Day, in addition to accepting Vancouver Mysteries's SECRET MISSION, we also focused on having an impact in our community. This year, go2HR participated in the Backpack Buddies program. Every Friday, Backpack Buddies delivers bags of food to thousands of BC's most vulnerable children, making sure they have the meals and snacks they need during the weekends to fill the gap between weekday meal programs.



To learn more about the wealth of activities at **Cypress Mountain**, visit cypressmountain.com.



To learn more about Vancouver Mysteries' **Secret Mission** spy game, visit vancouvermysteries.com.



To learn more about the **Backpack Buddies** program, visit packpackbuddies.ca.





Our team is grateful for the wise guidance of our Board of Directors:

- **Craig Blize** (Past Board Chair and Chair, Governance Committee) – Chief Operating Officer, Earls Kitchen + Bar
- **Dave Butler** – Strategic Advocacy Coordinator, HeliCat Canada
- **Jared Davis** (Board Chair) – Vice President, Project Development, WCL Group
- **Suman Dhaliwal** – Vice President, People Operations, Earls Kitchen + Bar
- **Kimberley Hughes** – General Manager, Delta Hotels by Marriott Victoria Ocean Pointe Resort
- **Karen Lewis** – General Manager, Gray Line Westcoast Sightseeing
- **David Mackenzie** (Board Vice Chair) – Owner and General Manager, Pemberton Valley Lodge
- **Neil McInnes** (Chair, Finance Committee) – Vice President, Corporate Development, Destination BC
- **Heidi Romich** – Owner/Operator, The Heid Out Restaurant and Brewhouse
- **Nancy Small** – CEO, Tourism Richmond & Past Chair, BC Destination Marketing Association
- **Stephanie Wells** – Dean of Business, University Arts & Science, College of the Rockies

go2HR's Board plays an integral role in the strategic direction of our organization. Perhaps more importantly, their oversight – particularly with respect to finance, policy, and governance – fuels our sustainability. Their volunteer contributions allow us to access to a deep well of experience, leadership and coaching, and strategic insights.

A big thank you to Dave Butler, whose board term has concluded. Dave joined the Board in 2021, representing the recreation sector and the Canada West Ski Areas Association. His knowledge as a professional forester and biologist – and his experience as Director of Sustainability for Canadian Mountain Holidays – rooted us in the importance of our industry's role in environmental protection and Indigenous reconciliation.



DAVE BUTLER
Strategic Advocacy
Coordinator
HeliCat Canada

An avid writer and photographer, Dave Brings his love of the places and space of our province to his role as an education consultant to the Adventure Travel Trade Association and British Columbia's ski industry, which has helped develop our province's rural and community development strategies and become a year-round economic engine for British Columbia. Our colleagues at Cranbrook's St. Eugene Resort are fortunate to have him as their Board Chair.

go2HR BOARD



Transparency, independence and accountability are non-negotiable for organizations like ours. We asked Neil McInnes and Craig Blize, our two standing committee chairs, to reflect on the contributions of the members of their committees to go2HR.



NEIL MCINNES

Chair, Finance Committee

“Our funding partners trust us with efficient and effective implementation of their investment in our operations. As a Finance Committee, Jared, Dave, Nancy, Suman and I are committed to ensuring the Board meets its fiduciary responsibilities.

I want to thank each of our committee members for their proactive and thorough oversight of go2HR’s financial performance, reporting and decisions. go2HR’s financial health is instrumental to the organization’s sustainability and, ultimately, its success.”



CRAIG BLIZE

Chair, Governance Committee

“Credibility creates confidence in an organization, and its people. As a Governance Committee, Jared, Karen, David, Stephanie and I are focused on ensuring that our Board operates with integrity and transparency.

We want to help envision the future of go2HR and, at the same time, refine and improve our governance processes so that they resonate with future volunteer Board members when our terms come to an end.”

go2HR

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