

BC'S TOURISM & HOSPITALITY LABOUR RECOVERY FRAMEWORK (LRF)

Industry consensus on targeted, prioritized solutions to advance tourism and hospitality labour recovery and fuel BC's economic strategy



LABOUR RECOVERY PILLARS

Pillar 1: Grow Labour Supply

Maintain and retain people that work in tourism and hospitality and remove barriers for people willing to join our industry.

Pillar 2: Renew Our Value

Communicate the value of our industry as a place for people to work and as a foundational contributor to BC's economic strategy.

Pillar 3: Engage On Community Infrastructure

Share industry knowledge that informs a greater understanding of the impact of housing availability and affordability on tourism and hospitality labour.

Pillar 4: Build Back Stronger

Fuel longer-term change to industry business practices through human resources and workforce development advisory services.

Pillar 5: Future-Proof Skills Development

Improve access and applicability of industry training, identify emerging training and equip employers with skills development focused on our industry's future.

Pillar 6: Transform With Technology

Find, share and pilot technology to help our industry invest in people and products.

WHO BUILT THIS LABOUR RECOVERY FRAMEWORK?

Together with representatives from industry associations and regional destination management organizations, go2HR created an Industry Engagement Working Group to build a labour recovery framework. We challenged each other to move quickly to agree on a set of focus areas (pillars), establish priorities for each pillar, and design initiatives that could be implemented immediately, and over time.

WHY NOW?

Pre-pandemic, one in eight British Columbians worked in tourism and hospitality. Like many industries in BC, near-term recovery, longer-term resilience and future growth of tourism and hospitality will rely on people power. We are also realistic and pragmatic; our labour recovery framework initiatives require capacity and investment. As an industry, we extended time and effort to create a single framework that could serve as a pathway to partnership with governments as they continue to invest in our industry's recovery and longer-term growth.

WHAT ARE THE BENEFITS?



Creating the Workforce and Workplace of Tomorrow

Delivering human resources and workforce and skills development advisory services can create workplaces that put people first.



Greater Inclusivity and Reconciliation

Investing in identifying and removing barriers and welcoming everyone who wants to work in our industry - for a season or a lifetime - can benefit workers and employers.



Sustainable and Innovative Job Growth

Our industry includes jobs that help create a lower-carbon economy in BC. Investing in industry recovery - and the implementation of new technology - can drive our shared climate and clean-tech objectives.



Sustained Business and Community Vitality

Our industry has been an engine of opportunity for every BC community. Investing in industry recovery can contribute to community recovery and longer-term vitality.

WHAT'S NEXT?

In finalizing our framework, we found significant alignment with plans and programs underway at the provincial and federal government level. Our goal over the coming months is to advance initiatives in select pillars where capacity and investment is immediately available, and identify initiatives that can be actioned over the longer term.

"Tourism and hospitality should be embraced as part of our identity as a people, both Indigenous and non-Indigenous"



Brenda Baptiste
Chair, Indigenous Tourism BC
Industry Engagement Working Group Member

LABOUR RECOVERY FRAMEWORK

NEW INITIATIVES BY PILLAR

This Labour Recovery Framework (LRF) identifies new initiatives for each of the six pillars identified as integral to labour recovery. Pending confirmation of required resources, anticipated timing of implementation is indicated by colour: green (<12 months), yellow (<24 months), red (<36 months).



1: GROW LABOUR SUPPLY

Ensure labour supply for tourism and hospitality recovery that benefits BC businesses and communities

- 1.5: International worker advisor services
- 1.6: Indigenous inclusion through alignment with ITBC 5-year strategic plan
- 1.7: Newcomer advocate services
- 1.8: Under-represented workers advocate services
- 1.2: Secondary school field trips showcasing work experience and career opportunities
- 1.3: Secondary school outreach program
- 1.4: Revitalization of experience and training at post-secondary level
- 1.1: Secondary school credit for work experience



2: RENEW OUR VALUE

Renew the value of tourism and hospitality as a place to work and as an economic contributor across BC

- 2.1: Inclusive, GBA+ research into worker views of the value of tourism and hospitality for work experience or a long-term career
- 2.2: Sustained, multi-year communications campaign to showcase the value of tourism and hospitality for work
- 2.3: New measurement and metrics for tourism and hospitality industry contribution to BC's economic strategy



3: ENGAGE ON HOUSING

Demonstrate the intersection between housing affordability and accessibility and tourism and hospitality labour recovery

- 3.1: Tourism and hospitality community housing liaison role



4: BUILD BACK STRONGER

Create the capacity for new tourism and hospitality business practices

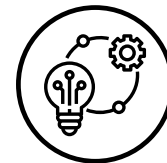
- 4.1: Regional human resources network of advisors to serve employers and allow them to put people first
- 4.2: Research human resources best practices and create pilot program to assess impact on worker recruitment and retention



5: SKILLS DEVELOPMENT

Develop skills to fuel the tourism and hospitality workforce of tomorrow

- 5.1: Skills development advisor to help employers plan for long-term employee development
- 5.2: Improve access to BC Employer Training Grants or other funding programs
- 5.3: Develop "Tourism and Hospitality 101" SuperHost module with free access to grade 10-12 students



6: TECH TRANSFORMATION

Use technology to transform the tourism and hospitality industry

- 6.1: Build on existing digital transformation efforts underway by establishing tech/tourism hub team
- 6.2: Create innovation grant for tourism and hospitality employers to implement technology within their business

Pre-pandemic, all BC development regions had 9% or more of employment attributed to the tourism and hospitality industry

Pre-pandemic, job openings between 2019-2029 were forecast to total 108,024, almost equally divided between expansion demand and replacement demand

Tourism and hospitality can make a great job, or a fulfilling life-long career. Post-pandemic it can't be either/or, it must be yes/and



BC'S TOURISM AND HOSPITALITY INDUSTRY

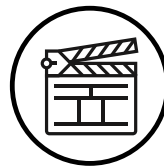
INDUSTRY ENGAGEMENT WORKING GROUP

This Labour Recovery Framework was developed in collaboration with industry associations and regional destination marketing organizations from across the province, with these guiding goals:



SOLUTIONS BASED

We worked together during fall and winter 2021 to develop solutions to labour recovery for the whole of BC's tourism and hospitality industry.



PRIORITIZED & ACTIONABLE

We agreed on targeted efforts versus a "do-it-all" approach, prioritizing areas of focus and creating new initiatives for the short and longer term.



GROUNDLED

Research, data and facilitated dialogue informed our work, with the understanding that this framework would require new capacity and investment.

INDUSTRY ENGAGEMENT WORKING GROUP MEMBERS



go2HR is indebted to these leaders for joining us on the journey to develop this labour recovery framework. We acknowledge their commitment and effort to this framework as they navigated public health and safety challenges on behalf of their member organizations. For more information on BC's tourism and hospitality labour recovery framework, please visit: go2HR.ca/labour-market-recovery