



# New Brunswick Tourism Workforce Development Plan **2019-2024**



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# New Brunswick tourism workforce development plan:

## Overview

### VISION

Work collaboratively towards ensuring the industry has a strong pool of talent to meet labour demands in the years ahead.

OBJECTIVE 1	INITIATIVES	
Promote tourism careers	<ul style="list-style-type: none"> <li>Tourism jobs portal and career promotion website</li> <li>Careers in Tourism awareness campaign (#NBtourismcareers)</li> </ul>	<ul style="list-style-type: none"> <li>Regional tourism job fairs around New Brunswick</li> </ul>
OBJECTIVE 2	INITIATIVES	
Boost tourism education and training across New Brunswick	<ul style="list-style-type: none"> <li>Expanding tourism career planning in New Brunswick middle and high schools</li> <li>Expand community college programming with a specific focus on international students</li> </ul>	<ul style="list-style-type: none"> <li>Leverage FutureReadyNB</li> <li>Formalize entrepreneurship training and promotion within the tourism sector</li> </ul>
OBJECTIVE 3	INITIATIVES	
Strengthen HR practices within the industry	<ul style="list-style-type: none"> <li>Promote TIANB tourism training</li> </ul>	<ul style="list-style-type: none"> <li>TIANB sharing best practices initiative</li> </ul>
OBJECTIVE 4	INITIATIVES	
Target specific demographic segments	<ul style="list-style-type: none"> <li>Indigenous workers</li> <li>55+ workforce</li> <li>Immigrants</li> <li>International high school students</li> <li>Bilingual high school students</li> </ul>	<ul style="list-style-type: none"> <li>Boosting college graduates</li> <li>Persons collecting EI</li> <li>Persons with a disability</li> <li>Temporary foreign workers (TFW)</li> <li>'Gig' jobs in tourism</li> </ul>

## IMPLEMENTATION

1. Implementation committee established by TIANB board of directors.
2. TIANB CEO has accountability for implementation.
3. Tourism Workforce Development Coordinator hired to coordinate the implementation of the plan. Reports to the TIANB CEO.
4. Core tourism workforce development plan initiatives led by TIANB with support from specific partners around the province.
5. Specific workforce segment initiatives led by a champion organization related to the segment (e.g. persons with a disability, entrepreneurship development, etc.)

## MEASUREMENT

- Reporting results of an annual survey of tourism industry firms/ organizations
- Reporting Statistics Canada data related to the tourism sector
- Reporting on specific workforce development plan initiatives



# INTRODUCTION



## 1.1 The need for a tourism workforce development plan

In recent years, the New Brunswick economy has started to feel the effects of a growing labour shortage in industries such as transportation, manufacturing, business services and information technologies. The tourism industry is also facing similar challenges. As will be developed further in Section 3.1 below, the job vacancy rate has risen sharply and there is serious concern the shortage could ultimately impact the tourism industry's ability to grow in the future.

Given the seriousness of the challenge, the Tourism Industry Association of New Brunswick (TIANB) commissioned the development of a tourism workforce development plan that would guide a deliberate effort to address this challenge in the years ahead. This plan has a five-year time horizon but is the foundation for a longer-term effort to ensure the industry has a good pipeline of talent for the future.

## 1.2 Developing the plan

This New Brunswick tourism workforce development plan was developed by consulting team made up of Jupia Consultants Inc., Mellor Murray Consulting and Viminio Research. A steering committee made up of industry, education and government representatives provided oversight and guidance into the development of the plan.

To develop the New Brunswick tourism workforce development plan, a number of actions were taken including:

- Two workforce development summits (Fredericton and Bathurst) bringing industry, government and education partners together to discuss how to grow the tourism workforce in the years ahead.
- A survey of more than 240 tourism industry firms and organizations covering the entire province.
- A survey of nearly 100 young people to gain perspective on their views of the tourism industry as a career choice.
- Interviews with over 20 industry, government and education sector stakeholders in New Brunswick and beyond.
- Best practices review of tourism workforce development initiatives across North America and beyond.
- A full review of industry statistics provided by Statistics Canada, Tourism HR Canada and other organizations.

All of this background research and analysis combined with insight from the steering committee led to the development of the New Brunswick tourism workforce development plan below.



# REVIEW OF NEW BRUNSWICK'S TOURISM WORKFORCE

There are many different industries that are impacted by tourism activities including transportation (rental cars, buses, air transportation, etc.), retail (tourist purchases goods) and even health care (when needed by tourists). However, there are five main industries that make up the bulk of the tourism industry workforce and will be used to develop this profile of the province's tourism workforce. These industries are:

- Performing arts, spectator sports and related industries (NAICS 711) – shortened to Performing arts and related in this section.
- Heritage institutions (NAICS 712)
- Amusement, gambling and recreation industries (NAICS 713) – shortened to amusement industries in this section.
- Accommodation services (NAICS 721)
- Food services and drinking places (NAICS 722) – shortened to Food services in this section.

All of the data included in this review is taken from the 2016 Census published by Statistics Canada. From the Census there are 36,400 people who identified as working in these five industries across New Brunswick. However, only 91 percent (33,100) worked at some point during the year (2015) and are included in the detailed statistics.

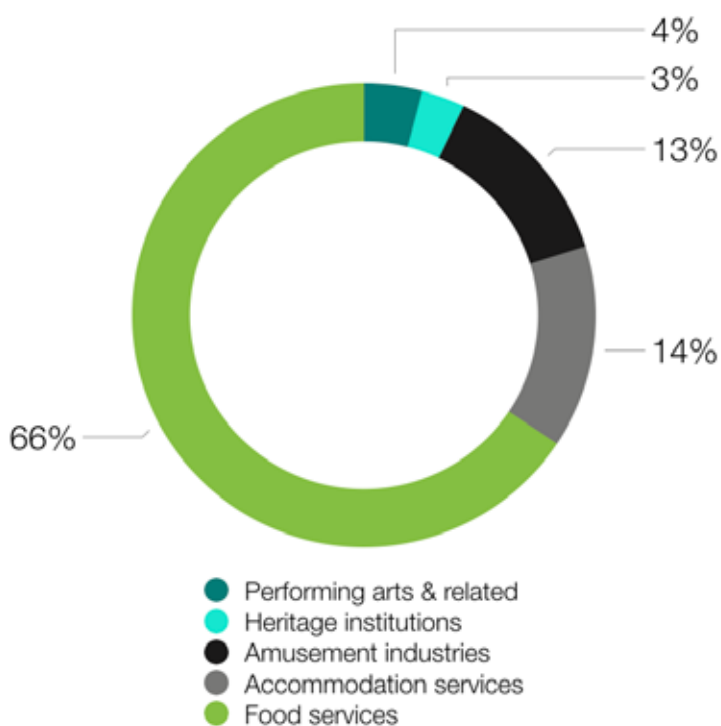
The majority of workers in the sector are employed in the more than 1,200 restaurants and drinking places across the province (65 percent). There are more than 5,000 employed in the over 300 accommodation services providers and 4,600+ in the amusement, gambling and recreational industries. Heritage institutions and performing arts and related industries are the two smallest employers in the industry (Table 1).

**TABLE 1**

Tourism industry workforce  
breakdown by sub-sector

Industry sub-sector	Workforce
Performing arts & related	1,585
Heritage institutions	1,175
Amusement industries	4,640
Accommodation services	5,195
Food services	23,805
<b>Tourism industry workforce</b>	<b>36,400</b>

Source: Statistics Canada 2016 Census



Source: Statistics Canada 2016 Census

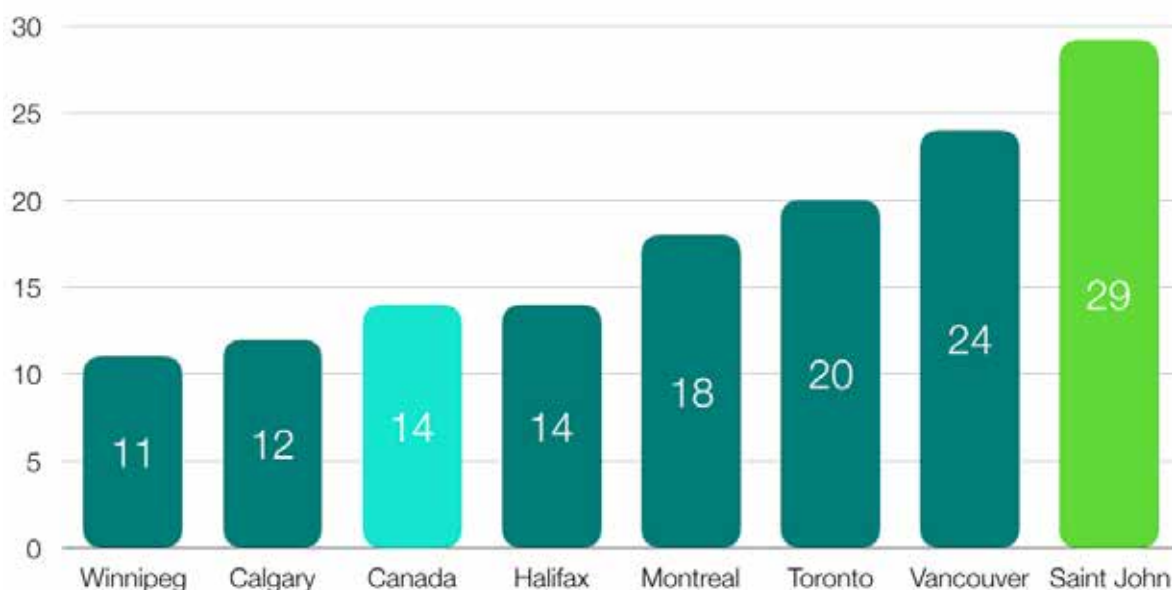


## CLOSER LOOK: NEW BRUNSWICK'S TRAVEL CONSULTING WORKFORCE

In addition to the five broad tourism industry sub-sectors discussed above, New Brunswick has a relatively high concentration of workers in an interesting subsector of the tourism industry. There are a lot of workers involved in various aspects of travel counselling. Saint John, in particular, has a very high concentration. According to Statistics Canada there are more people working as travel counsellors in Saint John than any other urban centre in Canada.

The difference in New Brunswick is that a number of firms are serving national and international markets from here. For example, Cloud5 has more than 300 travel consultants working in Saint John as part of the American Express Support team. They help American Express Platinum Card Members explore new destinations and have extraordinary travel experiences. Also in Saint John, Wyndham Worldwide has 675 staff in their North American support centre. The firm's Saint John operation has 20 different departments ranging from customer service, to large account management to the Wyndham rewards program. Saint John is also home to one of Air Canada's main flight reservations centres. Greater Moncton is home to Accor Hotels' national support centre and a virtual WestJet reservations centre, among others. In addition to these national and international firms, there are 74 travel agencies in New Brunswick of which 44 have employees.

**Figure 1** Number of travel counsellors per 10,000 workers in the overall labour market



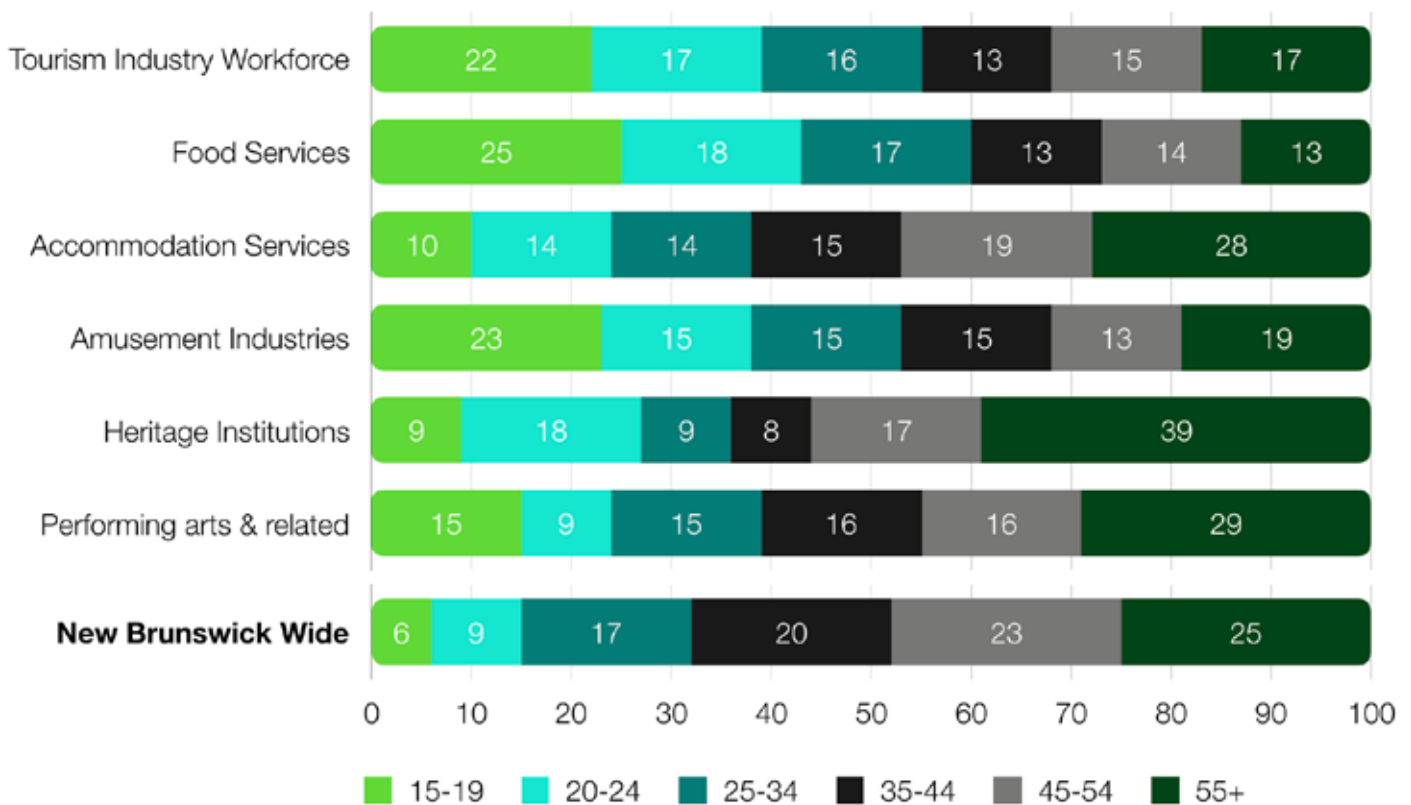
Source: Statistics Canada 2016 Census

## 2.1 Age of the tourism industry workforce

The tourism industry workforce is significantly younger than the entire New Brunswick workforce. As shown in Figure 2, 39 percent of all workers are under the age of 24 compared to only 15 percent for the provincial workforce overall. There are considerable differences by sub-sector. Forty-three percent of all workers in food services are under 24 while only 24 percent of the performing arts and related industries sector are in this age group.

Three of the industry's sub-sectors have a higher share of the workforce over the age of 55 than the provincial workforce overall: accommodations, heritage institutions (where nearly two out of five workers are over 55) and performing arts and related industries. Overall there are more than 6,000 people in the tourism industry workforce over the age of 55 who will be transitioning into retirement over the next decade or so.

**Figure 2** Breakdown of the tourism industry workforce by age group



Source: Statistics Canada 2016 Census

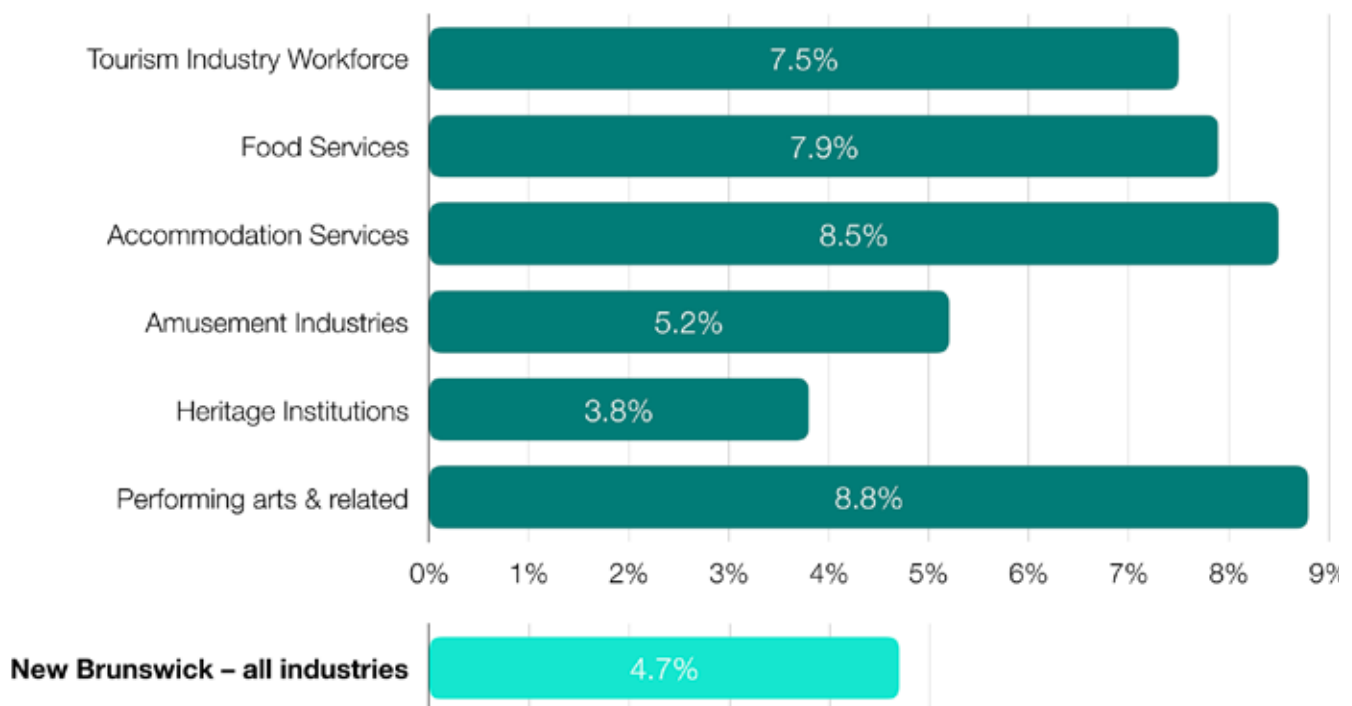
## 2.2 Immigration and the tourism workforce

At the time of the Census, there were 3,055 immigrants and non-permanent residents employed in the tourism industry workforce. The immigrant workforce of 2,740 made up 7.9 percent of everyone in the tourism industry workforce significantly more than the share of the overall New Brunswick workforce (4.7 percent).

Figure 3 shows the breakdown by sub-sector. Accommodation services and performing arts and related industries had a slightly higher share while the amusement and heritage institutions industries had fewer immigrants. Across the country, immigrants account for 24 percent of the entire tourism industry workforce.

Since the 2016 Census, anecdotally there seems to have been a significant rise in the number of immigrants working in the industry in New Brunswick particularly in accommodation and food services

**Figure 3** Immigrants as a share of the New Brunswick tourism industry workforce

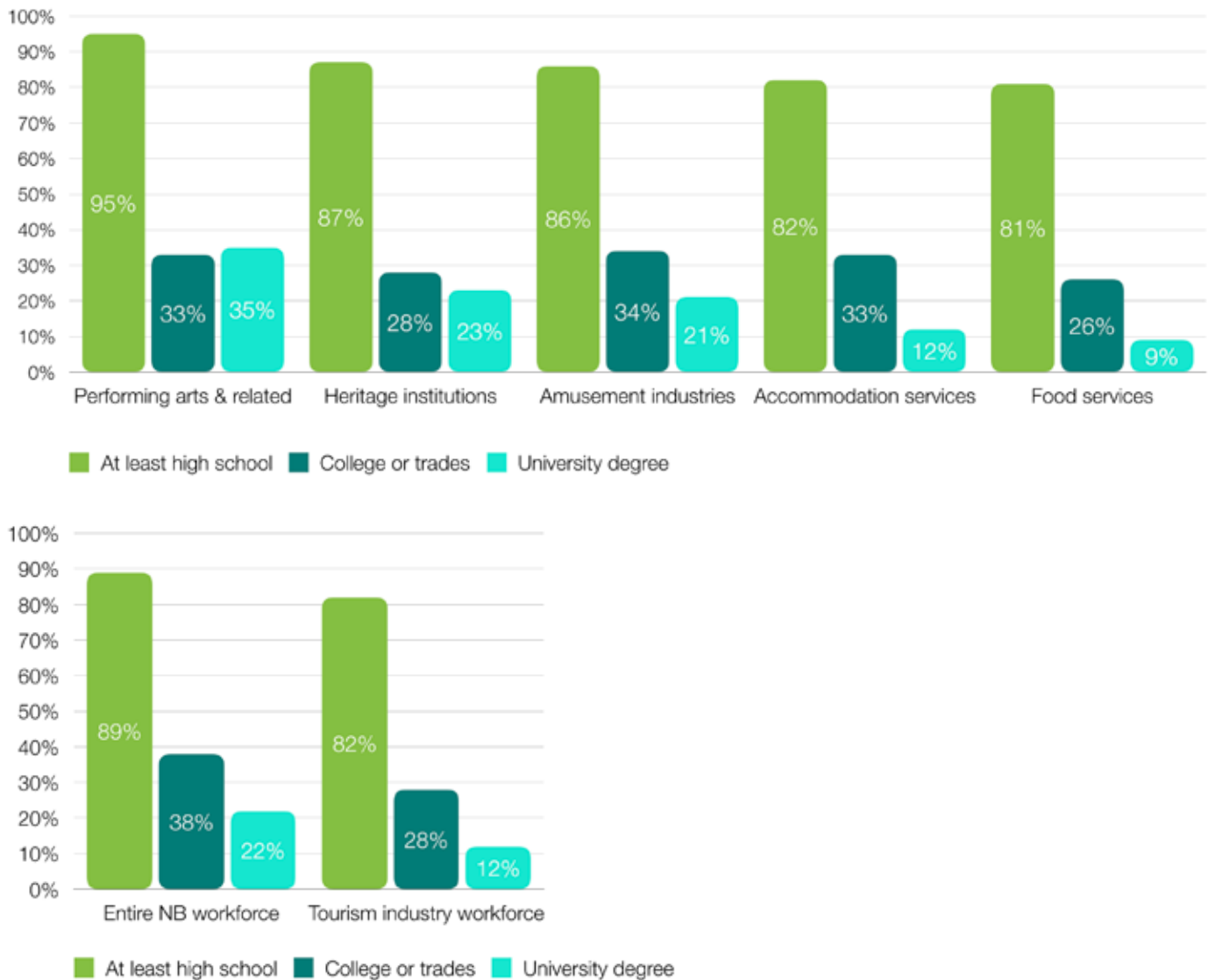


Source: Statistics Canada 2016 Census

## 2.3 Education levels

The tourism industry workforce has a higher share of workers with a college or trades diploma/certificate compared to university degrees. Looking at the workforce aged 25 to 64, 12 percent have a university degree compared to 28 percent who have college or trades-related education (Figure 4). On a sub-sector basis, the performing arts and related industries sector has a much higher university education rate (35 percent).

**Figure 4** Tourism industry workforce education profile (aged 25-64)



Source: Statistics Canada 2016 Census

## 2.4 Income levels

Workers in the tourism industry earn less wages, on average, than most other sectors of the economy. For full time, full year workers, those employed in the performing arts sector earn 36 percent less median employment income each year and those in accommodation services earn 37 percent less. Workers in heritage institutions, by contrast, earn nine percent more and workers in amusement industries earn only six percent less.

Compared to the national workforce, the tourism industry workforce actually earns a higher wage relative to the overall wage in each jurisdiction (Table 2). For example, the median wage\* in food services in New Brunswick is 49 percent below the median for all industries (index of 0.51 in the table) but it is 52 percent below across the country. For all sub-sectors, except accommodation services, the median wage in New Brunswick is higher than it is across the country relative the overall wage across the economy.

**TABLE 2**

Tourism industry employment\* income index (relative to the overall median wage)  
Economy-wide median wage = 1.00

Employment	Canada	New Brunswick
Performing arts & related	0.64	0.64
Heritage institutions	1.03	1.09
Amusement industries	0.79	0.94
Accommodation services	0.68	0.63
Food services	0.48	0.51

\*Full time, full year workers.  
**Source: Statistics Canada 2016 Census.**

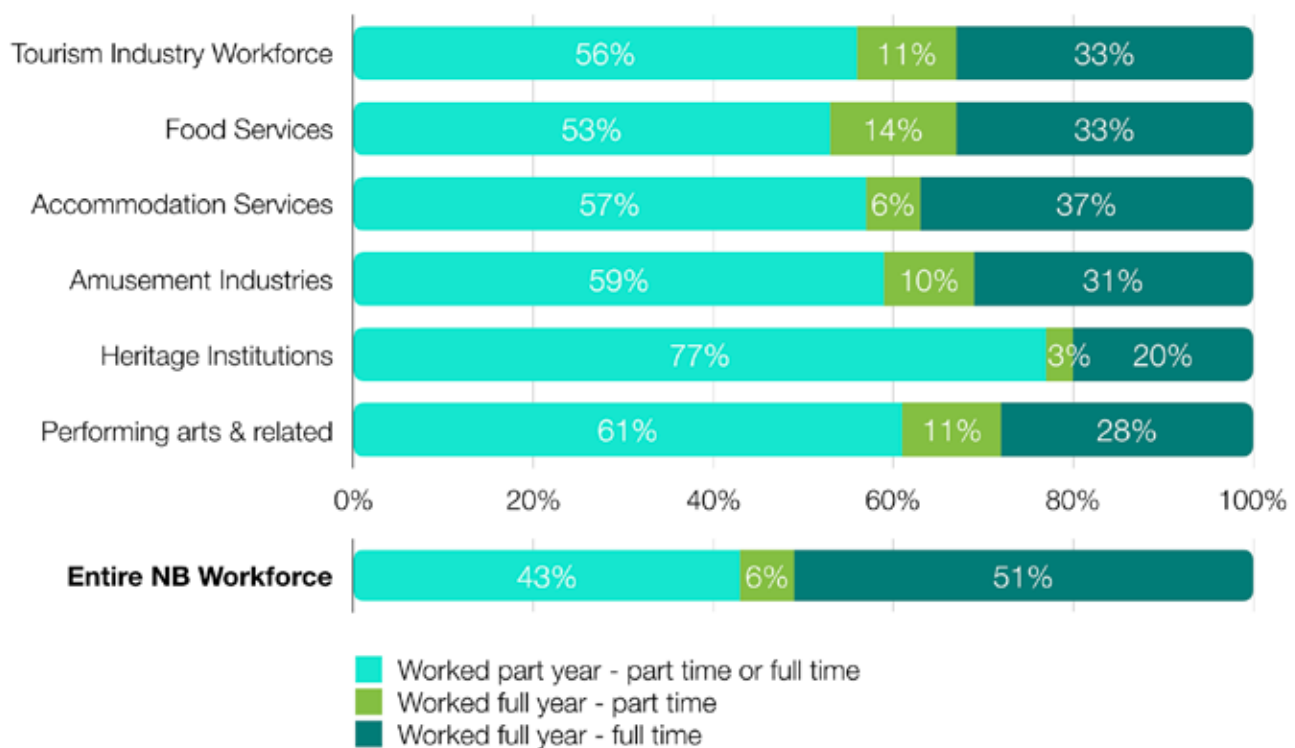


## 2.5 Work activity during the year

The tourism industry by its nature has a seasonal component. During the summer months there is a surge in demand for workers and this demand is addressed by the large number of students entering the workforce during those months. Figure 5 shows the breakdown of workers in the industry by work activity during the year including the share who worked seasonally (either part time or full time), those who worked part time but all year and those who worked full time and full year.

Similar to the rest of Canada, only a little more than half of all workers across all industries work full time and full year. In the tourism industry overall, only one in three (33 percent) work full time and full year while 56 percent work on a seasonal basis. The heritage institutions sub-sector has the highest share working seasonally (77 percent of all workers) and the accommodation services sub-sector has the highest share working full time and full year (37 percent).

**Figure 5** Tourism industry workforce by work activity during the year

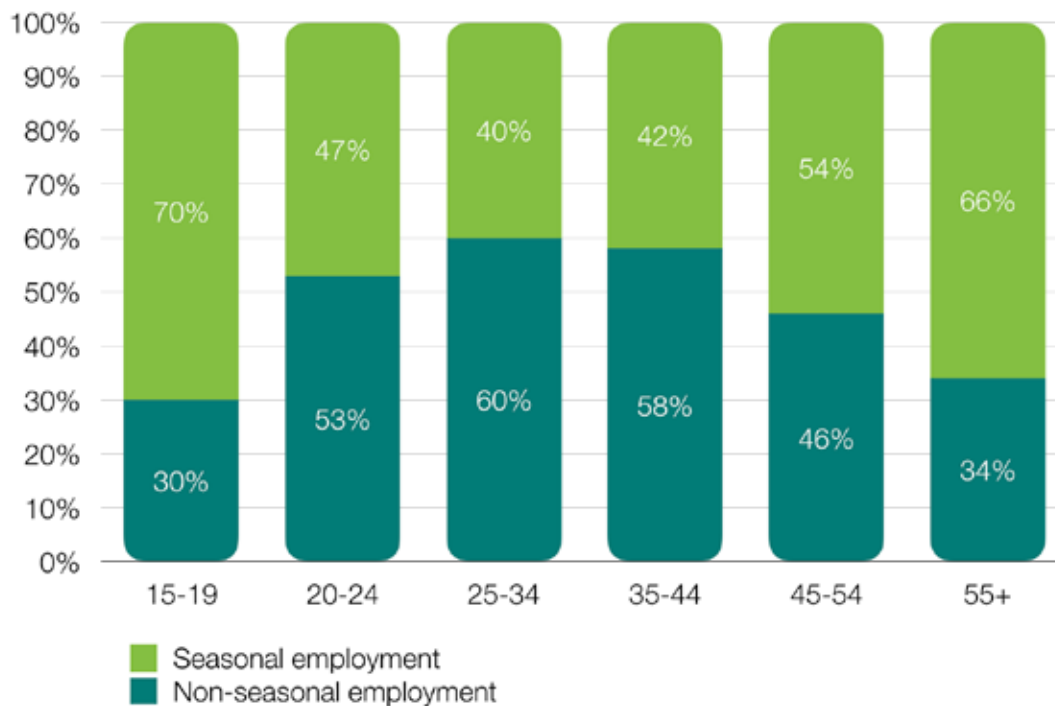


Source: Statistics Canada 2016 Census.

Like most industries, young people and older workers tend to be more employed on a seasonal basis. In the tourism industry across New Brunswick, 70 percent of every working aged 15 to 24 is employed seasonally as are 66 percent of those over the age of 65 (Figure 6). This is roughly the same as the average for all industries where 68 percent of those aged 15 to 24 work seasonally and 62 percent of those over the age of 65.

The difference is in the 25 to 64 age group. In the tourism industry, 47 percent of everyone aged 25 to 34 works seasonally compared to only 39 percent across the whole economy.

**Figure 6** Tourism industry seasonal employment rates by age group – New Brunswick



Source: Statistics Canada 2016 Census

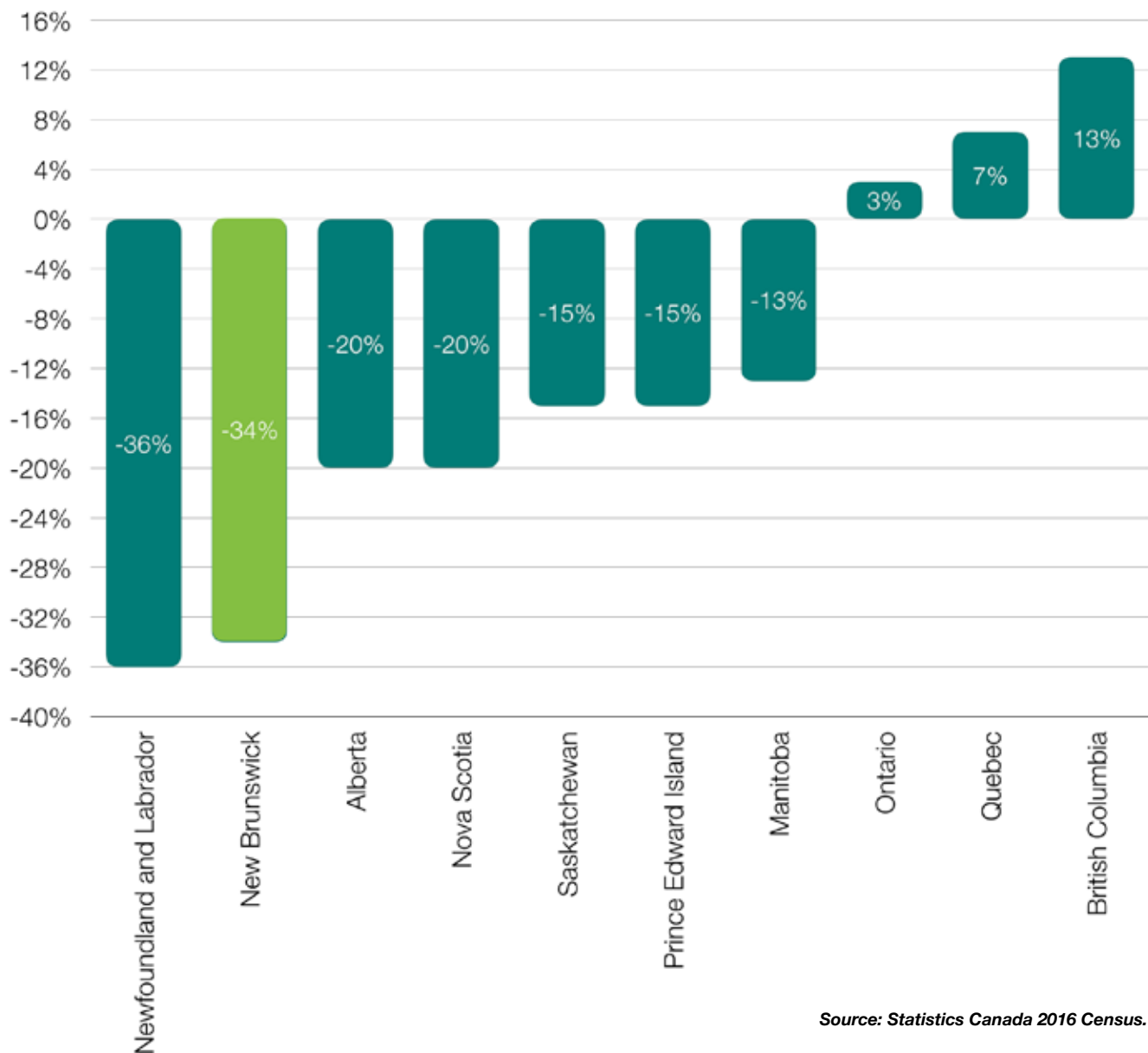
## 2.6 Self-employment in the tourism industry

Across Canada 83 out of every 1,000 workers in the tourism industry is self-employed. They own restaurants, motels, tourism activity businesses, etc. In New Brunswick, 54 out of every 1,000 workers is self-employed or 34 percent fewer compared to the national level (Figure 7). In fact, among the 10 provinces only Newfoundland and Labrador has a lower self-employment rate in the tourism industry. In British Columbia, 9.3 percent of everyone employed in this industry is an entrepreneur (self-employed).

To put this in perspective, there are 1,800 self-employed people in the New Brunswick tourism industry. If the province had the national rate of self-employment, there would be an additional 960 entrepreneurs in the industry.

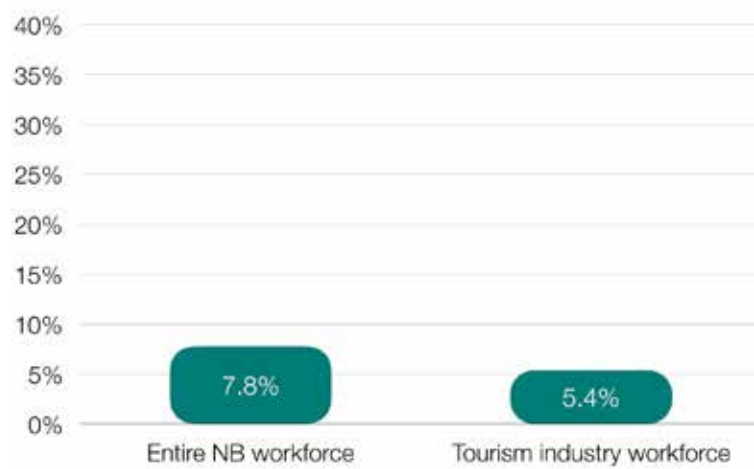
Figure 8 below shows the breakdown of self-employed persons in the various sub-sectors of the tourism industry. In the performing arts and related industries, one-third of everyone is self-employed. In the heritage institutions sub-sector, no workers are self-employed.

**Figure 7** Tourism industry self-employment rate in relation to the national level



Source: Statistics Canada 2016 Census.

**Figure 8** Tourism industry workforce self-employment rates



Source: Statistics Canada 2016 Census

## 2.7 Male/female breakdown

Overall, the tourism industry has a higher share of female workers. Across the whole economy, the workforce is 51 percent male and 49 percent female. In the tourism industry, it is 36 percent male and 64 percent female (Figure 9). The food services sub-sector has the highest share of female workers (68 percent) while the amusement industries sub-sector has about an even split male to female.

**Figure 9** Tourism industry workforce by male/female breakdown (New Brunswick)



Source: Statistics Canada 2016 Census



## 2.8 Bilingualism in the tourism industry workforce

The ability to speak English and French is an important asset in the tourism industry workforce. A bilingual workforce helps when serving domestic tourists (New Brunswickers) and our largest tourist market from outside the province (Quebec) in addition to those international travellers who speak French. As shown in Figure 10, the bilingualism rate in the tourism industry overall is 39 percent of the total which is the same as the average across all industries. On a sub-sector basis, the heritage institutions sector and amusement industries have the highest share of bilingual workers with 47 percent and 46 percent respectively.

**Figure 10** Bilingualism rate in the New Brunswick tourism industry workforce - % of all workers

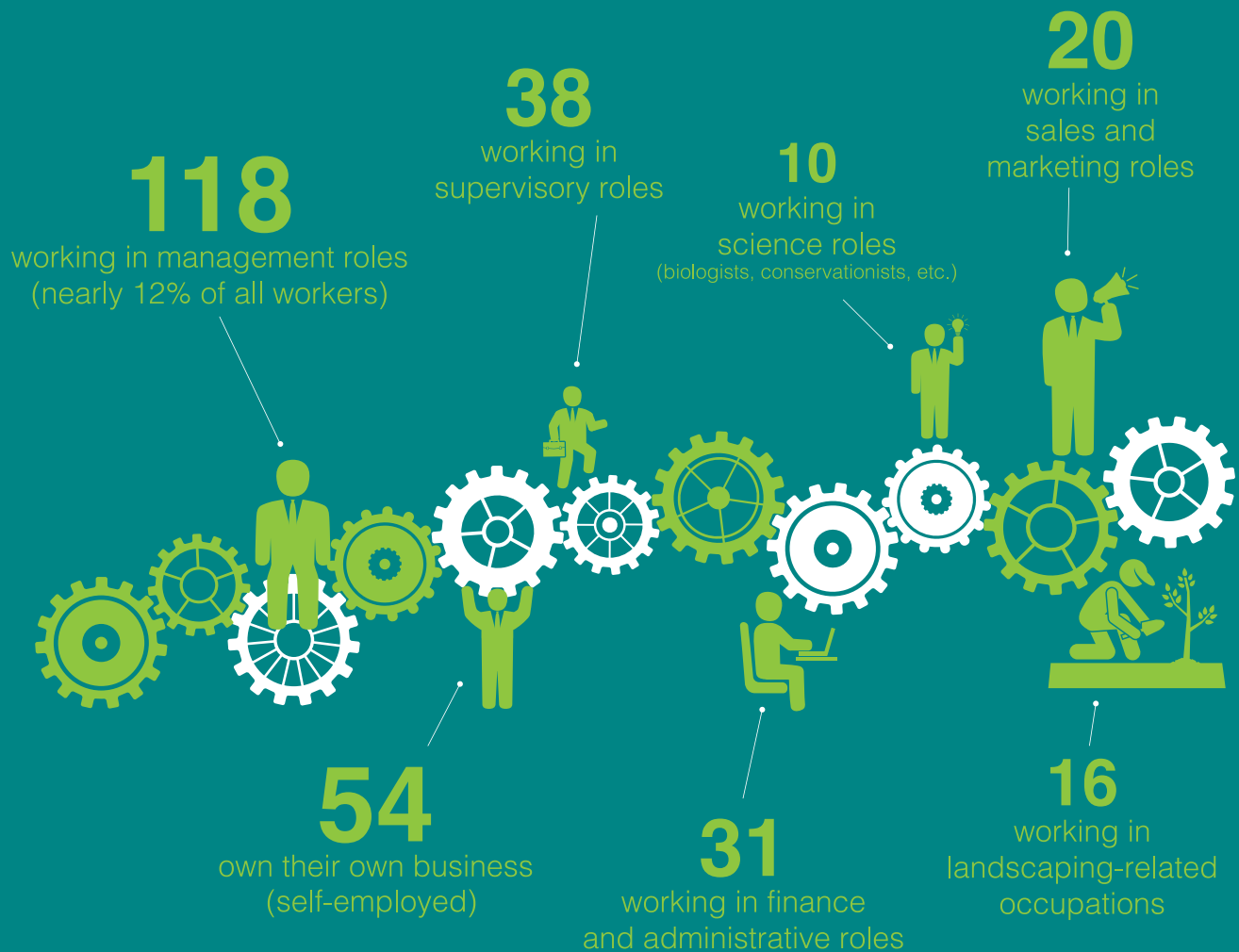
Those with knowledge of French and English



Source: Statistics Canada 2016 Census

## 2.9 Career paths in the industry

The tourism industry provides a wide variety of career paths. Statistics Canada provides a detailed list of employment by occupation for those working in the tourism industry (as defined above). Over 30 percent of all jobs in the industry are not in the core occupations such as cooks, food servers, front desk clerks or cleaners. For example, out of every 1,000 working in the tourism industry, there are:



For people who work hard, get trained and pursue career opportunities, the tourism sector can provide interesting and varied careers.



# ESTIMATING FUTURE TOURISM LABOUR DEMAND

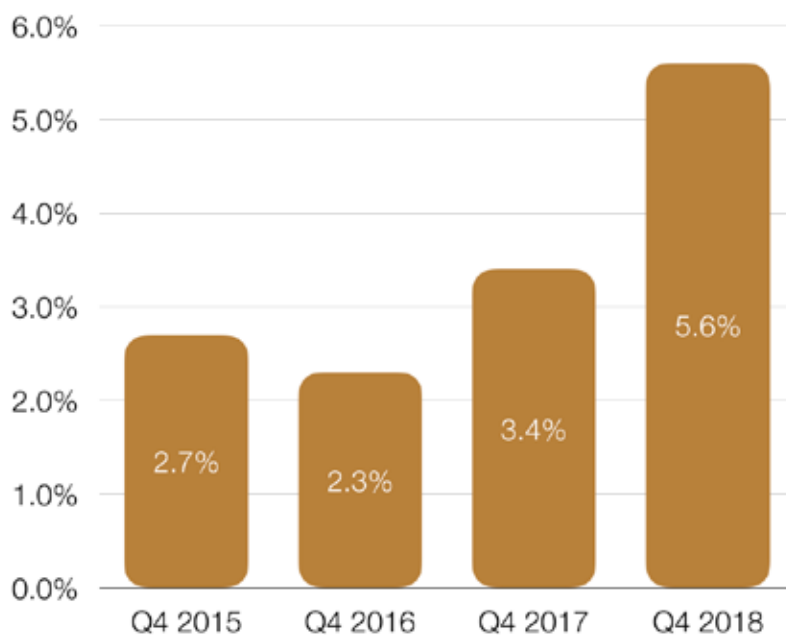
## 3.1 Factors creating the tight labour market

A survey of more than 240 tourism industry organizations in New Brunswick conducted for the development of this strategy found that 45 percent were concerned that a lack of qualified workers could be an obstacle to their growth in the coming years. In fact, two thirds of all respondents indicated it was already a challenge to find qualified, reliable employees in New Brunswick.

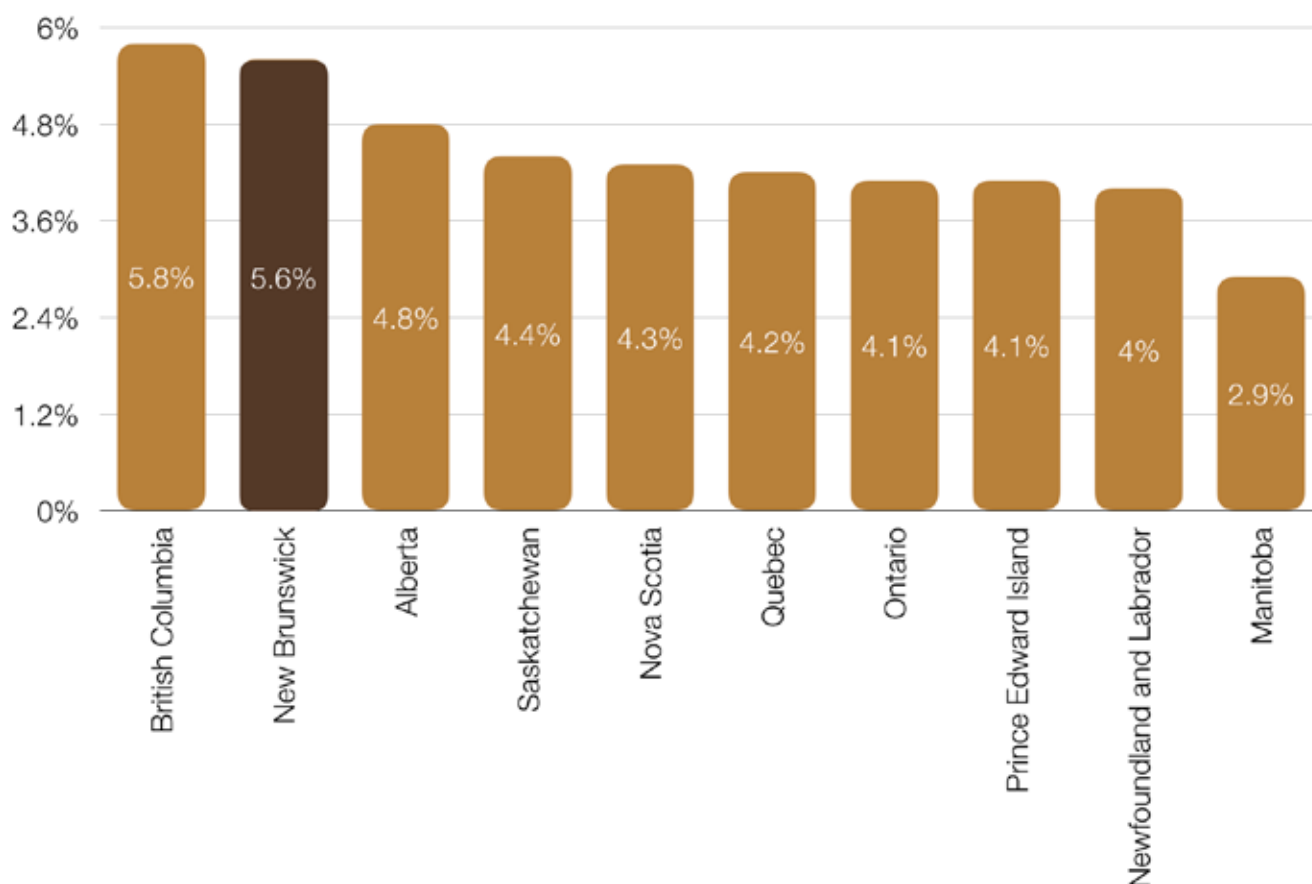
According to Statistics Canada's Job Vacancy Survey, in the fourth quarter of 2018 there were 1,430 current job vacancies in the accommodation and food services sector across New Brunswick. Accommodation and food services make up the bulk of tourism industry jobs. This represented 16 percent of all the job vacancies across all industries. As shown in Figure 11, the job vacancy rate in this sector has more than doubled in the past two years.

New Brunswick now has the second highest job vacancy rate in the accommodation and food services sector among the 10 provinces across Canada (Figure 12).

**Figure 11** Job vacancy rate: Accommodation and food services sector - New Brunswick



**Figure 12** Job vacancy rate: Accommodation and food services sector by province (Q4 2018)



Source: Statistics Canada Table 14-10-0326-01.

There are multiple factors that are creating the challenging labour market picture in New Brunswick such as the competition from other industries for workers with similar skills; the very low ‘real’ unemployment rate around the province; the aging tourism workforce, the declining pipeline of young workers coming into the labour market and a relative lack of immigration. Further, if the province continues to see growth in tourism activity there will be an increased demand for net growth in the tourism industry workforce.

### Competition from other industries

The survey of tourism industry organizations revealed the competition from other industries was a growing challenge particularly in fast growing regions of the province such as the southeast. Whereas a generation ago tourism industry workers might have had fewer options, now they are switching to other industries such as business services, personal services and retail trade. Because workforce shortages are starting to emerge across most industries, this creates greater competition for workers between industries.

### The low ‘real’ unemployment rate

One of the labour market challenges that tends to be more pronounced in Atlantic Canada is the number of people who work seasonally (all industries) and the overall labour market participation rate. There are nearly twice as many people in New Brunswick who collect Employment Insurance (EI) at some point during the year compared to the national labour market. In rural New Brunswick, over 38 percent of all persons who earn wages and salaries also collect EI at some point during the year. Many of these people are not available to work the jobs on offer at specific times during the year.



### The aging tourism workforce

As discussed in Section 2.1 above, there are more than 6,000 people in the tourism industry workforce over the age of 55 who will be transitioning into retirement over the next decade or so.

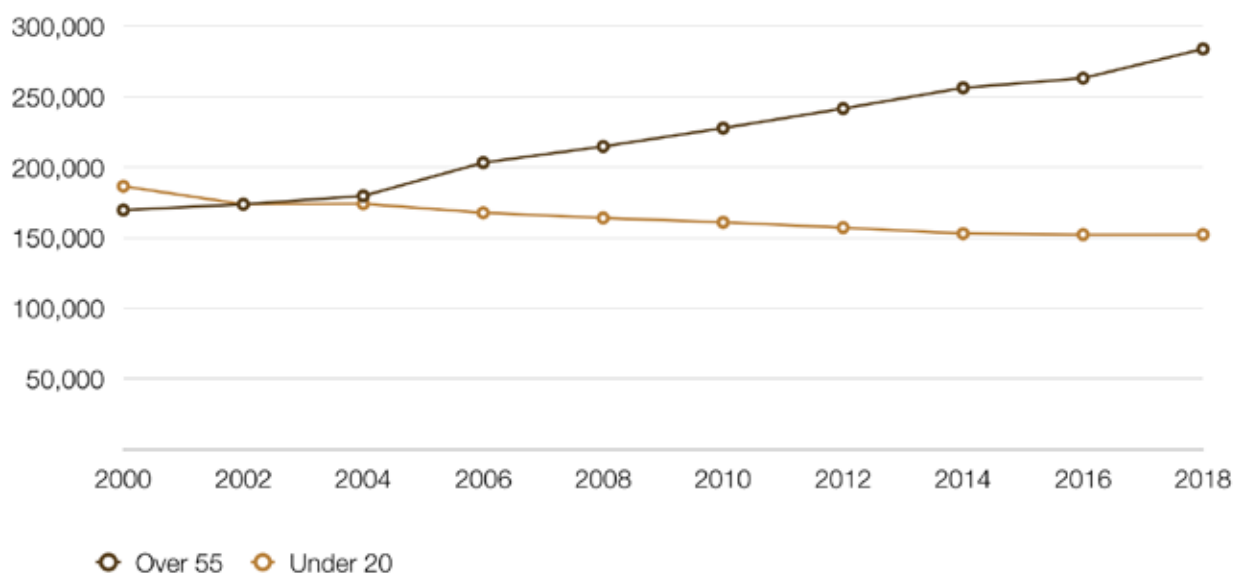
### The declining pipeline of young people

In 2000 there were 110 people under the age of 20 living in New Brunswick for every 100 over the age of 55. This meant that as people transitioned into retirement there was, at least nominally, enough of a local pool of workers to take their place. By 2018 that ratio has declined to only 54 young people for every 100 over the age of 55 (Figure 13). In some parts of New Brunswick, the ratio is down to the low 40s per 100. This is an issue impacting all industries but is a particular challenge for the tourism industry as it is more reliant on the declining student population.

### Relative lack of immigration

Across Canada, immigrants account for nearly one in four in the tourism industry workforce (24 percent). In New Brunswick only 7.5 percent are immigrants. This is changing as in recent years more immigrants are taking employment in the New Brunswick tourism industry workforce.

**Figure 13** New Brunswick population by age and year



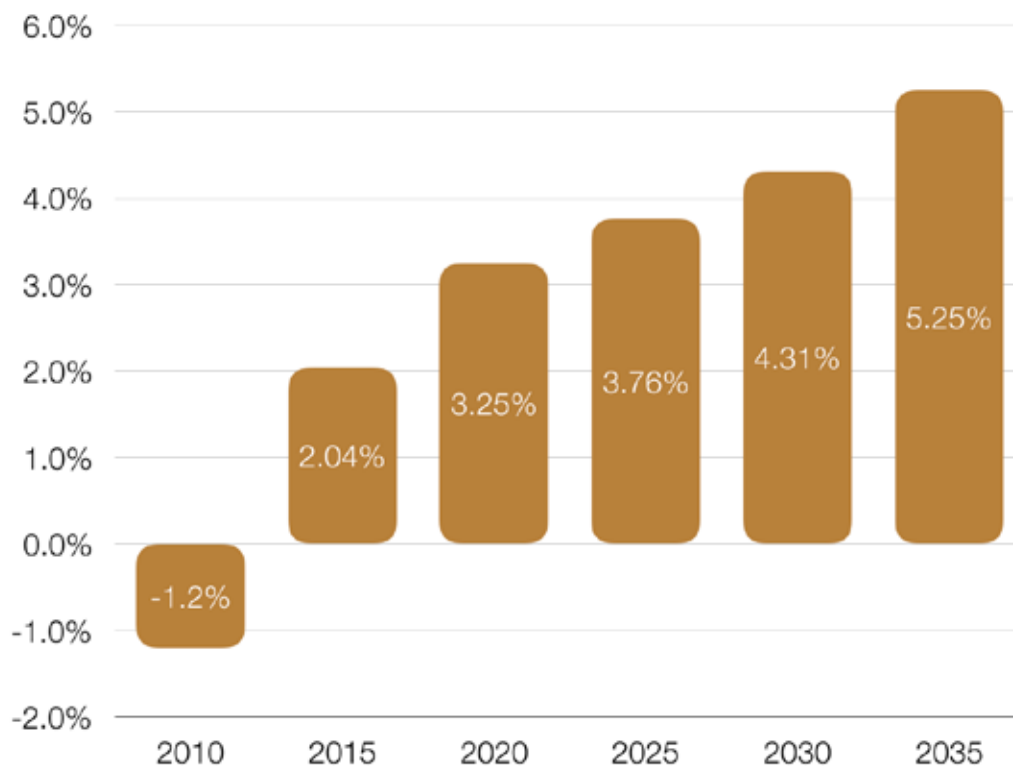
## 3.2 The Tourism HR Canada labour market forecast

A survey of more than 240 tourism industry organizations in New Brunswick conducted for the development of this strategy. Tourism HR Canada is a national organization working to help profile and address the challenges facing the tourism workforce across the country. With the Conference Board of Canada, the organization has developed a labour supply/labour demand model for each province across the country. The model is a little dated and they are in the process of updating the forecast, but it does provide an indication of the supply and demand in New Brunswick.

Based on their model, New Brunswick actually ran a small surplus – more workers than needed in the tourism industry – in 2010 (Table 3). By 2020, however; the shortfall will be an estimated 2,220 and this is expressed in full-year jobs meaning the actual need will be far greater at certain points during the year – double or maybe triple this amount. The forecast model estimates that by 2035, the shortfall will rise to nearly 3,600 per year in full-year jobs terms. The table also shows that labour market demand is expected to rise by 16 percent between 2010 and 2035 across the province while labour supply will only increase by 0.7 percent.

Another way to express this is in terms of hours of unfilled work. The forecast model predicts that by 2020 there will be 3.25 million hours of unfilled work rising to 5.25 million by 2035 (Figure 14).

**Figure 14** Potential Tourism Labour Shortfall in New Brunswick (millions of hours unfilled)



**TABLE 3**

Potential tourism labour demand, supply and shortfall (full-year jobs) - New Brunswick

Full year jobs	2010	2015	2020	2025	2030	2035	% change 2010-35
Potential Tourism Labour Demand	27,484	28,296	29,712	30,412	31,008	31,878	+16.0%
Potential Tourism Labour Supply	28,100	26,953	27,492	27,813	28,052	28,297	+0.7%
Potential Tourism Labour Shortfall	-616	+1,343	+2,220	+2,599	+2,956	+3,581	

**Source: Tourism HR Canada**

What the Tourism HR Canada/Conference Board of Canada does not address is the implications of this looming shortage which will range from bad customer service to an outright reduction in the economic contribution of the industry in the years ahead.



# TOURISM WORKFORCE DEVELOPMENT PLAN STRUCTURE

## 4.1 The vision

The vision for the New Brunswick tourism workforce development plan must reflect these four themes:

Focuses on collaboration with as many partners as needed to ensure success

Engages all players: industry, government, education, etc

Reflects regional differences in labour supply and demand

Includes short term/quick wins and longer-term initiatives

The vision also needs to reflect a broader definition of the tourism workforce and the actions that will be taken to engage this wider pool of potential workers including:

Young people building careers

Entrepreneurs

Students looking to earn income while in school (incl. international students) but that might one day become more permanently engaged in the tourism workforce

Older New Brunswickers and those households seeking a second income earner

Immigrants

Temporary foreign workers to fill in gaps when other sources of workers will not suffice.

With these guiding principles in place, the vision for the New Brunswick tourism workforce development plan is:

**Work collaboratively towards ensuring the industry has a strong pool of talent to meet labour demands in the years ahead.**



## 4.2 Objectives

In order to work towards the vision, there are four main objectives the New Brunswick tourism workforce development plan will address:

1

**Promote tourism careers.** The research is clear that many New Brunswickers do not see career paths in the tourism sector. There needs to be a greater focus on identifying career paths for young people, new immigrants and others that are targets for working in this industry.

2

**Boost tourism education and training across New Brunswick.** Based on input from a wide variety of industry stakeholders, boosting formal education and training is seen to be an important tool to grow and strengthen the tourism industry workforce. The objective is to encourage a lot of people to get formal tourism-focused training.

3

**Strengthen HR practices within the industry to bolster both firm-level recruitment and retention.** The background research for the development of this plan indicates a need for better human resources practices including how to effectively recruit and retain staff.

4

**Target specific demographic segments to broaden the base of workers and grow the talent pipeline.** There are a number of different potential segments of the workforce that could be better targeted to attract workers into the tourism sector.

## 4.3 Governance and accountability

Important to the success of the New Brunswick tourism workforce development plan will be how it gets implemented and managed over the next five years. Based on input from industry stakeholders, it was decided to recommend that a tourism workforce development plan implementation committee be established to provide ongoing insight, support and reporting on the plan. This implementation committee would be organized by TIANB and include industry, government and education representatives. There was some disagreement on the size, but the consensus was that it would be a fairly small committee of 5-7 people. The committee's mandate consists of three deliverables:

- Provide oversight and ongoing leadership
- Ensure initiatives are being implemented - accountability
- Report publicly on results of the plan on a regular basis

The implementation committee should meet on a regular basis – possibly quarterly but at least twice a year and could be convened as needed to address specific issues. If an initiative is not developing as planned the implementation committee decides what steps can be taken to get it back on the rails.

The implementation committee should commission an annual report on the results of the tourism workforce development plan and could also report on initiatives on a regular basis as part of the marketing effort to better promote tourism careers (outlined below).

## 4.4 Implementation

The implementation committee is responsible for oversight and reporting but the tourism workforce development plan needs specific resources to ensure that initiatives are implemented. It is proposed that TIANB be responsible for implementing the plan under the implementation committee's oversight.

This would involve hiring a full-time staff person at TIANB tasked with implementing the plan, reporting the results and playing an active role on specific workforce development initiatives. Some initiatives will be led by TIANB and others will be led by other organizations but with the support of TIANB. TIANB may also need additional staff, internships, part time, etc. to implement specific initiatives. Refer to Section 7 below for an initial overview of funding and resources to implement the tourism workforce development plan.

It is important to point out that many different stakeholders will have a role to play to ensure there is a good supply of workers for the tourism industry into the future. The high schools, colleges and universities will turn out students to work part time and seasonal. The economic development agencies can help with the development of entrepreneurship and other aspects of the plan. ACOA and the provincial departments of Post-Secondary Education, Training and Labour (PETL) and Tourism, Heritage and Culture have important roles. JEDI, Ability New Brunswick and various industry associations can support the development of specific segments of the labour market.

But it is important to have one organization providing oversight and the resources to implement the plan. And that organization is TIANB.

**Figure 15** The New Brunswick tourism industry workforce ecosystem

- Tourism Industry Association of New Brunswick (TIANB)
- Opportunities NB (ONB)
- Province of New Brunswick
- Atlantic Canada Opportunities Agency (ACOA)
- Université de Moncton
- New Brunswick Community College (NBCC)
- Collège Communautaire du Nouveau-Brunswick (CCNB)
- University of New Brunswick (UNB)
- Ability New Brunswick
- Ignite Fredericton
- Economic Development Greater Saint John
- 3 Plus Economic Development Corporation
- Joint Economic Development Initiative (JEDI)
- Industry Associations

## 4.5 Measurement and reporting of results

There have been a lot of strategies and plans developed in New Brunswick in recent years to support various sectors of the economy. The successful plans are those that have clearly defined mandates and objectives, that have appropriate resources to implement and that have targets and the regular reporting of results. The New Brunswick tourism workforce development plan includes a number of elements to ensure there is measurement of initiatives and reporting of results to industry stakeholders and the public at large.

### Reporting: Annual survey of tourism industry firms/organizations

It is proposed that TIANB implement a formal annual survey of the same subset of tourism industry firms/organizations on an annual basis. This group of firms/organizations should be determined ensuring there are a good mix of different industries, regions and size of organization. The total number should be developed with these variables in mind and should be at least 50. The reason it should be the same firms/organizations tracked each year to allow for tracking of changes over time ensuring consistent and accurate comparisons.

Questions asked should include both quantitative and qualitative such as: # of staff, staff turnover, etc. and perception of the challenges associated with recruiting and retaining staff. If the New Brunswick tourism workforce development plan is successful, over time, these organizations should start to report improving labour market conditions.

### Reporting: Statistics Canada data

Statistics Canada publishes a variety of data monthly and annually related to the tourism industry such as employment, size of the workforce, age of workers, unemployment rates and wage levels. All of the data is available at the provincial level and some is available at the urban centre level. There is also a job vacancy survey that should be an important indicator of the success of the plan. As reported above, the job vacancy rate in the accommodation and food services sector in New Brunswick is the highest when compared to other main industries. Over time, this job vacancy rate should improve.

### Reporting: Specific workforce development plan initiatives

Report on the results of specific initiatives to show progress on the objectives. This reporting should cover both successful initiatives and those that are not having the expected results. Where ever possible, initiatives should have quantitative targets and results. Examples might include:

- Seven tourism career fairs this quarter reaching 1,100 high school students.
- Three tourism career job fairs where 234 jobs were filled by 17 companies/organizations.
- NBCC doubled its international enrolment this fall in a specific tourism and hospitality program.
- Charlotte County rolled out an online matching service for short term tourism gigs.
- The tourism career marketing campaign reached xx viewers on social media.
- 72 small to medium sized tourism operators took part in a TIANB sponsored training on “how to effectively manage your seasonal workforce”.
- Etc.

### Reporting: Accountability

TIANB will lead the development and reporting of metrics associated with the New Brunswick tourism workforce development plan under the direction of the implementation committee.

## 4.6 For consideration: The New Brunswick Tourism Human Resource Council?

The New Brunswick tourism workforce development plan is structured around the development of an implementation committee for oversight and TIANB as the lead organization in its delivery. This structure was developed with feedback from industry, government and other stakeholders.

It is important to point out that in some other jurisdictions there is a formal organization tasked specifically with the development of the tourism industry workforce. In Nova Scotia, the organization is called the Nova Scotia Tourism Human Resource Council with a mission to develop a skilled and professional workforce for the Nova Scotia tourism Industry. Tourism SkillsNet Ontario is a provincial industry-led workforce development initiative focused on workforce planning, partnership building, talent pool development and skills training for the tourism, hospitality and food service sectors. This initiative is led by the Ontario Tourism Education Corporation (OTEC) with industry partners such as the Ontario Restaurant Hotel Motel Association (ORHMA), Restaurants Canada, the Discover Ability Network and other regional partners.

This could be a model for future consideration in New Brunswick.



# WORKFORCE DEVELOPMENT PLAN INITIATIVES



The tourism workforce development initiatives in this section were determined with input from a number of tourism industry firms and organizations as well as from research into best practices in tourism workforce development elsewhere in Canada and beyond. There are initiatives that can be developed in the short term as well as those that have a longer time horizon. They are segmented under the plan's four objectives:

- 1) Promote tourism careers
- 2) Boost tourism education and training
- 3) Strengthen HR practices within the industry
- 4) Target specific demographic segments

## 5.1 Objective: Promote tourism careers

INITIATIVE 1	Tourism jobs portal and career promotion website
This initiative involves the development of a single website showing current tourism jobs available, career opportunities, training opportunities and other career planning tools. It will also act as a promotional site for exciting tourism careers.	
<b>Rationale</b>	Tourism has not been properly positioned as a 'career' compared to many other industries such as the trades, professional careers, health care, etc. While tourism has many different attributes, it needs to be positioned to young people, immigrants, etc. as a sector with definable career paths as discussed in Section 2.9 above.
<b>Lead</b>	TIANB leveraging PETL's existing nbjobs.ca and other initiatives
<b>Timeline</b>	Short-term – Fall 2019
<b>Measurement</b>	<ul style="list-style-type: none"> <li>● The development of the tourism jobs and careers portal</li> <li>● Promotion of the jobs portal/number of visits/number of job placements</li> </ul>

## INITIATIVE 2

### Careers in Tourism awareness campaign (#NBtourismcareers)

New Brunswick has a very good infrastructure to promote and market tourism activities to New Brunswickers, Canadians and beyond through traditional marketing campaigns, earned media and increasingly social media. The idea behind this initiative is to develop a similar approach to promoting tourism careers. The initiative would have multiple activities including:

- A direct public campaign: web, social media, advertising, earned media.
- A campaign targeted at influencers: High schools, parents, etc.

#### Rationale

In the youth survey undertaken during the development of this plan, only 16% of young people learned about tourism careers during their time in high school. Ideally the initial exposure to careers in this sector would begin before high school. Young people should be exposed early on in school and through other channels. In general, New Brunswickers should be targeted with the message of tourism as a good sector to advance their career. There are many people in their 20s and beyond that still haven't decided on a career path.

#### Lead

TIANB, supported by THC, PETL, etc.

#### Timeline

Short-term – Fall 2019

#### Measurement

- Campaign developed and implemented
- # of people exposed to careers in tourism
- # of people reached through specific initiatives such as high school presentations, etc.



**INITIATIVE 3****Regional tourism job fairs around New Brunswick**

Job fairs are an important tool to promote available jobs as well as career opportunities. Many industries and regions are placing an increased emphasis on these fairs. In many other jurisdictions there are specific tourism job fairs. In addition, PETL has a 'virtual' job fair system where local people and those from around the world can virtually walk around a fair and evaluate various jobs and opportunities.

This initiative would see a job fair that rotates to at least six cities around the province: Moncton, Miramichi, Bathurst, Edmundston, Fredericton and Saint John. There would be companies and organizations exhibiting at all job fairs as they have a broad reach and recruitment needs and there would be smaller organizations focused on the specific fair in their region. Ideally the rotating job fairs around the province would occur in the spring and be structured to focus on both students/seasonal jobs and full time, year-round jobs.

It is anticipated that companies would pay to have a booth in the job fairs. Other revenue streams such as sponsorship, training and education organizations, etc. could be added. Other services could be bolted on including seminars on resume development, careers in tourism and starting your own tourism business. The fairs should be specific and promoted to the segments of the labour market for which there is potential (developed further in Section 5.4 below). In summary the tourism job fairs should:

- Specifically focus on tourism jobs: food service, accommodation, tourism operators, municipal government, etc.
- Target all demographics: immigrants, 55+, youth, second income earners, etc.
- Tie in with reskilling/training programs – education providers should be encouraged at all fairs.
- Could also be virtual.

<b>Rationale</b>	In the survey of tourism firms and organizations, job fairs were one of the least used tools for recruitment. The main reason for this was that tourism firms and organizations worried about getting 'lost' in these large, multi-sector job fairs that include IT firms, health care, business services, government, etc. A tourism specific job fair will bring people that are looking for careers in the sector
<b>Lead</b>	TIANB in partnership with regional economic development and other organizations
<b>Timeline</b>	Short-term – Fall 2019
<b>Measurement</b>	<ul style="list-style-type: none"><li>● # of job fairs hosted each year</li><li>● # of jobs filled as a result of matching done at the job fairs</li></ul>

## 5.2 Objective: Boost tourism education and training

INITIATIVE 1	The New Brunswick tourism industry workforce ecosystem
<p>It was clear from the background research that most young people (and their parents) are not properly exposed to tourism careers while in middle or high school. There are some high schools that offer hospitality and related courses, but it seems the focus has waned somewhat in recent years (at least based on feedback collected through interviews undertaken for the development of this plan).</p> <p>This initiative involves a deliberate effort to get high schools to offer tourism courses and experiential learning opportunities in the tourism sector. Ideally, early exposure to the industry should occur even in middle school. It is also critical that parents be engaged early on as they have an important influence on their children.</p> <p>It is proposed that a sub-committee be established with the Department of Education, the regional school districts, TIANB, PETL, THC and other stakeholders to develop a sub-strategy focused on middle and high school exposure to the tourism sector.</p>	
<b>Rationale</b>	It is important to expose young people early to the industry. The competition is doing it – e.g. Nova Scotia has been deliberately expanding its efforts in recent years and there are now 48 high schools offering elective tourism courses
<b>Lead</b>	TIANB, committee of stakeholders
<b>Timeline</b>	Mid-term, starting in 2020
<b>Measurement</b>	<ul style="list-style-type: none"> <li>● Number of middle and high school students and parents exposed to career opportunities in tourism – including establishing their own business some day</li> <li>● Number of high school students enrolled in programs such as “Hospitality and Tourism 110”</li> <li>● Number of high school students who attend tourism career planning sessions with NBCC and CCNB</li> </ul>

## INITIATIVE 2

### Expand community college programming with a specific focus on international students

Tourism-focused post-secondary education is an excellent way to expand the pool of workers for the industry, specifically those interested in developing a career in the sector. This initiative focuses on working with the colleges in New Brunswick to significantly increase the number of students in tourism-related programs and expand programming where necessary. In addition, it might involve expanding the courses offered by the colleges. The background research conducted for the development of this plan indicated a specific focus should be placed on international students. In recent years both NBCC and CCNB have witnessed substantial growth in the number of international students and most are looking to study in areas where they have the opportunity to stay and build their careers in New Brunswick. Further, it is clear that there needs to be more experiential learning opportunities in the tourism sector and the colleges are ideally positioned to make this happen.

It is proposed that a sub-committee be established with TIANB, PETL, THC, the colleges and other stakeholders to develop a sub-strategy focused on expanding college-level enrolment with a focus on international students.

<b>Rationale</b>	As shown in Section 2.4 above, the tourism workforce has a much higher share with college education compared to university-level education. The born-in-NB population opting for NBCC/CCNB training is in decline. International students are looking to use the colleges as a way to get educated and start the careers in Canada. Effort should be made to expand the number of both Canadian born and international students.
<b>Lead</b>	TIANB, committee of stakeholders
<b>Timeline</b>	Mid-term, starting in 2020
<b>Measurement</b>	<ul style="list-style-type: none"><li>● Number of students enrolled in college education related to the tourism sector</li><li>● Expansion of college level programming</li></ul>

### INITIATIVE 3 Leverage FutureReadyNB

FutureReadyNB is an ambitious new GNB program meant to significantly expand on-the-job experiences. The program provides wage subsidies and other benefits. The tourism industry should embrace this opportunity.

<b>Rationale</b>	Exposing young New Brunswickers and other segments of the workforce to careers in the industry provides an excellent opportunity for the employer and the employee to 'kick the tires'
<b>Lead</b>	PETL, TIANB, regional economic development organizations
<b>Timeline</b>	Immediate
<b>Measurement</b>	Number of tourism industry firms and organizations using the FutureReadyNB program

### INITIATIVE 4 Formalize entrepreneurship training and promotion within the tourism sector

Many people do not view the tourism sector as one that offers career paths. A key theme of this plan is to change that perception and clearly demonstrate how through hard work, education and planning young people can develop their careers from entry level, to specialized occupations through to management role. As well, the opportunity to start your own business some day should be part of the career promotion from the start. This initiative would work to foster new tourism startups, to support succession planning in the tourism sector, and to show young workers in the industry a pathway to owning their own business.

<b>Rationale</b>	In the youth survey conducted during the development of this plan, nearly 6 in 10 young people said they were moderately to very interested in owning their own tourism-related business
<b>Lead</b>	TIANB, regional economic development agencies
<b>Timeline</b>	Mid-term, starting in 2020
<b>Measurement</b>	<ul style="list-style-type: none"><li>● Integration and promotion of tourism startups within existing startup support infrastructure around New Brunswick</li><li>● Number of new tourism startup companies</li></ul>

## 5.3 Objective: Strengthen HR practices within the industry

INITIATIVE 1 Promote TIANB tourism training	
TIANB currently offers a variety of course to train workers in the industry. A specific focus should be put on training managers and owners on leading human resources practices. This is particularly an issue for smaller to medium-sized firms that do not have the formal HR systems and practices of larger firms.	
<b>Rationale</b>	In the long run, the success of the tourism workforce development plan will be based on industry ensuring they can retain staff by providing an excellent work environment and career path options
<b>Lead</b>	TIANB
<b>Timeline</b>	Short-term – Fall 2019
<b>Measurement</b>	Number of firms and organizations taking related training programs

INITIATIVE 2 TIANB sharing best practices initiative	
TIANB already hosts annual events where industry representatives meet to share best practices and discuss industry trends. This initiative would involve TIANB hosting an afternoon or full day event each year specifically focused on best practices related to staff recruitment and retention in New Brunswick.	
<b>Rationale</b>	Firms and organizations in the New Brunswick tourism industry can learn from each other. A stronger tourism industry workforce will be good for the industry as a whole
<b>Lead</b>	TIANB
<b>Timeline</b>	2020
<b>Measurement</b>	Number of firms participating in the sharing best practices initiative

## 5.4 Objective: Target specific demographic segments

The research conducted for the development of the New Brunswick tourism workforce development plan indicated there are specific segments of the labour market that should be focused on to fill gaps and strengthen the labour pool for the future. Each of the potential targeted segments require a tailored approach. For each, there needs to be an organization that will champion the effort. Ideally this would be a vested interest champion where getting more people placed in tourism careers would align with their mandate. For example, Ability New Brunswick looks to ensure that people who have a mobility disability can find meaningful employment across the province. There is a strong alignment between its mandate and the tourism industry's need to attract more workers.

Workforce segment	Indigenous workers
<p>The survey of tourism industry firms and organizations ranked indigenous workers as the top workforce segment of interest for future hiring. Further research indicates there may be potential to target workers in this demographic group but only in areas close to First Nations communities. There may be also be specific transportation and child care needs. In addition, there are growing number of First Nations tourism projects that will need to access this labour market as well.</p>	
Potential Champion	JEDI

Workforce segment	55+ workers
<p>The employment rate among 55+ across New Brunswick is still considerably below the national level. If the 55+ workforce featured the same labour market participation rate as the country it would bring another 4,000 to 5,000 into the workforce each year. Last year, PETL offered a financial incentive for firms to hire the 55+ workforce. The research for this plan suggests that more effort should be put on promoting this workforce both to potential employers and to potential employees. There needs to be a specific marketing campaign targeting this group. Focus on encouraging older New Brunswickers to work seasonal jobs in the tourism sector and encourage them to think about what they could do with a little more money in their pockets. Also, there should be consideration given to targeting training programs for the 55+ who want to get into this sector.</p>	
Potential Champion	New Brunswick Senior Citizens Federation

Workforce segment	Immigrants
<p>Most of the feedback from industry shows strong support for the hiring of immigrants. As shown above, the tourism industry already has a much higher share of immigrant workers compared to the rest of the economy. However, it was clear that most firms prefer to hire immigrants that already have the right to work in Canada. They tend to be reluctant to use programs like the Atlantic Immigration Pilot Project due to concerns over timelines and complexity and the challenges of retaining staff once in Canada and working for them. Many of the firms are hiring 'secondary' immigrant workers, the spouses/partners and children of primary applicants. Moving forward more needs to be done to align newcomers to jobs and careers in the tourism industry. This should include:</p> <ul style="list-style-type: none"> <li>● Targeting them specifically in job fairs and recruitment campaigns.</li> <li>● Encouraging more international student enrolment in post-secondary education.</li> <li>● Taking advantage of specific initiatives such as Destination Employment (see inset below).</li> </ul>	
<b>Potential Champion</b>	<b>New Brunswick Multicultural Council</b>
<b>Destination Employment Initiative</b>  A Tourism HR Canada/Hotel Association joint initiative	<p>The project is funded by IRCC and encourages new immigrants to work in the hospitality sector through marketing/promotion, training, workplace mentor, skills development, etc.</p> <p>The program was only recently launched, and it doesn't appear to be used in New Brunswick. Nova Scotia is the partner in Atlantic Canada.</p>

Workforce segment	International high school students
<p>This potential segment of the workforce is relatively small but represents an interesting opportunity. There are close to 1,000 international students studying at New Brunswick high schools each year. They could be encouraged to stay and work summer jobs and linked to potential post-secondary and future career opportunities. There has been talk of trying to find ways to encourage some of these international students to stay and pursue post-secondary education or careers in the province. The tourism industry is a good option. There is a federal government program called International Experience Canada (IEC) that provides work visas for international youth looking to travel and work in Canada.</p>	
<b>Potential Champion</b>	<b>Atlantic Education International</b>
<b>Work and travel in Canada with International Experience Canada</b>	<p>International Experience Canada (IEC) provides youth with the opportunity to travel and work in Canada. If eligible, the young person is placed into one or more pools of International Experience Canada (IEC) candidates. The program costs \$150 and takes 8 weeks processing time.</p>



Workforce segment	Bilingual high school students
<p>There was some interest among tourism firms and organizations about encouraging bilingual high school students to spend their summers living with a host family in another community and working/living in their other official language. This project would achieve multiple objectives. It would enhance bilingualism by providing a practical way for young people to be immersed in their second language for an extended period of time and earn money at the same time. It would also promote cultural awareness as many English students have little knowledge of French-speaking communities and culture and vice-versa. Through Atlantic Education International there is already a process in place for screening host families and the other processes required for a student exchange program. This kind of high school workforce exchange program would be relatively easy to implement.</p>	
Potential Champion	Atlantic Education International

Workforce segment	Boosting college graduates
<p>As discussed above, there has been a substantial increase in international students at both NBCC and CCNB. The vast majority want to stay in Canada and want to take courses that help them find a job that will allow them to stay and work. The colleges are eager to attract more students but will need to find job placement opportunities, some will require language training, etc.</p>	
Potential Champion	NBCC/CCNB

Workforce segment	Persons collecting EI
<p>In July and August 2018, there were around 35,000 people collecting employment insurance (EI) across the province including 7,600 in Gloucester County even as employers in the tourism industry were struggling to find workers. Could some of these workers be encouraged to take short term jobs in the tourism sector? Even a small fraction, five percent, would add nearly 1,800 people to the workforce. Some seasonal workers face a 'black hole' where they are ineligible for EI benefits. Could they be a target for extended tourism season employment? Much more work would need to be done to determine the extent of this opportunity.</p>	
Potential Champion	?

Workforce segment	Persons with a disability
<p>Unemployment among persons with a disability across New Brunswick is considered to be high. There have been many initiatives across Canada and the United States to specifically encourage persons with disabilities to join the tourism industry workforce. In some cases this requires some accommodation on the part of the employer but there are financial support programs available.</p>	
<b>Potential Champion</b>	Ability New Brunswick, New Brunswick Association for Community Living, others

Workforce segment	Temporary foreign workers (TFW)
<p>The TFW program is still an important way to bring in workers for short term needs. In recent months the federal government has announced enhancements that make it easier for the tourism industry to attract TFWs. There are barriers including stringent rules, potentially long timelines and LMIA processing fees. Right now, tourism industry employers in Alberta and British Columbia rely more on TFWs than other provinces. In the future, TFWs might become part of the solution for seasonal workers. They can provide a consistent workforce year after year.</p>	
<b>Potential Champion</b>	Industry association(s)?

Workforce segment	‘Gig’ jobs in tourism
<p>Some of the firms and organizations in the tourism sector need workers on a fairly short-term basis – ranging from a single day (i.e. a person on the housekeeping staff calls in sick) to a few weeks. Developing an online site (or using an existing service) to encourage employers and potential employees to engage in this kind of work could help address specific labour shortages. It could help facilitate the sharing of a workforce between operators in a local area. It could help address short term surges in labour demand and it could be one way to help address the need for workers in shoulder seasons.</p>	
<b>Potential Champion</b>	TIANB



# ADDRESSING REGIONAL TOURISM WORKFORCE DEVELOPMENT CHALLENGES

One of the key findings from the research was the significant differences in regional labour markets around New Brunswick. In northwest New Brunswick there is very low unemployment and a relatively small number of young people coming up to join the workforce.

In **NORTHEAST NEW BRUNSWICK** there is still very high nominal unemployment, but the large share of seasonal employment means that many of those who are unemployed are not actually available for work in the tourism sector.

In the **SOUTHEASTERN REGION OF THE PROVINCE**, there is significant competition from other sectors for labour pool that would normally be oriented towards working in the tourism sector.

In the **FREDERICTON REGION** there isn't as much concern about the tourism labour pool because of the very large student workforce and the relatively high levels of immigration in recent years.

In **SAINT JOHN**, the tourism industry is the most reliant on the student workforce among the six regions around the province.

In addition, the structure of the industry is different depending on the region. In the **NORTH AND CHARLOTTE COUNTY** there are far more smaller firms as a share of the total. In Fredericton over 10 percent of firms and organizations in the tourism industry have more than 50 employees compared to only 3.5 percent in the northeast.

This tourism workforce development plan is focused primarily at provincial level initiatives but there needs to be a structure that supports regional initiatives as well. It is proposed that TIANB and the implementation committee encourage regional stakeholders to engage with provincial level initiatives (job fairs, tourism career promotion, targeted segment initiatives, etc.) but also develop region-specific initiatives where there is an opportunity.

For regional workforce development initiatives, there should be a local champion and a clearly defined project with measurable outcomes. In these cases, TIANB and the implementation committee should look for ways to support the development and implementation of the regional initiative.



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For general inquiries please contact reception at **[info@tianb.com](mailto:info@tianb.com)**

New Brunswick Tourism Workforce Development Plan **2019-2024**



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