



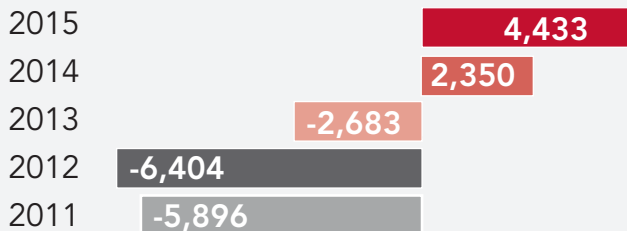
## THE FUTURE OF CANADA'S TOURISM SECTOR: SHORTAGES TO RESURFACE AS LABOUR MARKETS TIGHTEN

Canada's tourism sector is facing a potentially severe shortage of labour over the next 15-20 years. Like other sectors of the Canadian economy, tourism suffered from the effects of tight labour markets in the years leading up to the economic recession of 2008-2009. In 2007, it was estimated that shortages in the tourism sector equalled 23,700 full-year jobs. While the recession eased labour shortages in Canada, it was a temporary reprieve. The latest update of this study shows that labour shortages have already resurfaced in some provinces and will re-emerge nationwide by 2013 and intensify over time. The recreation and entertainment industry is expected to have a significant labour shortage. By 2030, labour shortages are expected to amount to over 45,700 full-year jobs.<sup>1</sup>

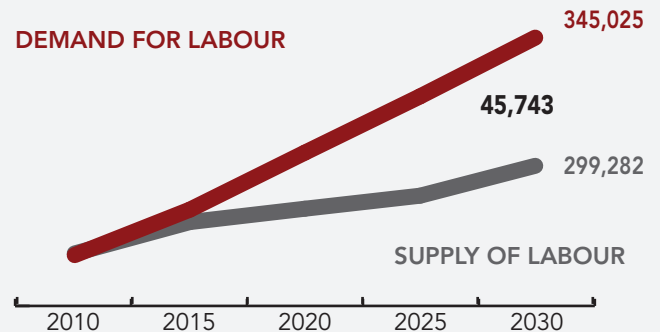
As demand for labour grows, the pool of available workers will have an increasingly difficult time keeping up. Canada's birth rates are below replacement levels and its population is aging, causing a significant deceleration in labour force growth over the long term. By 2030, nearly one out of every four Canadians will be 65 years or older, up from 14% in 2010. Furthermore, Statistics Canada's medium growth population projections show that, between 2010 and 2021, the number of people aged 15-24 will decrease by over 315,000. Recreation and entertainment will be challenged by this trend. In 2006, almost 30% of those working in the industry were 15-24 years old. Given this scenario, businesses must either plan to replace young workers with a different demographic group or compete more effectively for a smaller number of workers.

The economic downturn reduced demand for employment in Canada, leading to a surplus of labour. In 2011, it was estimated that the recreation and entertainment industry had a surplus of labour just under 5,900 full-year jobs. However, as the demand for workers intensifies, this surplus will shrink. The industry is expected to return to shortage in 2014. These shortages are projected to intensify as market conditions improve over the next few years. The consequences of labour shortages—such as missed opportunities for investment in the sector and the inability to meet potential demand—is estimated to cost Canadian tourism businesses \$23 billion.

### SHORT TERM LABOUR SHORTAGE 2011-2015

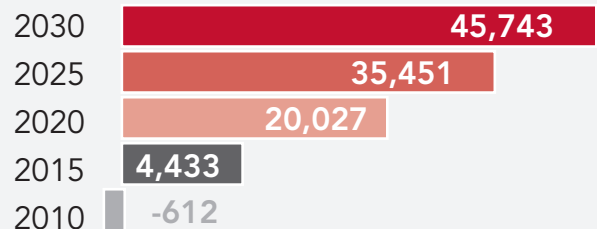


The recreation and entertainment industry is expected to see a 29% increase in labour demand between 2010 and 2030. By 2030, demand for labour could support over 345,000 full-year jobs in the recreation and entertainment industry, if enough workers are available. However, demand will greatly outstrip the supply of labour. Labour supply is predicted to increase by just over 31,000 jobs (11.7%) reaching only 299,000 by 2030.



As demand outstrips available labour the resulting gap will grow, causing over 45,000 jobs go unfilled by 2030. This potential shortage represents 13.3% of the total demand for labour within the industry.

### LONG TERM LABOUR SHORTAGE



<sup>1</sup>For this study, a job is defined as work for the period of one year, regardless of whether it is full-time or part-time. A job may be work for 10 hours per week or 40 hours per week, as long as it is for one year. If the work is only for three months of the year, then it only counts as only one-quarter of a job.

Within the recreation and entertainment industry, the largest labour shortages are projected for program leaders/instructors in recreation, sport and fitness. This occupational group could experience shortages equivalent to over 5,600 full-year jobs. Rounding out the top five occupations with the largest forecast shortages are landscaping/ground maintenance labourers, operators/attendants in amusement, recreation and sport, casino occupations and retail salespersons.

Occupation	Shortage
Program leaders/instructors in recreation, sport and fitness	5,668
Landscaping and ground maintenance labourers	3,940
Operators and attendants in amusement, recreation and sport	2,460
Casino Occupations	2,329
Retail salespersons and sales clerks	1,872

When labour shortages are presented as a proportion of labour demand, a different story emerges.<sup>2</sup> Landscapers and technical occupations at museums – an occupational group that include heritage interpreters – will face acute shortages, seeing 21.1% and 14.2% of jobs going unfilled respectively.

Occupation	Shortage
Landscaping and ground maintenance labourers	21.1%
Technical occupations related to museums and art galleries	14.2%
Program leaders/instructors in recreation, sport and fitness	13.8%
Recreation and sport program and service directors	12.9%
Operators and attendants in amusement, recreation and sport	12.1%

Economic theory suggests that tight labour conditions will inevitably lead to higher wages. However, using wage increases as the sole strategy for attracting workers has significant disadvantages. Raising wages in the industry would result in a 12.0% decrease in the estimated labour shortage by 2030 with the remainder of the shortage eliminated due to a significant reduction in tourism demand. In other words, raising wages would not be enough to stimulate a significant increase in labour supply, and would stifle the growth of the tourism sector.

### RISKS TO THE FORECAST

Any forecast is fraught with uncertainty, and this is especially true during the current turbulent economic environment. As a result, the projections for the timing and intensity of the looming shortages may vary considerably under a different set of assumptions. In this update high demand and low demand scenarios and their affect on labour requirements out to 2015 were explored.

The high demand scenario was based on successfully achieving \$100 billion in tourism revenues by 2015 as outlined in Canada's Federal Tourism Strategy (FTS). In this study, the base case esti-

mate for tourism revenues in 2015 is \$96.3 billion.<sup>3</sup> To meet the additional \$3.7 billion worth of demand for tourism goods and services forecast in the FTS, the number of full-year jobs required by the recreation and entertainment industry would increase by 2,551. With no corresponding increase in the supply of labour, this would increase the estimated labour shortage in recreation and entertainment to over 6,900 jobs by 2015.

On the other hand, a disruptive resolution to the EU debt crisis would have the opposite effect on labour demand. Under this scenario, the number of recreation and entertainment jobs required in 2015 would drop from 283,000 to 276,000 compared to the base case. With this drop in demand, the recreation and entertainment industry would experience a labour surplus of 2,900 full-year jobs.

### SHORTAGES BY PROVINCE

Projections by province indicate that Ontario will experience the largest shortage. By 2030, Ontario's the industry in that province could fall short of labour demand by over 15,000 full-year jobs. Areas of Western and Atlantic Canada are expected to endure acute shortages, as a percentage of overall potential labour demand. Labour shortages could reach 18.0% in Saskatchewan and as high as 26.2% in Newfoundland and Labrador.

% OF DEMAND		ABSOLUTE SHORTAGE
26.2%	NL	511
14.5%	NB	726
16.2%	PE	208
14.9%	NS	945
14.5%	QC	10,046
11.4%	ON	15,260
14.8%	MB	1,991
18.0%	SK	2,054
14.8%	AB	6,268
12.7%	BC	7,547

The current analysis suggests that tourism labour shortages will ramp up by the middle of this decade and by 2030 will balloon to 228,000 jobs. This would leave 10.7% of potential tourism labour demand unfilled. These shortages are not inevitable. Changes to the status quo can increase the supply of labour over the long term. It is within the power of government, industry associations and tourism businesses to reduce these shortfalls. Identifying underutilized labour pools, improving the image of tourism jobs, and increasing non-wage benefits are some of the ways to attract and retain more workers, thereby reducing shortages and allowing the tourism sector to meet its full economic potential.

<sup>2</sup>For example, an occupation with a potential labour demand of 10,000 jobs but only enough supply to fill 9,000 jobs will have a shortage of 1,000 jobs, or 10% of total demand. However, a smaller occupation, requiring 1,000 jobs which falls 150 jobs short of that demand, will have a smaller numerical shortage but a more acute shortage in terms of the per cent of unfilled labour demand (15%).

<sup>3</sup>This study measures revenues in constant (2010) dollars. The Federal Tourism Strategy measures revenues in current dollars, unadjusted for inflation. To make the comparison possible, the base-case tourism demand was converted from \$85 billion (\$constant) to \$96.3 billion (\$current). Non-tourism (resident) demand is not affected in this scenario.

### ABOUT THIS STUDY

The study quantifies the implications of long-term demographic and economic trends on the supply and demand for labour in Canada's tourism sector, and outlines potential labour shortages by industry and occupation, as well as by province and sub-provincial region.

The full report and summary brochures for Canada and each of the provinces are available on the CTHRC website: [www.cthrc.ca](http://www.cthrc.ca)

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