Air Transportation and its Impact on the Canadian Economy
- Tourism and Human Resource Mobility -

March 7, 2013
Author: Alexandra Ross

About the Author
This paper/essay was prepared while attending the University of Waterloo, Certification Program in Economic Development.
At that time in March of 2013 the author, Alexandra Ross was the Economic Development Officer for Saddle Hill County, AB.
In 2014 she joined the Town of Okotoks, AB as an Economic Development Specialist.
Part of her portfolio is tourism, not only for the Town of Okotoks but she is also the lead for the regional partnership called "Cool Little Towns".
Originally from Europe, Alexandra spent the past 20 years in British Columbia, Alberta and California to follow her passion by working in the tourism industry in various capacities, including the 2010 Winter Olympics. Ultimately, her goal is to make a difference not only on a local level but also on a provincial and national level, in using tourism as a tool to achieve economic success.

INDEX

1. ABSTRACT

To provide a comprehensive understanding of our domestic airlines, the paper introduces the major Canadian airlines and specific details on the two dominating airlines.
A comparison is made of cost and fees to the travelers and seat prices of domestic flights versus international flights. A comparison to international air carriers is crucial to understand the case of Canadian Tourism and Human Resource mobility and how it affects our economy will also be discussed.
In addition, providing a synopsis of the Open Skies and Blue Skies agreements will showcase how these agreements are influencing our air transportation market. The impact on Tourism and the mobility of Human Resources goes beyond Canadian Air Transportation (CAT) agreements and therefore the paper will address various initiatives and current strategies of Canadian tourism as well as the challenges of the labour market and possible relation to air transportation.
The paper also challenges the focus of various strategies and their benefits to the overall good of the Canadian economy.

2. INTRODUCTION

The Canadian economy in comparison to other major global economies is in a decent position, especially considering the Alberta contribution to the overall employment and business opportunities, as well as its large natural resource reserve.
However, the Alberta economy is not a reflection of the country since there are provinces scrambling to create jobs, businesses failing due to the high cost of doing business, restrictions that do not allow expansion (also known as "red tape"), and companies unable to expand due to the inability of finding "skilled" workers. While part of B.C.'s job plan is to create jobs, the north is scrambling to find workers.

Needless to say there is a vast imbalance throughout the country and a lack of collaboration between provinces, which was supposed to be improved through the New West Partnership Trade Agreement (NWPTA) between the Western provinces (B.C., Alberta, and Saskatchewan). However, the invisible borders are still intact. Unemployment rates illustrate the imbalance within our country.
Thus we are competing not just with the rest of the world but with ourselves, within Canada. We are providing opportunities for other countries to penetrate our economy which of course can be viewed as having to take the good with the bad.

There are some questions we need to ask. Can Canada be more self-sufficient in keeping it a little more Canadian in many areas of the economy?! For example, could we build more refineries or pipelines for the Asian Gateway instead of giving this opportunity to the U.S. ?! Could Canada fill jobs with Canadians first before making them available to foreign workers? Would the affordable mobility of workers contribute to filling the available jobs in the less desired areas of our country?

There are popular routes and the full planes versus less travelled routes and higher travel cost, which is an argument for pricing. However, the paper is exploring whether pricing is a reason that people do not travel to certain destinations or if more affordable pricing entice travelers to visit the areas less travelled.

From a tourism standpoint, could Canada keep more money in the country in making it more affordable for Canadians to explore their own country? Thinking Canadian first and keeping it Canadian may be a tremendous benefit to the overall Canadian economy.

3. OBJECTIVE

The objective of this paper is to explore the provision, effectiveness, impacts, and limitations of Canadian Air Transportation agreements. In addition the paper investigates certain strategies and initiatives and their impact on Canadian Tourism and the mobility of Human Resources within Canada in context of the overall economy in Canada.

4. THE AIRLINES

Canada's major airlines dominating the market are WestJet and Air Canada. While the two bigger airlines are also offering service to international destinations, smaller airlines such as Porter Air and Central Mountain air are increasing services to more remote areas within Canada.

A. Westjet

WestJet has 76 destinations in Canada, the U.S., Mexico and the Caribbean. WestJet was founded in 1996 by Clive Beddoe and a team of likeminded partners. The airline averages 425 flights per day, carrying over 45,000 passengers (approx. 16.4 million annually). WestJet employs 7,141 people and is non-unionized. Headquarters are located in Calgary, Alberta.

The following numbers in Canadian dollars are based on the year 2011 (as provided on WestJet website):

Revenue: \$3,001.3 million compared to \$2,607.6 million in 2010.
Operating costs: \$2,815 million (approximately \$185million was attributed to the 25.4% increase in fuel cost per liter; \$42.8 million was attributed to maintenance)
Net income: \$145.8 million
WestJet has a fleet of 100 aircraft plus one on order (update from December 2012).

B. Air Canada

In 1936 Trans- Canada Air Lines (TCA) was created by the Canadian federal government. In 1965 the name was changed to Air Canada which was then privatized in 1989. Air Canada and Jazz (a subsidiary of Air Canada) offers flights to 183 national and international destinations, but is able to offer 1,290 destinations worldwide through strategic and commercial alliances (Star Alliance Network). The airline averages 1,530 flights per day to domestic and international destinations, carrying approximately 33 million passengers annually. Air Canada employs 26,000 people and is heavily unionized. The company is operated out of four major hubs in Canada: Montreal, Toronto, Vancouver, and Calgary.

The following numbers in Canadian dollars are as of March 31, 2012 (as provided on Air Canada website):

Revenue: $2,692 million
Operating income: $620 million
Net income: $84 million
Total assets: $37,548 million
Total equity: $1,543 million
The airline has a fleet of 354.

4.1 COST & FEES

The costs to travel from Point A to Point B for the traveler as shown on a ticket are the base fare plus taxes, fees, charges, and surcharges. Not all charges and surcharges on a flight receipt are extracted and explained; some are included in the seat price.

The airlines have also to pay for Airport Authority Fees, ground rent, fuel, staff, taxes, etc., which are not visible to the consumer. The airport authority fees vary from airport to airport.

One of the biggest shares included in an airfare ticket is the ground rent, which is going directly to Federal government. The ground rent concept is only utilized in Canada and represents a challenge on many levels, including but not limited to attracting companies to do business in Canada which hinders economic growth. Many organizations, including Canadian air carriers, see the ground rent as one of the biggest obstacles for air carriers providing lower airfares since the U.S. subsidizes those fees for their air carriers.

4.2 COST to CONSUMER – Base fare comparison

To put prices a little more in perspective the duration of the flights are provided and the best available price at the time of research, regardless of the day or month.

A. Comparison of domestic flights between available airlines and routes (one-way fares)

Selected Routes within Canada	WestJet	Air Canada	Porter Air	Central Mountain Air	Flight Duration
Grande Prairie - Edmonton	$ 172.00	$ 99.00	N/A	N/A	55 min
Grande Prairie - Vancouver	$ 404.00	$ 354.00	N/A	N/A	2h 46 min
Grande Prairie – Fort McMurray	$ 374.00	$ 388.00	N/A	N/A	1h 53 min
Vancouver - Prince Rupert	N/A	$ 167.00		N/A	2h 01 min
Vancouver - White Horse	$ 189.00	$ 189.00	N/A	N/A	2h 24 min
Vancouver - Fort St. John	N/A	$ 199.00	N/A	$ 282.00	1h 30 min
Vancouver - Winnipeg	$ 199.00	$ 578.00	N/A	N/A	1h 54 min
Calgary - Vancouver	$ 169.00	$ 199.00	N/A	N/A	1h 20 min
Calgary - Fort McMurray	$ 324.00	$ 284.00	N/A	N/A	1h 21 min
Toronto - Fort McMurray	$ 219.00	$ 219.00	N/A	N/A	5h 41 min
Toronto - Calgary	$ 366.00	$ 229.00	N/A	N/A	4h 20 min
Toronto - Halifax	$ 274.00	$ 274.00	$ 458.00	N/A	2h 02 min
Toronto - Montreal	$ 220.00	$ 220.00	$ 203.00	N/A	1h 14 min
Edmonton - Calgary	$ 129.00		N/A	$ 116.00	51 min
Edmonton - Fort Nelson	N/A	N/A	N/A	$ 494.00	1h 50 min
Edmonton - Winnipeg	$ 234.00	$ 234.00	N/A	N/A	1h 48 min
Edmonton - Fort McMurray	$ 242.00	$ 119.00	N/A	N/A	58 min
Edmonton - Fort St. John	N/A	$ 503.00	N/A	$ 282.00	1h 12 min
Ottawa - Montreal	N/A	$ 400.00	N/A	N/A	40 min

B. Comparison International flights between available airlines and routes (one way fares)

Selected Routes	WestJet	Air Canada	Air Transat	Flight Duration
Edmonton - Vegas	$ 218.00	$ 573.00	N/A	3h 02 min
Edmonton - Phoenix	$ 239.00	$ 564.00	N/A	3h 14 min
Edmonton - Mexico	$ 279.00	$ 309.00	N/A	5h 30 min
Edmonton - Frankfurt	N/A	$ 2,729.00	N/A	9h 35 min
Edmonton- London	N/A	$ 1,320.00	$ 711.00	8h 45 min
Vancouver - Vegas	$ 218.00	$ 349.00	N/A	2h 34 min
Vancouver - Phoenix	$ 199.00	$ 369.00	N/A	2h 58 min
Vancouver - Mexico	$ 259.00	$ 369.00	N/A	4h 48 min
Vancouver - Frankfurt, Germany	N/A	$ 2,679.00	$ 499.00	10h 10 min
Vancouver - London, England	N/A	$ 1,270.00	$ 429.00	9h 35 min
Ft. McMurray - Vegas	$ 419.00	$ 583.00	N/A	3h 58 min
Ft. McMurray - Phoenix	$ 438.00	$ 576.00	N/A	4h 04 min
Ft. McMurray - Mexico	$ 719.00	$ 671.00	N/A	5h 58 min
Ft. McMurray - Frankfurt, Germany	N/A	$ 2,774.00	N/A	9h 08 min
Ft. McMurray - London, England	N/A	$ 1,335.00	N/A	8h 32 min
Fort St. John - Vegas	N/A	$ 560.00	N/A	3h 19 min
Fort St. John - Phoenix	N/A	$ 623.00	N/A	3h 46 min
Fort St. John - Mexico	N/A	$ 589.00	N/A	5h 28 min
Fort St. John - Frankfurt, Germany	N/A	$ 2,779.00	N/A	9h 37 min
Fort St. John - London, England	N/A	$ 1,370.00	N/A	9h 03 min

4.3 COMPARISON TO OTHER COUNTRIES

Having now compared our local airlines and their price points, let's have a look at our neighbors in the U.S. and overseas pricing, Europe in particular. Note that the prices do not include taxes.

A. U.S.

The major airlines in the U.S. are Alaska, Delta, Southwest, Northwest, American, United and Allegiant. In this paper we are only listing the closest airports to the Canadian airports and the most economical airline and flights (one-way prices, excluding taxes and fees).

Routes	Allegiant Air	Flight Duration
Bellingham - Phoenix	$ 138.00	2h 52 min
Grande Forks - Phoenix	$ 90.00	1h 58 min
Buffalo - Phoenix	$ 172.00	4h 19 min
Bellingham - Las Vegas	$ 52.00	2h 40 min
Grande Forks - Las Vegas	$ 148.00	2h 58 min
Buffalo - Las Vegas	$ 102.00	4h 27 min

B. Europe

The major airlines in Europe are Lufthansa, Continental, British Airways, Air France, Italia, and Ryan Air. In the examples below we are only showing the most economical airline and flights (one-way prices, excluding taxes and fees).

Routes	Ryan Air	Country	Local Currency	Canadian Currency	Flight Duration
London, England	Madrid	Spain	£ 18.00	$ 28.39	2h 04 min
London, England	Milan	Italy	£ 18.00	$ 28.39	1h 42 min
Frankfurt, Germany	London	UK	EUR 16	$ 20.42	1h 18 min

5. THE AGREEMENTS - An Overview

Over the past 50 years, the evolution of air transportation has contributed significantly to economic growth in Canada and around the world. Technological advances in aircraft and at airports as well as the streamlining of administrative rules and regulations between countries have increased the flow of goods, people, and ideas around the globe.

Canada's principal goals when negotiating air agreements are as follows:

- Provide a framework that encourages competition and the development of new and expanded international air services to benefit travelers, shippers, and the tourism and business sectors.
- Provide opportunities for Canadian airlines to grow and compete successfully in a more liberalized global environment.

- Enable airports to market themselves in a manner that is unhindered by bilateral constraints to the greatest extent possible.
- Support and facilitate Canada's international trade objectives.
- Support a safe, secure, efficient, economically healthy and viable Canadian air transportation industry.

A. OPEN SKIES

Open Skies is an international policy concept that calls for the liberalization of the rules and regulations of the international aviation industry, especially commercial aviation, in order to create a free-market environment for the airline industry. Its primary objectives are as follows:

- Liberalize the rules for international aviation markets and minimize government intervention as it applies to passenger, all-cargo, and combination air transportation as well as scheduled and charter services;
- Adjust the regime under which military and other state-based flights may be permitted.

The Open Skies agreement differentiates between Bilateral and Multilateral agreements:

1) Bilateral Air Transport Agreement

In a bilateral agreement, the contracting countries may allow the airlines of the contracting parties to bring passengers and cargo to a third country or pick up passengers and cargo from the host country to the home country of the airline or to a third country in which the contracting states has existing open skies agreement.

2) Multilateral Air Transport Agreement

A multilateral air services agreement is the same as bilateral agreement with the only difference being that it involves more than two contracting countries.

The provision of the agreements includes:

- Free Market competition: No restrictions on international route rights, number of designated airlines, capacity, frequencies, and types of aircraft.
- Pricing determined by market forces: A fare can be disallowed only if both governments concur (double-disapproval pricing) and only for certain, specified reasons intended to ensure competition.
- Fair and equal opportunity to compete: For example all carriers, designated and non-designated, of both countries may establish sales offices in the other country, and convert earnings and remit them in hard currency promptly and without restrictions. Designated carriers are free to provide their own ground-handling services (i.e. "self-handling") or choose among competing providers. Airlines and cargo consolidators may arrange ground transport of air cargo and are guaranteed

access to customs services. User charges are non-discriminatory and based on costs; computer reservation system displays are transparent and non-discriminatory.

- Cooperative marketing arrangements: Designated airlines may enter into code-sharing or leasing arrangements with airlines of either country, or with those of third countries, subject to usual regulations. An optional provision authorizes code-sharing between airlines and surface transportation companies.
- Provisions for dispute settlement and consultation: Model text includes procedures for resolving differences that arise under the agreement.
- Liberal charter arrangements: Carriers may choose to operate under the charter regulations of either country.
- Safety and security: Each government agrees to observe high standards of aviation safety and security, and to render assistance to the other in certain circumstances.
- Optional seventh freedom all-cargo rights: Provide authority for an airline of one country to operate all-cargo services between the other country and a third country, via flights that are not linked to its homeland.

B. BLUE SKIES

In 2010 Canada announced a new approach to air transportation agreements in building on the Open Skies agreement to expand and open up to opportunities that will enhance the transportation market. Therefore Canada will **proactively pursue** opportunities to negotiate more liberalized agreements for international scheduled air transportation that will provide maximum opportunity for passenger and all-cargo services to be added according to market forces.

As a primary objective, Canada will seek to negotiate reciprocal Open Skies-type agreements, similar to the one negotiated with the U.S. in November 2005, where it is deemed to be in Canada's overall interest.

In essence, an "Open Skies"-type agreement would cover the following elements for scheduled passenger and all-cargo services:

- Open bilateral markets/access (third and fourth freedom rights);
- No limit on the number of airlines permitted to operate;
- No limits on the permitted frequency of service or aircraft type;
- Market-based tariff/pricing regime for bilateral and third-country services;
- Open and flexible regime for the operation of code-sharing services;
- Unrestricted services to and from third-countries (fifth and sixth freedom rights); and
- Rights for stand-alone all-cargo operations (seventh freedom rights).

Under no circumstances will the policy approach include cabotage rights (the right for a foreign airline to carry domestic traffic between points in Canada).

In determining its negotiating priorities, the government will consult both airlines and airports and will take the following elements into consideration (in no particular order):

- Canadian airline and airport priorities and interests;
- Likelihood and extent of new Canadian and foreign carrier services, giving preference where early startup of air services is planned;
- Size and maturity of the air transportation markets and potential for future growth;
- Foreign government requests;
- Canada's international trade objectives;
- Safety and security issues;
- Foreign relations;
- Bilateral irritants and disputes.

The government will also consult more broadly prior to undertaking major air liberalization initiatives.

Recognizing that there may be situations where other countries will not be interested in negotiating an Open Skies-type arrangement with Canada, a scaled-down exchange of rights will be considered that will seek further liberalization without compromising Canada's ability to secure an Open Skies-type agreement in the future. In all such cases, however, Canada will seek to secure as much flexibility for all-cargo services as possible.

In other limited situations, the Government may determine that it would not be in Canada's best interests to negotiate an Open Skies-type agreement. Considerations that could influence Canada's approach to bilateral air negotiations include:

- the ability of Canadian airlines to operate services is severely limited by discriminatory airport access and/or facilitation issues;
- the "doing business" environment (e.g., transfer of funds, provisions on double taxation) presents major obstacles to Canadian airlines' commercial operations;
- the foreign carrier(s) appears not to be behaving in accordance with rational business principles or is protected from normal market disciplines, resulting in a markedly unbalanced playing field vis-à-vis Canadian airlines; and
- the foreign carrier(s) would be reasonably expected to offer a level of service to such an extent that competition in some markets/routes would be significantly reduced or effectively eliminated – resulting in a net loss for Canada.

However, in these cases, if a particular market is determined to be a negotiating priority Canada would consider negotiating an arrangement that would permit incremental liberalization and possibly provide scope for future introduction and/or expansion of air services.

After providing an understanding of the agreements it is important to understand the current concerns with Open Skies, which was perfectly summarized by the Chamber of British Columbia in its communication to its Provincial government to lobby federal government on the Air Transportation Agreements, stating that "the benefit to both of these agreements is seriously impaired by the lack of truly Open Skies". In addition the Chamber expressed its concern about the lack of transparency in the Open Skies policies.

Further complicating the issue is the lack of alignment between federal government departments to deal with an Open Skies policy. For example, there are very few airports in Canada that offer 24/7 Canada Border Services for the arrival of an international passenger or cargo flight.

Federal Government placed its focus on an Open Skies agreement with the European Union. As much as the Chamber welcomed the opportunity with the EU, there is also a concern that this initiative favors the Eastern provinces and would undermine Canada's ability to move forward on the Asian Pacific agenda, which is an important avenue for both the British Columbian and Canadian economy.

It was originally stated that the agreements would cover the following elements for all scheduled passenger and cargo service:

- Third, fourth, fifth and sixth freedom rights;
- Seventh freedom rights will apply to stand alone, all-cargo service
- No limit to the number of airlines permitted to operate;
- No limit on the permitted frequency of service or type;
- Openness and flexibility of code-sharing services.

The Chamber continues to support these foundations to all air agreements. However, the conditions which are placed on the negotiating priorities of the federal government are a concern.

The Chamber is also concerned with the lack of transparency in the Open Skies policies. For example bilateral agreements are still being negotiated and are never made public. By contrast, the U.S. is not legally permitted to enter into such agreements without public disclosure.

According to the Chamber, B.C. has a history of suffering under the legacy of restrictive agreements with some of our most important markets for tourism and trade. Therefore the Chamber believes it is incumbent on the Federal Government to move beyond the current Blue Skies International Air Policy and develop a 21st century true Open Skies policy.

The granting of rights will increase competition and choice as companies look to establish a Canadian presence. This increased investment will inevitably increase employment as the sector grows, helping to re-establish the B.C. economy.

Some of the recommendations of the Chamber to the B.C. government to lobby federal government with regard to the agreements are as follows:

1. Move responsibility for air agreements from Transport Canada to Foreign Affairs and International Trade Canada;

2. Move beyond the current Blue Skies international policy and aggressively pursue true Open Skies agreements in all bilateral transport negotiations, both in passenger and cargo;
3. Focus government efforts on key markets as identified by community and industry stakeholders;
4. Adopt a balanced approach to stakeholders, recognizing the needs of Canada's air carriers as well as taking into consideration community stakeholders. Individual airports as well as community representatives must be granted observer status to that of the airlines, thus ensuring against confidential addendums and MOU's in the process;
5. Adopt a policy of negotiating open, transparent air agreements;
6. Immediately allow the establishment of foreign-owned but Canadian-domiciled carriers (the right of establishment) in Canada.

6. TOURISM

Recently, the federal government cut the national tourism budget. For Alberta in particular the tourism budget was cut by $14 million. The cuts in general will not only translate into reduction in the tourism budget, but will also affect the business and workers attraction since government is not recognizing tourism as a crucial tool for other economic strategies such as business and workers attraction.

Prime Minister Stephen Harper states in the foreword of the federal tourism strategy that the tourism industry represents an important part of our economy. He also said that after the federal government consulted with industry it became clear that a new federal tourism strategy was needed to better coordinate efforts in support of the tourism sector.

The federal government hopes the strategy will help inspire the world to explore Canada while also making it easier to travel to Canada. In addition it will encourage the development of exceptional tourism experiences as well as further enhance the best tourism workforce in the world. According to Harper the strategy is assisting to build a better, more competitive industry in Canada.

The federal government is being asked by industry for more consistency and support when making decisions that affect tourism and for the industry to play a greater part in the decision-making process. The Federal Tourism Strategy is focusing on four priorities that are supported by the tourism stakeholders:

1. Increasing awareness of Canada as a premier tourist destination.
2. Facilitating ease of access and movement for travelers while ensuring the safety and integrity of Canada's borders.
3. Encouraging product development and investment in Canadian tourism assets and products.
4. Fostering an adequate supply of skills and labour to enhance visitor experiences through quality service and hospitality.

The Federal Tourism Strategy builds on the framework for federal/provincial/territorial collaboration and is an important step towards achieving the national revenue target for the tourism sector of $100 billion by 2015. The strategy is supposed to lead to more transparency, collaboration, and consistency in federal activities that relate to tourism and is a living document, providing a framework for the federal government to support Canada in its effort to be a sustainable, top-of-mind tourist destination.

While the government agency states that it can improve the way it does business, the growth of the Canadian visitor economy depends largely on the leadership of the private sector. Industry must make the necessary investments and innovations to ensure Canada's tourism products keep pace.

In 2010, tourism was responsible for $73.4 billion in revenues and represented approximately 2 percent of Canada's overall gross domestic product (GDP). That's as much as the combined GDP of the agriculture, forestry and fishing sectors.

Approximately 594,500 jobs or 9% of the total employment in Canada are directly generated by tourism in every province and region of the country. Many of these jobs are in the North, aboriginal communities and rural areas.

International tourism is an important source of export revenues, having brought $14.9 billion into the economy in 2010. Tourism also represents about 23 percent of Canada's international trade in services.

However, international travels are very sensitive to recessions and fragile due to events such as 9/11. Those events not only affected Canadian businesses that rely on tourism, but also suppliers that cater to the tourism industry and furthermore other sectors of our economy.

According to tourism statistics small businesses are considered the backbone of the tourism industry. While large hotel chains, airlines, and tour operators are important about 98 % of Canada's tourism sector consists of small- and medium-sized businesses.

Tourism-related businesses often work with destination marketing organizations which exist at the municipal, regional, provincial and national levels. These organizations promote development and market Canada's various tourism destinations and experiences.

Over the last 20 years, international tourism has been globally growing consistently at an average of 4 percent per year. Today the number of travelers is growing rapidly and many are originating from the expanding middle class of large emerging economies. New travelers are looking to purchase exceptional tourism experiences, and this trend is expected to continue. The United Nations World Tourism Organization forecasts that the number of international tourist visits will nearly double from 880 million in 2009 to 1.6 billion by 2020. Of the top five global source markets in 2010, China had the strongest growth with 25.6%. Other uprising economies such as Russia, Brazil and India are also generating a tremendous increase in the number of tourists. However, looking at traditional top destinations there has been a huge drop in visitor numbers, including Canada due to new destinations trying to enter the market.

Tourism is growing in countries such as India, China, Turkey and Thailand, each of which had a much smaller tourism sector several decades ago. These exotic destinations are offering travelers newly accessible and unique experiences.

Travelers are increasingly using the internet and social media tools to learn about new attractions around the world and to find the least expensive way to reach these destinations. Consumer expectations of value for money are becoming more demanding, and travelers are seeking novel experiences that satisfy their curiosity. There is also growing interest in sustainable tourism, which takes the environmental and cultural impact of travel into account. As a result there will be even more intense competition for tourism dollars among destinations. Therefore Canadian tourism businesses are forced to continuously invest and innovate in order to be top-of-mind in this ever-changing marketplace.

From 2000 to 2010, Canada's share of total international arrivals decreased from 2.9 percent to 1.7 percent and its share of total international revenues fell from 2.3 percent to 1.7 percent. As with many other nations with strong economies, Canada has a tourism deficit—Canadians spend more abroad than international visitors spend here.

Forecasted growth in the number of tourists around the world presents a tremendous opportunity for Canada's tourism industry over the long term. However, the Canadian tourism industry will face stiff competition within a dynamic and challenging global market. Therefore Canada must better position itself to capitalize on the opportunities that lie in attracting more international visitors from more source markets while reinforcing **domestic demand**. Together, public and private sector partners can boost industry performance, thereby enhancing Canada's competitive advantage as a leading international destination.

Meantime the Business in Vancouver (BIV) magazine reported in November of 2012 that international travel to Canada decreased by 0.9% (= 2.1 million trips), but Canadian residents travelling abroad increased by 2.9% (= 5.6 million trips), which obviously causes major concern amongst Canadian tourism stakeholders.

This is not surprising when seeing the price difference between for example Vancouver and the cross-border airports. According to the Vancouver Sun, in 2012 a flight from Seattle/Bellingham to Vegas round-trip was $156 while the same flight out Vancouver cost over $500 more. The Globe and Mail says, "Canada lacks the fierce competition among smaller airlines that forces down fares in the United States."

While this might be a factor, there are sure other aspects that need to be considered in Canadian air transportation and its pricing. Certainly, constant increasing government levies have to be considered, as well as the Canadian corporate tax structure and the cost of labour. The federal government calls expensive air transportation a fact of life and this was again re-emphasized at the 2012 tourism industry conference in Alberta, when trying to justify federal cuts for the tourism sector.

The Conference Board of Canada forecasts that the tourism sector could face a shortage of more than 64,000 workers by 2015. This may limit the tourism industry's ability to realize its full potential. The tourism sector has relied heavily on younger workers. However, the size of the younger segment of the labor force is decreasing, and competition for it is intensifying. Countries, such as Australia, New Zealand, Turkey and Ireland, have put in place long-term tourism strategies that go well beyond marketing and promotion and include whole-of-government approaches. These approaches recognize that the global tourism marketplace is extremely dynamic and that all destinations need to be innovative, agile and collaborative to thrive. These strategies are often supported by significant financial investments in key tourism infrastructure, in events and activities, and in marketing. Global competition for business meetings, conventions and incentive travel is also continuing to rise. This high-yield and fairly stable business from international markets is worth an estimated $2.3 billion in Canada and is particularly important to major cities.

As tourism was identified as a strategic priority in Canada's Economic Action Plan, the 2009 budget announced $40 million in stimulus funding over two years for domestic and international tourism marketing. To encourage Canadians to spend their travel dollars at home, the Canadian Tourism Commission (CTC) ran a national advertising program in 2009 and 2010. Forbes.com ranked the hugely successful Locals Know summer campaign among the world's top 10 travel campaigns. Overall, the CTC estimates that this two-year initiative generated $1.2 billion in tourism revenue and 10,720 jobs in the Canadian tourism sector.

Various initiatives have been taken place since the federal strategic tourism plan had been implemented: from home based, such as agri-tourism and Canadian heritage programs, through the arts, including performing arts to major events and celebrations. Training and certification for tourism personnel as well as tourism training for economic development personnel was also one of the priorities in various provinces.

There are a lot of programs, strategies and initiatives, however numbers speak volumes. Despite the initiatives the numbers suggest that Canada and its businesses are losing money due to high cost and affordable travels across the border. The Vancouver Sun reported in June of 2012 that 950,000 Canadian passengers use Bellingham and Seattle airports instead of Vancouver. Canadian airports lose 4.5 million passengers per year to the U.S.

7. HUMAN RESOURCES

According to the Edmonton Journal, Ottawa has tried to deal with the labour shortage through the temporary foreign worker program. But that program has been controversial, accused of pushing down wages, and leaving guest workers vulnerable to exploitation and abuse.

The federal government is not eliminating the program, but earlier this year the government implemented a complementary application stream for skilled workers who wish to become permanent residents.

Applicants must have a basic competence in English or French. They must be qualified journeymen, with at least two years of work experience in a specific trade that's on a government "hot" list. They must have either an offer of employment in Canada, or a "certificate of qualification" from a province or territory. People already here on temporary work permits will also be able to apply from within Canada.

While this represents an option it does not solve the current labour crunch overnight, nor will the demand decrease. Seeing the forecast for birth rates and the global demand for human resources, the situation will worsen according to various sources.

There is an imbalance between underemployed Canadians and the import of skilled workers. Companies in certain areas of the country are in great need of workers, managers in higher profiles or even experts in certain fields. However, it is important to maintain a balance between immigrants, while ensuring that we include the potential workers already in Canada as well as educating upcoming workers/youth that will enter the workforce.

For example, one construction company PLC requires over 1,200 workers in order to keep up with the demand for its products and service, but is struggling to find enough skilled workers such as welders, pipefitters, and project managers.

Compounding that problem is growth in the sector, combined with turnover rates that range from 6.3 percent to 11.9 percent and older-worker retirement, which is expected to result in an annual demand for the next five years for about 66,000 new supply chain employees = 27,000 + (5 X 66,000) = 357,000 workers over the next 5 years.

Many companies are looking across Canada to find workers and are recruiting workers from Ireland, the U.K., and South Africa, for example. Companies are bringing in employees from their American operations where things are slow, to work here on short-term visas. Farmers are bringing workers from Mexico and European countries such as Poland and Germany.

There are a variety of industries looking for workers across the globe, especially in Alberta where the labour shortage is critical.

The key issues in the human resource sector are:

- Declining birth rates
- Aging population
- Retiring baby boomers
- Business environment improving
- Competition increasing for workers from other employers
- Other provinces are doing well and need workers
- Impact of increased immigration
- Immigration legislation won't necessarily help businesses trying to hire an unskilled workforce

As per the Globe and Mail, at some point this year and for the first time, the number of 15 – 24 year olds, will be below the number of 55 – 64 year olds.

That represents a major symbolic threshold for a society just beginning the slide from a demographic golden age, according to Linda Lucas from the Canadian Supply Chain Sector Council.

- The supply chain sector is facing a shortage of skilled employees as experienced employees retire. This is not in the future – it is a current and growing problem.
- Shortages are expected in every supply chain employment category and in every sub-function.
- The HR talent pool is shrinking. This has led to increased poaching from competitive companies.
- There is very low awareness of the sector among high school guidance counselors, teachers and therefore students. The pool is not being replenished.

In the meantime, provinces are focusing on job creation, instead of a combined collaborative education/ works strategy across the country to fill the current jobs and educate or retrain people to fill the jobs that are available.

According to Linda Lucas present retention efforts don't need to be expensive. "Flexible work arrangements" and "a family friendly work environment" are seen as having a large positive effect on job satisfaction by roughly half of the employees interviewed.

Top 10 Occupations:
- Senior Managers (goods production, utilities, transportation, construction)
- Purchasing Managers
- Computer and Information Systems Managers
- Transportation Managers
- Facility Operation and Maintenance Managers
- Supervisors, Recording, Distributing and Scheduling Occupations
- Purchasing Agents and Officers
- Customs, Ship and Other Brokers
- Information Systems Analysts and Consultants
- Truck Drivers

Despite the growing issues with the "shadow population" and transient workers (such as social challenges within camps as well as nearby communities) labour, no matter where from, is much needed. Affordable transportation could represent part of the solution as families are able to visit the workplace instead of companies just paying for the worker to go back to the location of their primary residence.

1. There is a critical role for practical learning and work experience.
2. Employers choose in-house training *or* formal education.
3. There is stiff competition from other high pay/high growth sectors.
4. Labour shortages drive automation and innovation.
5. Supply chain management is emerging as a key business strategy.
6. There is a critical need for employees with soft skills (collaboration, creativity, problem solving).

7. There is a chronic shortage of long-haul drivers.
8. The public sector is at a disadvantage when competing for labour.
9. Business issues include the environment, cost containment, and sustainability.
10. Communities seek ways to meet regional needs with a locally developed workforce.
11. Short-term and long-term labour requirements must include immigration.

Collaboration and partnerships are required and a combined effort between business/ industries, government and education providers in addition to immigration is an unavoidable necessity. Supply chain logistics is crucial to a long term strategy for human resources.

If the labour shortage continues to increase and employees have a choice of where they can work, don't have to put up with low wages or unfair treatment; basically being in charge of the workplace it almost suggests that tables will turn between workers and employers.

Facts in Canada - Jobs vs. Unemployment

Canada's national unemployment rate was 7.3 per cent in July 2012. Here's what happened provincially and in select Canadian cities (previous month in brackets):

Provinces

- Newfoundland 12.8 (13.0)
- Prince Edward Island 10.2 (11.3)
- Nova Scotia 9.4 (9.6)
- New Brunswick 10.0 (9.5)
- Quebec 7.6 (7.7)
- Ontario 7.9 (7.7)
- Manitoba 5.7 (5.2)
- Saskatchewan 5.0 (4.9)
- Alberta 4.6 (4.6)
- British Columbia 7.0 (6.6)

Alberta's tight labour market has led to intensified competition for workers within and among industries. However, the labour market is tight specifically in the northern parts of the country, such as Alberta where natural resources represent the main economic driver. This increased competition for labour is not only apparent nationally, but also globally in various industries.

Apparently the lack of workers will only get worse over the next decades due to the decrease of Western birth rates, thus competition for human resources will increase. It is suggested that by 2019, the province of Alberta will be desperately looking to fill approximately 77,000 jobs. Some of the 130,000 people that will be unemployed in Alberta during this era could close the gap on the labour shortage, provided they have an adequate level of education.

The current unemployment rates for each province/territory, in addition to the national unemployment rate, do not take into account the labour shortages that will occur due to Canada's low birth rate and aging population.

Until recently, Canada's official retirement age was 65 but the pre-requisite to collect Canada Pension Plan payments and a basic old age pension has been raised to 67 in order to keep aging workers on the job.

The summer of 2020 will see the unemployment rate in Canada drop to nearly zero percent as young workers entering the workforce fail to keep up with the elderly workers retiring by the thousands. Ontario, for example, will see 190,000 job positions go unfilled. By 2030, Canada will have as many as 1.8 million jobs unfilled due to not having the skilled workers to fill them. Question remains, are the newly created jobs take away workers from the already stiff labor market in other parts of the Country?! Would labour mobility reduce the need of job creation and proactively reduce some of the looming workers shortage?

8. CONCLUSION

The lack of jobs in several parts of various provinces is just as bad as the lack of skilled workers in other parts of provinces. The question is with all the jobs that are created in the higher unemployment parts of the country how are we going to fill those jobs in decades to come with the unavailability of human resources?

Of course the labor shortage as mentioned will spread over the next decades across Canada with Alberta being one of the first provinces to experience an abundance of jobs versus a low number of available workers. While some of the Canadian provinces focus on job creation instead of retention, we are creating an even greater problem as these new jobs will eventually go unfilled, but are also taking away from the existing jobs across the country. Businesses struggle to produce the more crucial supplies of our daily lives, such as farming and food, for example.

Relocation is a potential solution. However, most workers can't or won't relocate their families for various reasons and would have to commute between work and home. Therefore a majority of people may decide against relocation and are waiting it out for better times, while the lower income spouse is trying to make ends meet on a single family income. Then there are the people that work in the field over a certain period of time in one province, while their families live in another province. These workers are known as the shadow population in the northern parts of the country, specifically the oil and gas areas.

Air transportation within Canada, especially to the northern regions of the country, due to the distance between urban areas and the remote locations is not only limited at times, but also expensive. Today, more than ever it has become crucial to have air transportation available as we are not only moving goods and tourists, but also much needed human resources.

In terms of tourism, with airlines across the border offering the same flights to destinations as our Canadian airlines at a fraction of the price, we certainly have a tremendous leak in terms of monies leaving our country as well as the loss in revenue for local airlines. However, the popular trend of traveling across the border to take advantage of the much cheaper flights (as we know that even goes for retail and fuel) makes the "shop local" concept a hard sell.

If airfare could be made more affordable it would encourage more Canadian tourists to visit places within their own country, encourage human resources to relocate for work, and keep monies flowing into our own economy. Therefore taking the initiative to lobby for "open skies" would be a win/win situation, pro-active and forward thinking. Apparently the two-year program supporting domestic tourism was very successful, however most Canadians can't even afford to visit their own country. Affordable air travel would cater to local economies and also encourage Canadians to visit and discover their own country.

The decreasing numbers of international travel to Canada, specifically from China (recent decrease of 5.9%) and the 2.9% increase of Canadian travelers visiting the U.S. and overseas by the end of 2012 are alarming numbers and should initiate a re-thinking of the Canadian tourism approach, giving also consideration to the social media aspect and the fact that travelers are looking for the best deal.

While we have to continue international tourism development and ensure our global market share, Canada cannot forget its domestic market, which in comparison could represent a sustainable market. CBC reported in 2012 that spending by Canadians outside the country grew by 1.5 per cent to a seasonally adjusted $8.5 billion. More than half of that — $5.2 billion — was spent by Canadians travelling in the U.S.

If the choice is to go to Nunavut for $1,700 from Edmonton or traveling to a warm beach location for a fraction of the price or Vegas for about $300 return, it makes it hard for Canadian locations to compete. Opening up the skies to airlines that already provide international flights into Canada or an air carrier that is much cheaper such as Alliant or Ryan air would possibly encourage bigger companies to increase service and lower the price to remote locations within our country. Once an international traveler flies, for example from London, England to Vancouver and realizes the price from Vancouver to, for example, Calgary is almost the same price as flying one-way from London England to Toronto, visitors do not consider including other Canadian destinations in their plans.

The question remains, "Would Canadians travel more often from the east coast to the west coast or vice versa if the price was $200?" Certainly, and how more often would you be able to visit family, because let's face it a lot of people from the east moved to the west and don't see their family for a very long time.

The Globe and Mail posted an article entitled "Canadians opting for U.S. airports" in August of 2012. It was reported that the number of Canadians flying out of U.S. airports has doubled and is actually picking up speed. Obviously, this is hurting not only our Canadian airlines, but also many affiliated suppliers to the airlines, not to mention the loss of tax revenue. While Canadians living close to the border have the option to take advantage of more affordable U.S. flights, the northern part of the country has no choice but to pay the high price.

Meantime Air Canada is still in the red and is apparently re-investing in a cheap flight business concept. Maybe a closer look at a different business model for our domestic airlines all together is in order and we are not speaking about an organizational structure.

It takes a collaborative national effort to rectify the challenges Canada faces in terms of tourism and labor market; the factors that link them together affect the overall Canadian economy. Obviously the U.S. has recognized the importance of supporting their airports as they see them as an enabler of economic growth, according to the Vancouver Sun. However, as we could see in the price comparison table our local airlines are offering travel to U.S. destinations that are at the same price point as domestic short haul flights, e.g. between Toronto and Montreal at $220 vs. Edmonton to Vegas at $218. We are only comparing the seat prices. This is what attracts and influences the traveler's decision for a destination--bang for the buck and being able to afford travelling to a destination that offers a different experience.

As mentioned earlier, Canadians spend more abroad than international visitors spend here. Considering that Ottawa is collecting approximately $3 billion in revenue, after collecting an estimated $7.1 billion and reinvesting $4.1 billion in airport infrastructure, it really begs the question why the federal government is cutting the funds to support tourism, a major revenue contributor of our country responsible for 23% of our export revenue. The cuts become even more questionable looking at the numbers of 2010, when tourism was responsible for $73.4 billion in revenues and represented approximately 2 percent of Canada's overall gross domestic product. That's as much as the combined GDP of the agriculture, forestry and fishing sectors. In an economic downturn, investment in promotion is highly recommended.

While programs, such as agri-tourism are welcomed, changing trends and motivations to travel have to be considered. The reality is that the programs will not work if they are not affordable. In an economic downturn, as opposed to crises such as SAARS or 9/11, people have to make a choice to save money for the bad times or go on a vacation and not worry if they have a job by the time they get back. SAARS and 9/11 offered alternatives to the tourism industry, such as the rubber tire market, and for the less concerned, promotions such as "stay 4 nights, get the 5th for free".

However, this is different in a recession. People stay close to home, try to find work and make ends meet. The reality is Canada and its tourism stakeholders are losing to U.S. airports and cheaper destinations. Affordable travel is a key factor.

8.1 BRINGING STRATEGIES TOGETHER: Jobs, Labor and Tourism

Looking at the workforce in Canada we need to recognize that tourism is a tool not only to get people to visit new places, experience a new adventure, and a new part of the country, but that tourism represents an excellent opportunity for worker and business attraction. The fact is, approximately 80% of people decide after visiting a place as a tourist to relocate to a place they visited. The traveler considers working in or even opening up a business in a place they only meant to visit.

Offering visitors to Canada an affordable way to explore more of our country and actually find a place they could call home is a different way to approach business and workers attraction.

Therefore a "Visit your Own Country" campaign in conjunction with affordable airfare would represent an excellent opportunity for more remote areas struggling for a steady workforce. It would provide Canadians not only with the opportunity to travel and explore their own country, but also to possibly find a new area in which to live, and a job that provides a certain standard of living.

Reviewing the forecast for the coming years, we know that the human resource challenges are about to shift over the next decades and the job market will not only be flooded with unskilled workers in various areas, but at the same time the labour shortage and jobs in undesirable areas will be tremendous. The future is focusing on "location, location, location" because people can choose where they want to live and work, especially the skilled workforce.

The possibility of filling the jobs that are currently available in one part of the country warrants the decrease of job creation in other parts of the country. These created jobs will need to be filled again in the future, which may put even a greater strain on the human resource pool.

Having an apprenticeship model that is similar to the European model whereby it is mandatory for youth to attend an apprenticeship program for all occupations, which takes 2 - 4 years depending on trade and occupations, might provide another option to increase the level of education, while learning a trade. The program would require three days at the workplace and two days at school learning computer skills and bookkeeping, for example, may offer industry a light worker, and youth the opportunity to earn money while possibly deciding to continue into post-secondary education. Due to the major drop-out rate in high school in Alberta and across the country in universities, the level of education is minimized and so is the ability to self-discipline.

The implementation of such a program requires collaboration and also flexibility as well as a standardization of skills beyond the invisible borders within Canada.

Collaboration for the greater good of the Canadian economy instead of individual provinces should be a consideration and human resource mobility is a key component of such an undertaking, thus affordable transportation is crucial.

Now is the time to promote location as a province, but also as a country, which brings us back to the original topic: affordable airfare. Air transportation due to distance and size of our country will impact the future of certain locations and necessary delivery of supplies, such as honey, grain, oil, etc.—in essence food and much needed natural resources to sustain our standard of living to which we have become accustomed, and that will not change overnight.

8.2 OTHER BENEFITS

Another benefit in regards to affordable airfare is that it would contribute to decreasing the amount of highway traffic such as for example between Edmonton and Grande Prairie. This paper does not dare to start talking about the green footprint since this is not its objective.

Another example concerns military families. Yes, they can take advantage of a free flight but are hugely dependant on the military schedule which does not always fit with kids' school schedules or the spouse's ability to take time off work due to having to wait three days for the next flight, which as far as this research went, is never a nonstop flight. With more cuts in the federal budget, it became even harder for those families as they don't have the choice to live in the same location due to the previous arrangements. As a result it is again the question of being able to afford travel so family could spend time together. The cuts were made without consideration for the individual situations and budgets. Of course, one could argue that military families made a conscious choice to be separated at times and live apart for a longer period of time. That's true if one goes abroad on behalf of our country, but how about within our own country? Streamlining a budget is one thing, but considering the consequences on all levels, especially on a social and human level is another.

It is time for governments on all levels to recognize that tourism is not just for the international visitors to have the Canadian experience, but that tourism is also recognized as an important economic driver to attract business and workers.

The importance of providing affordable air transportation to remote or less desirable areas that are offering an abundance of jobs due to, for example, its deposit of natural resources, is crucial to the Canadian economy. To get workers to food producing locations is just as important as the experience of a new location. After all what is a tourism location without being able to provide the necessary ingredients, such as food and fuel?

When speaking about tourism it is crucial to realize that Canada is losing to other markets due to its main focus on global markets. Investments in domestic travels could be a win/win situation for Canadians on many levels. It cost money to attract foreign workers into our country and it will cost even more to educate the foreign workers to the Canadian acceptable skill level. In addition, the government pays welfare and unemployment to Canadians. Therefore providing Canadians with the opportunity of affordable air transportation to visit places, family, and friends as well as moving within the country, means opportunities to find new places where jobs exist and connect families.

Opening up the Canadian domestic flight market could possibly not only reduce the seat cost for our own Canadian air carriers, but would also offset or spread the airport authorities cost to other carriers and would make it more feasible for airlines by increasing the number of travelers.

Restructuring the fees in conjunction with the government and negotiating with companies to have access to better fuel prices would be a start. Affordable travel prices would have a tremendous spin-off affect on the economy in terms of more travel, more tourism, access to human resources, more jobs, more affordable travels within Canada and better support for the more remote areas of Canada.

While allowing competition has been suggested in the air transportation market, there should also be consideration given to investing in our domestic airlines and airports, not just infrastructure and marketing, but also affecting operating costs in reducing imposed taxes. Providing more balanced support to all stakeholders will help the Canadian air carrier industry to stay competitive. Opening up the agreements and the skies, will allow the free market to unfold and set prices at an affordable and economical level.
Another question is can Canada continue to justify the following statement within the Blue skies agreement: "Under no circumstances will the policy approach include cabotage rights (the right for a foreign airline to carry domestic traffic between points in Canada)." Is it possible to open up the market to the airlines that are already flying into Canada, having passed the security requirements, and permit them to offer domestic flights so that they can fill up their plane at various points within our country on their flight back to their home country?

Reduced security cost on domestic flights could be considered if carefully streamlined. The bottom line is that Canada needs to take a closer look at our local markets. The current focus of government is the global market share and tourism that comes into our country, dismissing the advantage of supporting our own economy and having a strategy to strengthen local tourism. With that comes the worthwhile possibility of balancing jobs and human resources within our country and reinvesting in the economy.

In respect to the greater picture of air transportation and its limitations, there is a need to look at the overall benefit to the Canadian economy. It needs to be recognized that air transportation and airports are a tremendous contributor to economic growth and could actually solve so many challenges while at the same time would continue to increase business and reduce unemployment, while keeping more money within our own country.

Moving beyond the international markets and looking at what can be accomplished in our own backyard is just as important as reviewing the agreements in place for international air transportation to include a local air transportation strategy for tourism, the job/human resource market, and by extension, business.

The fact that it is more affordable for people to fly into Canada than within Canada, suggests that it is easier for foreign workers to get to work here than it is for our own citizens to get to work within their own country.

We are all inter-dependent and need to not only remove the invisible provincial borders within our country, but to also support each other in order to be able to survive as a country.

The U.S. sees air transportation as a tool for a variety of economic drivers and therefore provides subsidies to airports instead of charging large fees, which of course allows airlines to offer better prices. If air travel in Canada could be made more affordable, it would encourage more Canadian tourists to visit places within their own country, and encourage human resources to relocate for work.

In addition, it would keep monies flowing into our own economy. A subsidy as suggested by the B.C. Tourism Association for Canadians that travel across three provinces is a start, but still only scratching the surface. Therefore taking the initiative to lobby for truly "Open Skies" would be pro-active and forward thinking.

9. Bibliography/Sources

Government websites:

- Federal Government Website: www.canada.gc.ca
- Statistics Canada Website: www.statcan.gc.ca
- Provincial Government Alberta Website: www.alberta.ca
- Provincial Government BC Website: www.gov.bc.ca

Airline websites:

- Westjet www.westjet.ca
- Air Canada www.aircanada.com
- Porter Air www.flyporter.com
- Central Mountain Air http://flycma.com
- Various U.S. air carrier websites for price comparison purpose
- Allegiant www.allegiant.com
- Various European air carrier websites for price comparison purpose
- Ryan Air www.ryanair.com

Newspapers on Air Transportation and carriers:

- Globe and Mail - Article: February 18, 2013
- Edmonton Journal – Article: December 10, 2012
- Business in Vancouver Today – Article: December 4-10, 2012
- Vancouver Sun – Article: October 3 and October 30, 2012
- Calgary Herald – Article: October 3, 2012
- The Globe and Mail – Article: August 23, 2012
- Driving.ca – Article: June 18, 2012

Other websites:

- B.C. and Canadian Chambers of Commerce – Article:
  "Moving Beyond Blue Skies Into Truly Open Skies"
- www.680 News.com (unemployment stats)
- www.travelzoo.com – Weekly specials: June – December 2012
- Hoovers - A D &B company, Industry reports Website: www.hoovers.com
- "People without Jobs; Jobs without People" - *Colleges Ontario*
- Urban Future Website: www.urbanfutures.com Article: Tourism in BC
- Wikipedia (only limited information was drawn from this source due the questionable reliability)
- www.travelmath.com – Flight duration calculator

Other Sources:

- Linda Lucas, Canadian Supply Chain Sector Council.
  The Accelerator Project – A Supply Chain Human Resource Strategy, 2012
- Dr. Linda Duxbury, Professor
  Sprott School of Business at Carleton University