

Connecting What Matters

2018–2019

Tourism HR Canada Annual Report

Tourism HR Canada – Committed to Building a World-Leading Workforce

Tourism HR Canada performs on behalf of 1.8 million workers and 200,000 businesses across Canada, serving one of Canada’s most prosperous and rapidly growing industries. Its main goals include improving the quality and mobility of the tourism workforce and undertaking workforce development initiatives that help individual businesses and regions maintain the skilled workforce they need to prosper.

Tourism HR Canada works on initiatives that serve the needs of individuals, associations, professional bodies, and education and government systems. In 2018–2019, work included activities that supported five strategic priorities:

1. Leading comprehensive labour market research and analysis
2. Forecasting future skills to foster growth and innovation
3. Positioning tourism as a destination for employment
4. Innovating skills development to optimize the workforce
5. Making strategic investments to ensure organizational growth

Tourism HR Canada, under the Emerit Consulting banner, offers all sectors consulting services in occupational training and instructional design, assessment and certification programs, human resource planning and strategy, and labour market research and analysis. In 2018–2019, the team worked with private companies, educational organizations, professional associations, and government, both in Canada and internationally.

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Contents

Message from the Chair	1
Message from the President.....	2
Supporting a Key Job Creator: 2019-2021 Strategic Plan	3
Canada’s Source for Tourism Labour Market Intelligence	4
Futures Begin Here: Destination Employment.....	7
Addressing the Changing Nature of Work: Future Skills Framework.....	8
Showcasing Canada as an Open, Welcoming Destination	9
SMART Accreditation System	10
Emerit Training and Certification	10
Promoting Employment Pathways in Tourism.....	11
Advancing Labour Market Policy	12
Emerit Consulting: Applying Tourism HR Canada Expertise Across Sectors	14
Partnerships	16
2018-2019 Awards.....	18
Financial Statement	19
Board of Directors 2018–2019.....	20



Message from the Chair



Darlene Grant Fiander

In its 25th year as Canada's leader on tourism labour market issues, Tourism HR Canada moved from strength to strength. The organization made great strides on securing multiple federal initiatives that support the development of a globally competitive and sustainable tourism workforce. Destination Employment has already seen the placement of newcomers to Canada in stable, well-paid jobs at hotels seeking skilled staff. The Future Skills Framework is taking shape as subject matter experts from across Canada establish the current and emerging competencies the sector requires. Updated labour market analysis is helping stakeholders large and small with planning, attraction, and retention efforts.

With a new three-year Strategic Plan guiding the Council's work, our efforts are well aligned with improving the skills of individuals across the country and helping tourism operators enhance business practices.

As we look to the future, the innovative research and programming Tourism HR Canada produces will continue to serve as a strong foundation upon which to build a world-leading tourism workforce.

With labour shortages impacting many countries and global demand for tourism products and services rising each year, it is imperative that we raise the bar and cement Canada's reputation as a destination of choice for workers and visitors.

Tourism HR Canada looks forward to ongoing collaboration with national and regional partners as we seek to foster the development of a dynamic and resilient workforce. This includes showcasing tourism's wide and promising employment prospects, highlighting its ability for economic rejuvenation, and promoting the pride it can instill as communities share their culture and heritage.

Continued investment in the people that shape this dynamic sector will ensure we are able to respond—quickly and effectively—to shifting consumer demands and evolving labour trends.

Thank you for your continued support of Tourism HR Canada. We look forward to another year of championing on behalf of the 1.8 million people employed in the sector, who contribute so significantly to Canada's economic prosperity.

Sincerely,

Darlene Grant Fiander
Chair, Tourism HR Canada

Message from the President



Philip Mondor

Canada's economy continues to undergo structural transformation brought upon by social, economic, and political dynamics, with significant labour market shifts that are changing the nature of work. The 2018 World Outlook Report (International Labour Organization) states that "projected structural shifts to the service sector could create complex pressures on job quality", underscoring the impact of a tight labour market.

Tourism employers report that a shortage of skilled labour hampers growth, creates inflationary pressures and uncertainty, and causes higher operating costs because of upward pressure on wages and increased need for investments in technology, equipment, or training. Higher costs also mean reduced profits and having to scale back on services or staff, contributing to reduced productivity. Inferior customer service becomes more common because over-burdened staff are unable to meet expectations and this downward impact on skills has eroded the ability to compete locally and for foreign markets.

Canada's unemployment rate is at its lowest since 1976, at 5.8%—below the 6% mark that is generally considered to be 'full employment'. In 2018, tourism's unemployment rate consistently tracked lower than the economy overall, at 4.9%. A traditional supply of domestic labour for the sector—youth—continues to decrease, while the rate of retirement increases. While immigrant workers are increasingly filling more tourism jobs, the overall supply is limited. Under-represented groups, such as Indigenous populations or persons with difficulties or long-term conditions, are essential target populations requiring smart investments and effective strategies to tap into funding that is in short supply.

Over the past year, Tourism HR Canada launched five new strategic priorities aimed at addressing two fundamental concerns: filling 10,000s of job vacancies and increasing the skills or capacity to ensure individuals and businesses can thrive. These priorities stem from extensive consultation with tourism stakeholders across Canada and

respond to the Government of Canada's goal to significantly increase international visitors while growing Canada's destination status.

The year was marked with growth, strength, and measurable successes, with the commitment to address the chronic and persistent shortage of workers. Tourism HR Canada expanded its reach and capacity to respond to ever increasing demands for tailored labour market information and analysis. Extensive consultation with tourism stakeholders across Canada is contributing to the Future Skills Framework—perhaps one of the most important legacy initiatives undertaken in the last decade. A strong relationship with the Hotel Association of Canada led to the successful launch of the Destination Employment program, now seeing newcomers receive innovative training to help them secure employment, in turn filling labour needs at understaffed hotels. A valued partnership with CGLCC has supported tourism businesses in creating an open, welcoming destination for visitors and staff alike.

Going forward, we will continue to heighten the national discourse on key research and policy matters for the visitor economy and work closely with all tourism labour market stakeholders to deliver programs and services that will enable the sector to thrive

Philip Mondor,
President and CEO

Supporting a Key Job Creator: 2019-2021 Strategic Plan

In January, Tourism HR Canada revealed a bold new three-year Strategic Plan. This key publication details how Tourism HR Canada will continue to focus on building a resilient and innovative tourism labour market. It maps out how we will make progress on five strategic priorities, all aimed at addressing two fundamental concerns: filling 10,000s of job vacancies and increasing skills and capacity to ensure individuals and businesses can thrive.

Based on extensive consultation with tourism stakeholders and in response to the Government of Canada's goal to significantly increase international visitation while growing Canada's destination status, these priorities are:

1. Leading comprehensive labour market research and analysis
2. Forecasting future skills to foster growth and innovation
3. Positioning tourism as a destination for employment
4. Innovating skills development to optimize the workforce
5. Making strategic investments to ensure organizational strength

Looking forward, the organization will continue to help the tourism sector increase its flexibility and responsiveness, further diversify its strategies, and invest in its people.

As the plan notes: "Tourism HR Canada has a stronger, more cohesive, and more proactive voice in national public policy. The past few years have also focused on innovation and transformation to ensure the organization can better demonstrate impact, remain financially stable, and offer more customized services."

TourismHRCanada looks forward to working with its strong network of partners—and establishing new relationships—as it accomplishes these goals with enthusiasm and commitment.



Canada's Source for Tourism Labour Market Intelligence

For over two decades, Tourism HR Canada has produced comprehensive, timely, and reliable labour market data. In 2018-2019, the organization continued to build on its capacity to deliver detailed information and analysis. Tourism HR Canada moved into its second year of a three-year labour market study, funded by Employment and Social Development Canada (ESDC). Running until November 2020, this research includes seven initiatives:

1. The collection of principal statistics on tourism in Canada:

As tourism is not recognized within the North American Industry Classification (NAICs) structure, information on 29 individual industries must be combined to produce a picture of tourism and its industry groups. Tourism HR Canada is collecting customized tabulations of data from Statistics Canada and other organizations; it contextualizes and disseminates this information to a wide variety of stakeholders, to help inform decisions around workforce planning.

2. A yearly labour market forum:

Tourism HR Canada hosts a facilitated, two-day stakeholder consultation event, focusing on priorities identified by research and in response to policy directives. With an agenda based on four to six prevailing themes, participants work together to discuss tourism labour issues and formulate solutions and recommendations against which to measure progress.

3. A national salary and wage survey:

The survey's results form Tourism HR Canada's much-anticipated compensation study, which provides tourism employers with accurate data to help make decisions concerning competitive pay and benefits. This study also provides information on the provision of benefits and perks, and measures the impact of other issues affecting businesses, such as minimum wage and employment policy changes.

4. The projection of expected labour supply and any resulting shortages based on current and future labour market conditions:

Forecasting which occupations could experience labour shortages due to a lack of available workers will allow governments, industry associations, and businesses to adopt policies that ensure workers are available to fill those jobs, keeping tourism

sustainable. As factors such as exchange rates, immigration policies, and technology change, it is important to have up-to-date estimates so that policy is based on the most accurate data possible.

5. An update of the Provincial-Territorial Human Resource Module (PTHRM):

The PTHRM is a foundational dataset that addresses labour market information needs. It provides information on the number of jobs in tourism industries and provides the underlying data for estimating future labour supply. Originally commissioned as the Human Resource Module (HRM), this dataset provides comparable, detailed information on jobs, hours of work, and labour earnings.

6. Region- and/or industry-specific studies that inform strategies for addressing systemic tourism workforce issues:

Five to eight projects will focus on topics to be determined based on emerging HR needs; these could include skill imbalances, factors creating labour shortages, or technology's impact on a rapidly changing workplace. Select regions and industries will be chosen for the research based on acute needs and unique issues.

7. The expansion of Tourism HR Canada's capacity to conduct and communicate research findings:

Tourism HR Canada is the source for tourism labour market data, and demands for new information have grown. The need for reliable, timely, and accurate labour market information is more important than ever. The organization is investing in technology to help facilitate the collection and dissemination of information, make data directly available to stakeholders, and serve as a storehouse for tourism labour market information.

Bottom Line: Bridging the Labour Gap

Since 2015, Tourism HR Canada has developed and released a series of reports on the expected demand for jobs in tourism and the ability of the Canadian workforce to fill those jobs. In 2018, Tourism HR Canada released the third and final installment, Bottom Line: Bridging the Labour Gap.

Tourism in Canada has been thriving, leading to Canada welcoming a record 21.13 million international visitors in 2018. As documented in the first report in the series, Bottom Line: Labour Challenges Threaten Tourism's Growth, spending on tourism-related goods and services in Canada could rise from \$187 billion in 2015 to more than \$287 billion in 2035. That spending would cause the sector's demand for labour to grow significantly. However, with shifting demographics, the labour supply has been unable to keep up, stifling growth and impacting service in a globally competitive sector.

Bridging the Labour Gap shows that action can be taken to mitigate this scenario. It quantifies the number of jobs that would be filled by three strategies that could fill the projected labour shortfall:

- › Increasing levels of immigration and increasing non-permanent residents' transition to permanent residency
- › Increasing the attractiveness of tourism as a place of work
- › Implementing workplace literacy and essential skills training

The national summary additionally addresses two factors that arose after the data had been analysed: an increase to immigration intake targets and the release of the Government of Canada's growth targets for international tourist arrivals, as contained in its Tourism Vision.

To assess the impact of the former, Tourism HR Canada's labour supply and demand projections were modelled using the higher immigration intake. This revealed the increase would fill a portion of the projected labour shortfall, but that

further action would still be required to address the remaining gap of tens of thousands of unfilled jobs.

Filling these jobs could contribute greatly to Canada's GDP, provide meaningful work, and increase revenues and spin-off tax benefits. The tourism sector must actively implement actions to further narrow the gap.

To ensure stakeholders continue to have access to the latest information, Tourism HR Canada continues work on a comprehensive update of its labour projections—one that includes all factors affecting the current labour market and how they interact with each other. A new labour supply and demand report will be released in 2019-2020.

Demographic Profiles of Tourism Workers

Throughout 2018-2019, Tourism HR Canada released a series of two-page profiles highlighting key information on specific industry and demographic groups. Based on customized data acquired from the 2016 census, these profiles provide an easy reference for anyone looking for more detailed information on the people who work in the tourism sector.

The reports include information on gender, age, work patterns, place of birth, mother tongue, equity groups, school attendance, and education levels for the following:

- › Accommodations
- › Food and Beverage Services
- › Recreation and Entertainment
- › Transportation
- › Travel Services
- › Mature Tourism Workers
- › Youth Tourism Workers

Each report is available free of charge from the Tourism HR Canada website. In addition to these national summaries, interactive charts display this information at the provincial/territorial level, providing a more targeted look at the people who make up the sector's workforce.

Tourism by Federal Riding

To highlight the economic importance of tourism to regions across Canada, Tourism HR Canada released an interactive map and graph on the labour market information section of its website. These resources allow anyone to explore the number of tourism workers and their percentage of the labour force for any of Canada's 338 federal ridings. The addition of such visual elements helps make the organization's robust labour market data more easily accessible.

Labour Force Survey

Tourism HR Canada continued to release monthly information on rates of employment and unemployment in the tourism sector, as well as a yearly overview of labour performance. These short reports on the monthly Labour Force Survey estimates for tourism provide stakeholders with a concise look at the current state of the tourism labour market. Each report contains data on all provinces and for the five tourism industry groups. The Labour Force Survey also helps to examine long-term trends related to seasonal employment, unionization rates, and unemployment in tourism.

Rapid reSearch

In May 2018, Tourism HR Canada launched Rapid reSearch 2.0, an updated and expanded version of the original online labour market information database launched in 2016.

Designed to improve access to the organization's expanding tourism labour market information, the simple, user-friendly interface allows anyone to search five of Tourism HR Canada's customized labour market datasets: the census, the Labour Force Survey (LFS), business counts, the Provincial-Territorial Human Resource Module (PTHRM), and Tourism HR Canada's own labour supply and demand data.

Users can gather a full picture of the tourism labour market by searching data on the number of jobs, hours worked, annual salaries, and hourly wages for multiple tourism occupations. This information can be filtered by province/territory, industry group, or occupation of interest, as well as gender, age, immigrant status, and work status.

Canadian Tourism Demographic Essentials

- > Third-largest employer of individuals in Canada, employing more individuals than manufacturing, education services, construction, professional, scientific and technical services, or public administration
- > 1.8 million tourism workers = 10.6% of Canadian labour market
- > More than 50% of tourism workers are in the food and beverage services industry
- > 30.7% of the tourism workforce is 15–24 years old (vs 12.7% of the Canadian workforce as a whole)
- > 28.5% of tourism employees are immigrants or non-permanent residents (vs 25.2% of the Canadian workforce)
- > 4.1% of tourism workers identify as Indigenous (vs 3.7% in the Canadian workforce)

Futures Begin Here: Destination Employment

On World Refugee Day 2018, the Government of Canada announced Immigration, Refugees and Citizenship Canada (IRCC) had committed \$7 million in funding for a three-year initiative to connect newcomers to Canada with meaningful employment in the short-staffed hotel industry.

Co-led by Tourism HR Canada and the Hotel Association of Canada (HAC), this initiative will assist up to 1,300 unemployed or underemployed newcomers (including refugees) to secure a range of hotel jobs, including both entry level and management positions.

Destination Employment offers a solution to two labour market issues: hoteliers are faced with filling ongoing job vacancies, while newcomers need opportunities to find employment once they settle in Canada.

The program pilots a new concept to help integrate newcomers and creates an opportunity for them to obtain their first Canadian workplace experience. Its dual-pronged approach provides skills and language training to newcomers and offers resources to employers as they onboard these new staff. A workplace mentorship component creates ongoing support to help newcomers navigate their new roles.

In partnership with regional coordinating organizations, the pilot is underway in five regions across the country:

- > Alberta (Alberta Hotel and Lodging Association)
- > Atlantic Canada (Nova Scotia Tourism Human Resource Council)
- > Ontario (OTEC)
- > Saskatchewan (Saskatchewan Tourism Education Council, a department of Tourism Saskatchewan)
- > Yukon (Yukon Tourism Education Council)

The program is already seeing success. For newcomers: meaningful, stable, well-paying employment in an industry that values the skills they have brought on their journeys to Canada. For employers: much-needed staff, who will participate in on-the-job training and add to the properties' diversity through their experiences, cultures, and languages—boosting these businesses' ability to welcome Canada's increasingly international visitor mix.

Tens of thousands of tourism jobs go unfilled because of labour market issues. Projections show that demand for workers will exceed supply for the majority of occupations in the accommodations industry, from frontline positions to supervisors and managers. This new program will help to rebuild lost economic opportunity from unfilled jobs. Ultimately, the program may be replicated in other areas of the tourism sector or in other sectors of the economy looking for labour help.



Addressing the Changing Nature of Work: Future Skills Framework

In October 2018, Tourism HR Canada announced a three-year initiative to address the changing nature of work in the tourism sector, funded by the Government of Canada's Sectoral Initiatives Program.

The Future Skills Framework project will see the creation of a comprehensive and sustainable pan-Canadian competency framework for the tourism economy, representing its five associated industries: accommodations; food and beverage services; transportation; recreation and entertainment; and travel services.

The framework will be a dynamic, comprehensive compendium of competencies and essential employability and social skills that will build on the national occupational standards Tourism HR Canada has developed and operated with over the past 25 years.

Rather than a suite of occupation-specific standards, which can be costly and difficult to maintain, the framework will consist of one library of easily updated competency elements that will define current and future skills in the tourism sector, along with various tools to guide its use.

Through consultation with industry and other subject matter experts, the organization is producing a bank of transferrable and specialised competency elements that define the performance and knowledge required of competent practitioners, including possible variables and ranges of contexts they may encounter on the job, for frontline, supervisory, and managerial level positions.

The need for the Future Skills Framework is rooted in the skills gaps and mismatches found across the Canadian labour market, as well as the benefits associated with using competencies in relation to the increasing pace of change in today's workplaces.

The creation of a pan-Canadian tourism competency framework is a progressive and future-oriented initiative to provide a range of stakeholders with a better way to align the skills available within individuals of the Canadian labour market.

Employers, educators, governments, career counsellors, industry associations, job seekers, and other tourism stakeholders can access the framework to:

- › Improve credential recognition
- › Bolster training and development
- › Consolidate recruitment and selection criteria
- › Outline succession planning
- › Define career planning pathways
- › Refine performance management practices
- › Delineate occupation profiles



Showcasing Canada as an Open, Welcoming Destination

As part of the Government of Canada's commitment to ensuring Canada is an inclusive travel destination, CGLCC, Canada's LGBT+ Chamber of Commerce, in partnership with Tourism HR Canada, conducted 13 LGBT+ Inclusion Training workshops across the country in the month of March. The training sessions were open to any individual in the tourism industry. Each session helped tourism-based businesses learn about LGBT+ inclusion and how to effectively understand, value, and serve LGBT+ customers and employees.

The training consisted of both an online component and a facilitated half-day workshop. The online training focused on LGBT+ inclusion in the workplace, including federal and jurisdictional legislation, and was a precursor to the workshop. The interactive workshop:

- › Discussed why safe space is important in the workplace and what it looks like
- › Reviewed the internal and external benefits of LGBT+ inclusive space
- › Introduced new strategies when interacting with LGBT+ employees and customers
- › Provided an opportunity to put new concepts and learning into practice

A total of 208 individuals registered for the training. Feedback from the sessions was overwhelmingly positive, with a high level of interest for training coming from other regions across the country.

In addition to the inclusion training, Tourism HR Canada and CGLCC had the opportunity to promote Canada as an LGBT+ travel destination at ITB, the world's leading travel trade show. Held in Berlin from March 6th to 10th, CGLCC represented Canada with a booth and distributed a newly created promotional piece specifically for the travel trade. CGLCC representatives also conducted a 30-minute presentation to ITB attendees on LGBT+ tourism in Canada.

From 2019-2021, Tourism HR Canada and CGLCC will expand on the work done and further support Canadian tourism-based businesses and destinations become LGBT+ market-ready.

In 2018, tourists spent \$102 billion in Canada, with one-fifth coming from international visitors--making tourism Canada's largest service export.

SMART Accreditation System

As a key strategy in innovating skills development to optimize the workforce, Tourism HR Canada manages a flexible and inclusive accreditation program that responds to the identified needs of program providers, learners, and industry alike: the SMART Accreditation Program.

SMART provides an opportunity for post-secondary public or private institutions and corporate training providers to demonstrate that their tourism-related educational programming meets or exceeds industry standards. The program additionally offers benchmarks that tourism educators can use to assist them in continually improving their programs.

SMART offers two levels of accreditation: SMART Program status for programs that meet baseline criteria and SMART + Premium Program status for programs that meet additional criteria.

In 2018-19, six programs from three institutions achieved SMART + Premium Program status: Confederation College's Tourism – Travel and Eco-Adventure program; HT Hospitality Training's Banquet Server, In-Room Dining, and Food & Beverage Server, Front Desk Agent, and Housekeeping Room Attendant programs; and New Brunswick Community College's Hotel and Restaurant Management and Hotel and Restaurant Operations programs. They join SMART + Premium Programs from Cégep de Saint-Félicien, Centennial College, Ryerson University, and Olds College.



Emerit Training and Certification

Tourism HR Canada regularly reviews its Emerit training and certification products to ensure they reflect the evolving needs of learners, employers, and educators. When a need is identified, thorough industry consultation guides product updates to incorporate workplace trends, technology, legislation, and occupation domains.

In 2018-2019, Tourism HR Canada released a full suite of updated products for the Line Cook occupation. The national occupational standards, workbook, online training, and job coach help trainees, job seekers, and students acquire transferable and occupation-specific skills. The professional certification program designates those who demonstrate they can apply the standards in real-world settings.

Tourism HR Canada also launched refreshed Train the Trainer resources. The adaptable content includes a PowerPoint presentation deck, participant manual, and instructor guide.

Incorporating cutting-edge adult learning principles, the resources guide trainers through a two-day workshop to teach employers and supervisors techniques and tools to train, coach, and mentor staff.

Additionally, to celebrate Canada-China Year of Tourism 2018, Tourism HR Canada worked with the Government of Canada to offer a special edition of "Welcoming International Visitors" free of charge to all Canadian businesses. Over 300 operators accessed these downloadable factsheets for an easy-to-use reference to better serve Chinese visitors.



Promoting Employment Pathways in Tourism

Tourism is one of the most rapidly growing sectors globally; in Canada, the sector contributes \$102 billion to the Canadian economy and employs over 1.8 million people, including over 550,000 youth.

With the Government of Canada delivering on its Federal Tourism Growth Strategy and international visitation breaking records, tourism offers ample opportunity to forge a career. Yet the sector's public image is often of transitional work, leading students and job seekers to focus their career aspirations elsewhere. Challenging this perception—and attracting skilled people to the industry—is imperative to alleviating labour shortages and ensuring Canada's place as a world-class tourist destination.

To position tourism a destination for employment for job seekers from all labour pools, Tourism HR Canada is dedicated to showcasing the benefits of pursuing a career in tourism through a multi-pronged strategy.

The organization's Canadian Academy of Travel and Tourism (CATT) program offers high school students a hands-on approach to exploring the variety of career paths available, while simultaneously developing the transferable skills that will give them a head start in postsecondary studies and the workplace. The program has the added value of shifting the mindset of teachers, guidance counsellors, parents, and other key influencers, and presenting students' success stories through the media. CATT is the Canadian member of the Global Travel and Tourism Partnership, which further enhances the opportunities presented, as students can partake in international projects and learn how tourism impacts economies worldwide.

Its updated Discover Tourism career awareness web resources showcase the range of employment opportunities in tourism and addresses common misperceptions of the sector. A series of interactive tools also provide students and job seekers self-assessment tools to find the right fit for them and to explore both the frontline and managerial skills sought after by employers.

Additionally, Tourism HR Canada is influencing the image of jobs in the sector by initiating a stronger dialogue with all levels of government and creating a media strategy that positions the organization as a key resource for HR-related stories with a tourism theme.

Tourism plays a significant role in job creation and community development in rural and remote economies--including Indigenous communities, where there is a growing demand for authentic cultural experiences.



Advancing Labour Market Policy

Tourism HR Canada works with national, provincial/territorial, and regional tourism organizations and all levels of government to ensure the needs of tourism stakeholders are communicated and addressed in any discussion on tourism policy in Canada.

Annual Tourism Labour Market Forum

On March 6 and 7, 2019, Tourism HR Canada brought together over 70 tourism stakeholders from across the country to examine the labour issues impacting the growth of the sector and strategize on initiatives to strengthen its future.

The event is a key part of the organization's aim to create a more resilient and inclusive labour market. Delegates represented the many groups influencing tourism's success, including business, education, labour, industry associations, and government.

Tourism HR Canada presented the latest labour market intelligence and other relevant data to frame discussions on prevailing tourism labour market issues.

The four priority action items identified for 2019 were:

1. Managing seasonal employment: attraction and retention efforts; a "Seasonal Worker Strategy"; housing shortages
2. Forecasting future skill requirements: essential vs. technical/specialized skills; market readiness; impact of technology
3. Coordinating a career and image campaign: perception vs. reality; campaign elements; target messaging for job seekers, influencers, and policy makers
4. Optimizing existing programs and resources: increasing collaboration between business and community organizations to address labour matters; what's underused and what's missing

TourismHR.ca

In June 2018, Tourism HR Canada launched a streamlined, mobile-responsive website to showcase its key information and resources. The revamped tourismhr.ca features the latest labour market intelligence, program information, and HR tools. Interactive maps and charts add new options for engaging with research. A reorganized structure makes it simple to find relevant information, while links to the newsletter and social media and a contact form improve options to connect.

Newly merged into the site is Discover Tourism: career awareness resources to help students, teachers, parents, job seekers, and guidance and career counsellors explore the multitude of pathways available in tourism.

Tourism HR Insider

Every two weeks, subscribers of Tourism HR Insider, Tourism HR Canada e-newsletter, receive timely, relevant tourism labour market intelligence, industry success stories, news and event details, surveys, and articles on HR themes impacting the sector's current and future success. Distribution has increased significantly since the launch in October 2017, with the newsletter widely shared and key articles republished by other organizations

Presentations and Speaking Engagements

In 2018-2019, Tourism HR Canada presented the most up to date labour market data and information on ongoing research projects at a wide range of events, forums, and meetings involving provincial/territorial, national, and international associations, advisory boards, educational institutes, and all levels of government.

Tourism HR Canada was active at the following events and speaking engagements:

- › Canadian Council of Directors of Apprenticeship Stakeholder Meeting/ESDC Engagement Session
- › Cegep Heritage College presentation
- › Choice Hotels Canada Annual Conference
- › Ecorismo
- › Global Travel and Tourism Partnership Directors' Meeting
- › Hotel Association of Canada Conference
- › InnVest Corporation presentation
- › International Indigenous Tourism Conference
- › Labelmaster Dangerous Goods Symposium
- › National Roundtable on Travel and Tourism (ISED)
- › Restaurant Realities Redefined
- › RTO 12 2018 Regional Tourism Summit
- › Saskatchewan Tourism/Hospitality Workplace Leadership Conference
- › Terroir Symposium
- › Tourism Industry Association of Canada's Tourism Congress
- › Tourism Industry Association of Nova Scotia Annual Summit
- › Travel and Tourism Research Association (TTRA) International Conference
- › World Trade Centers Association's Board of Directors' Meeting

Appointments and Advisory Roles

Tourism HR Canada was pleased to share its experience and expertise through roles on the following:

- › Immigration, Refugees and Citizenship Canada's Ministerial advisory council for immigration
- › Labour Market Information Council (Forum of Labour Market Ministers)
- › Travel and Tourism Research Association (TTRA) Board of Directors
- › Ted Rogers School of Management Advisory Council at Ryerson University
- › Cegep Heritage College's Hotel and Restaurant Management Program Advisory Committee
- › Transport Canada advisory panel related to legislated requirement to set competency standards for people who transport dangerous goods



Emerit Consulting: Applying Tourism HR Canada Expertise Across Sectors

Tourism HR Canada actively seeks projects involving standards, assessment models, and professional certification, in both tourism and other major economic sectors, in Canada and around the world. These projects strengthen non-traditional tourism-related industries, advance the use of occupational standards, validate professional certification programs and credentials, assist in the development of emerging tourism markets in Canada and abroad, and provide supplemental financial support for labour market research activities and the



ongoing maintenance of Emerit resources. This work also builds organizational capacity, providing Tourism HR Canada with valuable experience, skills, and knowledge that can be applied to its efforts serving the tourism industry.

Canadian Career Development Foundation (CCDF)

Emerit Consulting initiated a two-year project with CCDF on the development of a competency framework, as well as a strategic plan and tools for piloting an affiliated national professional certification program.

Canadian Institute of Traffic and Transportation (CITT)

Emerit Consulting developed a national competency profile for logistics professionals, and continues to work with CITT, presenting various assessment options to select from and moving forward with the development of these tools over the coming year.

Electricity HR Canada (EHRC)

Electricity Human Resources Canada engaged Emerit Consulting on a project to strengthen the Canadian electricity industry by developing a dynamic competency framework to address current needs in the industry while ensuring that the framework is nimble and scalable for an industry where technological advancements and innovation abound.

Forum for International Trade Training (FITT)

In 2018-2019, FITT requested that Emerit Consulting conduct a review and update of its FITTskills summative exams, including conducting a statistical analysis and developing new test items and additional "sample" questions for each of the six courses that comprise the FITTskills program.



Halifax Regional Municipality (HRM)

Tourism HR Canada and the Nova Scotia Tourism Human Resource Council (NSTHRC) partnered to transfer the Halifax Regional Municipality's taxi services testing and evaluation programming to an online format to be hosted on the Emerit Learning Management System. This new platform increases the program's efficiency and provides access to data analysis to feed into any future updates to the program.

Hospitality Newfoundland and Labrador (HNL)

Tourism HR Canada continued work with Hospitality Newfoundland and Labrador on a three-year training and research project aimed at reskilling non-tourism sector workers for employment in the tourism industry in Newfoundland and Labrador. This project will identify training required in rural tourism destinations that have a high potential to expand their tourism industry, but face high unemployment or low workforce participation.

Ontario Women's Directorate (OWD)

In 2018-2019, Tourism HR Canada and program partners OTEC and the Ontario Restaurant Hotel and Motel Association (ORHMA) continued with the pilot of It's Your Shift, a sexual harassment intervention training program funded by Ontario Women's Directorate. Designed for food and beverage and hospitality employees, the training has been well received in the province and has garnered numerous enquiries from other jurisdictions across Canada. It's Your Shift offers five online training modules (four for employees and one for management/ownership), as well as a manager workshop and toolkit to assist in its implementation and ongoing staff engagement. The program wrapped in 2019 with more than 12,000 Ontario hospitality professionals having engaged in the training.

World Trade Centers Association (WTCA)

Building on last year's review of the World Trade Centers Association's accreditation program, Emerit Consulting updated WTCA's accreditation program and successfully piloted initial delivery of the updated program used globally.

Canada is making smart investments in marketing itself as a destination. We must ensure we make equally strong investments in attracting, training, and retaining talent. Tourism is all about the authentic, tailored, compelling, quality experiences delivered by skilled tourism professionals.

Partnerships

Tourism HR Canada would like to acknowledge the ongoing support of Employment and Social Development Canada (ESDC) through the Government of Canada's Sectoral Initiatives Program, Innovation, Science and Economic Development (ISED) Canada, and Immigration, Refugees and Citizenship Canada (IRCC). This support is part of a strong working relationship with the Government of Canada and assists Tourism HR Canada in continuing to be the national organization responsible for providing the Canadian tourism sector with timely and tailored labour market intelligence, the largest training and credentialing program outside of apprenticeship, and progressive, forward-looking human resource strategies to develop and maintain a world-leading tourism workforce.

Tourism HR Canada's partner network of provincial and territorial Human Resource Organizations (HROs) plays an important role in supporting its work and mandate. In addition to coordinating Emerit programming, their close relationships with stakeholders in their regions are instrumental in providing industry professionals, educators, and other experts the opportunity to contribute to sectoral initiatives.

These organizations are:

- › Alberta Hotel & Lodging Association
- › Hospitality Newfoundland & Labrador
- › Manitoba Tourism Education Council
- › Nova Scotia Tourism Human Resource Council
- › OTEC – Ontario Tourism Education Corporation
- › Saskatchewan Tourism Education Council
- › Tourism Industry Association of New Brunswick
- › Tourism Industry Association of Prince Edward Island
- › Yukon Tourism Education Council

Tourism HR Canada would also like to thank its colleagues at other national tourism organizations. The cooperation and support received from Destination Canada, the Hotel Association of Canada (HAC), the Indigenous Tourism Association of Canada (ITAC), Restaurants Canada, and the Tourism Industry Association of Canada (TIAC) are essential in reaching our common goal of a prosperous and sustainable Canadian tourism industry.

Don Bosco Technical Institute

Tourism HR Canada and Don Bosco Technical Institute (DBTI) signed a memorandum of understanding to explore a long-term business relationship that will see DBTI deliver a series of competency-based training programs and internationally recognized credentials/certifications in India. Established in 1971 to upskill disadvantaged youth, DBTI is a placement-driven skill training institute with over 125 locations across India. Tourism HR Canada seeks to help build capacity and ensure quality program delivery, with the aim of participants earning a credential commensurate with Canadian standards.

Tourism & Hospitality Skills Council (India)

Tourism HR Canada and Tourism & Hospitality Skills Council (India) signed a memorandum of understanding to establish a collaborative working relationship. With similar mandates, the organizations anticipate opportunities to work on joint projects, such as setting international competencies/occupational standards and conducting research on learner and worker mobility.

Tourism Industry Association of Canada

The Tourism Industry Association of Canada (TIAC) and Tourism HR Canada signed a memorandum of understanding (MOU) that leverages the strengths of both national organizations to better meet the needs of tourism operators and employers across the country. While the national bodies have worked closely for over two decades, this MOU formalizes some existing practices and offers new reciprocal activities. A key component of the agreement sees an integrated approach to disseminating crucial labour market data to as broad a tourism audience as possible.

Tourism Industry Association of Ontario

Tourism HR Canada and the Tourism Industry Association of Ontario (TIAO) signed a memorandum of understanding that will support the competitiveness and economic sustainability of Ontario's tourism and hospitality sector. The organizations will work together to widely communicate relevant research and resources, as well as amplify efforts to promote tourism careers and HR best practices.

Ongoing Partnerships

In 2018-2019, Tourism HR Canada strengthened ongoing partnerships with a wide range of Canadian and international organizations, including the American Hotel & Lodging Educational Institute, the Canadian International Training and Education Corporation (CITREC), CÉGEP de St-Félicien, Civility Experts Inc., Complete Purchasing Solutions, the Global Travel and Tourism Partnership (GTTP), HireUp–A Social Enterprise of Impakt Corporation, Parks Canada, Ryerson University, Skills/Compétences Canada, and the University of Guelph.

By 2035, the tourism sector could see over 93,000 full-year jobs go unfilled. That is equal to 4% of potential labour demand and \$10.1 billion of potential revenue. We as a sector must continue to strive to make tourism a destination for employment.

2018-2019 Awards

In 2018-2019, Tourism HR Canada presented three awards to recognize contributions to the Canadian tourism sector.

The Banff and Lake Louise Hotel Association (BLLHA) accepted the annual Leadership Award, recognizing the organization's contribution to advancing progressive HR practices in Canada's tourism sector.

The BLLHA is an industry advocate in one of Canada's premier destinations. It works tirelessly to strengthen and grow the tourism offering in the region, including a focus on attracting and retaining top talent. The organization is a leader in tracking regional labour market data, information which helps it develop initiatives that best meet the needs of local businesses. Recent examples include a workforce development bursary program, a training partnership with Royal Roads University, and the building of links with Indigenous partners.

BLLHA continues to think outside the box and explore new and innovative ways of addressing labour shortages that—like the rest of Canada—are projected to continue for the foreseeable future. The association's approach is something other community associations can look to for ideas and inspiration.

Jesse Tiefenbach, Chief Human Resource Officer for d3h Hotels, received the annual Distinguished HR Service Award, recognizing his significant contributions to growing a world-leading tourism workforce.

Jesse began his career with d3h at the age of 17. His people skills, enthusiasm, and passion for hospitality saw him quickly advance into positions of increasing responsibility. He now leads the d3h team in supporting its 300-plus employees across 14 hotels in Saskatchewan and Alberta. Dedicated innovative HR management practices, he is a strong believer in training, apprenticeship, and professional certification, as well as staff recognition and incentive programs.

Under his guidance, d3h has earned the STEC Employer of Choice designation, with at least one property achieving the title since the program's inception in 2010, while Jesse himself was named one of Canadian Traveller's Top 40 Under 40.

Ian Cheverie, Guest Experience Manager & Concierge at The Great George Hotel in Charlottetown, PEI, obtained Tourism HR Canada's Tourism Employee of the Year Award at the Tourism Industry Association of Canada's (TIAC) Canadian Tourism Awards. The award recognized his leadership, dedication, and high quality of service, which exemplify excellence in the tourism industry.

Ian joined the team at The Great George eight years ago, working in an entry-level guest service position. After earning promotions to front desk and then sales assistant, Ian's initiative and passion for crafting the perfect guest experience led to the creation of his own guest services department, which has blossomed into a team of seven. He has implemented numerous programs to make each guest's stay unique and memorable. Guests regularly send notes of thanks and mention Ian in online reviews.

Ian shares his enthusiasm by discussing career options with tourism students at Holland College in PEI and Oulton College in New Brunswick. He is the only PEI-based Les Clefs d'Or concierge, a process that takes two years of ongoing training and testing to complete, and is nationally certified through Emerit as a Guest Services Attendant. He has also won awards from the Murphy Hospitality Group and the Tourism Industry Association of PEI.



Financial Statement

Balance Sheet as of March 31, 2019

	2017-2018	2018-2019
ASSETS		
Current Assets		
Cash	\$ 104,263	\$ 149,576
Cash held in investments	39,426	34,687
Short-term investments	0	120,450
Accounts receivable	174,921	1,087,928
HST recoverable	6,784	81,889
Inventory	9,419	7,400
Prepaid expenses	18,936	18,682
	353,749	1,500,612
Long-Term Investments		
	1,477,229	1,437,842
Capital Assets		
	51,084	18,780
Total Assets		
	\$ 1,882,062	\$ 2,957,234
LIABILITIES AND NET ASSETS		
Current Liabilities		
Accounts payable	\$ 200,111	\$ 1,054,404
Deferred revenue	0	43,498
	200,111	1,097,902
Net Assets		
Invested in capital assets	51,084	18,780
Unrestricted	1,630,867	1,840,552
	1,681,951	1,859,332
Total Liabilities and Net Assets		
	\$ 1,882,062	\$ 2,957,234

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Bence, Jim

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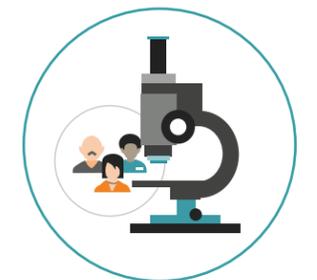
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Tourism HR Canada

Canada's tourism sector has the potential for significant growth, as both a contributor to the economy and a source of employment. However, the increased difficulty in attracting and retaining workers results in forgone business revenues and investment, and ultimately prevents the sector from reaching its full potential.

Changes that affect Canada's labour market can significantly mitigate labour shortages, and policy changes such as increasing immigration have helped. Yet there remains more work to be done to support Canada's tourism labour supply. Tourism HR Canada will continue to connect stakeholders with the resources and opportunities that contribute to building a thriving, world-class destination.



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