

TOURISM RECOVERY WEBINAR SERIES

Building Strategic Community Partnerships

10 NOVEMBER 2020



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Welcome

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Canada



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du Canada





Community Partnerships: Foundation to Revitalizing Tourism



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Build Strategic Community Partnerships

CHECKLIST

Build Strategic Community Partnerships

CHECKLIST

The Foundation to Revitalizing Tourism

Tourism's revival and growth depends on the ability of tourism businesses to engage in community-led strategies. In many communities, tourism businesses are the main economic driver and a significant job creator. Tourism businesses often take on a leadership role in their community, helping harness resources to create a destination that is ready and willing to accept visitors.

Community partnerships are built on a few core principles or shared values:

- Building trust and respect using methods that promote inclusivity
- Committing to working on shared goals and promoting strategies that benefit the wellbeing of the community
- Being accountable to the community, along with following trusted decision-making mechanisms

☐ **Identify reasons and opportunities to engage the community or form partnerships**, for example:

- o Shared tourism marketing strategies and messages
- o Shared services and use of resources
- o Need to coordinate shared worker plan
- o Coalition to advocate on behalf of industry to influence policy change or seek financial supports
- o Infrastructure plan to overcome limitations that impact visitor travel
- o Education, training, or employment services to help address staffing needs
- o Joint proposals to seek government funding

☐ **Identify potential community partners**, such as:

- o Other businesses that rely on the visitor economy
- o Chambers of Commerce
- o Economic development agencies
- o Indigenous economic development groups
- o Education and training providers
- o Career development services
- o Social agencies (e.g., immigrant serving groups)

☐ **Meet potential partners and create a plan:**

- o Confirm interest in establishing a partnership (formal or informal)
- o Clarify shared goals and objectives/purpose
- o Identify opportunities to work together and projected outcomes or impacts
- o Identify requirements, such as:

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✦ **Tailor to Your Needs**



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What is a Partnership?

Joint ventures, alliances.

A way to leverage resources and reducing or sharing

A chance to meet and work with other people.

A way to grow your business and business network



Shared
Resources



Shared
Expertise



Shared
Costs



Improved
Competitiveness,
Broader Market



Enhanced
Position,
Influence



Reduced
Risks



Strategic
Knowledge



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Why Engage the Community and **Seek Partnerships?**



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Physical
Community

Virtual/Internet
Community

What is 'Community'?

Three Perspectives

Three Perspectives

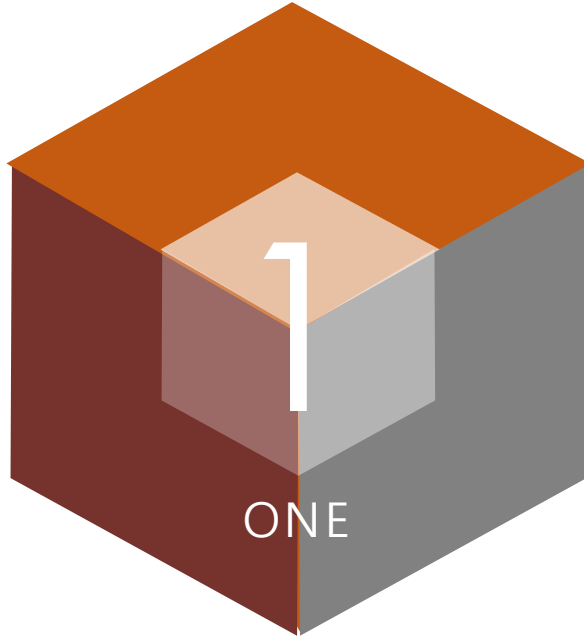
Professional
Affiliations



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TYPES OF COMMUNITIES

Physical Community



☐ **The neighborhood**

- Businesses, financial services
- Economic development groups, DMOs
- Service agencies, e.g. immigration centres, education
- Suppliers

☐ **The people and personalities**

- 'Knowledge keepers'
- Leaders, policy makers
- Labour supply



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TYPES OF COMMUNITIES

Virtual/Internet Community



☐ **Viral marketing channel**

- Social networks, e.g. Facebook, Twitter
- Niche networks, e.g. job search matching, youth networks
- Different markets: near and far

☐ **Various communication strategies**

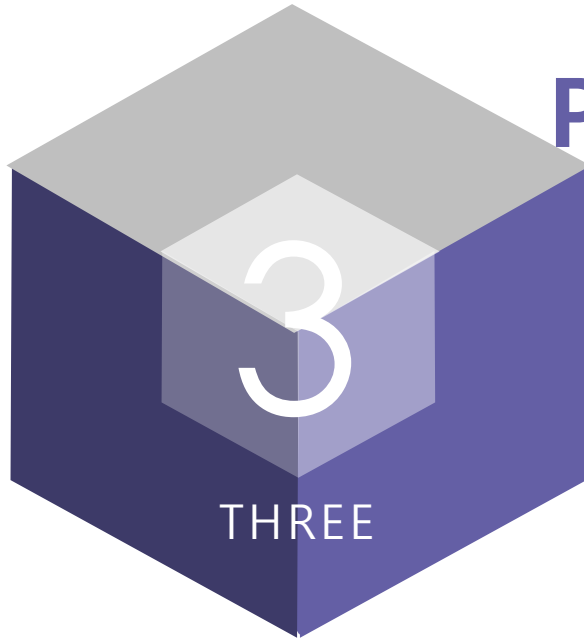
- Blogs
- Web banners



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TYPES OF COMMUNITIES

Industry and Professional Affiliations



- ☐ **DMOs**, community groups and visitor services
- ☐ **Membership** in associations
- ☐ Volunteer activities
- ☐ Attending public meetings
- ☐ Networking events, professional conventions



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TYPES OF COMMUNITIES

Industry and Professional Affiliations



HOTEL ASSOCIATION OF CANADA
ASSOCIATION DES HÔTELS DU CANADA



Provincial and Territorial Tourism Industry Associations

Provincial and Territorial Tourism Human Resource Organizations

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Destination Marketing Organizations

The New World

How Things Have Changed!

Global to
Local

Mass
Tourism to
Quality
Tourism

More
Flexibility,
Service Offers

Increased
Diversification

Focus on
Hygiene

Increased
Planet
Friendly
Practices

“Visitors require more **certainties**,
confidence and an offer that is
customized to their needs”




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"Social program that arms disadvantaged women and at-risk youth with vocational and life skills that pave the way for long-term careers..."

Think
bettr

WE THINK FIRST, WE THINK ALWAYS, WE
OFTEN THINK SIDWAYS. WE QUESTION,
STAY CURIOUS AND ALWAYS MARVEL AT
WHAT THE WORLD HAS TO TEACH US,
LEARNING INVALUABLE LESSONS FROM
EVERY MISTAKE. WE DO BETTER
OURSELVES AND OUR COMMUNITIES.



A photograph of two men standing at what appears to be a night event or festival. The man on the left is wearing a black traditional cap (peci) and a black shirt. The man on the right is wearing glasses, a black bandana with a white pattern, and a black shirt. They are both looking towards the camera. The background is out of focus, showing colorful lights and structures, including a white tent-like structure on the right.

“Focus on and share core values; become a business that works for everyone. Be willing to give up some financial reward in order to to support your social and environmental purpose. Examine society and try to change it — use privilege to fight for the oppressed.”

“Our company was founded with a core mission of training and career development... We always promote a sense of inclusiveness and justice in the organization and in our relationships with customers, suppliers and the community.”

PARTNERSHIP

EXAMPLES



Creating partnerships with tourism businesses

Fishermen and aquaculture farmers who partner with tourism industry members can leverage respective skill sets to save costs and increase visibility and marketing options.

Types of partnerships

Informal cooperation: Businesses can recommend one another, share website links and social media posts, display another's brochures, and invite staff to experience their respective businesses.

Joint promotion: Take it one step further by developing joint brochures, advertisements, web pages, or other materials that promote thematic experiences. For example, you offer a restaurant a wholesale discount on lobster. In exchange, the restaurant lists details about your lobster tours on their menu.

Packaged experiences: Research shows that demand for package tours is on the rise. Tourism packages offer tourists one-stop shopping with centralized reservations/booking/payments for "complete travel experiences." For example, the package experience might include a weekend getaway at a local inn, with meals at local restaurants, a boat or fish farm tour, and a visit to an historic house. The customer books everything through one of the businesses, and each respective business gets a cut of the price paid by the customer. Individual businesses can join forces to develop their own package experiences or can work through existing package tour companies (for example: a bus tour can offer local boat excursions). Be sure to develop a written agreement or contract that covers all the legal details between the partners, including:

TYPES OF PARTNERSHIPS

- Informal cooperation
- Joint promotion
- Packaged experiences and services

EXAMPLES OF WHAT PARTNERSHIP AGREEMENTS CONTAIN

- Who is responsible?
- How revenues are shared
- How cancellation/refund policies work
- Insurance and liability
- Dispute resolution terms

PARTNERSHIP

EXAMPLES

WASHINGTON
WINE
COUNTRY



PARTNERSHIP

EXAMPLES



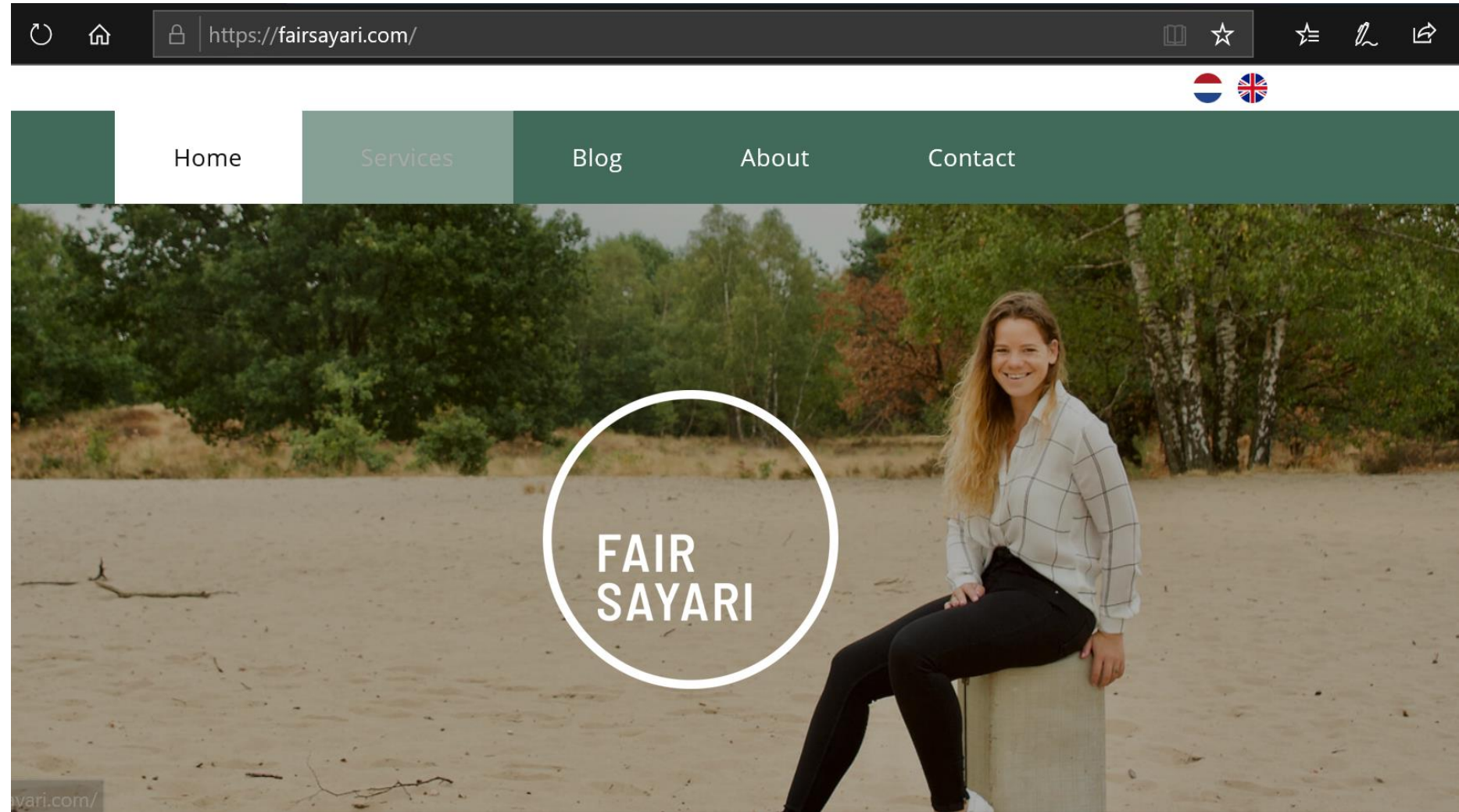
Sustainability



Tourism



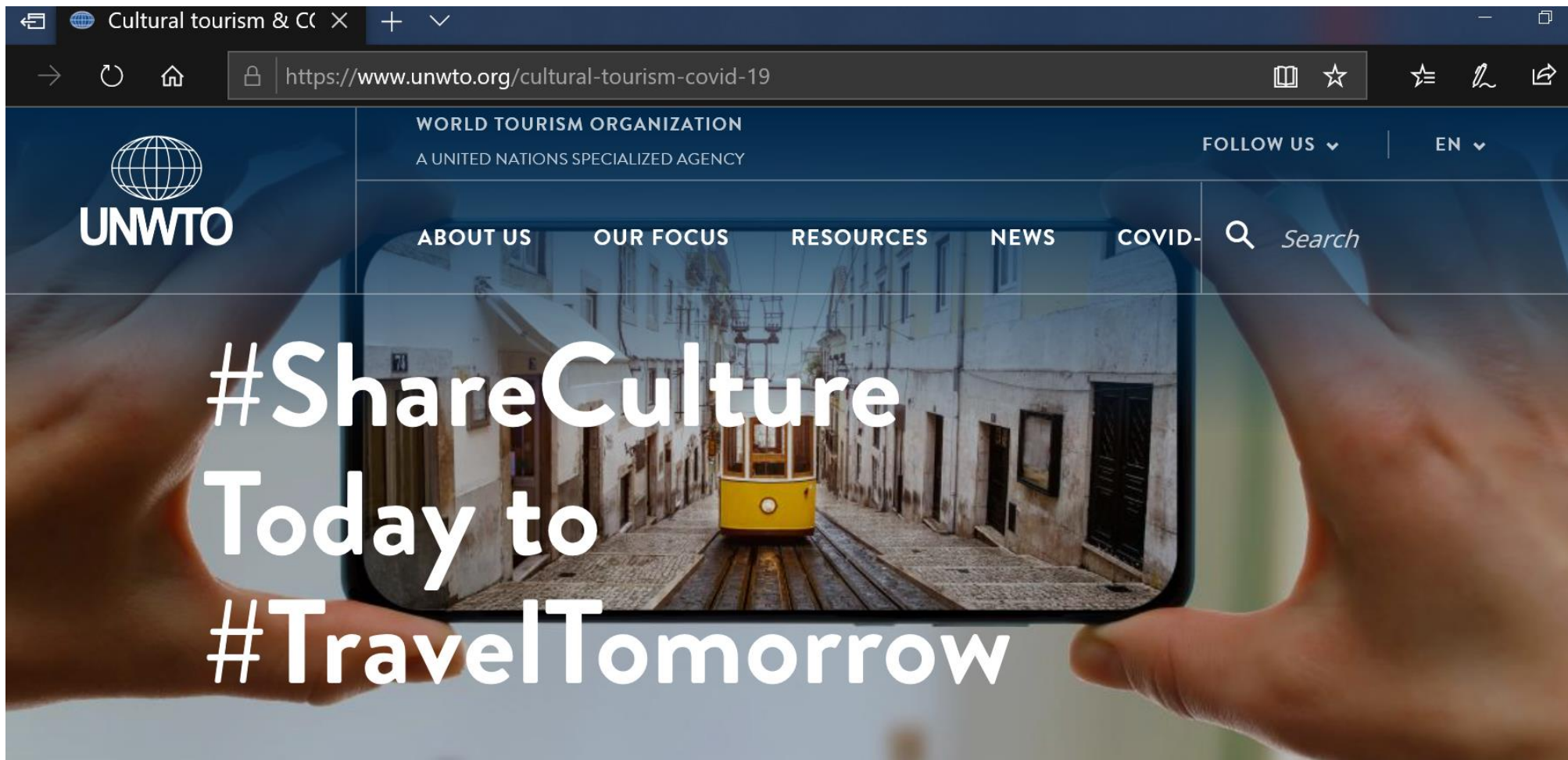
Africa



PARTNERSHIP

EXAMPLES

- Need to advocate value tourism as socio-economic driver
- Tourism competitiveness will be achieved through 'knowledge exchange, HR development and the promotion of excellence...."
- The need to foster community capacity development



PARTNERSHIP

EXAMPLES

- Use of space to accommodate new markets – a multi-functional approach with different operations over the day
- Example: Accor's Wojo, "workspitality" spaces

Hospitality embraces co-working to entice a new kind of business client

Michael J. Berens

Wednesday, September 23, 2020

Share this article



PARTNERSHIP

EXAMPLES

We're here, we're ready – Skydiving into partnerships to keep tourism business alive

Hannah Dickson · 05:00, Oct 19 2020



- Shift of focus on domestic market and expanding business relationships with other businesses
- Highly targeted affluent group
- Still keeping traditional market in the loop

PARTNERSHIP

EXAMPLES

- Customer as co-creators
- Development of a robust and responsive online community
- “Hotel Tester Ideas”

Grupo Hotusa, an open door to **crowdsourcing** to co-create the tourism of the future



Vicky Foods, when consumers are at the center of **open innovation**



PARTNERSHIP

EXAMPLES



The value of strategic partnerships in the hospitality business



Successful individuals often have a team of people behind them; the same is true of prosperous businesses. These enterprises are made stronger through the people they employ, the suppliers they work with, and the strategic partnerships they form.

I recently discovered an independent brewery, Corfu Beer, situated on the peaceful, north-western shores of Corfu. Tucked away in the town of Arillas, it's easy to miss. The building, that is. The impact this business has



- Creating a new product for a new season
- Building on existing resources and common aims

Making **Tourism Partnerships** Work

- Common or shared mission, purpose, values
- Partners as equal
- Benefits to each partner
- Some form of an agreement is used
- Good communications
- Regular reviews and intent on improvement
- Agree on a common “shared look”
- Stick to commitments, meet deadlines



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Community Engagement = **Labour Market Strategy**



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Develop Workforce Action Plan

CHECKLIST

Develop Workforce Action Plan

CHECKLIST

A Community-Led Strategy to Build a Resilient, Productive, and Inclusive Tourism Workforce

Investments in labour market strategies are essential to tourism's ability to recover and be a key economic engine and future job creator for the Canadian economy. For this reason, tourism businesses often lead the way in developing community-based workforce action plans. An effective strategy helps address labour force priorities set by government and ultimately builds a resilient and inclusive labour market.

Community labour force development plans aim to engage all community stakeholders. These plans focus on the economic development goals of the region or community, tourism's growth potential, skills and capacity required, demographic data, potential industry partners and employers, existence of education and training to meet demands/needs, and opportunities for public-private partnerships.

- ☐ **Identify workforce/labour market information and data to be collected**, such as:
 - Demographics (e.g., age, population trends, immigration trends, education trends)
 - Available job seekers
 - Type of jobs available
 - Tools and resources to connect people to jobs (e.g., training supports)
 - Workforce challenges and opportunities (e.g., barriers, labour or skills shortages, credential recognition for new Canadians)
- ☐ **Identify information to be collected** on factors contributing to community workforce planning:
 - Economic development goals and related skills and jobs demands
 - Available education and training services
 - Available housing or other infrastructure needs
 - Employment support services (e.g., career development professionals, immigrant serving agencies)
 - Potential public-private partnerships
 - Available resources or tools aimed at helping connect job seekers to employment opportunities
- ☐ **Conduct research:**
 - Use range of methods (e.g., surveys, interviews, focus groups, web searches)
- ☐ **Review and analyze research findings:**
 - Compile statistics
 - Integrate information from various sources
- ☐ **Develop key recommendations to address workforce needs:**
 - Seek feedback and input by community stakeholders

✦ **Free Download**

✦ **Print Ready**

✦ **Tailor to Your Needs**



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 - Integrate information from various sources



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- ☐ **Develop key recommendations to address workforce needs:**
 - Seek feedback and input by community stakeholders
 - Set economic, social, educational, and employment strategic goals, for example:
 - Increase workforce participation of underrepresented groups
 - Improve productivity and competitiveness
 - Improve quality of employment
 - Outline the types of activities and investments to address infrastructure development, for example:
 - Improved education and training needs
 - Improved housing options

- ☐ **Develop strategies** to achieve stated goals, in areas such as:
 - Skills development
 - Recruitment and retention
 - Immigration
 - Diversity and inclusion

- ☐ **Develop action plan**, for example:
 - Identify outcome metrics (i.e., what you want to achieve)
 - Define activities and timeline to meet goals
 - Identify needed resources (e.g., expertise, tools, money)

- ☐ **Engage/consult community stakeholders** to review and feed back

- ☐ **Finalize plan:**

- Incorporate changes based on the consultation

- ☐ **Implement labour market action plan**, for example:

- Secure necessary resources (e.g., financial supports, expertise)
 - Present action plan
 - Delegate activities



TOURISM LABOUR MARKET INITIATIVE - NORTHEASTERN ONTARIO



4. THE LABOUR MARKET INITIATIVE (LMI)

A Northern-wide commitment to strengthen the labour market within the tourism industry will enhance relationships between industry and regional partners.

OVERVIEW

A thorough understanding of the current labour market is essential to planning for future tourism-related workforce needs. The LMI consisted of analyzing secondary data and obtaining primary market research through surveys and one-on-one interviews to highlight the needed direction and potential partnerships needed to strengthen workforce planning in Northeastern Ontario.

PURPOSE

The purpose of the Northeastern Ontario LMI is to:

- Analyze the current landscape affecting the regional tourism industry;
- Identify current and future regional labour force challenges;
- Recognize themes that are occurring and impacting the sector's labour force sustainability; and
- Identify actions that can be implemented to support balanced growth.

Workforce Challenges

WHAT A COMMUNITY-BASED APPROACH CAN TACKLE



SUPPLY

Attraction and Retention
Image Campaign
Workforce Strategies
Improved HR Practices
LMI Research



SKILLS

Recognition of Skills
Supports for Skills Training
Apprenticeship



MOBILITY

Improved Policies
Transportation and Housing
Improved Coordination



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Virtual Community: The Social Media Imperative



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https://www.tourismrecovery.ca/resou

Q EN FR

Tourism Workforce Recovery Toolkit Communications Workforce ing Strategy

Using digital and social media effectively

1 Tone and Approach

2 Website Strategies

“

Word-of-mouth referrals and recommendations are the most powerful marketing tool in the travel industry.

Simply put, social media is word-of-mouth on steroids

”

- ☐ Curate authentic stories
- ☐ Amplify brand ambassadors
- ☐ Grow social media
- ☐ Foster awareness

Empower industry partners with social media tools and training to create a provincial network of online visitor services and social media marketing experts

EFFECTIVE DIGITAL & SOCIAL MEDIA **tone and approach**

- ☐ Offer calming but evidence-based messages
- ☐ Include memories of previous trips
- ☐ Engage in advocacy campaigns
- ☐ Make your marketing unique
- ☐ Strike a different tone
- ☐ Engage in lead generation
- ☐ Do your best to keep consumers dreaming
- ☐ Respond to shifting travel planning trends



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We know, we never thought we'd be saying this either.



We never thought we'd be asking you to do this, but restaurants employing thousands of staff really need your support at the moment.

So, if you want to help, keep treating yourself to tasty meals through home delivery, takeaway or drive thru. Getting a Whopper is always best, but ordering a Big Mac is also not such a bad thing.

*Take care,
Team Burger King UK*



7:53 AM · Nov 2, 2020



EFFECTIVE DIGITAL & SOCIAL MEDIA WEBSITE STRATEGIES

- ☐ Ongoing Search Engine Optimization (SEO)
- ☐ Adjustments to homepage
- ☐ Temporary pause on media campaigns
- ☐ Inspirational storytelling
- ☐ Show current activities
- ☐ Internal 'housekeeping'

TIPS

Target your channel: align
with target market
Make it easy and accessible to
consume information
Have clearly defined
incentives and rewards
Be reachable and responsive
Measure what you're
doing and continuously
adapt

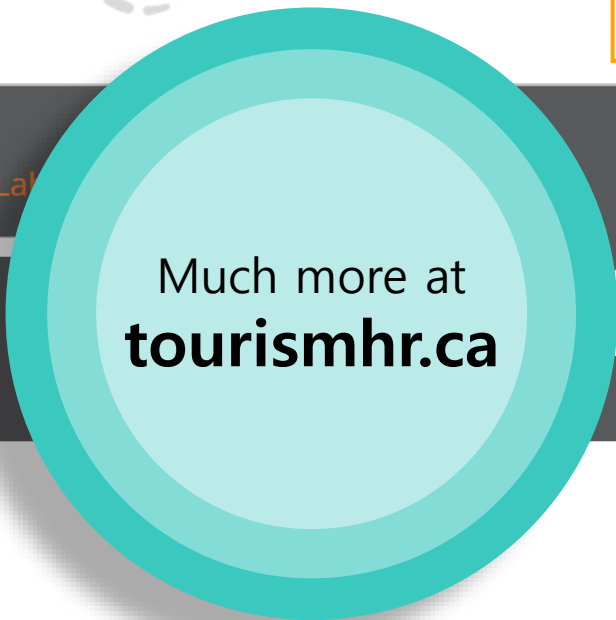


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The Role of Social Media in Tourism Marketing



DIGITAL TRAVEL
APAC



employment

Insights into COVID-19's Impact

The Labour Force Survey (LFS), conducted by Statistics Canada, is the source of the data used in this report. The LFS sample size is approximately 56,000 households, covering 100,000 individuals. Tourism HR Canada receives customized LFS tables that follow the Tourism Sector's needs.

Tourism Employment Tracker: Insights into COVID-19's Impact

What's New

Tourism Facts

Tourism by Federal Riding

2019 Tourism Compensation Study

Census Data: Who Works in Tourism?

Tourism Shortages: Jobs to Fill

Tourism Labour Force Survey

Rapid reSearch Tool

Canadian industries. The monthly
allows Tourism HR Canada

COVID-19

COVID-19

Including Links
to Government
of Canada
Relief Programs



Resource Hub

We have gathered some guidance and a series of resources to help all tourism stakeholders stay healthy, communicate clearly, and remain resilient as Canada takes action to slow the spread of the virus and plans for our recovery.

Explore resources



FAQs

Governments of all levels are implementing programs to help businesses stay afloat and individuals cope with lost income. But which program is right for you? And how do you access it? We explore the top questions we're hearing from across the country.

View FAQs

E-newsletter

Every Second Wednesday

Insights to
help build a
competitive
workforce

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COVID-19 Tourism Workforce Recovery Toolkit

As Canada's national HR organization working for the tourism sector, our goal is to provide the knowledge and tools to help tourism operators and their teams rebound from the crisis and build a resilient workforce.

The Covid-19 Tourism Workforce Recovery Toolkit is a practical, web-based program that includes tools, downloadable content and presentations, all designed to give tourism operators the knowledge resources they need to rebound and succeed.





Budget & Finance

A significant decrease in customers has made weathering COVID-19 exceptionally challenging for the tourism industry, impacting its bottom line. Additionally, many businesses face the challenges of travel limitations persisting in the market, which has been more critical, from a financial perspective, than your organizational capacity and ability to adapt.

In this section of the Toolkit, you will learn how to use budgetary measures your business can take to survive and recover from the challenges of moving forward.

Learn How To:

- * Consider new revenue strategies specific to your sector

- * Develop a cash flow management plan

Managing Cash Flow During Recovery

CHECKLIST

Suggestions to Improve Cash Flow

Managing cash flow is vital to the success of a tourism business, especially in uncertain economic times. It is important to carefully manage inventory, sales, accounts receivables, costs, and more.

CASH FLOW ESSENTIALS

☐ Know business variables

- o Seasonal shifts
- o Inventory cycles
- o Monthly sales fluctuations
- o New or increased expenses
- o Need for new (unused) space
- o Vendor relationships

☐ Focus on key principles:

- o Cut out spending

Develop Smart Inventory Control System

CHECKLIST

Sourcing, Storing, Selling, and Saving

Smart management of inventory is imperative to tourism businesses, especially in times when cash flow is strained and your company is adjusting to new business conditions, such as having to change products or services to match new visitor markets.

A smart inventory management system will help tourism businesses:

**PDF**

TOURISM RECOVERY

2020 Webinar Series



**Strategic
Planning**
for Business
Continuity

1

WEDNESDAY
OCTOBER 14

Creating
**New
Revenue
Strategies**

2

WEDNESDAY
OCTOBER 28

Building
Strategic
**Community
Partnerships**

3

TUESDAY
NOVEMBER 10

**Adapting
to New
Market
Realities**

4

TUESDAY
NOVEMBER 24

**Workforce
Power
Session**

5

WEDNESDAY
DECEMBER 9



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Thank You

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**Jim
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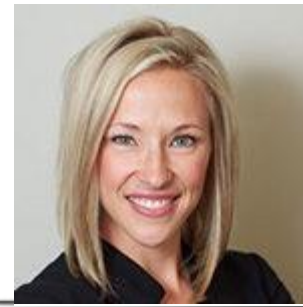
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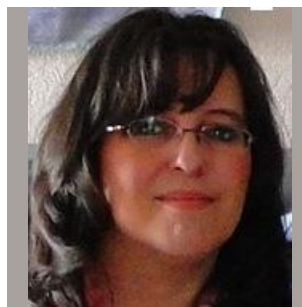
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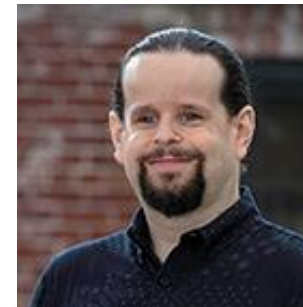
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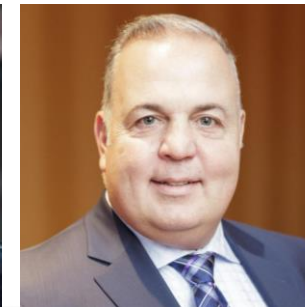
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WEBINAR · 28 OCTOBER 2020

Building Strategic Community Partnerships

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For those who leave never to return.
For those who return but are never the same.

We remember.



3 Ws

WASH YOUR HANDS



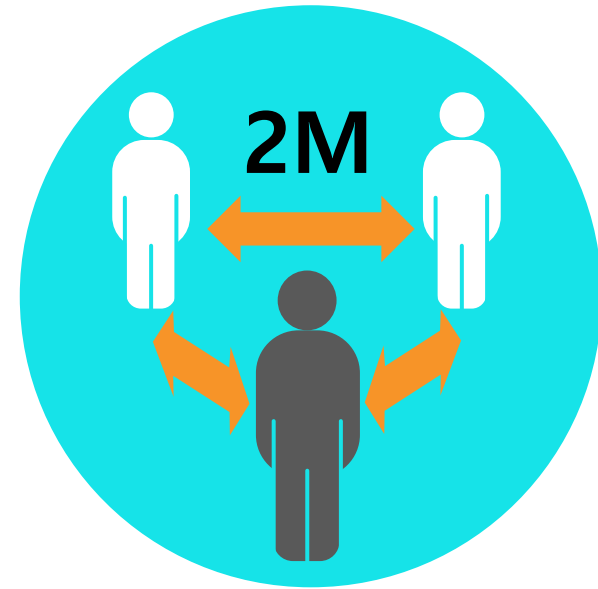
**Thoroughly wash hands
for at least 20 seconds;**
wash palm and back of hand,
between fingers, under nails, thumbs

WEAR A MASK



Wash hands before use.
**Securely cover the nose, mouth
and chin without gapping.**
Avoid touching your mask and
your face.

WATCH YOUR DISTANCE



**Maintain a physical distance
of at least 2 meters (6 feet)
between you and others**

Tourism HR Canada is a pan-Canadian organization with a mandate aimed at building a world-leading tourism workforce. Tourism HR Canada facilitates, coordinates, and enables human resource development activities that support a globally competitive and sustainable industry and foster the development of a dynamic and resilient workforce.

Tourism HR Canada is your source for current human resources issues and solutions, and works with the industry to attract, train, and retain valuable tourism professionals by giving them the tools and resources they need to succeed in their careers and entrepreneurial endeavours.

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