

TOURISM HR CANADA

ANNUAL REPORT 2022-2023

Building a Resilient, Competitive, and Inclusive
Workforce





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MESSAGE FROM

THE PRESIDENT AND CEO

Several prominent challenges defined the tourism workforce landscape in 2022-2023, many a result of the continued impact of the COVID-19 pandemic.

The demand for talent has intensified, while tourism has had to build a new workforce at all levels and in all industries. Tourism employment numbers showed a slow and incremental recovery: roughly 10% less than the 2019 benchmark for the same time of year.

The sector also faces a growing skills gap, persistent challenges with learner and worker mobility, and ongoing image issues.

Yet through these challenges, the sector has shown resilience by embracing change and continuing adapt.

With a leaner workforce, the need for upskilling and reskilling became more apparent than ever, prompting businesses to invest in training programs and technology.

Leaders recognized the significance of fostering an environment where all employees feel supported and valued. Mental health emerged as a priority. Diversity, equity, and inclusion (DEI) gained a greater focus.

Our sector has emerged with a clearer understanding of the importance of adaptability, empathy, and proactive measures in

ensuring the well-being and success of our workforce.

For Tourism HR Canada, this was a year of important work and increased organizational strength, as well as a key milestone: its 30th anniversary.

We secured funding towards the Tourism Recovery and Growth Strategy, enabling us to rebuild Discover Tourism, update the Canadian Academy of Travel and Tourism program, add to the Annual Labour Market Forum, launch a task force, and initiate new labour market research models for total compensation, economic modelling, and more in-depth immigration-related studies.

The Student Workplace Placement Program (Propel) gained attention and momentum. We made significant strides on the creation of the Workforce Management Engine and overhaul of the Emerit learning management system and training and certification programming.

I want to thank the Government of Canada for the funding that has enabled Tourism HR Canada to start tackling some of the biggest and most important workforce growth and recovery initiatives. I also wish to thank our dedicated Board of Directors and our partners and stakeholders across the country, whose support and engagement ensure we are succeeding at our mission. And to all who have played a role in our work, whether informing updates, participating in surveys, or partaking in our products and programs: thank you.

PHILIP MONDOR
President and CEO, Tourism HR Canada



TOURISM LABOUR MARKET INTELLIGENCE TO SHAPE RECOVERY

For three decades, Tourism HR Canada has produced comprehensive, timely, and reliable labour market data. The organization's ability to provide detailed information and analysis to tourism stakeholders and decision makers continues to be heavily relied upon to plan smart strategies to emerge and thrive as tourism and travel recover.

In 2022-23, Tourism HR Canada moved forward on a three-year labour market initiative, funded by Employment and Social Development

Canada (ESDC). This comprehensive project is aimed at maintaining the foundational labour market information system necessary to help minimize labour and skills imbalances and shortages while ensuring that Canada's tourism sector remains globally competitive and innovative.

Key areas of work include:

1. PRINCIPAL STATISTICS

The gathering, analysis, and dissemination of the foundational data that defines the tourism labour market.

2. ANNUAL LABOUR MARKET FORUM

A stakeholder consultation event to discuss prevailing labour market issues, resulting in an annual Tourism Labour Market Strategy and Action Plan.

3. HUMAN RESOURCE MODULE

A foundational dataset to provide comparable, detailed information on jobs, hours of work, and labour earnings for each province and territory

4. WORKFORCE SUPPLY AND DEMAND

Tourism labour market projections to 2035 to inform policies and business decisions.

5. SPECIAL LABOUR MARKET RESEARCH INITIATIVES

The gathering, analysis, and dissemination of the foundational data that defines the tourism labour market.

6. PERCEPTIONS/SENTIMENTS SURVEYS

Measuring and tracking reputational damage around tourism employment.

7. STATE OF INDUSTRY RECOVERY

Ongoing tracking and reporting on the impact of the COVID-19 pandemic.

8. RESEARCH CAPACITY

Ongoing tracking and reporting on the impact of the COVID-19 pandemic.

TOURISM EMPLOYMENT TRACKER

To ensure ease of access to the most current data on the sector's workforce, Tourism HR Canada continued with regular updates to its Tourism Employment Tracker. This online resource offers a complete picture of the evolving recovery of the labour force, including interactive charts and insights on:

- Tourism Employment
- Unemployment Rate
- Tourism Business Openings and Closures
- Entry and Exit from the Tourism Labour Force
- Total Actual Hours Worked
- Gross Domestic Product
- Employment by Demographic Groups
- Employment by Type of Geographic Region
- Employment by Occupational and Industry Earnings
- Economic Indicators
- Mobility



LABOUR FORCE SURVEY

The Labour Force Survey (LFS), conducted by Statistics Canada, collects standard labour market indicators and is a major source of information on the working-age population in all provinces. Tourism HR Canada continued to release monthly snapshots on rates of employment and unemployment in the tourism sector, as well as a yearly overview of labour performance. The analysis of the monthly Labour Force Survey estimates for tourism provided stakeholders with vital insights into the state of recovery of the tourism labour market. Each report contained data on all provinces and for the five tourism industry groups, as well as comparisons with the wider economy.

RAPID RESEARCH

Making labour market information relevant, useful, and easy to understand is key to helping Canada's tourism sector recover and be globally competitive. The Rapid reSearch tool does just this, allowing anyone to access customized tourism labour market information through a simple, user-friendly interface. In 2022-23, Tourism HR Canada maintained data to ensure the platform provided users with the most current and complete picture of the tourism labour market.





GLOBAL SURVEY ON PERSPECTIVES OF SERVICE DELIVERY AND TRAVELLER PRIORITIES

In April 2022, Tourism HR Canada and Twenty31 Consulting hosted a webinar detailing the results of a survey of 800 travel consumers in each of nine key global outbound travel markets for Canadian tourism: Australia, China, France, Germany, India, Japan, South Korea, UK, and US. Participants gained access to insights on:

- Global trends and impact of COVID-19
- Traveller influences
- Recent travel behaviour
- Travel ambitions
- Traveller perspectives on travel service issues post-COVID
- Perceptions and impact of service delivery in Canada vs. other destinations
- Impact of familiarity with service issues
- Country attitudinal profiles

TOURISM EMPLOYMENT PROFILES

In October 2022, Tourism HR Canada released a series of downloadable factsheets highlighting national and regional employment demand projections, as well as more detailed looks at labour market information for three key demographic groups: immigrants, Indigenous peoples, and youth. Findings from Tourism HR Canada's report *Canadians' Attitudes Toward Tourism as a Place of Employment and Economic Driver* are also featured, sharing why surveyed individuals chose to work in tourism and ways to increase attraction and retention.



PROJECTIONS OF TOURISM EMPLOYMENT IN CANADA

Working with the Conference Board of Canada, Tourism HR Canada released employment projections in tourism through to 2025. The projections cover the national and provincial levels, and incorporate both occupations (through the National Occupational Classification system) and industries (the North American Industry Classification System). The report focuses primarily on job demand stemming from the business perspective (demand side), but also includes some discussion of labour challenges on the supply side, namely in the form of job vacancies. Accompanying the full report is a series of five factsheets, one for each industry group.



TOURISM BUSINESSES BY FEDERAL RIDING

In September 2022, Tourism HR Canada added new data from the Business Register to its Tourism by Federal Riding web resource. This allows users to explore the number of tourism employees and businesses, and their percentage of the total economy, for any or all 338 federal ridings in Canada.



PERCEPTIONS OF TOURISM AS A PLACE OF EMPLOYMENT

To study the effects of the pandemic and ongoing volatility in the tourism job market on Canadians' perceptions of the "attractiveness" of tourism as a place of employment and a career path, Tourism HR Canada and market research and analytics firm Leger conducted a national survey. The results and insights were published in January 2023.

BUSINESS INTELLIGENCE SURVEY

Tourism HR Canada conducted two surveys of tourism businesses across Canada in 2022-23, the results of which were published in reports in January and March of 2023, respectively. The information gathered will help assess labour market needs resulting from the pandemic and support recovery strategies. Three further waves of the survey are planned through to 2024, tracking changes and measuring trends in the labour market as recovery progresses.



THE IMPACTS OF COVID-19 ON THE TOURISM WORKFORCE IN CANADA

Published in June 2022, The Impacts of COVID-19 on the Tourism Workforce in Canada provides an overview of research conducted by Tourism HR Canada and OTEC on the impact of the pandemic on the tourism workforce. It identifies policy recommendations to help mitigate the negative impacts of tourism labour force shortages as the sector recovers.

TOURISM'S DOUBLE-BARRELLED LABOUR CHALLENGE: BARRIERS TO EMPLOYMENT AND SKILLS MISMATCHES

Published in January 2023, this short discussion paper examines some of the barriers to employment and skills-related issues facing tourism businesses, and offers some suggestions for how owners and managers can creatively approach the problem within their own operations.



TOURISM COMPENSATION SURVEY

Through the Government of Canada's Tourism Relief Fund, the winter of 2022-23 saw a national survey conducted to inform an updated compensation study for the Canadian tourism sector. The survey seeks to obtain a comprehensive picture of how tourism business operators think about compensation within the context of COVID-19 recovery and the ongoing labour crunch affecting the sector. A full quantitative report, an interactive dashboard, a qualitative report featuring employer narratives, and other compensation resources for employers will be released throughout 2023-24.



STATE OF THE INDUSTRY REPORTS

In February 2023, Tourism HR Canada released a national state of the industry report plus a series of provincial reports that provide information related to employment data and trends and broader economic, social, and political factors that affect the tourism industry and its workers. The reports draw on information from Statistics Canada's Labour Force Survey, from surveys and reports commissioned by Tourism HR Canada including employment projections developed by the Conference Board of Canada, and a literature review of strategies that are being used by industry and individual employers to address labour and skills shortages.





TAKING ACTION TO ADDRESS THE TOURISM LABOUR CRISIS

In the fall of 2022, Tourism HR Canada announced a suite of initiatives it would undertake thanks to the generous support received through Industry, Science and Economic Development's National Priorities Stream of the Tourism Relief Fund. These included:

- A comprehensive attraction and retention strategy
- Recovery programs and services for reskilling and upskilling
- A digitalization strategy to enhance business resilience
- Tools to help employers manage new HR demands
- Continued workforce/labour market research to inform strategies

The work aligns with key existing and incoming national, regional, and local labour market plans and strategies, including the Federal Tourism Growth Strategy and the United Nations Sustainable Development Goals. Specific attention will be given to Indigenous tourism workforce development.

Several of these initiatives are outlined below; others feature elsewhere in this report.

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KEY ECONOMIC DRIVER.



PAN-CANADIAN TOURISM WORKFORCE RECOVERY AND GROWTH TASK FORCE

Tourism HR Canada established a task force comprising key tourism industry stakeholders, including the Tourism Industry Association of Canada, the Indigenous Tourism Association of Canada, the Hotel Association of Canada, and Restaurants Canada, to provide strategic direction on tourism workforce issues.

Over the course of 2022-23, the Task Force identified specific workforce-related issues impacting the Canadian tourism sector's ability to meet increasing demand and provided direction to address them.

A working subgroup of the Task Force was also established, initially called the 'Canadian Coalition of Canadian Universities Offering Tourism Studies'. It will seek to address the hardships faced by tourism studies over other university programs, greatly affecting the number of graduates for the sector and sustainability of their programs. The inaugural meeting of the group was held in March 2023, with a follow-up to be held in the 2023-24 fiscal year.

DISCOVER TOURISM

Tourism HR Canada undertook a full overhaul of its central career awareness brand, Discover Tourism. This online portal of resources and related communications activities showcase the range of employment opportunities in tourism and address common misperceptions of the sector. Additionally, it offers HR resources to help tourism employers, especially smaller operators, with their attraction and retention efforts.

The new DiscoverTourism.ca website features:

- Overview of tourism in Canada, introduction to industry groups
- Career pathways, occupation profiles, and interactive quizzes
- Videos and blogs showcasing tourism professionals' career journeys
- Links to regional career exploration resources and job boards
- HR self-assessments and guidance
- Videos on HR best practices

Resources were geared to six audiences: job seekers, students, educators, career advisors (including intermediaries such as parents), existing tourism workers, and employers. The soft launch of the site took place at the end of March 2023. A robust promotional campaign, additions to the website, the production of new video materials, and a virtual career week will take place throughout the rest of 2023.



Photo credit: Destination Canada



CANADIAN ACADEMY OF TRAVEL AND TOURISM (CATT)

Tourism HR Canada began work on the update to a program that introduces tourism opportunities at the high school level. Called the Canadian Academy of Travel and Tourism (CATT), this free program offers curriculum resources and hands-on experiences to inspire high school students across Canada to explore the impact of tourism locally, nationally, and internationally and develop the transferable skills that will give them a head start in post-secondary studies and the workplace. The updated materials and certificate requirements will be ready to launch at the end of 2023.

As the Canadian member of the Global Travel and Tourism Partnership, CATT participants can partake in international projects and liaise with tourism students and supporting partners from around the world. Two students and their teacher from Ottawa's St. Francis Xavier High School were selected to attend the Student-Teacher Conference in London, UK, and present their case study on responsible tourism post-COVID.

HIRING INTERNATIONAL TALENT

To help employers explore and find more information on the many programs available to engage international workers, Tourism HR Canada produced and published a series of infographics. These contain an overview of each program, general eligibility criteria, tips on navigating the program, and links to government or other sources to access the latest details and application process. Further resources will be added to the Tourism HR Canada website to create an immigration hub in 2023-24.



PROPEL: LAUNCHING CAREERS IN TOURISM

Tourism HR Canada moved into the second year of Propel, a federally funded Student Work Placement Program (SWPP) specifically for the tourism sector. Launched in August 2021, Propel creates a direct link between post-secondary students looking to enhance their skills through work-integrated learning opportunities and employers who can provide valuable, paid experience.

Tourism HR Canada continued to build awareness of the program through a range of activities:

- Monthly webinars to provide an overview of the program, demonstrate the online application portal, and answer questions from employers, students, and educators
- Targeted webpages for each of the key audiences (students, employer, post-secondary institutions)
- Downloadable resources to navigate the program platform and required documentation
- Video testimonials on the benefits of work-integrated learning
- Interviews, webinars, and other promotions in partnership with Co-operative Education and Work-Integrated Learning (CEWIL) Canada and the Baxter Student Ambassador Program (BSAP)

Feedback from students and employers has been incredibly positive. Over 90% of students stated that they received the support they needed to be successful and that they gained valuable experience that would help them in the workplace after graduation. Employers reported a high level of satisfaction with students' performance during the work placement experience, with all respondents stating the placement benefitted their company.

The program has secured an extension to the end of March 2025, and looks to continue to facilitate these valuable education-industry connections into the long term.

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MY WORK EXPERIENCE ALLOWED ME TO STRENGTHEN SKILLS I ALREADY HAD, BUT ALSO GAIN SKILLS IN A MORE PROFESSIONAL SETTING THAT HAD YET TO BE AVAILABLE TO ME AS A STUDENT.



DESTINATION INCLUSION: EMPOWERING RACIALIZED INDIVIDUALS TO SUCCEED IN TOURISM

In June 2022, Tourism HR Canada wrapped up its Destination Inclusion employment readiness program, an initiative to offer complimentary competency-based training and mentorship opportunities to build essential, transferable, technical, and cultural skills.

Funded by the Government of Ontario's Skills Development Fund and delivered with partners World Skills Employment Centre and the Ottawa Community Immigrant Services Organization (OCISO), the program connected racialized individuals living in Eastern Ontario with programming to:

- Achieve better employment outcomes by acquiring industry-needed skills
- Explore a variety of career opportunities and paths in the tourism sector
- Access a broad support network and mentorship opportunities
- Obtain greater confidence and self-esteem in workplace settings
- Gain understanding of the tourism sector and Canadian workplace culture

Participants accessed self-assessments, e-learning modules related to front desk, housekeeping, and cooking operations, micro-learning to contextualize content and provide tailored supports, and mentorship support.

Highlights included a virtual recruitment event hosted with The Westin Ottawa and Delta Hotels by Marriott Ottawa City Centre, a behind-the-scenes tour and in-person career fair at The Westin Ottawa, and a graduation ceremony that featured success stories, career advice, and networking opportunities.

The program was a successful example of how community programs and business can work together to achieve common goals: offering equity-deserving groups meaningful opportunities and skills while also diversifying the workforce. The project reached 490 individuals, 42 organizational partners, and 18 employers.

Tourism HR Canada will continue to seek opportunities to offer similar programming across the country.



SUPPORTING EXCELLENCE IN INDIGENOUS TOURISM



In July 2022, the Indigenous Tourism Association of Canada (ITAC) launched The Original Original, an Indigenous market-ready accreditation program developed through a collaborative process between ITAC and Tourism HR Canada.

The program addresses the demand for the development and marketing of Indigenous tourism businesses and experiences—from authentic cultural experiences to essential tourism services in Indigenous destinations to community-based initiatives—and aids the sustainable growth of Indigenous tourism in Canada.

Based on quality standards set by Indigenous tourism operators for Indigenous tourism operators, the program enables ITAC to apply consistent and fair criteria to any Indigenous business seeking formal recognition as being 'Market Ready'.

The program has led to increased market visibility for all businesses, entrepreneurs, and organizations who participate, enhancing their ability to attract visitors and deliver memorable, quality experiences.

In the fall of 2022, funding from the Government of Canada's Tourism Relief Fund National Priorities Stream allowed for further collaboration between ITAC and Tourism HR Canada on the following initiatives.

INDIGENOUS TOURISM MARKET READY RESOURCES

ITAC and Tourism HR Canada began work on new resources and content Indigenous tourism operators could access to move their operations through the market-ready continuum, expand their customer base, and grow their business.

Using the Original Original Accreditation Guidelines, Emerit Tourism Business Builders, and Tourism Workforce Recovery Toolkit as a foundation, these new materials will feature online learning and tools, plus written and video assets. While these resources will stand on their own, they could additionally be used as support materials to prepare for and undertake The Original Original accreditation.

INDIGENOUS PERCEPTIONS OF TOURISM

The funding also supported a survey and report on Indigenous Canadians' perceptions of tourism as a cultural enterprise and economic driver. The survey launched in early 2023, with further engagement and analysis taking place in the 2023-24 fiscal year.

INDIGENOUS ENGAGEMENT HANDBOOK

A third initiative under the Tourism Relief Fund was the creation of the Indigenous Engagement Handbook, a resource for non-Indigenous organizations to provide best practices and approaches for hosting and facilitating Indigenous workshops and focus groups. The resource will be made available in 2023-24.



WORKFORCE MANAGEMENT ENGINE: INCREASING MOBILITY AND OPTIMIZING PERFORMANCE

Through earlier funding under the Government of Canada's Sectoral Initiatives Program, Tourism HR Canada developed a comprehensive and sustainable pan-Canadian competency framework for the tourism economy. Called the Future Skills Framework, it addresses the changing nature of work across the sector's five industry groups and was thoroughly informed by industry stakeholders through over 100 consultation events.

Covering competencies common to all tourism occupations, plus occupation-specific competencies covering a total of 29 roles, the framework helps address the skills gaps and mismatches found across the Canadian labour market, plus offer flexibility in responding to the increasing pace of change in today's workplaces—exacerbated by the pandemic.

The framework is hosted on a new online platform called the Workforce Management Engine. This virtual library of competency elements will be easily updated, eliminating costly and time-consuming processes associated with updating occupation skills on a job-by-job basis.

Additionally, it will facilitate the ability to develop a variety of tools: tailored job descriptions, customized performance evaluations, job fit analyses, skills checklists, and more. A series of micro-learning assets accompanies the platform.

The competencies will also inform the update of Tourism HR Canada's Emerit programming, including online learning assets and certification programs.

Through further funding from the Sectoral Initiatives Program, Tourism HR Canada continued work towards a full launch of the Workforce Management Engine in 2023-24, including pilot testing, a new webpage, communications materials, user guides, and more.



EMERIT TRAINING AND CERTIFICATION

Developed by industry for industry, Emerit is Tourism HR Canada's suite of National Occupational Standards, training materials, and professional recognition programs, as well several small business resources.

TOURISM WORKFORCE RECOVERY

In 2022-23, work ramped up on several components of a new three-year project funded by the Government of Canada's Sectoral Initiatives Program. Through this Workforce Recovery initiative, Tourism HR Canada is undertaking a series of key updates to address labour market challenges due to the pandemic and the need to realign, train, retrain, and upgrade workforce skills. These include:

- The development of a new learning management system (LMS)
- New eLearning and microlearning for front desk agent, housekeeping room attendant, and line cook, as well as essential skills programming called Workplace Essentials
- A micro-credentialling model
- Updated professional certification programs for Hotel General Manager, Director of Housekeeper, Supervisor, and Event Manager
- New HR tools geared to small and medium-sized businesses

The updates will be shaped with robust industry consultation, including a National Advisory Council focused on two related areas: working groups whose focus will be on testing assessment tools, reviewing eLearning and microlearning, participating in pilot activities, and more; and representatives from provincial/territorial tourism HR organizations whose focus will be to validate the tools and resources and ensure alignment and cohesion across Canada.

Updates and releases will take place through both the 2023-24 and 2024-25 fiscal years.

MAKE SAFE

In March 2023, thanks to the Government of Canada's Tourism Relief Fund, Tourism HR Canada launched Make Safe, a national, bilingual training program aimed at mitigating sexual harassment in the tourism sector. The program offers two components to help tourism workers be aware of what constitutes sexual violence, learn how to mitigate it, and take a zero-tolerance approach.

1. An online, self-directed course for employees and employers to empower bystanders to take action in making safer workplaces for all. With five modules, approximately 30-45 minutes in length each, the learner explores how to recognize, respond to, and reduce workplace sexual harassment.
2. A Manager's Workshop: a two-hour workshop available via a recorded online session. Participants learn the importance of reducing and preventing sexual harassment in their workplaces, identify strategies and resources to implement the Make Safe online training in their workplaces, and lastly, develop an action plan to implement what they've learned through the training. At the end of the workshop, participants are also provided with a Manager Toolkit to build and maintain environments that are free from sexual harassment.

Make Safe was offered free of charge when launched; this promotion will continue through 2023-24.

SMART ACCREDITATION PROGRAM

Striving to professionalize the tourism sector and ensure quality tourism-related programming is available, recognized, and aspired to, Tourism HR Canada offers 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 and private institutions, as well as 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.

In 2022-23, SMART offered two levels of accreditation: SMART Program status for programs that meet baseline criteria and SMART + Premium Program status for programs that meet additional criteria.

Two programs from Georgian College's Hospitality, Tourism and Recreation academic area achieved the national SMART+ Premium designation: Tourism and Hospitality – Hotel and Resort Operations Management.

They joined twelve SMART + Premium accredited programs from seven Canadian institutions.

SMART+ PREMIUM PROGRAMS IN 2022-23:



CÉGEP DE ST-FÉLICIEN



CENTENNIAL COLLEGE



CONFEDERATION COLLEGE



GEORGIAN COLLEGE



HT HOSPITALITY TRAINING



NEW BRUNSWICK COMMUNITY COLLEGE



OLDS COLLEGE



TORONTO METROPOLITAN UNIVERSITY

Tourism HR Canada will revisit the SMART accreditation program in 2023-24, ensuring the criteria and evaluation process reflect best practices and the needs of education and industry.



ADVANCING LABOUR MARKET DIALOGUE

Given the ongoing disruption of the pandemic on the tourism workforce and the urgent need to find solutions to labour shortages and skills mismatches, Tourism HR Canada's expertise remains highly sought after. The organization continued to work with national, provincial/territorial, and regional tourism organizations along with all levels of government to ensure the realities of tourism stakeholders were communicated and addressed in policy discussions across Canada. It also provided regular, public updates and shared resources to encourage conversation on workforce issues and recovery planning.

LABOUR MARKET FORUM

Each year, Tourism HR Canada hosts the Labour Market Forum, a two-day working event. Over 80 participants from across the country are invited to participate because of their knowledge, expertise, and commitment towards addressing workforce challenges. This unique event is a key opportunity to engage all sides of the tourism sector on current and emerging workforce issues. Featured speakers provide an overview on major thematic areas and offer specific factors to consider. Delegates then spend significant time working in small groups to reflect on the information, share their ideas and perspectives, and learn about opportunities for collaboration.

The 2022 event was held in Ottawa in September, under the theme Forward Together. The agenda focused on four areas:

1. A look at the current and forecast situation of a tourism labour market in crisis
2. Exploring specific strategies to attract and retain talent
3. Future skills, skill mismatches, and developing a resilient, inclusive, and competitive workforce
4. Moving forward together; partnership potential and labour market advocacy

This year's event welcomed presentations from Senator Karen Sorensen; Rachel Bendayan, Parliamentary Secretary to the Minister of Tourism and Associate Minister of Finance; mental health advocate Allan Kehler; and Olha Zubco, a displaced person from Ukraine.

The outcomes of the Forum help to shape Tourism HR Canada's strategic planning and programs to support the development of a diverse, inclusive, and skilled tourism workforce. Highlights are available on the Tourism HR Canada website.

FEDERAL TOURISM GROWTH STRATEGY: WORKFORCE RECOVERY

In response to the Government of Canada's consultation on the development of a post-pandemic Federal Tourism Growth Strategy, Tourism HR Canada submitted a suite of workforce recovery and growth strategies with recommended, concrete, and measurable actions.

The recommended strategies to address workforce recovery and growth were aimed at developing a sustainable, competitive, resilient, and inclusive workforce—the high-level topics were:

1. Build a supply of workers
2. Focus on the skills mismatch
3. Fix worker and learner mobility and employment barriers
4. Ensure appropriate oversight, guidance, and accountability

TOURISMHR.CA

Tourism HR Canada's website is the destination to access tourism labour market intelligence, read up on current initiatives, explore strategic plans, find opportunities to get involved in projects, and access career awareness, educator, and HR resources. Frequent updates throughout 2022-23 ensured tourism stakeholders had access to the latest information to navigate workforce challenges and on opportunities to participate in initiatives to shape the recovery of the sector.

TOURISM HR INSIDER

During 2022-23, Tourism HR Canada's e-newsletter, Tourism HR Insider, featured a mix of tourism labour market insights, workforce development highlights, calls for subject matter expertise, project and program updates, government and industry news and events, and articles on HR themes impacting the sector's success.

MEDIA ENGAGEMENT

Throughout 2022-23, Tourism HR Canada's expertise, data, and analyses featured in articles and interviews in a variety of media, from mainstream to trade publications. Topics ranged from employment recovery to macro trends impacting the workforce to guidance on attracting and retaining staff.

PRESENTATIONS AND SPEAKING ENGAGEMENTS

Tourism HR Canada presented the most current labour market data and discussed the state of the tourism workforce at a wide range of 2022-23 events, fora, and meetings involving provincial/territorial, national, and international associations, advisory boards, educational institutes, and all levels of government.

ADVISORY AND CONSULTATION ROLES

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

- Deputy Minister's Advisory Council for Immigration (Immigration, Refugees and Citizenship Canada)
- Labour Market Information Council (Forum of Labour Market Ministers)
- National Tourism Industry Stakeholder Group (Innovation, Science and Economic Development Canada)
- Provincial-Territorial Tourism Industry Association
- Travel and Tourism Research Association (TTRA) Board of Directors



EMERIT CONSULTING: COLLABORATION ACROSS SECTORS

For nearly a decade, Tourism HR Canada has worked with other economic sectors to share its expertise on competency frameworks, assessment models, professional certification, accreditation, and labour market intelligence. Through consulting projects across Canada and around the globe, the organization strengthens the overall workforce, promotes labour mobility, advances the use of professional standards and certification, and assists in the development of emerging tourism markets. These activities provide supplemental support for labour market research initiatives and the upkeep of Emerit resources.

This work also furthers organizational capacity, providing Tourism HR Canada's team with emerging skills and knowledge that can be applied to its efforts serving the tourism industry.

Tourism HR Canada and its Emerit Consulting division proceeded on the following projects in 2022-2023:

FORUM FOR INTERNATIONAL TRADE TRAINING (FITT)

Emerit Consulting updated of the FITT International Trade Competency Framework, the Certified International Trade Professional (CITP) Competency Profile, and the CITP Professional Examination and supported FITT with the revision of its policies and procedures for exam development and maintenance process such that the organization meets all the requirements set forth by *ISO 17024: Conformity assessment – General requirements for bodies operating certification of persons*.

INDIGENOUS TOURISM ALBERTA (ITA)

Tourism HR Canada continued work with ITA to conduct a comprehensive labour market study of the Indigenous tourism sector in Alberta, with a goal to inform defensible recommendations for investments in human capital development and strategic planning for individual businesses, communities, or associations. The research will shape decisions on the types of programs to develop, identify needed resources for coordination or oversight of labour market strategies, identify types of infrastructure that is lacking, and inform policy discussions.

NOVA SCOTIA TOURISM HUMAN RESOURCE COUNCIL (NSTHRC)

Tourism HR Canada continued work on an online dashboard of concise, digestible, accurate labour market statistics. The objective is to improve the capacity of Nova Scotia's industry sectors to effectively engage human resource planning, interpret data to identify current and future labour force resource requirements and labour and skills supply issues, and assist the Nova Scotia Department of Labour, Skills and Immigration with developing a responsive workforce plan.

TOURISM INDUSTRY ASSOCIATION OF ALBERTA

Tourism HR Canada conducted a labour market analysis to define reasonable expectations about future labour market developments, such as relative skill surpluses and shortages, regional differences in labour market performance, the characteristics of occupations (e.g., skill requirements), sector-specific and seasonal recruitment challenges, and other essential indicators. This resulted in an in-depth assessment of the current labour force, while identifying key challenges to be addressed to increase labour force capacity to align with the growth rate of tourism pre- and post-COVID.





PARTNERSHIPS

Tourism HR Canada gratefully acknowledges the continuing financial and moral support of the Government of Canada, specifically through Employment and Social Development Canada (ESDC), Innovation, Science and Economic Development (ISED) Canada, and Immigration, Refugees and Citizenship Canada (IRCC).

The federal government has recognized the unique, ongoing impact of the pandemic on the tourism sector and continues to seek feedback from industry organizations. Regular, open communication with Tourism HR Canada and its colleagues at the Hotel Association of Canada, the Indigenous Tourism Association of Canada, Restaurants

Canada, and the Tourism Industry Association of Canada helps shape programs and policies that reflect the needs of the tourism sector.

Additionally, Tourism HR Canada continues to work closely with these organizations and Destination Canada to supply the most accurate data around tourism activity.

Tourism HR Canada thanks all these groups for their ongoing collaboration, essential in reaching a shared goal of a thriving Canadian tourism sector.

TOURISM HUMAN RESOURCE ORGANIZATIONS

Tourism HR Canada equally extends thanks its partner network of provincial and territorial Human Resource Organizations (HROs), who play a vital role in supporting its work and mandate. Their close relationships with stakeholders in their regions are key to reaching and hearing from local employers and employees.

	ALBERTA HOTEL AND LODGING ASSOCIATION		MANITOBA TOURISM EDUCATION COUNCIL		TOURISM INDUSTRY ASSOCIATION OF NEW BRUNSWICK
	CONSEIL QUÉBÉCOIS DES RESSOURCES HUMAINES EN TOURISME		NOVA SCOTIA TOURISM HUMAN RESOURCE COUNCIL		TOURISM INDUSTRY ASSOCIATION OF PRINCE EDWARD ISLAND
	GO2HR		ONTARIO TOURISM EDUCATION CORPORATION		YUKON TOURISM EDUCATION COUNCIL
	HOSPITALITY NEWFOUNDLAND AND LABRADOR		SASKATCHEWAN TOURISM EDUCATION COUNCIL		

ONGOING PARTNERSHIPS

In 2022-2023, Tourism HR Canada supported its mandate through work with the following partners:

	BAXTER STUDENT AMBASSADOR PROGRAM		GLOBAL TRAVEL AND TOURISM PARTNERSHIP (GTTP)		TOURISM INDUSTRY ASSOCIATION OF ONTARIO
	CENTENNIAL COLLEGE		TORONTO METROPOLITAN UNIVERSITY		TRAVEL NUNAVUT
	CO-OPERATIVE EDUCATION AND WORK-INTEGRATED LEARNING (CEWIL) CANADA		TOURISM INDUSTRY ASSOCIATION OF CANADA		UNIVERSITY OF GUELPH



Photo credit: Destination Canada

TAKING ACTION ON SUSTAINABILITY

Tourism HR Canada has long held values and undertaken action related to sustainability.

In 2022-23, this workplace culture stimulated a conversation around structuring this journey as part of the organization's mandate to build a more resilient, inclusive, and sustainable workforce.

With an array of team expertise and experience in the areas of sustainable development, ecotourism, and diversity, equity, and

inclusion (DEI), a committee, Common Ground, was formalized, and a task force was created to take the GreenStep Sustainable Tourism assessment and start developing an action plan.

Common Ground will further its work and its pursuit of taking the Sustainable Tourism 2030 Pledge throughout 2023-24.

COMMON GROUND GOAL

To influence perspectives, inform policies, and inspire pathways to advance learning and collaboration.

COMMON GROUND PRINCIPLES

Reduce the organization's footprint and continuously enhance its diversity, equity, inclusion, and belonging (DEIB) handprint.



2022-2023 AWARDS

Tourism HR Canada presented two Canadian Tourism Awards at the Tourism Industry Association of Canada's gala event during the 2022 Tourism Congress. The awards are the standard of excellence for businesses and organizations in tourism and recognize success, leadership, and innovation in the industry.

CANADIAN TOURISM AWARDS - TOURISM EMPLOYEE OF THE YEAR

The Tourism Employee of the Year Award is given to a frontline employee whose professionalism, dedication, attitude, and quality of service best exemplify excellence in the tourism industry. Tourism HR Canada was honoured to celebrate Kaleigh Potts, a valued member of tour operator Adventure Canada since 2016. A high impact team player, she exhibits an intelligent, thoughtful, and professional approach to her work. Kaleigh played a key role in supporting clients during the pandemic, never failing to go above and beyond what was asked of her.

CANADIAN TOURISM AWARDS - TOURISM EMPLOYER OF THE YEAR

The Tourism Employer of the Year Award recognizes a business that embraces progressive HR practices and has made a commitment to foster equity, diversity, inclusion, and belonging. Tourism HR Canada was delighted to recognize Tourism Kingston, the city's destination marketing/management organization, who earned this recognition due to a number of key programs that support, recognize, and celebrate staff, build a positive workplace culture, and provide a foundation for staff and organizational success that supports the local tourism industry.

BALANCE SHEET AS OF MARCH 31, 2023

	2021-2022	2022-2023
ASSETS		
Current Assets		
Cash	\$5,150,816	\$6,464,887
Cash held in investments	\$29,761	\$31,316
Short-term investments	\$53,438	\$0
Accounts receivable	\$110,190	\$2,019,581
HST recoverable	\$19,689	\$161,211
Inventory	\$8,678	\$6,580
Prepaid expenses	\$71,989	\$68,651
	\$5,444,561	\$8,756,226
Long Term Investments	\$1,696,198	\$1,690,853
Capital Assets	\$5,030	\$0
TOTAL ASSETS	\$7,145,789	\$10,447,079
LIABILITIES AND NET ASSETS		
Current Liabilities		
Accounts payable	\$4,723,654	\$5,971,482
Deferred revenue	\$140,351	\$1,824,442
	\$4,864,005	\$7,795,924
Net Assets		
Invested in capital assets	\$5,030	\$0
Unrestricted	\$2,276,754	\$2,651,155
	\$2,281,784	\$2,651,155
TOTAL LIABILITES AND NET ASSETS	\$7,145,789	\$10,447,079

TOURISM HR CANADA BOARD OF DIRECTORS

Tourism HR Canada's Board of Directors supports and guides the pan-Canadian organization as it delivers on its mandate of building a world-leading tourism workforce. Thirteen Directors representing a cross-section of all Canadian tourism sector stakeholders are each vetted against the Board Competency Framework. This ensures a focus on the core competencies individual Directors can contribute to the collective expertise of an engaged and proactive Board.

TOURISM HR CANADA DIRECTORS (AS OF MARCH 31, 2023)

BAKER, JOE

CEO
Joe Baker & Co.

BAX, KRISTA

CEO
go2HR

BENCE, JIM

President and CEO
Hospitality Saskatchewan

BUHAGIAR, CHRISTIAN

President and CEO
Restaurants Canada

DIONNE, FRANCE

Executive Director
Institut de tourisme et
d'hôtellerie du Québec (ITHQ)

DOERKSEN, DARLENE

CEO
Yukon Tourism Education
Council

FORD, JUANITA

Chief Operating Officer
Hospitality Newfoundland and
Labrador

GRANT FIANDER, DARLENE

CHAIR OF THE BOARD

President, Tourism Industry
Association of Nova Scotia
Executive Director, Nova Scotia
Tourism Human Resource
Council

GRET, XAVIER

CEO
Conseil québécois des
ressources humaines en
tourisme

GRYNOL, SUSIE

President
Hotel Association of Canada

HENRY, KEITH

President and CEO
Indigenous Tourism
Association of Canada

KALIMERIS, TRACEY

Vice-President, Talent &
Culture
Accor, North & Central America

MONDOR, PHILIP

President and CEO
Tourism HR Canada

POTTER, BETH

President and CEO
Tourism Industry Association
of Canada

2022- 2023

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Canada 

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