

**labour**  
market  
**forum**



**forum** sur le  
marché du  
**travail**



WELCOME · BIENVENUE

boozhoo/pooshoo, tawâw, iyuskin, iindigen,  
wotziye, tunngasugit, pee-pihtikweek,  
bonjour, waaciye, tánsi, kuwa

Funded by the  
Government  
of Canada

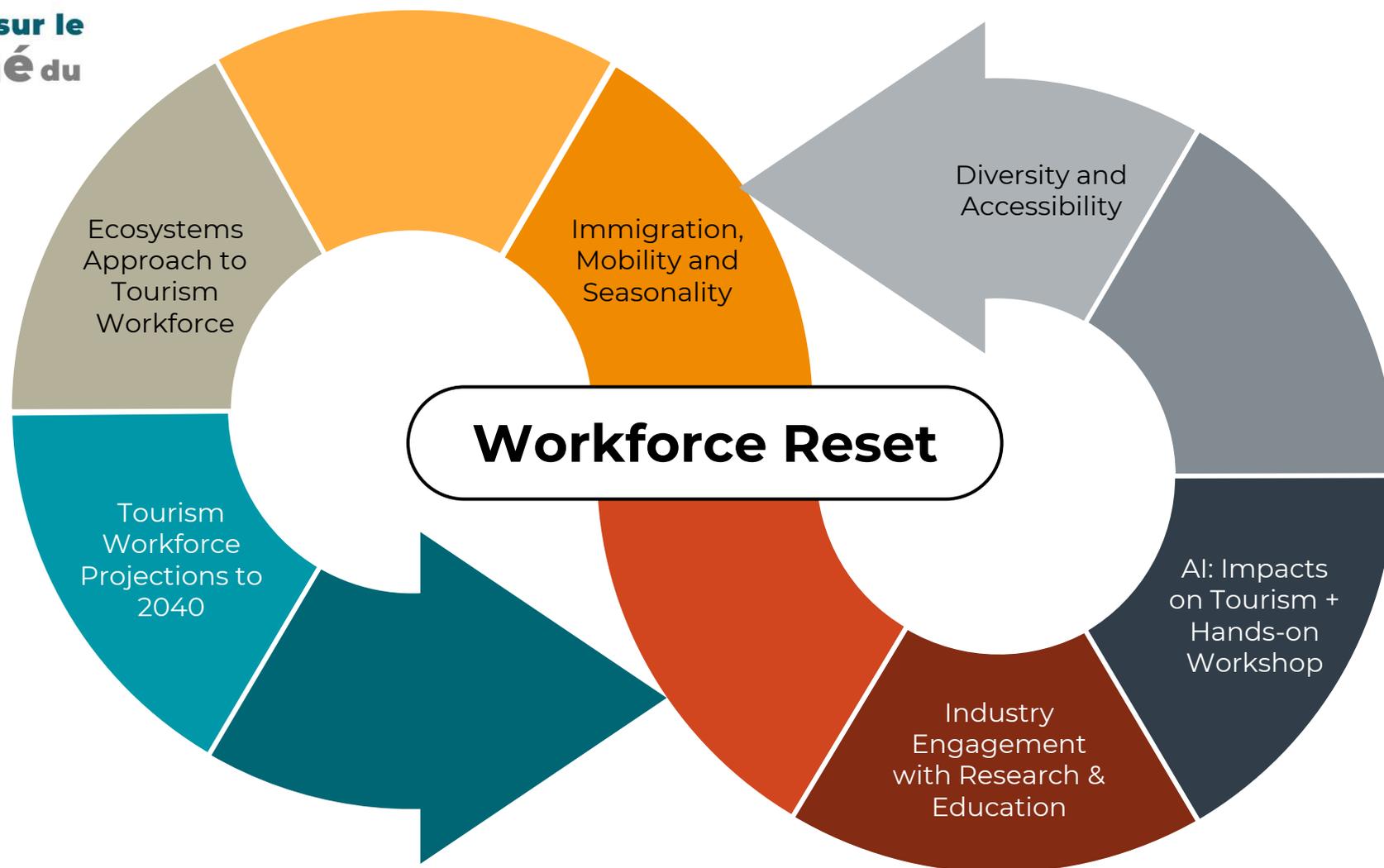
Financé par le  
gouvernement  
du Canada

Canada

Panel of National CEOs

Special Announcement

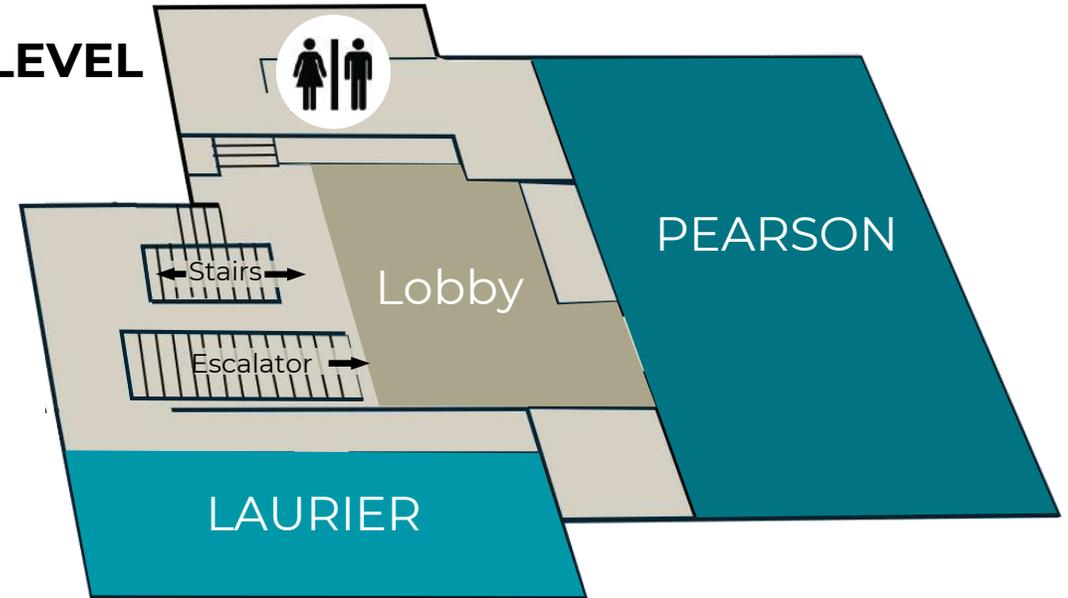
Minister Martinez-Ferrada



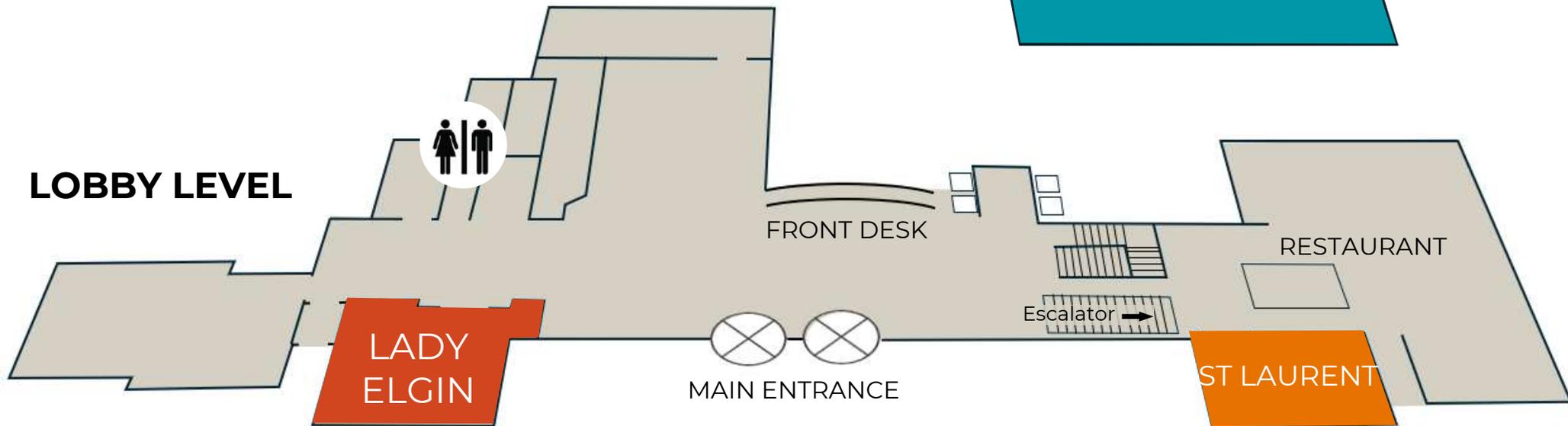
DAY  
**1**

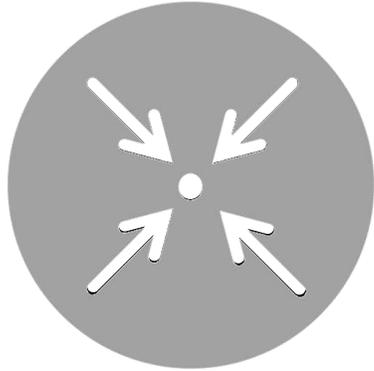
- Plenary, main room
  - Belong Meeting, Demonstrations
  - Food & Beverage Service
- 
- Opening Reception
  - Break Out Meeting Room

**UPPER LEVEL**



**LOBBY LEVEL**







**#LMF2024**

**#TourismCounts**

**@TourismHRCanada**

# The Folder

**Workforce Reset**

**Definitions of Tourism**

**Labour Market Forum 2024 – Online Collaboration**

We're using an online tool called **Padlet** to help collect and share ideas, resources, questions – anything you want to make available to your fellow attendees. Posts are anonymous by default, so if you would like your name or organization associated with whatever you share, please make sure to include that information explicitly.

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Topic	QR Code
General LMF discussion	
Research Priorities for Tourism HR Canada	
Belong workshop	
Seasonality + Mobility	
Immigration	
Psychological Safety and Workplace Mental Health	
Sustainability	
Research + Industry	
Education - Industry	
Definitions of tourism	
Artificial Intelligence	
Productivity	

Labour market forum Forum sur le marché du travail

**A.C.E. Prompt Framework**

BUILDING YOUR BLENDED WORKFORCE

**amerit** 2024 Canada's most trusted

**labour market forum** **forum sur le marché du travail**

SEPTEMBER 23 - 24 SEPTEMBRE

Location	Reception	Day 1	Day 2
<b>Lord Elgin Hotel</b> 100 Elgin St, Ottawa K1P 5K8	<b>Sunday, Sept. 22</b> Welcome event - 17:00 (Optional)	<b>Monday, Sept. 23</b> Breakfast - 07:45 End of day - 17:30	<b>Tuesday, Sept. 24</b> Breakfast - 07:45 End of day - 15:30

**Forum Sneak Peek**

**Workforce Reset**

Belong Tourism HR Canada RH Tourisme Canada Funded by the Government of Canada Canada

# The Folder



## Final Thoughts

Seeking Your Feedback Online

The following questions will be offered in an on-line survey following the Forum. Use this form to record your thoughts over the duration of the Forum.

Please provide a ranking for each of the following:

	Strongly Agree	Somewhat Agree
1 Overall, the meeting focused on the important issues		
2 There are things I learned which I will act on		
3 Information presented was salient to the discussions		
4 Discussion topics reflected current issues		
5 The facility		

## Workforce Reset

What does "workforce reset" mean for my organization at a

"Upstream" impacts on my organization



Operational implications for my organization's activities

Research priorities for Tourism HR Canada

## Definitions of Tourism



### Tourism: Some key economic concepts<sup>1</sup>

- From a demand-side perspective: The activities of visitors and their role in the acquisition of goods and services.
- From a supply-side perspective: The set of productive activities that cater mainly to visitors.
  - Visitor = A traveller taking a trip to a new environment for less than a year (for a personal purpose) other than their home or place visited.
- Economic activities associated with visitors, so are restricted to those entities providing services or goods.
  - Tourism is defined primarily as the activities of visitors.

### North American Industry Classification

- Statistics Canada
- Can be used to identify economic activities that may be related to tourism.

### National Occupational Classification

- National Occupational Classification (NOC)
- Intended to be used to identify economic activities that may be related to tourism.

### Labour Force Survey

- Monthly survey of the labour force
- Provides information on the labour force and its characteristics
- Includes information on the number of people in the labour force, their characteristics, and their activities.

<sup>1</sup> Tourism Satellite Account (TSA) - Statistics Canada  
<sup>2</sup> NAICS: <https://www2.gov.ca/en/gov/about/initiatives/naics/>  
<sup>3</sup> NOC: <https://www2.gov.ca/en/gov/about/initiatives/noc/>  
<sup>4</sup> LFS: <https://www2.gov.ca/en/gov/about/initiatives/lfs/>

## Education Engagement

### Preadmission

- Joint marketing and recruiting
- High school visitations
- High school co-op linkages

### Years 1 and 2

- Student club engagement
- Part time, co-op and summer job recruitment
- Job shadowing program
- In class assignments
- Guest speaking engagements

### Years 3 and 4

- Co-op program advancement, links to management training programs
- Coffee with leaders - mentorship
- Flip and Fair model
- Living case study

## Industry Engagement with Labour Market Research

	My organization	My ecosystem	Tourism HR Canada	Tourism HR Assoc of Canada
Research priorities				
Reducing duplication in research				
More consistency in research				
Opportunities to collaborate				
Research dissemination				
What resources and tools could Tourism HR Canada and TIAC produce that would support your research needs/goals?				

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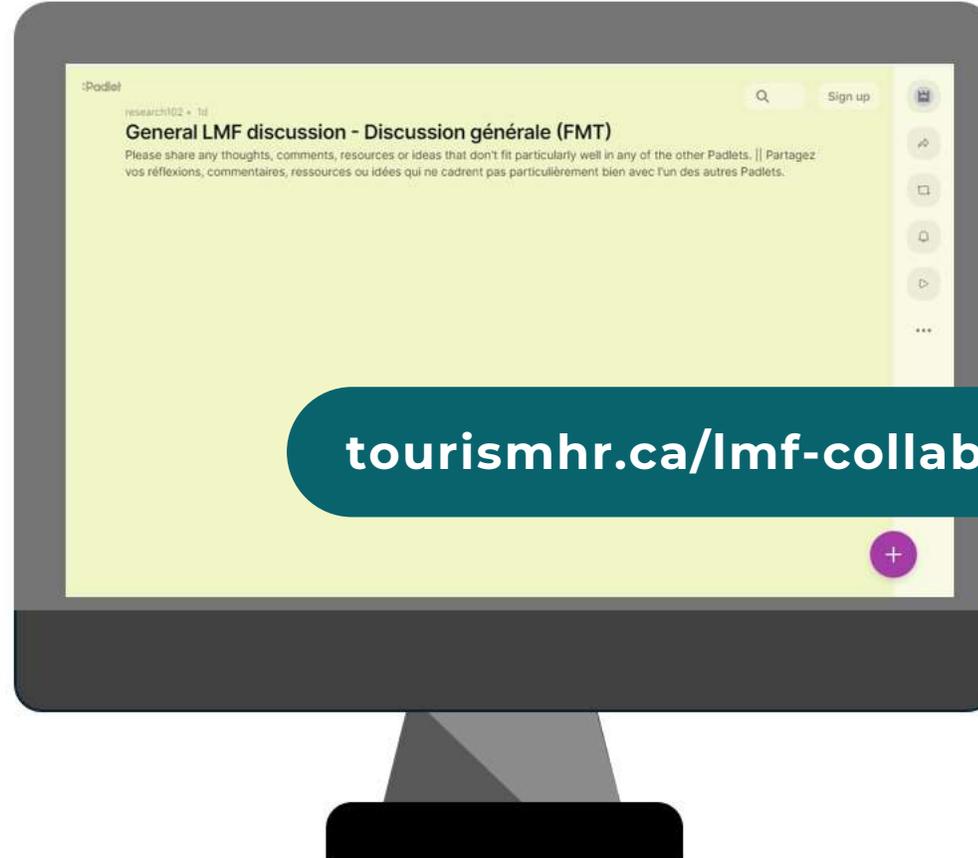
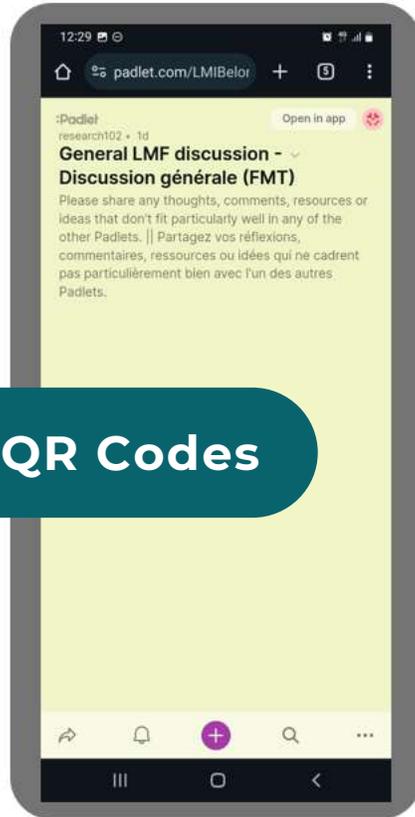
Productivity





# padlet

COLLABORATIVE WORKSPACE



# TOURISM HR CANADA LOGIC MODEL 2024

## STRATEGIC, MANDATED ACTIVITIES

## OPERATIONAL PRIORITIES

BROAD THEMES, OBJECTIVES

**RELIABLE SUPPLY**  
of workers  
**ATTRACTION, RETENTION**

**SKILLED WORKERS**  
that match demand  
**PRODUCTIVITY**

**ACCESSIBLE EMPLOYMENT**  
by reducing barriers  
**MOBILITY**

**COMPETITIVE HR PRACTICES**  
& HR investments  
**GOOD EMPLOYERS**

**VALUED EMPLOYMENT, CAREERS**  
**JOB AND CAREER IMAGE, PROFILE**

**INFORMED LM/WORKFORCE INTELLIGENCE**  
**KNOWLEDGE, INFORMATION**

**EFFECTIVE LEADERSHIP, INFLUENCE**  
**ORGANIZATIONAL RESULTS**

**GOOD GOVERNANCE & OPERATIONAL STABILITY**  
**ACCOUNTABILITY**

**SA**  
STRATEGIES / ACTIVITIES

Influence policy to benefit from quotas and referrals; foster increased retention strategies  
SA1

Identify new and emergent skill demands; enhance skills and productivity  
SA2

Improve on mobility of learners and workers; reduce barriers to employment  
SA3

Demonstrate benefits of strong HR practices and professional development  
SA4

Improve employment image & reinforce value proposition  
SA5

Increase knowledge of labour market issues and responsive actions  
SA6

Position Tourism HR Canada as the lead association to resolve workforce issues  
SA7

Strengthen organization's capacity and sustainability  
SA8

**O**  
OUTPUTS, KEY PROGRAMS & TOOLS

DiscoverTourism.ca  
HR tools, training  
Emerit certification  
CATT program  
O1

Emerit training  
Competency framework  
Propel  
O2

Belong initiative  
SMART+ Accreditation  
Propel  
O3

HR Tools  
Emerit training  
Employer of Choice  
O4

DiscoverTourism.ca  
CATT program  
Propel  
O5

Research reports, articles, fact sheets, Insider newsletter databases, analysis tools, notes  
O6

Information to inform advocacy & policy development  
Stakeholder engagement  
O7

Governance committees  
Policies  
Technology infrastructure  
O8

**ST**  
SHORT TERM OUTCOMES

Increased awareness of good jobs and long-term career opportunities  
ST1/5

Enhanced skills and professionalism within the tourism workforce  
ST2

Reduced barriers to employment  
Added supports to enable access  
ST3

Increased awareness of products and services  
ST4

Increased awareness of good jobs and long-term career opportunities  
ST5/1

Increased availability of LMI  
Increased awareness of issues  
ST6

Increased awareness of role and capacity  
Enhanced recognition  
ST7

Seek diversified funding sources  
Increased stakeholder & partnership engagement  
ST8

**MT**  
MEDIUM TERM OUTCOMES

Increased gov't programs and investments for tourism workforce strategies  
MT1

Improved competitiveness and ability to adapt to new realities  
MT2

Increased diversity & number of targeted demographic  
Reduced barriers  
MT3

Improved capacity to invest in effective HR practices  
MT4

Increased # of Canadians seeking tourism jobs  
MT5

Stakeholder utilization of data and analysis to inform advocacy, investments  
MT6

Increased input into government policy; established as trusted source  
MT7

Secure new, stable funding sources  
Demonstrate results, accountability  
MT8

**LT**  
LONG TERM OUTCOMES

Better match of supply and demand  
LT1

Highly skilled, adaptable, mobile workforce  
Improved productivity  
LT2

Inclusive, diverse workforce  
Improved learner & worker mobility  
LT3

Increased # of accredited businesses  
Improved reputation  
LT4

Tourism jobs are valued and well-sought after  
LT5

Elevated demand for trusted LMI to inform public policy  
LT6

Organization produces results and creates effective change  
LT7

Robust infrastructure and finances to support mandate  
LT8

ULTIMATE OUTCOMES

Growing a competitive, inclusive and resilient tourism workforce



DISCOVER  
TOURISM<sup>®</sup>

emerit<sup>®</sup>.ca  
Canada's Most Recognized Tourism  
Training and Credentials



**LMI**  
Foundational Labour Market  
Information System

**Belong**

Building IDEAL Workplaces  
Powered by Tourism HR Canada

propel

Launching Careers in Tourism  
Powered by Tourism HR Canada



Workforce  
Management  
Engine  
Powered by Emerit



CANADIAN ACADEMY  
OF TRAVEL & TOURISM

ACCREDITATION  
**SMART+**  
ACCREDITATION

Insights to  
help build a  
competitive  
workforce

**Tourism  
HR  
Insider**

**labour  
market  
forum**



**forum** sur le  
marché du  
**travail**



MANDATE

Growing a  
**Resilient, Competitive,** and **Inclusive**  
Workforce

MANDATE

Growing a  
**Resilient, Competitive, and Inclusive**  
Workforce



BUSINESS · ORGANIZED LABOUR · EDUCATORS · GOVERNMENTS · ADVOCACY BODIES

MANDATE

Growing a  
**Resilient, Competitive, and Inclusive**  
Workforce



# CANADIAN TOURISM WORKFORCE PROJECTED PROFILE



**2024**  
**1.97**  
Million

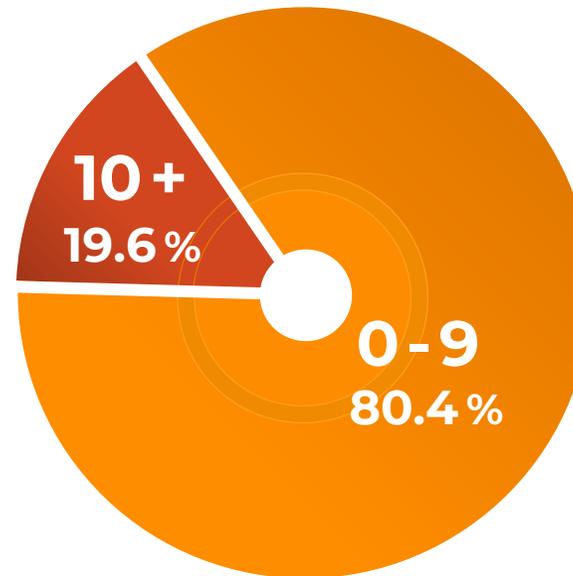


**2040**  
**2.77**  
Million



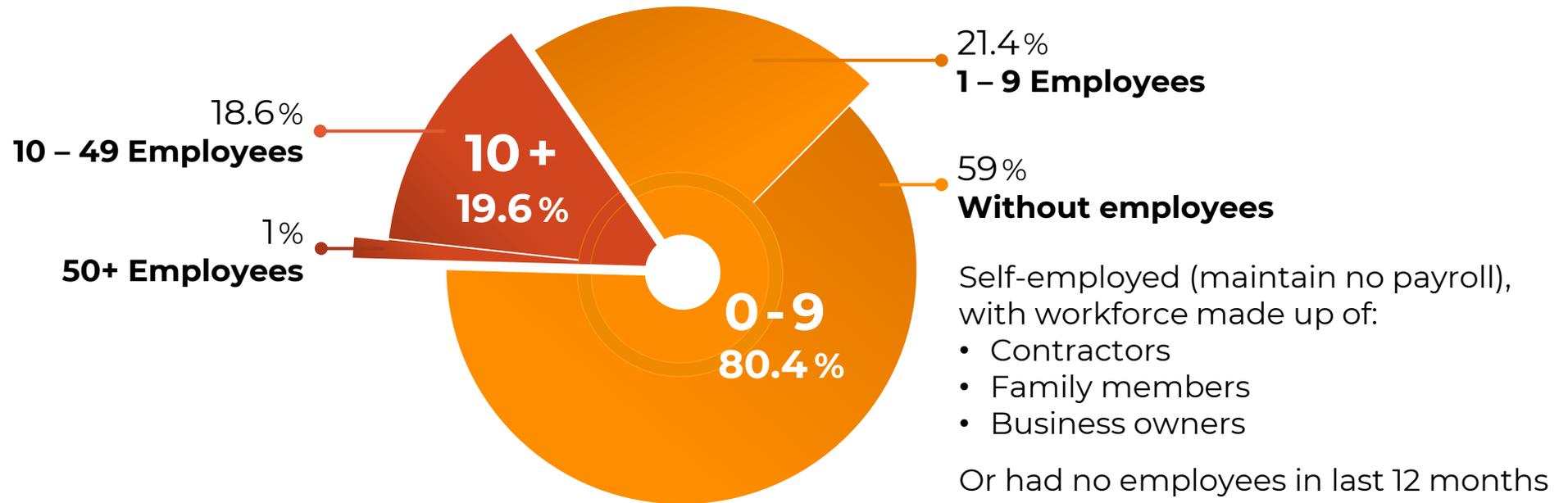
# 272,000 TOURISM EMPLOYERS

Predominantly Micro- and Small Business



# 272,000 TOURISM EMPLOYERS

Predominantly Micro- and Small Business



# INFLATIONARY PRESSURES = **COOLING JOB MARKET**

- Slowed economy, consistent declines in GDP
- Persistent debt loads, high interest rates
- Change in consumer spending habits

6.6%  
UNEMPLOYMENT  
RATE

1.5 Million Canadians Looking for Work

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RATE

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## COSTLY IMPACTS



Reduced  
**Revenues**



Reduced  
**Resilience**



Reduced  
**Innovation**



Reduced  
**Ability to  
Compete**



Reduced  
**Productivity**



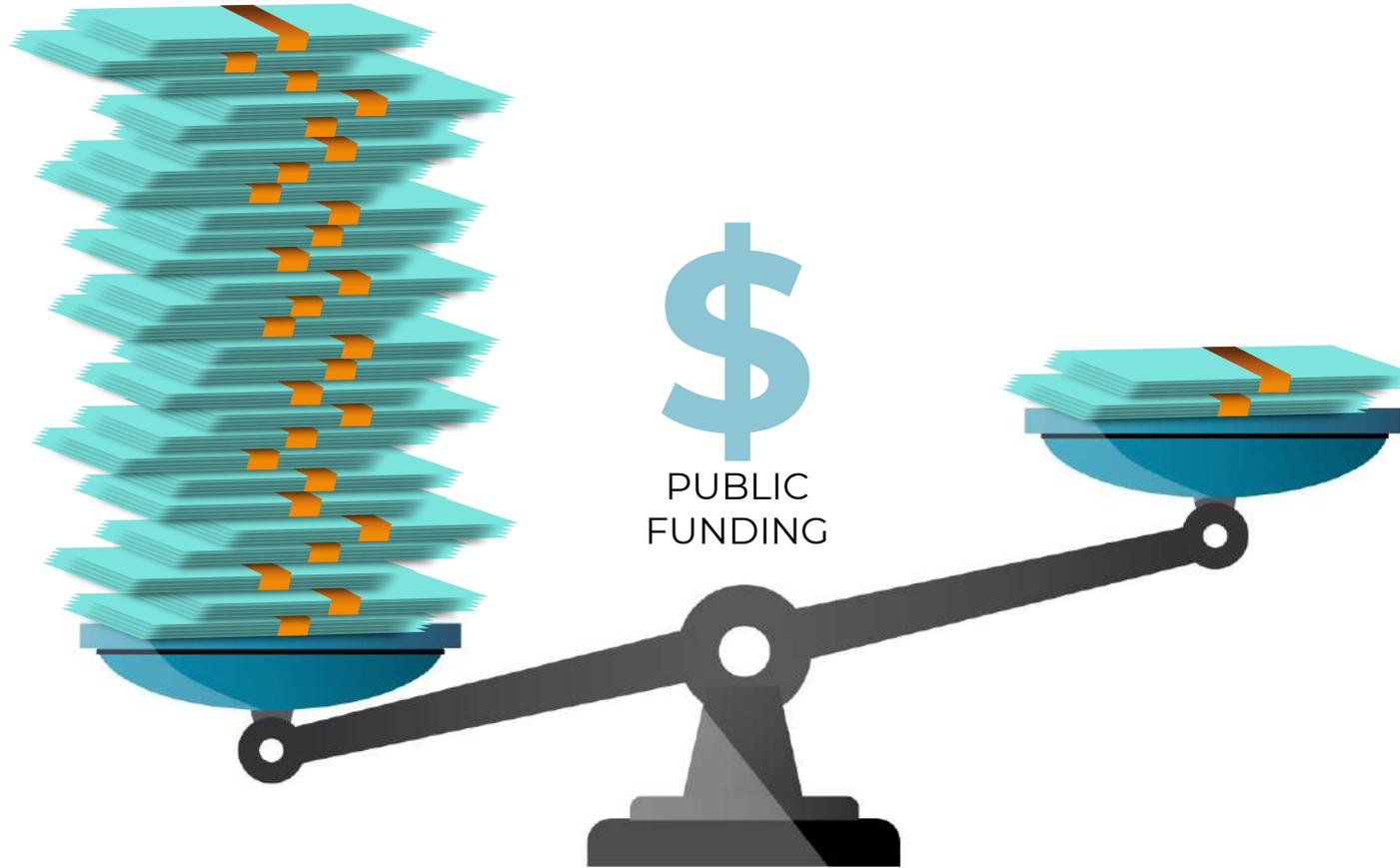
Reduced  
**Service  
Standards**



Reduced  
**Employee  
Retention**

INEQUITABLE IMBALANCE =  
**INCOMPATIBLE RESULTS**

**CREATING  
TOURISM  
DEMAND**



**BUILDING  
WORKFORCE  
SUPPLY  
TO MEET DEMAND**

# REAL, LASTING CONSEQUENCES

## MISALIGNED OUTCOMES

### IMPACTS ON VISITORS AND COMMUNITY

**Increased reputational** damage, tainted image

**Less prioritization** of the sector or support for public policy or investments for tourism

**Reduced competitiveness** / ability to compete for 'high yield' visitors

**Reduced resilience**

= Unsustainable, unprofitable, mediocre destinations

Increased Visitors and Consumer  
**DEMAND**



Short  
**SUPPLY**  
of Workers



### WORKER AND WORKPLACE IMPACTS

**Reduced productivity**

**Reduced (lost) profits**

**Poor employee engagement** / labour relations

**Higher turnover**

**Increased** worker **absenteeism**, error and waste

= Poorly paid, precarious, dead-end jobs in undesirable workplaces

# LOST REVENUES

## HAMPERED GROWTH

Every 55K spent by tourists  
supports 1 tourism job.

Reaching the additional

**20B spend** =

additional

**364,000**

**workers**

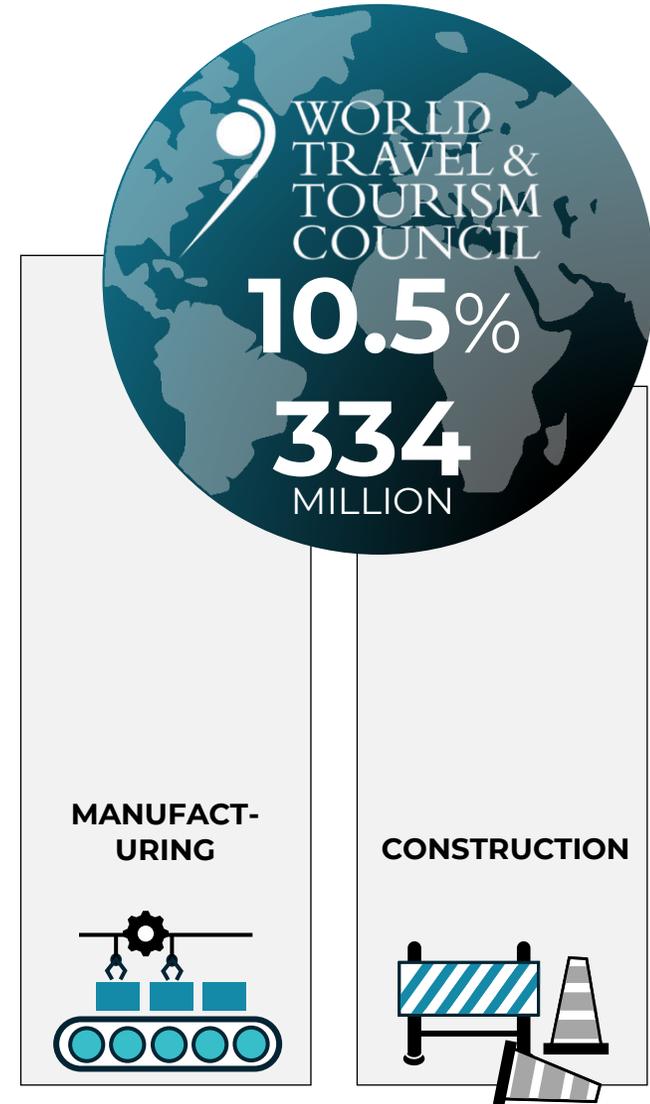
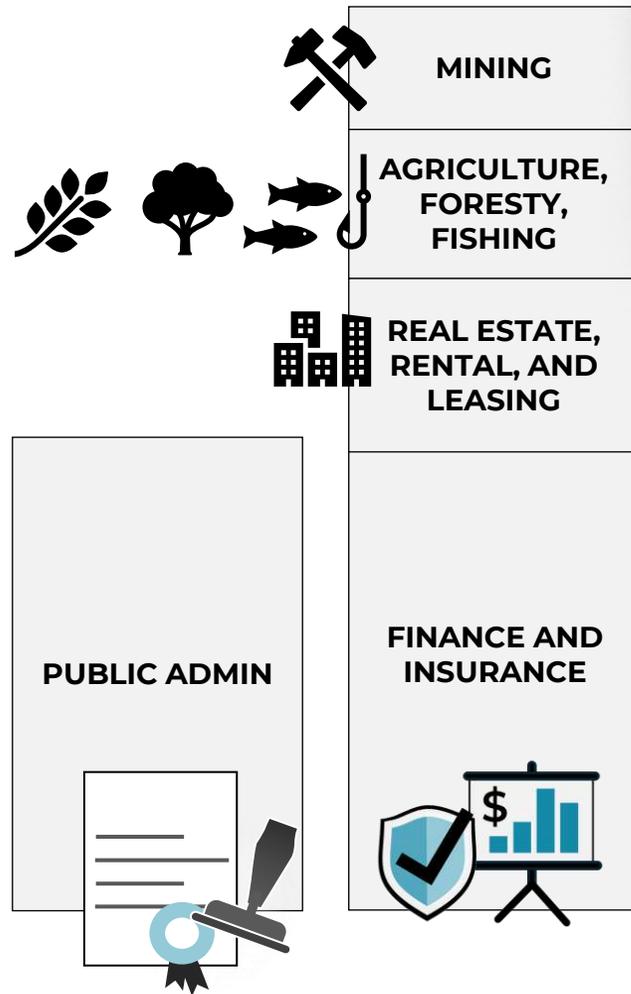


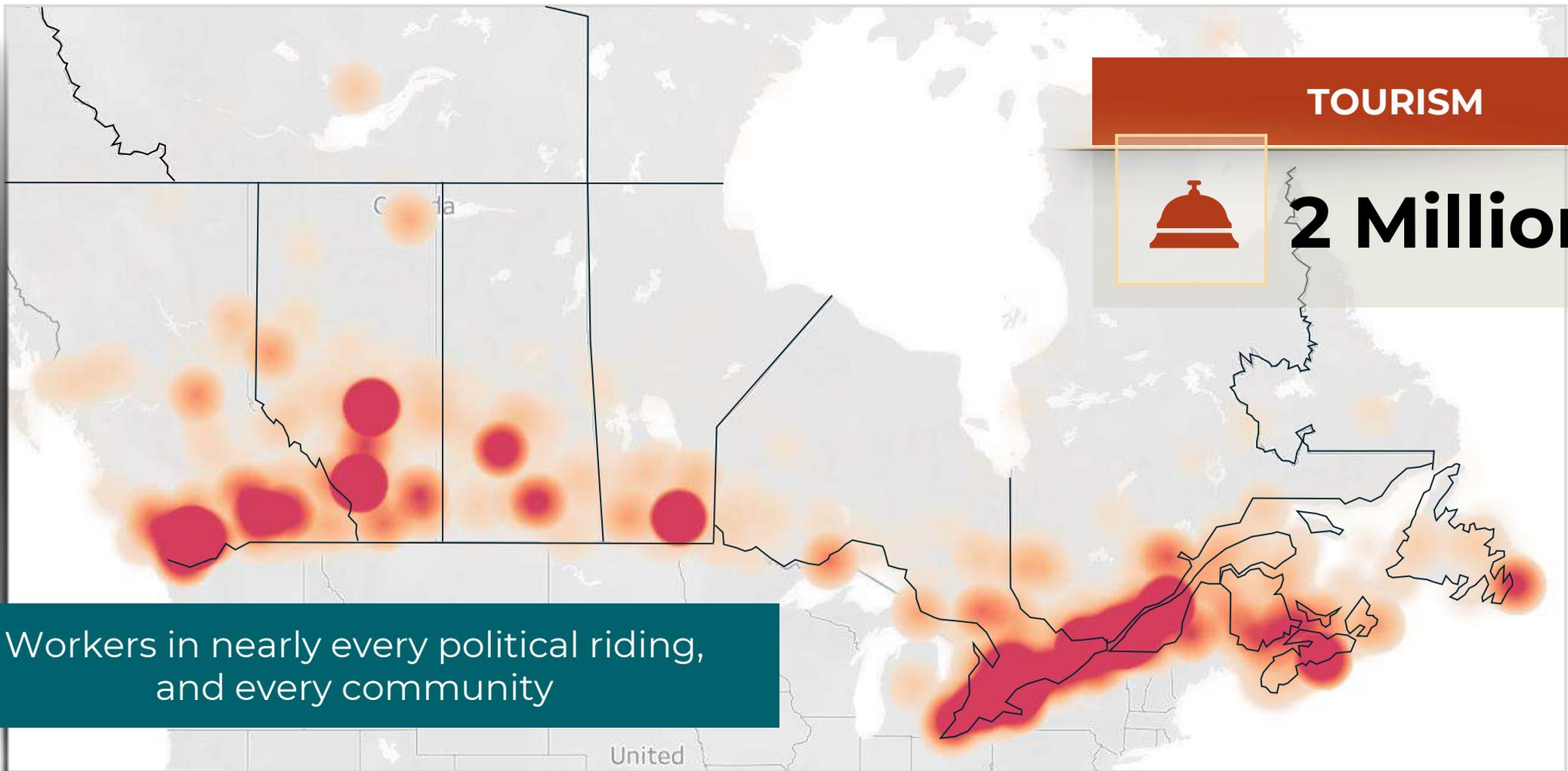
# LOST REVENUES

Without the necessary  
skilled workforce,  
**Canada risks  
losing out on  
\$10.87 billion  
annually**  
in potential revenue  
by 2027



# SIZE MATTERS





**TOURISM**



**2 Million**

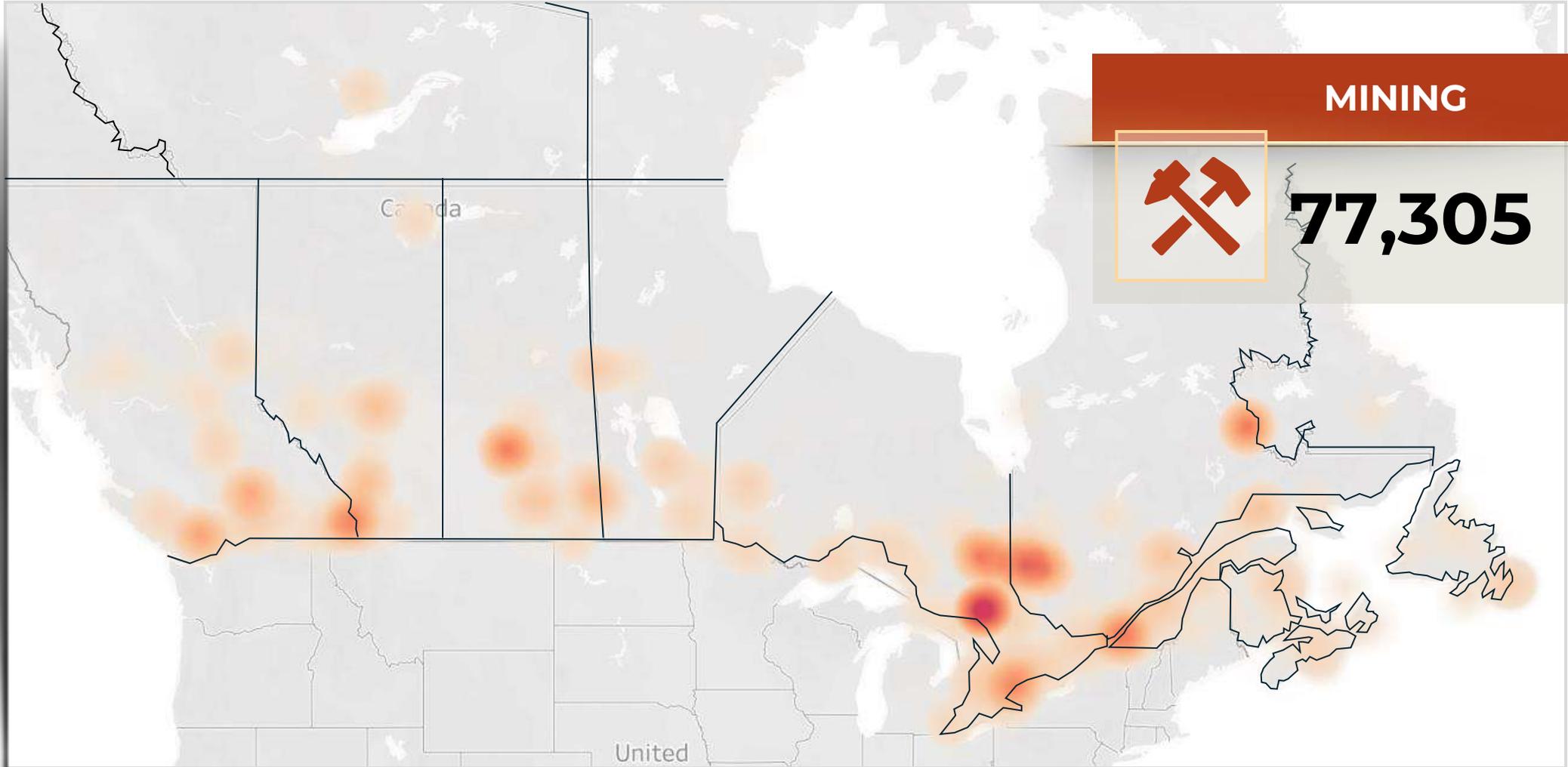
Workers in nearly every political riding,  
and every community

Tourism **HR**  
Canada



**RH** Tourisme  
Canada





**MINING**

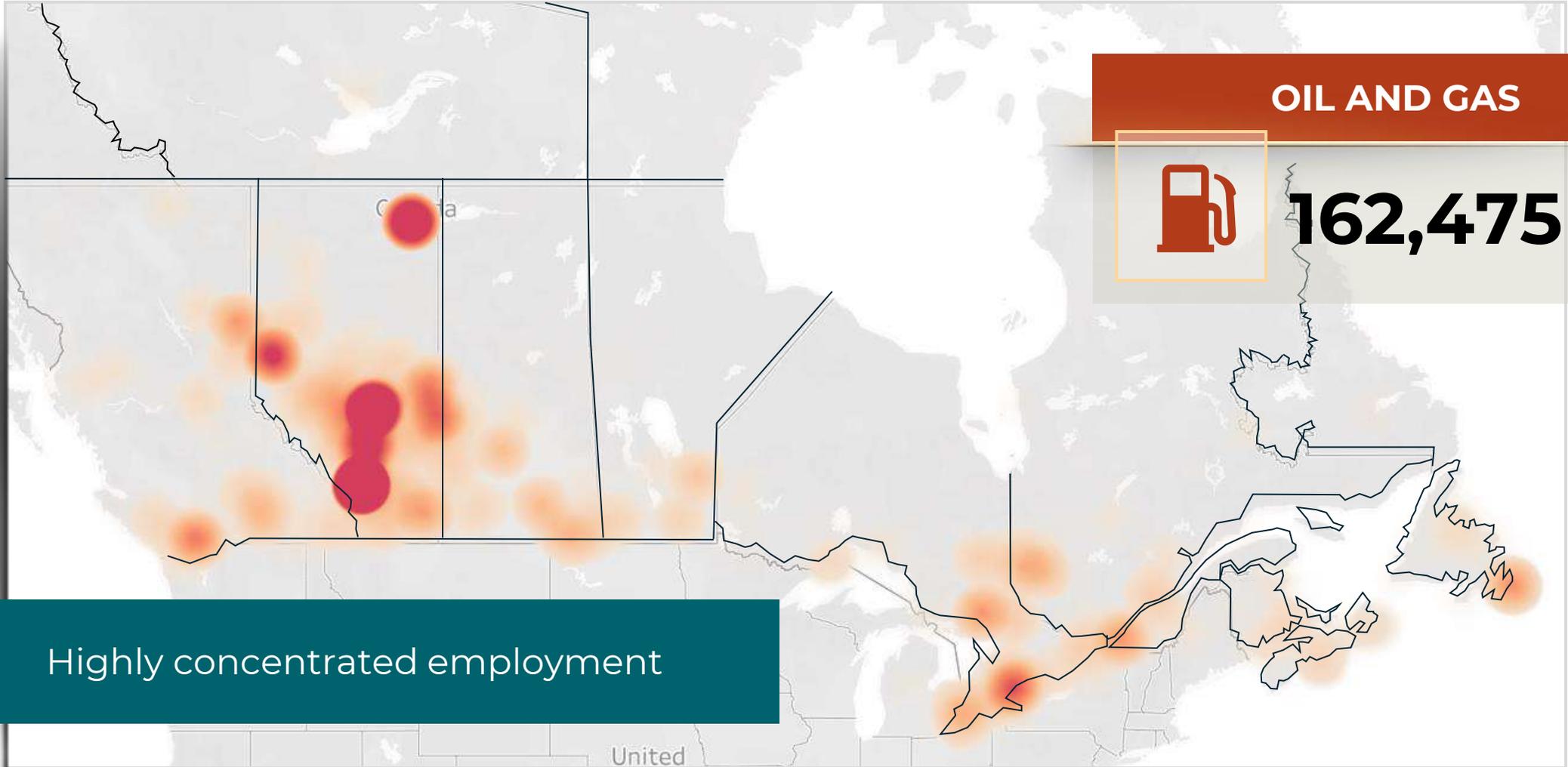


**77,305**

Tourism **HR**  
Canada



**RH** Tourisme  
Canada



**OIL AND GAS**



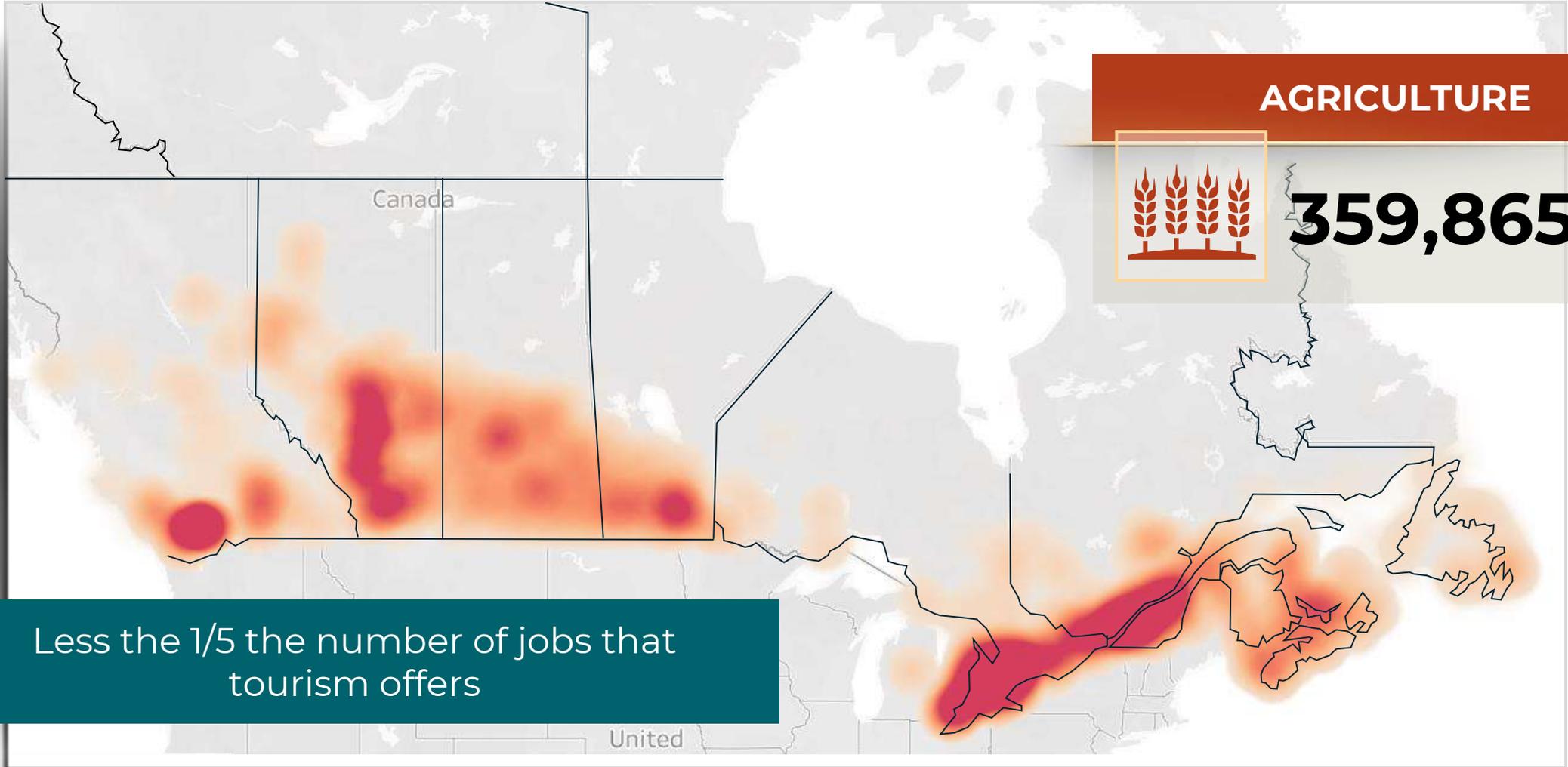
**162,475**

Highly concentrated employment

Tourism **HR**  
Canada



**RH** Tourisme  
Canada



**AGRICULTURE**



**359,865**

Less the 1/5 the number of jobs that  
tourism offers

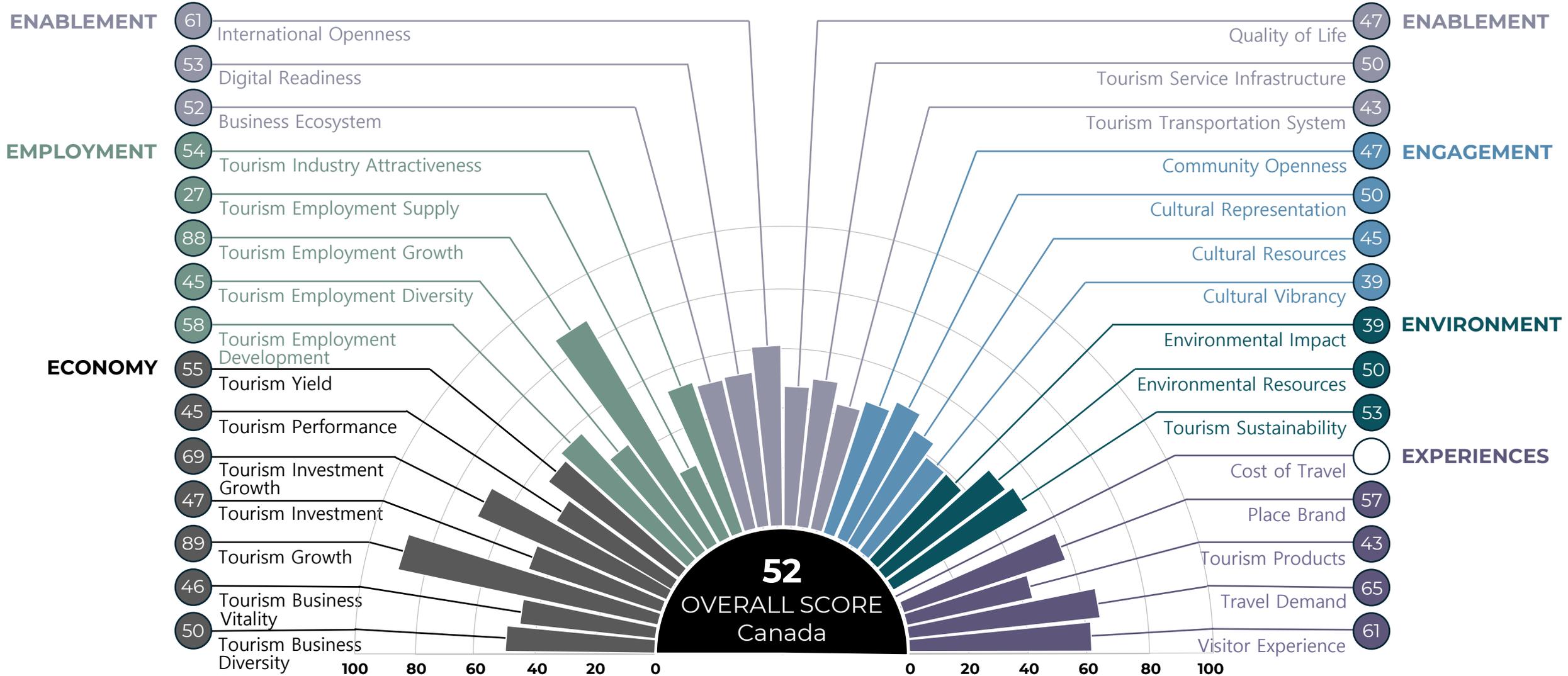
Tourism **HR**  
Canada



**RH** Tourisme  
Canada

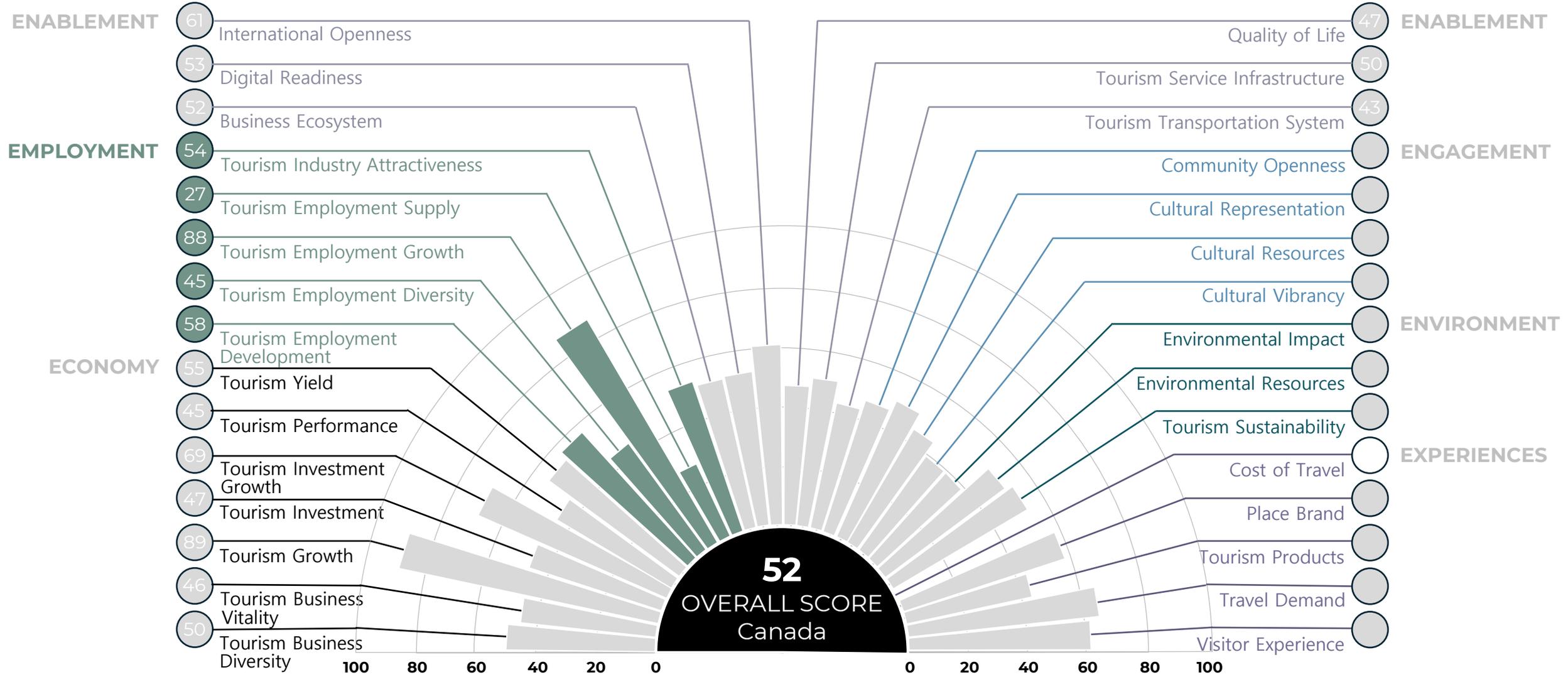
# Destination Canada

## WEALTH & WELLBEING INDEX · CANADA 2022



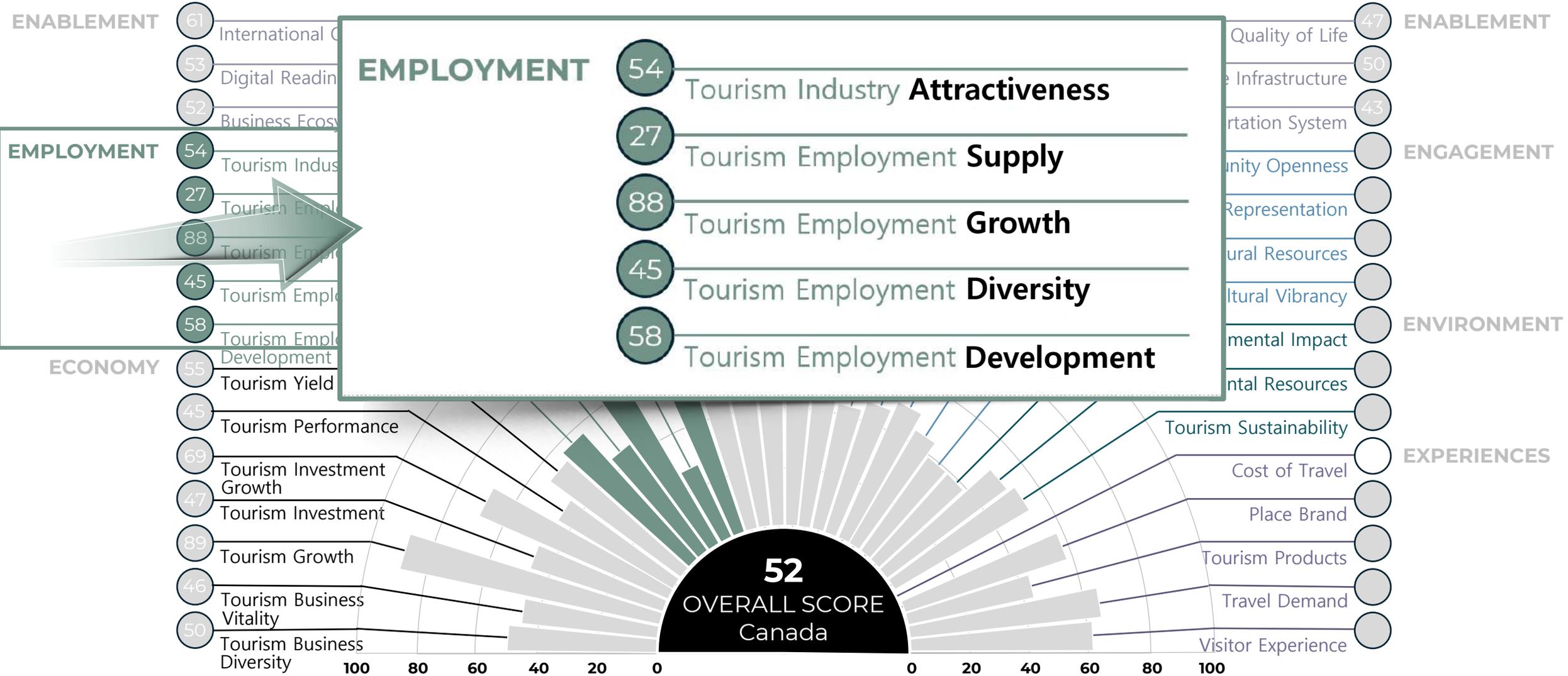
# Destination Canada

## WEALTH & WELLBEING INDEX · CANADA 2022



# Destination Canada

## WEALTH & WELLBEING INDEX · CANADA 2022



# SUSTAINABLE DEVELOPMENT GOALS



4 Quality Education

5 Gender Equality

8 Decent Work and  
Economic Growth

10 Reduced Inequalities

11 Sustainable Cities and  
Communities

12 Responsible  
Consumption and  
Production

17 Partnership for the  
Goals

DEFINITION

# productivity

(noun)

pro·duc·tiv·i·ty

Producing  
more with the  
same resources



## SECTORAL / COUNTRY

- Economic output (GDP)

↑  
**MACRO**

---

## BUSINESS / OPERATIONAL

- Operational effectiveness
- Employee efficiency
- Revenue growth

↓  
**MICRO**

---

## INDIVIDUAL / EMPLOYEE

- Efficiency / proficiency

“

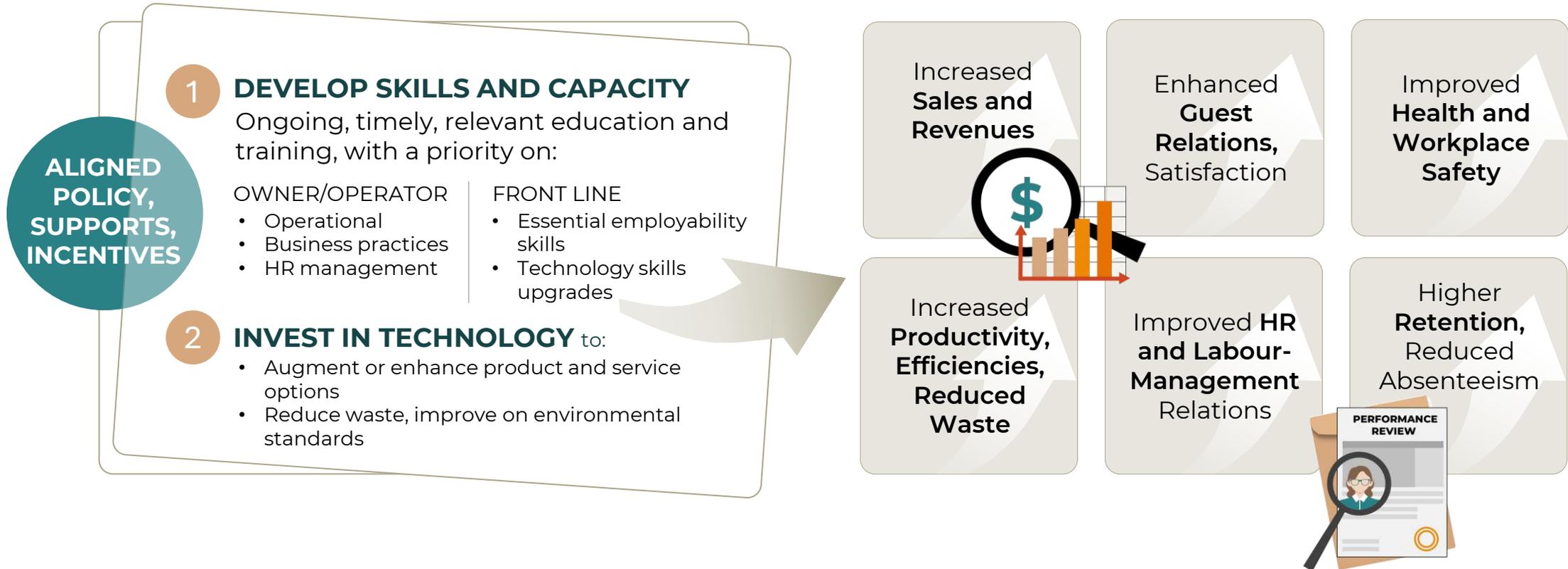
Various explanations for the **perception of low productivity and slow productivity** growth in the service sector exist.

However, **unsatisfactory** service productivity **definitions and** productivity **measurement errors** in the service sector **are largely responsible.**”

# MEASURING PRODUCTIVITY BUSINESS / OPERATIONAL

## Operational / BUSINESS INVESTMENTS

## Key PERFORMANCE OUTCOMES



DEFINITION

# tourism

(noun)  
tour·ism

A dynamic and rapidly changing landscape



- ACCOMMODATION
- TRANSPORTATION
- TRAVEL SERVICES
- FOOD & BEVERAGE SERVICES
- RECREATION & ENTERTAINMENT

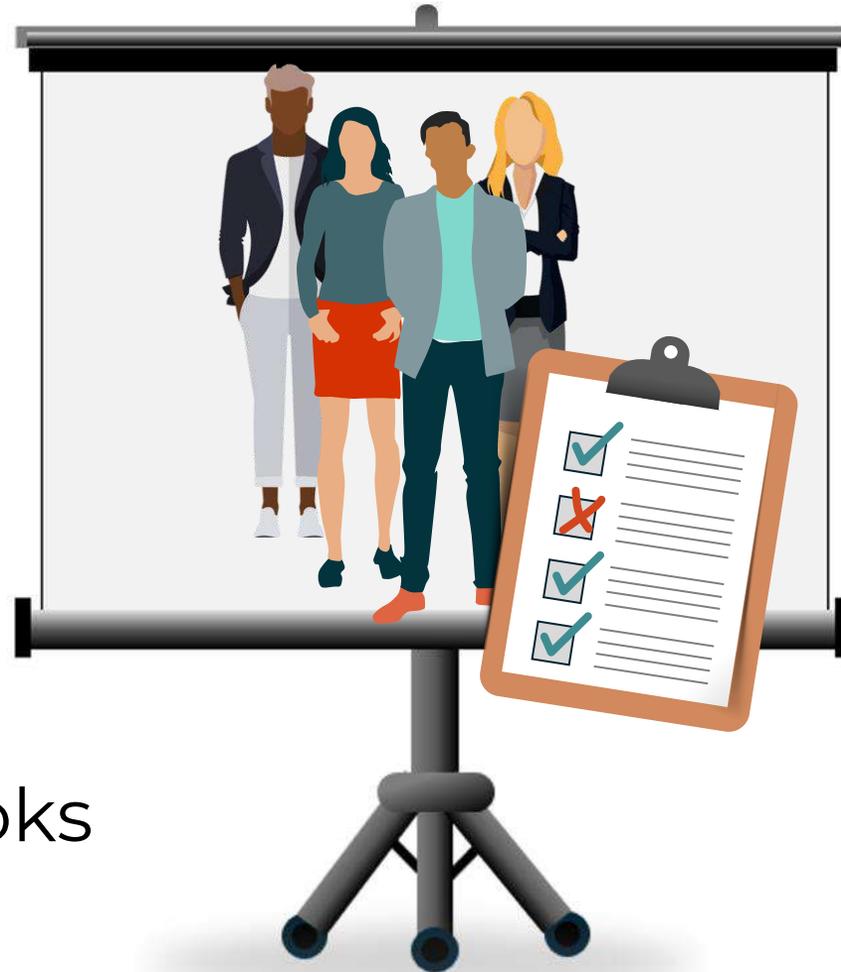
DEFINITION

# human resource management

(noun)

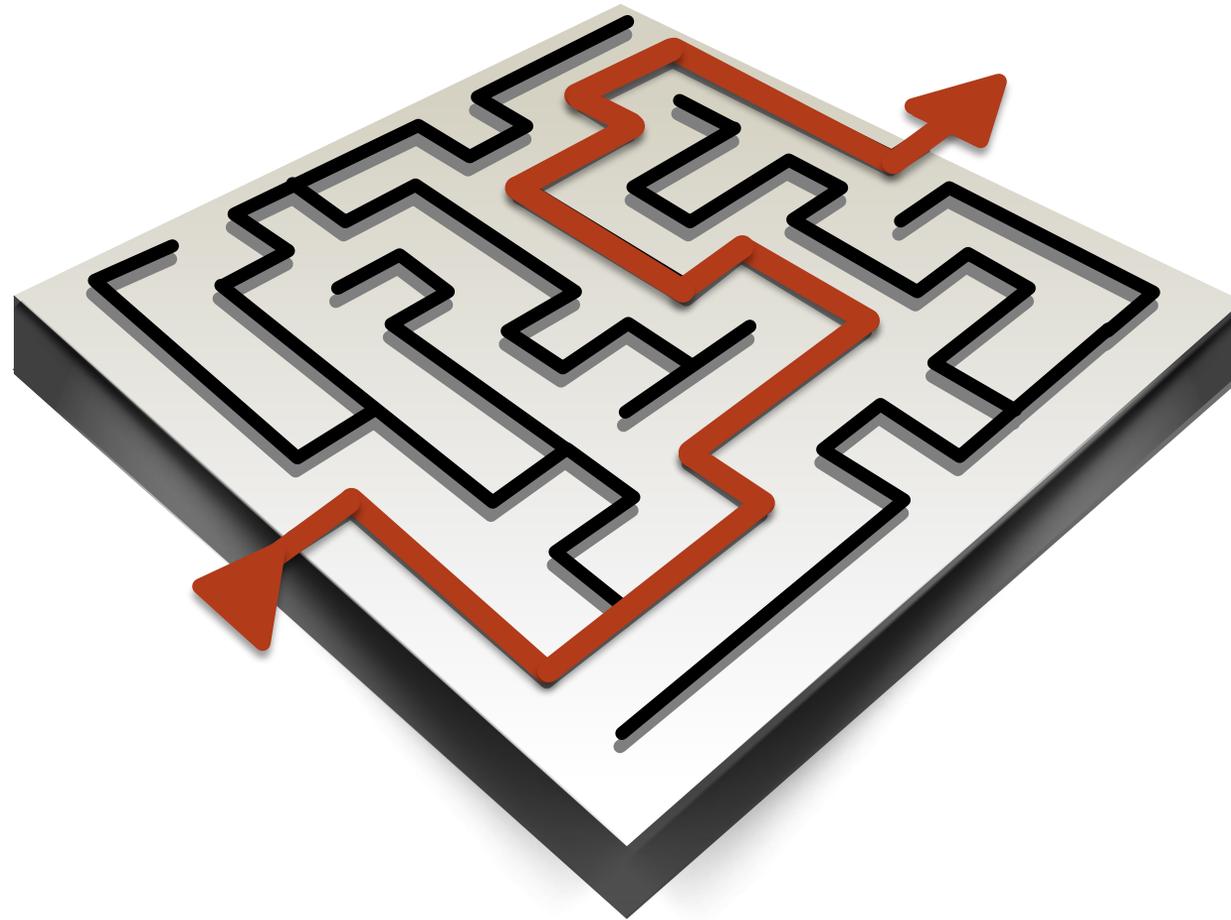
hu·man re·sour·ce  
man·age·ment

It's not what you  
expect and not  
what most textbooks  
still impart

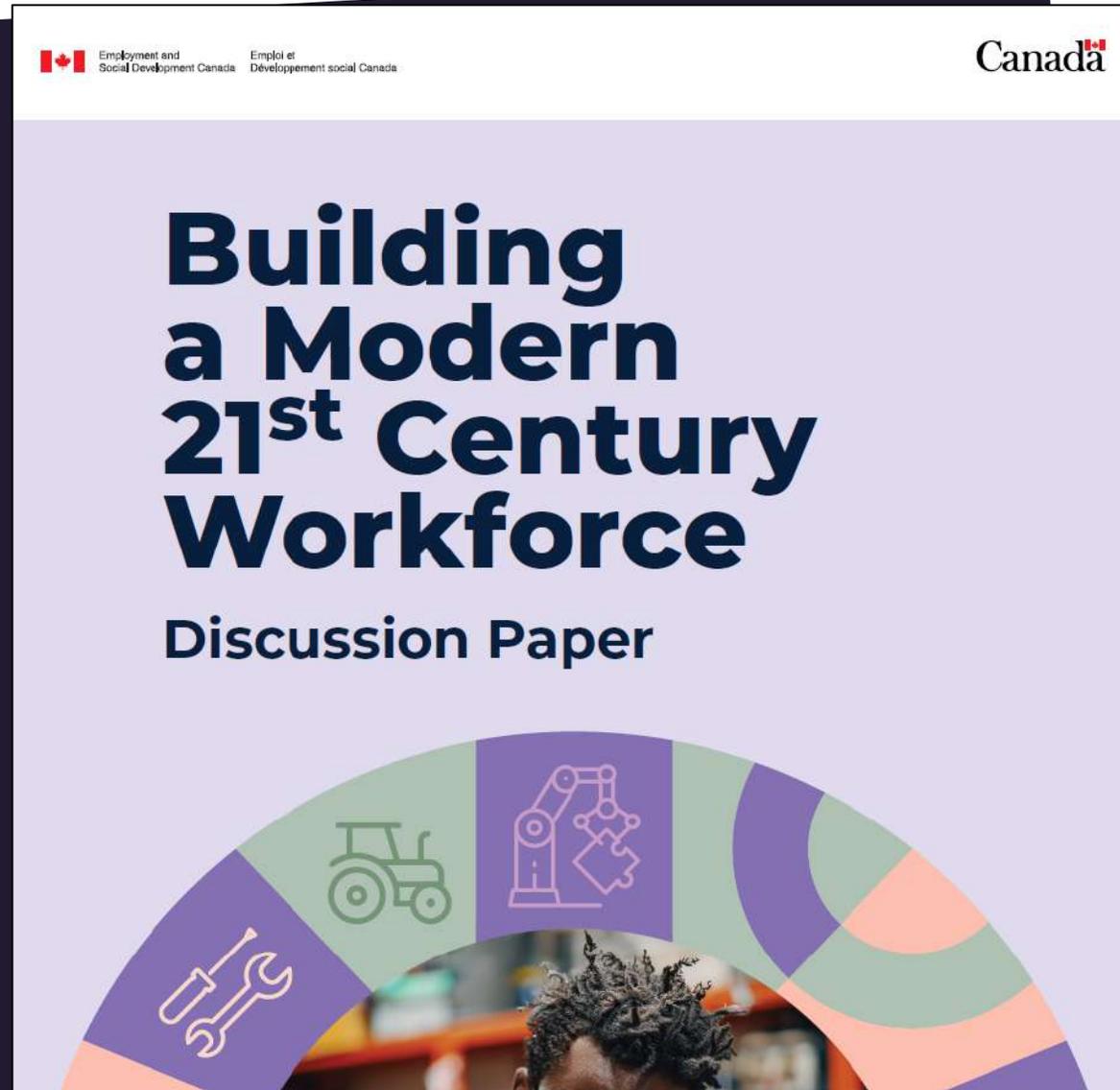


Community models  
Career management  
New job/work functions  
Individualism  
Hybrid models  
Digitalization  
Increased diversity,  
globalization  
Environmental stewardship  
HR capital management

# NAVIGATING EVER COMPLEX CHALLENGES



# ESDC Consultation to Inform Policy, EI Investments



## PRIORITIES

TO FOSTER A MODERN, DIVERSE, INCLUSIVE, AND PRODUCTIVE 21<sup>ST</sup>-CENTURY LABOUR MARKET

1

Ensuring better alignment between workforce strategies, training institutions, labour groups, employers and economic priorities

2

Eliminating inefficiencies and barriers in Canadian labour markets

3

Maximizing labour productivity through strategic skills development and lifelong learning

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