2024-2025 Annual Report

Growing a Resilient, Competitive, and Inclusive Workforce

Tourism HR Canada | RH Tourisme Canada

Contents

Message from the President and CEO

Looking back on the past year, I am inspired by both the momentum within Canada's tourism sector and the collective commitment to building a stronger workforce for the future.

Despite continued geopolitical uncertainty, tourism demand has rebounded with renewed strength—underscoring the sector's vital role in communities across the country and the dedication of the people who power it.

This increased demand, however, has also sharpened the focus on long-standing and emerging workforce challenges. Chief among them is the growing need for skilled workers to support business operations, service excellence, and sustainable growth. Labour shortages and skills gaps continue to limit the sector's full potential, making workforce development more critical than ever. The rise of AI, increased digital transformation, and a greater focus on regenerative practices are changing the way we work, our workplaces, and creating a demand for different types of workers with different types of skills and work arrangements.

True resilience in tourism depends on understanding the workforce in all its complexity. The sector encompasses diverse occupations, skill levels, and career pathways, each with distinct realities and needs.

Addressing these challenges requires timely, accurate labour market intelligence and evidence-based solutions that reflect regional and industry differences.

At Tourism HR Canada, our work over the past year has centred on strengthening the foundations of the tourism workforce. We have launched innovative, industry-led training and certification programs that support skills development and career progression. We've expanded our labour market intelligence efforts—providing clearer insights into workforce trends, shortages, and opportunities to inform planning and policy. We've promoted tourism as a viable, rewarding career choice, helping to attract new talent into the sector. And we've delivered practical tools and resources to support employers as they navigate a rapidly evolving labour market.

Equally important has been our ongoing commitment to equity, diversity, and inclusion—ensuring that the tourism workforce reflects the communities it serves and that opportunities are accessible to all.

None of this progress would be possible without strong partnerships. I extend our sincere thanks to the Government of Canada for its continued support of critical workforce initiatives. I also thank our Board of Directors, industry partners, educators, governments, and community organizations across the country. Through collaboration, we are strengthening skills, improving workforce readiness, and growing a more resilient, competitive, and inclusive tourism sector.

As we move into the year ahead, we remain focused on empowering people, equipping businesses, and delivering the data and training needed to support long-term success. Together, we are shaping a workforce that will drive tourism forward—today and into the future.

Thank you for your ongoing support,

Philip Mondor

PRESIDENT AND CEO
TOURISM HR CANADA

Message from the Chairperson of the Board of Directors

Ongoing shifts to the geopolitical landscape serve as a reminder of how interconnected tourism is with global affairs, and how external forces can influence travel patterns, business confidence, and workforce stability.

In this context, Tourism HR Canada remains focused on its core objective: growing a resilient, competitive, and inclusive tourism workforce. This goal is being shaped not only by economic and geopolitical pressures, but also by transformative trends in artificial intelligence, digitalization, sustainability, and productivity. Together, these forces are changing how we work, the skills employers require, and the expectations of today's workforce.

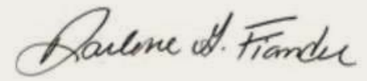
While tourism demand has rebounded strongly, labour and skills shortages continue to affect most regions of Canada. Employment in the sector has only recently returned to pre-pandemic levels, still trailing much of the broader economy. Inflation and lingering impacts of the pandemic continue to challenge businesses, underscoring the importance of sustained investment in workforce development to support growth and competitiveness.

In response, Tourism HR Canada has continued to invest in innovative programs, technology, and trusted labour market intelligence. This past year saw the launch of an impressive new platform for a revamped suite of Emerit training and certification programs; enhancements to the Discover Tourism career awareness and employer resource hub; a renewed commitment to connecting students and employers through Propel; refreshed high school teaching resources; and targeted initiatives supporting the inclusion of under-represented groups, such as individuals with disabilities through the Belong program. These efforts are helping employers adapt to change while strengthening pathways into tourism careers.

Looking ahead, it is critical that tourism remains a priority for governments at all levels. Policies and investments must reflect the sector's economic importance and enable businesses to attract, train, and retain the skilled workers needed to thrive in a highly competitive global market.

Our focus is firmly on the future—setting a clear path to navigate ongoing challenges while embracing emerging opportunities. Through strategic planning and collaboration, Tourism HR Canada is positioning the sector to build a workforce that is adaptable, diverse, and ready for what lies ahead.

On behalf of the Board of Directors, I extend sincere thanks to the Government of Canada for its continued support, and to our partners, stakeholders, and the committed team at Tourism HR Canada. Together, we are securing a bright future for Canada's tourism workforce.



Darlene Grant Fiander

CHAIRPERSON
TOURISM HR CANADA BOARD OF DIRECTORS

Tourism's Trusted Source for Labour Market Intelligence

21,089
LMI Webpage + Article Views

767
Report Downloads

10
Reports from the 2021 Census

1
Labour Market Forum

12
Monthly + 1 Annual Labour Force Snapshots

4
Immigration Pathways Factsheets

1
"State of the Industry" Webinar

Tourism HR Canada stands as a leader in producing comprehensive, timely, and reliable labour market data.

The organization's trusted, detailed information and analyses are relied upon by parties from businesses, associations, educational institutions, and government to create smart strategies for a strong visitor economy.

In 2024-25, Tourism HR Canada wrapped up a three-year labour market initiative funded by Employment and Social Development Canada (ESDC). This project maintained and improved Tourism HR Canada's foundational labour market system and responded to emerging labour pressures facing the sector.

Key areas of work included:

- **Principal Statistics:** The gathering, analysis, and dissemination of the foundational data that defines the tourism labour market.
- **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.
- **Human Resource Module:** A foundational dataset to provide comparable, detailed information on jobs, hours of work, and labour earnings for each province and territory.
- **Workforce Supply and Demand:** Tourism labour market projections to 2040 to inform policies and business decisions.
- **Special Labour Market Research Initiatives:** Evolving and topical labour market projects, including primary and secondary research to address systemic and acute workforce issues.
- **Perceptions/Sentiments Surveys:** Measuring and tracking reputational damage around tourism employment.
- **State of Industry Recovery:** Ongoing tracking and reporting on the impact of the COVID-19 pandemic.
- **Research Capacity:** Added capacity to effectively respond to increased and evolving labour market intelligence enquiries.

Labour Force Survey

The Labour Force Survey (LFS), conducted by Statistics Canada, collects labour market indicators and is a key source of data on the working age population in all provinces. Tourism HR Canada released monthly snapshots on rates of employment, unemployment, hours worked, and part-time/full-time work in the tourism sector, as well as a yearly overview and periodic explorations of emerging trends. In 2024-25, Tourism HR Canada began purchasing data relating to wages from the LFS, to track rates of pay without having to conduct targeted polling—which is time-consuming, expensive, and very rapidly outdated. Integrating this data into dashboards and reporting has been more complex than anticipated, and is ongoing.

Rapid reSearch

Making labour market information relevant, useful, and easy to understand is key to helping Canada's tourism sector be globally competitive. The Rapid reSearch tool allows anyone to access customized tourism labour market data through a simple, user-friendly interface. It supports other stakeholders conducting their own analysis while maintaining consistency in the data in circulation. In 2024-25, the Rapid reSearch tool was successfully migrated to the new learning management system (LMS) that hosts Emerit products.

Projections of Tourism Employment in Canada

Working with the Conference Board of Canada, Tourism HR Canada published a new supply demand projection report, modelling the tourism workforce out to 2040. This report included modelling for two scenarios: the first was aimed at understanding the relationship between immigration and the tourism workforce, and the second at the potential impacts on workforce dynamics of increasing the retention of current employees in the sector.

Tourism Employment Tracker

Updated monthly, the online Tourism Employment Tracker offers a complete picture of the recovery and growth 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**

Business Intelligence Survey

Tourism HR Canada concluded its survey series of tourism business across Canada, with the final report providing a detailed trajectory of the sector's recovery following the pandemic disruptions. The final report also identified key points of friction that have stabilized over the past three years—and which will continue to inform research around labour market dynamics and HR practices across the sector.

Perceptions of Tourism as a Place of Employment

The third and final national survey of Canadians' perceptions of tourism was carried out; it examined attitudes to tourism as a place of employment and as a dimension of local, provincial/territorial, and national economies. This series of reports spans the post-pandemic period of sector recovery, highlighting the shifting perceptions of the sector in relation to changing economic conditions, as well as the concerted efforts on the part of the sector to change the narrative around tourism employment.

International Expectations of Tourism Service Quality

In spite of delays due to geopolitical tensions likely to impact traveller intention in target international markets, Skift Advisory completed a survey on perceptions of service standards in Canada. The analytical report was published online, along with a discussion article that compared trends in the international survey with those observed in the domestic survey conducted the previous year.

Immigration Pathways

In the tourism sector, "international workers" is often understood as being synonymous with the Temporary Foreign Worker Program (TFWP), in spite of the fact that the TFWP only accounts for a small percentage of the tourism workforce. Tourism HR Canada partnered with a Regulated Canadian Immigration Consultant to produce an overview of other programs and pathways through which tourism employers can access pools of international talent. The full report and four factsheets were published on Tourism HR Canada's Immigration Hub webpage.

Creating Mentally Healthy Workplaces

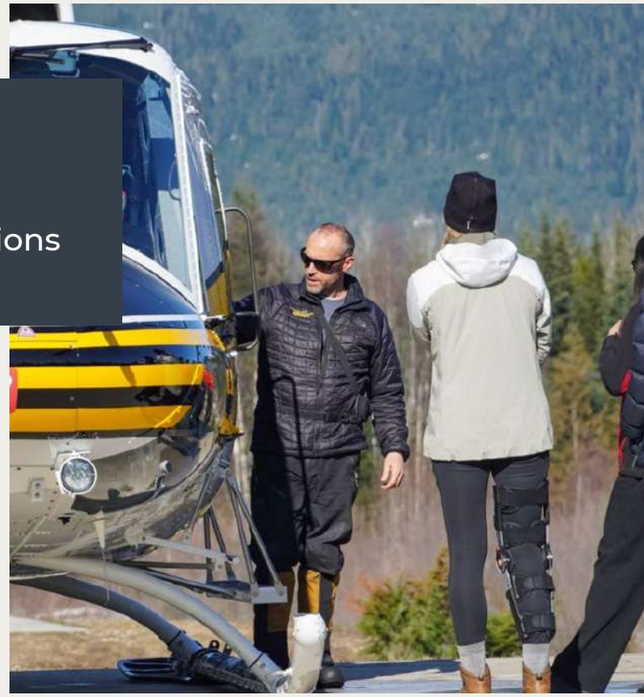
Tourism HR Canada partnered with a consultant specialized in psychology in the workplace to conduct a survey of tourism employees to gauge their experiences, expectations, and challenges relating to mental health in the workplace. The final report highlighted the importance of strong leadership in creating a supportive and positive workplace culture. It also identified training for supervisors and managers around clear and open communication as a key factor in bolstering the resilience of the tourism workforce.

Definitions of Tourism

The current statistical definition of tourism is based on the Tourism Satellite Account (TSA), a component of the System of National Accounts developed to identify the financial contributions of tourism to the national Gross Domestic Product (GDP). The reality of the sector has changed in meaningful ways since the development of the TSA, and while it is unlikely that substantive change can be made to the TSA itself, it is becoming increasingly clear that this framework is under-representing the scale and scope of the tourism workforce. Tourism HR Canada began consultations and environmental scans of labour estimates for tourism-peripheral industries (such as agritourism, airports, and conference centres), and this work will continue over the next several years.

Workforce Recovery: Restoring Jobs and Building a More Resilient, Inclusive Tourism Sector

In 2024-25, Tourism HR Canada wrapped up a transformative multi-year national initiative to address the severe labour disruptions caused by the pandemic.



The Tourism Workforce Recovery project—funded by Employment and Social Development Canada's Sectoral Initiatives Program—delivered lasting infrastructure, tools, and partnerships to support Canada's tourism economy.

With an investment of over $4 million, the project ran from 2022 to 2025 and focused on helping to realign, retrain, and upskill the tourism workforce.

Digital Infrastructure for a Future-Ready Workforce

At the core of the project were two key technology solutions: the new Emerit Learning Management System (LMS) and the Workforce Management Engine (WME). These platforms enable job seekers, workers, employers, government, associations, and educators to access training, certifications, and workforce planning tools aligned with the national Tourism Competency Framework.

Meanwhile, the WME offers free access to a robust library of 26 National Occupational Standards, over 400 competencies, and a variety of tools. Since its launch, it has drawn users from across Canada and even internationally, indicating a growing global interest in Canadian tourism training standards.

The LMS houses more than:

- **240** training tools, including printable modules, assessments, training videos, and instructor resources
- **6** redesigned eLearning courses for frontline and supervisory roles
- **3** micro-certifications and 4 updated professional certifications for frontline, supervisory, and management roles
- **1** Work-Ready credential designed to recognize skills of individuals new or returning to tourism

Training Designed for Today's Realities

Tourism HR Canada continued to use a learner-first approach to course design, prioritizing flexibility, accessibility, and inclusion. Training content and tools were built with Web Content Accessibility Guidelines (WCAG 2.0 AA) in mind, and representation in imagery and scenarios was carefully considered to reflect the diversity of Canada's workforce.

The use of micro-learning formats allows for shorter, stackable modules that better accommodate learners with time, mobility, or technology constraints, such as parents, newcomers, or those in rural communities. Courses are available in both English and French, and participants have praised the programs for their clarity, relevance, and ease of use.

Expanding Reach Through Content Sharing and Strategic Partnerships

Partnerships were formed or strengthened with over two dozen stakeholder organizations, including colleges, Indigenous institutions, provincial tourism councils, and tourism bodies like the Caribbean Tourism Organization and Outdoor Council of Canada.

One of the most innovative elements of the Workforce Recovery project was Tourism HR Canada's adoption of Content Controller, a powerful content distribution platform developed by Rustici Software. This solution enables the organization to securely share its eLearning courses with partner organizations—allowing them to deliver Emerit training on their own Learning Management Systems (LMS) while maintaining central control over intellectual property, updates, and user data.

This approach significantly broadened the reach of the Emerit training programs and opened new doors for collaboration across provinces, territories, and even international borders.

During the project, Tourism HR Canada signed **seven hosting agreements:**

- Alberta Hotel & Lodging Association
- Conseil québécois des ressources humaines en tourisme (Quebec)
- go2HR (British Columbia)
- Nova Scotia Tourism Human Resource Council
- Tourism Saskatchewan
- Velsoft, in partnership with the Caribbean Tourism Organization
- Velsoft, in partnership with the Bermuda Tourism Authority

These partnerships made it possible to extend access to frontline training without duplicating development efforts.

In addition to hosting partners, Tourism HR Canada reactivated **six retail partners** and **nine certification administrators,** ensuring Emerit products are supported across every province and territory.

By using this distributed training model, the project not only ensured sustainability but also demonstrated how thoughtful technology integration can dramatically scale impact—reaching more learners, in more locations, with fewer barriers.

Sustainability and What's Next

A key feature of the project's success was its future-oriented design. Tourism HR Canada created a business development and sustainability model for its platforms, ensuring that tools like the WME and LMS will continue to evolve in step with labour market needs.

The groundwork laid by this project enables Tourism HR Canada to pursue deeper engagement with underrepresented communities, develop more advanced analytics tools, and expand certification and training programs for additional occupations and skills.

The innovations driven by this project stand as a national model for sectoral workforce development. They demonstrate how technology, collaboration, and inclusive design can come together to strengthen resilience and create real opportunities for Canadians.

Belong

Belong: Fostering Accessible Employment Opportunities in Tourism

Tourism HR Canada's **Belong** initiative made a strong impact in 2024-25, its first full year of activities.

This three-year project supports the long-term labour market integration of persons with disabilities across the Canadian tourism sector. The initiative is funded by the Government of Canada's Opportunities Fund for Persons with Disabilities. Belong plays an essential role in Tourism HR Canada's aim to create an inclusive, diverse, equitable, accessible, and leading (IDEAL) tourism sector. The initiative provides a range of national programming to increase awareness of disability inclusion and connect job seekers with disabilities with meaningful work in tourism.

Beyond Barriers: Insights Into Tourism Workforce Disability Inclusion

Tourism HR Canada conducted research to provide a foundation for understanding the experiences of individuals with disabilities in the tourism workforce and to offer tailored recommendations to create accessible, inclusive workplaces and recruitment practices. This research incorporated data from Statistics Canada, survey findings from persons with disabilities and tourism employers, insights from focus groups conducted with tourism employers, and the results of a mapping exercise of Tourism HR Canada's Competency Framework against a range of disability types and limitations. This comprehensive analysis was used to develop recommendations for government, for tourism employers, for disability-serving organizations, and for the tourism sector as a whole. A bilingual report and related factsheets were published online, and have informed several presentations and workshops.

Tourism Workplace Accessibility Clinic

The Tourism Workplace Accessibility Clinic went live in early 2025. This innovative program supports employers with inclusive hiring, connects them with a largely untapped talent pool to address workforce shortages, and increases the sector's capacity to better engage with persons with disabilities as part of their business. Partnering on the initiative are the Canadian Council on Rehabilitation and Work (CCRW) and MacLeod Silver HR Business Partners, both experienced subject matter experts with tourism workforce development experience.

Services include:

- Customized training, tailored for tourism employers
- Recruitment support and job matching through experienced HR professionals and leading Canadian service partners
- Accessibility consulting and strategic planning that aligns with tourism business goals and legislation
- Workplace adjustment advisory services, as needed, to set everyone up for success
- Expert guidance around best practices for creating an inclusive workplace

Accessible Tourism Workplaces Online Learning

Launched in March, the **Belong: Accessible Tourism Workplaces eLearning** allows tourism workers at any level of their career to understand disability and accessibility inclusion in the workplace, identify potential barriers to inclusion, and understand benefits of remote work opportunities. Content also covers mental health, mental illness, and substance use disorders, tools to improve accommodations in the workplace, and how to help create IDEAL tourism workplaces. The self-guided program consists of eight online modules in both English and French, and is available free of charge for the duration of the Belong project.

Train-the-Trainer and Employer Workshops

In addition to the self-guided eLearning option, facilitated Accessible Tourism Workplaces workshops will be offered by Belong regional delivery partners. To support consistent and effective training, Train-the-Trainer workshop materials were created: participant learning guides and corresponding facilitator guides for each module. A general facilitator guide was also produced as a standalone resource. Ten trainers from across the country attended a Train-the-Trainer session in Ottawa in January. They will be facilitating workshops for tourism employers over the length of the project; several took place in 2024-25.

Disability Inclusion Toolkit for Employers

Tourism HR Canada began work with the Canadian Centre on Substance Use and Addiction (CCSA) and the Canadian Council on Rehabilitation Work (CCRW) to develop a suite of resources for employers on disability inclusion and on substance use and addiction in a workplace context. Focus groups, interviews, literature reviews, and a market scan will ensure content is not duplicative of existing materials and takes a tourism lens to the topics. The toolkit will comprise videos, checklists, downloadable documents, and quizzes; these will be added to the Discover Tourism website in 2025-26.

“Inclusion in Action” Video Series

To showcase real-world stories of disability inclusion, Tourism HR Canada began work with a video production company to interview and film individuals with disabilities working in tourism-related roles and disability-inclusive employers. Eleven individuals from six businesses across Canada are participating, with a full suite of English, French, and ASL/LSQ videos to be released in 2025-26.

Accreditation Program

A new national accreditation program will recognize tourism businesses committed to disability inclusion and accessible practices in the workplace. Advisory committee members have helped to determine the program guidelines and scoring criteria, with the program being broken down into four categories: physical barriers, communications and technology barriers, transportation barriers, and attitudinal barriers. Further development, field testing, and assessor training are slated for 2025-26.

Accessibility Audit

Tourism HR Canada engaged accessibility and branding expertise to review and make recommendations on its existing communications and marketing materials and processes. The consultants provided a report outlining areas for improvement, resources, and training on best practices. A key outcome was an update to the Tourism HR Canada brand guidelines and a new suite of logos. The marketing team implemented changes to the TourismHR.ca website, social media accounts, e-newsletter, videos, photography library, and more. The recommendations will also inform future work, including video and photography production, presentations, eLearning, and reports.

Employment Inclusion Partnership Advisory Committee

The Belong Employment Inclusion Partnership Advisory Committee (EIPAC) expanded, comprising members of tourism-related associations, tourism employers, community organizations and specialists in diversity, equity, inclusion, and individuals with disabilities. The group meets regularly to provide guidance and feedback on the various components of the Belong project.

Pan-Canadian Partnerships

Provincial/territorial tourism human resource organizations from across the country have partnered to promote Belong programming, host events, recruit participants, and identify local opportunities for engagement.

Workshops and Events

Regional Conference: Inclusive Employment and Workplaces in Tourism

In March, Tourism HR Canada hosted its second Inclusive Employment Event in in Calgary, welcoming 65 participants. This full-day event focused on practical strategies for the recruitment, retention, and support of individuals with disabilities within the tourism sector. In addition to presentations and workshops, Tourism HR Canada facilitated valuable introductions between employers and five Alberta-based disability-serving organizations.

Belong Connections Webinars

Launched during National AccessAbility Week, these hour-long webinars feature renowned organizations offering trusted resources, guidance, and support around IDEAL workplaces. The 2024-25 presenters were the Canadian Council on Rehabilitation and Work (CCRW) and the Canadian Association for Supported Employment (CASE).

Four Pillars of Accessible and Inclusive Employment Training

Led by MacLeod Silver HR Business Partners as part of the Tourism Workplace Accessibility Clinic, these online and in-person sessions equip employers with strategies to foster Commitment, Readiness, Recruitment, and Retention—the Four Pillars that form the foundation of a dynamic, inclusive workplace that not only welcomes people with disabilities but empowers them to succeed.

Community Café Circles: Talent and Service Referrals

These localized events bring together tourism operators, disability inclusion service providers, individuals with disabilities, and IDEAL employers to share best practices, hear lessons learned, and come away with actionable strategies and local connections to create accessible tourism workplaces. Events took place in New Brunswick, British Columbia, and Alberta in 2024-25, with more planned for the coming year.

Propel: Launching Careers in Tourism

Over 1.8M in Subsidies Paid to Employers

Over 525 Webinar Registrants

19,471 Webpage Views

339 Applications

12 Monthly Webinars + 2 Custom

4 New Video Testimonials: Employer and Student

Propel, the tourism sector's dedicated Student Work Placement Program (SWPP), entered its fourth year of connecting post-secondary students looking to enhance their skills through work-integrated learning and employers offering valuable, paid experience.

Tourism HR Canada showcased 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, employers, post-secondary institutions)
- **Downloadable resources** to navigate the program platform and documentation requirements
- **Video testimonials** on the benefits of work-integrated learning from employer and student perspectives
- **Panel discussions,** custom webinars, and other activities in partnership with Co-operative Education and Work-Integrated Learning (CEWIL) Canada, the Baxter Student Ambassador Program (BSAP), the Hotel Association of Canada, and post-secondary institutions

Participant surveys revealed the following program benefits:

Employer-Cited Benefits	Student-Cited Benefits
Access creativity, knowledge, and skills of post-secondary students	Gain valuable experience for after graduation
Tackle short-term workflow pressures	Build a professional network to assist with future career goals
Develop internal training and mentorship capacity	Strengthen key transferable and technical skills in a professional setting
Enhance productivity and service delivery	Explore a variety of job functions
Promote/market the business among students	Acquire industry insights
Build stronger connections to education institutions	Better understand what a tourism career can offer
Provide a social good	

The Government of Canada extended its funding of Propel for 2025-26, and has announced an additional three years of funding to the Student Work Placement Program for 2026 to 2029. Details for specific delivery partners like Tourism HR Canada will be determined in late 2025/early 2026.

DISCOVER TOURISM®

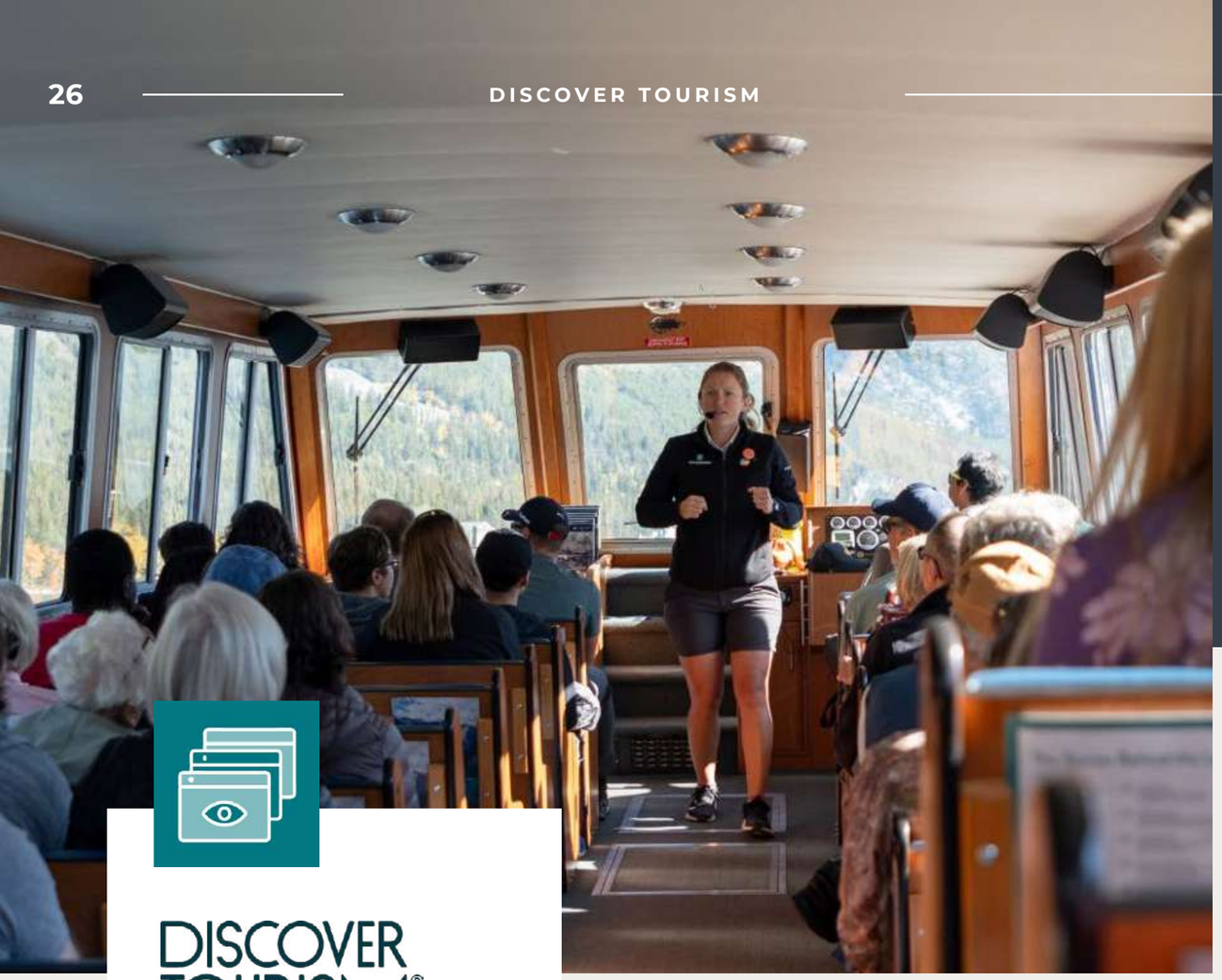
Discover Tourism: Tourism Can Take You There

Discover Tourism is the national online destination for students and job seekers curious about what tourism can offer them—whether as a first job, a next step, or a rewarding career.

Through inspiring videos, interactive tools, and numerous resources, this robust website showcases the wide range of employment and education opportunities in tourism and addresses common misperceptions of the sector. Additionally, it offers bite-sized HR resources to help tourism employers, especially smaller operators, with their attraction and retention efforts.

DiscoverTourism.ca features:

- An overview of tourism in Canada and introduction to its industry groups
- Career pathways, occupation profiles, and interactive quizzes
- Videos and blogs showcasing tourism professionals' career journeys
- Filterable links to regional career exploration resources and job boards
- An interactive map of post-secondary tourism programs
- HR self-assessments and guidance
- Videos on HR best practices



DISCOVER TOURISM®

Top 5 pages:

1. Is Tourism Right for Me?
2. Career Pathways
3. About Tourism in Canada
4. Interactive Career Map
5. Tools & Resources

Resources are geared to six audiences: job seekers, students, educators, career advisors (including intermediaries such as parents), existing tourism workers, and employers.

Throughout 2024-25, Tourism HR Canada added **"How Much Do You Know About Your Dream Job?"** quizzes to the website and updated its videos with burnt-in captions to improve accessibility.

CANADIAN ACADEMY OF TRAVEL & TOURISM

Canadian Academy of Travel and Tourism: A World of Experiences

At the start of the 2024-25 school year, Tourism HR Canada launched its update of the **Canadian Academy of Travel and Tourism (CATT)**.

This free program offers high school teachers modularized, flexible curriculum resources and encourages hands-on experiences for students.

CATT aims 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.

Teachers can pick and choose from eight modules and two capstone projects, plus opportunities for co-op placements, career awareness presentations, and site visits. The materials connect students with Discover Tourism, Emerit, regional tourism organizations, and the Global Travel and Tourism Partnership. Three levels of certificates are available.

ACCRÉDITATION
SMART+
ACCREDITATION

SMART+ Accreditation Program

To support quality tourism-related educational programming, Tourism HR Canada offers a flexible and inclusive accreditation program that responds to the identified needs of program providers, learners, and industry: **the SMART+ Accreditation Program.**

Post-secondary public and private institutions, as well as corporate training providers, can choose to pursue accreditation to demonstrate that their programming meets or exceeds industry standards. SMART+ additionally offers benchmarks to assist tourism educators in continually improving their programs.

To ensure SMART+ can meet an increasing demand for accreditation, Tourism HR Canada secured and onboarded additional program reviewers in 2024-25. Members of the Canadian University Tourism Coalition will be applying for SMART+, while several post-secondary programs are actively pursuing accreditation.

In 2024-25, Cape Breton University, home to the World Tourism Institute, saw its Bachelor of Hospitality and Tourism Management attain SMART+ accreditation. It joined seven SMART+ accredited programs from five Canadian institutions:

- **Centennial College**
- **D.I.C.E.D Culinary School**
- **Georgian College**
- **HT Hospitality Training**
- **Toronto Metropolitan University**

Supporting Growth in Indigenous Tourism

Pathways to Indigenous Market Readiness

The Indigenous Tourism Association of Canada and Tourism HR Canada launched a robust suite of eLearning for Indigenous tourism operators seeking to move their operations through the market-ready continuum, expand their customer base, and grow their business.

Available on the Emerit Learning Management System, these new materials feature interactive online learning content, tools, and templates, plus video assets. While the resources stand on their own, they can additionally be used as support materials to prepare for and undertake ITAC's The Original Original accreditation.

INDIGENOUS
TOURISM ASSOCIATION OF CANADA

Advancing Strategic Dialogue

While 2024-25 saw tourism strengthen its recovery from the impacts of the pandemic, lingering effects continued to impede the sector from reaching its full potential.

Tourism HR Canada worked with national, provincial/territorial, and regional tourism organizations along with all levels of government to highlight the realities of tourism stakeholders. Regular industry engagement encouraged conversations on solutions to workforce issues.

Labour Market Forum

Tourism HR Canada hosts the annual Labour Market Forum, a two-day working event that helps shape the organization's strategic planning and programs.

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 reflect on the information, share their ideas and perspectives, and learn about opportunities for collaboration.

The 2024 event was held in September at the Lord Elgin Hotel in downtown Ottawa, presented in partnership with **Belong**, Tourism HR Canada's project on workplace inclusivity and accessibility in the tourism sector.

Under the theme **Workforce Reset**, key topics explored at this year's event included:

- Ecosystems approaches to promote collaboration across sectors
- Impacts of AI on the sector and on workforce skills and training
- Workplace mental health in the tourism sector
- Productivity frameworks and considerations for services sectors
- Current definitions of tourism from labour and economic perspectives
- Sustainability in tourism and HR considerations

Tourism HR Canada was honoured to have had The Honourable Soraya Martinez Ferrada, Minister of Tourism and Minister responsible for the Economic Development Agency of Canada for the Regions of Quebec, present and partake in a question-and-answer session. She highlighted tourism's special role as a people industry, and noted that Canada remains a top global destination because of our talented, welcoming workforce who create incredible experiences for visitors. She emphasized that to maintain this reputation, we need to ensure we continue to support career awareness, skills development, and other attraction and retention efforts.

The Forum culminated in comments brought by the Honorable Randy Boissonnault on behalf of the federal government, representing Employment and Social Development Canada. His message highlighted the contributions of the two million strong tourism workforce, applauded the work being done to showcase the meaningful work available in the sector, and reinforced the importance of training and skills development.

Losing Ground: The Definitive Workforce Update

Held in January, this "state of the union"-style webinar explored pressing workforce challenges, including persistent labour shortages, declining competitiveness, and the shifting policies shaping the industry's future. Featuring comprehensive workforce projections, actionable recommendations, and a review of programs designed to address these issues, the online event emphasized the urgency of collaboration and cohesion across the sector.

Highlights included:

- **Latest labour market trends and their impact on tourism**
- **Key factors contributing to workforce challenges**
- **Programs and tools to support workforce development**
- **Recommendations for fostering resilience and innovation**

Attracting nearly 450 tourism stakeholders—employers, educators, industry association leaders, destination marketers, HR professionals, government representatives—this session offered indispensable insights to inform strategies and drive meaningful change.

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 events and meetings involving representatives from provincial/territorial, national, and international associations, advisory boards, educational institutes, businesses, and all levels of government.

Tourism HR Canada staff members were a speaker, panellist, or moderator at numerous events in 2024-25, including:

- Agora Francophonie économique
- Atlantic Indigenous Tourism Summit
- Canadian Immigration Summit (Conference Board of Canada)
- Événements Attractions Québec Annual Congress
- Festivals and Events Ontario Conference
- Greater Toronto Hotel Association Webinar
- Hospitality Newfoundland and Labrador Conference
- International Indigenous Tourism Conference
- International Council on Hotel, Restaurant, and Institutional Education (ICHRIE) Conference
- IRCC Francophone Mobility Tourism, Hospitality, Culinary Job Online Fair
- IRCC Tourism & Winter 365 Webinar: Careers in Canada
- Manitoba's Tourism Industry Conference
- North Eastern North American (NENA) ICHRIE Spring Conference
- NorthStar Meetings
- Ontario Tourism Summit 2024
- Souper-Conférence de l'Association hôtelière de la région de Québec
- Toronto Metropolitan University Hospitality and Tourism Management Convention
- Tourism Industry Association of Alberta Conference
- Tourism Industry Association of Canada Congress
- Tourism Industry Association of New Brunswick Summit
- Tourism Industry Association of Ontario Regional Impact Conference
- Tourism Industry Association of Yukon Spring Conference
- Travel Nunavut Conference
- Workforce Summit 2024 (hosted by Minister of Employment, Workforce Development and Official Languages, Randy Boissonnault)

Research Advisory Council

In 2024-25, the Tourism HR Canada Research Advisory Council reconvened. This group brings together key stakeholders across the tourism ecosystem who are either involved in research or who make use of research outputs. It aims to provide high-level oversight of Tourism HR Canada's research initiatives. This perspective will inform the strategic planning undertaken by the research leadership team, and will work to bring greater alignment across the tourism ecosystem in terms of data coherence and research literacy.

Canadian University Tourism Coalition

The Canadian University Tourism Coalition (CUTC) addresses the unique challenges faced by tourism programs and promotes the professionalism and credibility of a highly qualified Canadian workforce, in Canada and beyond. Tourism HR Canada facilitated the funding process and served as the secretariat for the coalition.

The CUTC's mission is to work collaboratively to achieve academic excellence in tourism studies and to further elevate the image, profile, and influence of tourism as a distinct and professional field of practice. It seeks to accomplish this by developing the next generation of hospitality and tourism professionals, by engaging stakeholders and beneficiaries, by conducting impactful research, and by fostering teaching excellence.

In 2024-25, the members of the CUTC were:

- Cape Breton University: Shannon School of Business, World Tourism Institute
- Institut du tourisme et de l'hôtellerie du Québec (ITHQ)
- Mount Saint Vincent University: Department of Business Administration and Tourism and Hospitality Management
- Royal Roads University: School of Tourism and Hospitality
- Thompson Rivers University: Adventure, Culinary Arts and Tourism
- Toronto Metropolitan University: Ted Rogers School of Hospitality and Tourism Management
- University of Guelph: School of Hospitality, Food and Tourism Management, Gordon S. Lang School of Business and Economics

Two additional institutions have expressed interest in joining the CUTC: Capilano University in British Columbia and the MacDougall Faculty of Business at the University of Prince Edward Island.

With the support of Tourism HR Canada, **the Coalition met regularly and developed a logic model** to identify specific strategies, outputs, and key programmes and tools. This roadmap will lead future actions and help meet expected outcomes, from research and collaboration activities to targeted, valuable career options for graduates.

TourismHR.ca
155,000 views (+31%)

Facebook
2,170 followers (+5.8%)

Tourism HR Insider
2,194 subscribers (+9.5%)

Instagram
694 followers (+18.0%)

YouTube
35,383 Views (-27.0%)

LinkedIn
8,365 followers (+8.5%)

Advisory and Consultation Roles

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

- Canadian Tourism Data Collective Partners' Committee (Destination Canada)
- Culinary Tourism Alliance DEI Committee
- Deputy Minister's Advisory Council for Immigration (Immigration, Refugees and Citizenship Canada)
- Destination Canada Workforce Productivity and Digital Transition Taskforce
- Labour Market Information Council (LMIC) National Stakeholder Advisory Panel
- National Tourism Industry Stakeholder Group (Innovation, Science and Economic Development Canada)
- National Tourism Sector Associations Roundtables and CEO Meetings
- Northern Region Research Advisory Committee (NRRAC) of the Northern Immigration Integration Partnership (NIIP)
- Provincial-Territorial Tourism Industry Association Network
- Tourism Industry Association of Canada (TIAC) Board of Directors
- TIAC Sustainable READI Advisory Committee
- Tourism Industry Association of Ontario (TIAO) Policy Advisory Council and Board of Directors
- Tourism Research Partners Forum (TRPF)
- Tourism SkillsNet Ontario Provincial Advisory Council (OTEC)
- Travel and Tourism Research Association (TTRA) Board of Directors

Media Engagement

Tourism HR Canada's expertise featured in articles and interviews in a variety of media, from mainstream to trade publications. Topics ranged from labour market trends to career opportunities to guidance on attracting and retaining staff.

Communications Outreach

Tourism HR Canada shares regular updates via its website, *Tourism HR Insider* e-newsletter, and social media.

Taking Action on Sustainability

Tourism HR Canada demonstrated its commitment to sustainability with its continued work under the Sustainable Tourism 2030 Pledge.

Led by its Common Ground committee, the organization is increasing its sustainability performance each year, through to 2030, using an assessment based on the Global Sustainable Tourism Council criteria, and aligned with the United Nations Sustainable Development Goals (SDGs).

Signatories of the Pledge believe that improving the social, cultural, environmental, and economic performance of the tourism sector is essential to the long-term health and wellbeing of this important sector of the economy.

Under the Pledge, Tourism HR Canada commits to measuring and improving its sustainability performance in the following ways:

- Continuously adjust its environmental, social, and governance (ESG) practices to lower its carbon footprint and grow its social handprint
- Develop and promote HR practices to build inclusive, diverse, equitable, accessible, leading (IDEAL) workplaces that support a globally competitive and sustainable industry
- Provide sustainable National Occupation Standards and quality training to build a skilled, diverse, inclusive, and resilient workforce
- Take the self-assessment and sustainability scorecard annually to measure its progress

In 2024-2025, Tourism HR Canada engaged in several activities to grow a competitive, inclusive, and resilient tourism workforce in a sustainable way:

- **Reviewed internal, corporate, and strategic management documents and processes (Sustainable Framework and Logic Model)**
- **Strengthened tourism's capacity to offer inclusive, diverse, equitable, accessible, leading (IDEAL) workplaces under the Belong initiative**
- **Integrated Tourism HR Canada's IDEAL workplace elements in internal HR practices & communications**
- **Undertook staff training, awareness, and knowledge-sharing activities**
- **Completed the first Annual Progress Report under the Sustainable Tourism 2030 Pledge**

Internal discussions led to more systemic actions and processes to maintain the organisation's positive social handprint. These included ensuring overall financial viability and implementing IDEAL workplace policies and training activities. The organization undertook an external audit on marketing, brand, and communications accessibility and implemented the recommendations.

Tourism HR Canada started discussions with global actors such as The Travel Foundation to improve its knowledge and to lead meaningful research related to climate change impacts on the tourism sector, especially on its workforce.

The organization also included sustainable dimensions impacting the future of the tourism workforce and workplaces in a four-year funding proposal and shared available LMI data to feed the Canadian Tourism Data Collective Wealth & Wellbeing Index.

emerit®
by Tourism HR Canada

Emerit Consulting

For over a decade, Tourism HR Canada has shared its expertise on competency frameworks, assessment models, professional certification, accreditation, and labour market intelligence.

This work strengthens the overall workforce, promotes labour mobility, advances the use of professional standards and certification, and assists in the development of emerging tourism markets.

Tourism Industry Association of Alberta

Tourism HR Canada continued to provide tourism labour market data to the Tourism Industry Association of Alberta (TIAA) on a monthly basis; this was shared with TIAA members via customized online dashboards of statistical information maintained by Tourism Alberta.

Canadian Centre for Women's Empowerment

Tourism HR Canada began work with the Canadian Centre for Women's Empowerment (CCFWE) to understand career pathways, progression, and barriers for women in the hospitality industry.

Outdoor Council of Canada

Tourism HR Canada developed and analyzed a survey on behalf of the Outdoor Council of Canada (OCC) to understand career entry points, progression pathways, and training needs for outdoor/adventure guides, as part of a larger project aimed at bringing more cohesion to the outdoor industry.

Partnerships

Tourism HR Canada gratefully acknowledges the continuing financial and moral support of the Government of Canada. The government recognizes the unique labour needs of the tourism sector and continues to seek feedback from industry organizations.

Ongoing communication and collaboration with colleagues at **Destination Canada**, **the Hotel Association of Canada**, **the Indigenous Tourism Association of Canada**, **Restaurants Canada**, and **the Tourism Industry Association of Canada** help to shape programs and policies that reflect these needs and disseminate important data and resources. Tourism HR Canada thanks all these groups for their ongoing collaboration, essential in reaching a shared goal of a thriving Canadian tourism sector.

Tourism HR Canada equally extends thanks its partner network of provincial and territorial Human Resource Organizations (HROs), who each 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 employers and employees.

These HROs are:

- Alberta Hotel and Lodging Association
- Conseil québécois des ressources humaines en tourisme
- go2HR
- Hospitality Newfoundland and Labrador
- Manitoba Tourism Education Council
- Nova Scotia Tourism Human Resource Council
- Ontario Tourism Education Corporation
- Tourism Saskatchewan
- Tourism Industry Association of New Brunswick
- Tourism Industry Association of Prince Edward Island
- Yukon Tourism Education Council

In 2024-2025, Tourism HR Canada supported its mandate through work with the following partners:

- Baxter Student Ambassador Program
- Caribbean Tourism Organization
- Centennial College
- Co-operative Education and Work-Integrated Learning (CEWIL) Canada
- Destination Canada (Canadian Tourism Data Collective)
- Global Travel and Tourism Partnership
- New Brunswick Department of Education and Early Childhood Development
- Talent Beyond Boundaries
- Toronto Metropolitan University
- Tourism Industry Association of Canada
- Tourism Industry Association of New Brunswick
- Tourism Industry Association of Ontario
- The Travel Foundation
- Travel Nunavut
- University of Guelph

2024-2025 Awards

Tourism HR Canada sponsored a Canadian Tourism Award, presented at the Tourism Industry Association of Canada's gala event during the 2024 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 **Patrick Ryan of The Wilds Golf Resort in Holyrood, NL**, for his exceptional dedication to his 25-plus-year career at The Wilds and his welcoming and engaging personality that keeps guests coming back.

Balance Sheet

as of March 31, 2025

	2023-24	2024-25
Assets		
CURRENT ASSETS		
Cash	$5,691,045	$3,934,491
Cash held in investments	$54,444	$152,348
Short-term investments	$229,478	$389,220
Accounts receivable	$297,962	$388,988
HST recoverable	$81,246	$44,252
Inventory	$5,980	$0
Prepaid expenses	$89,463	$82,812
	$6,449,618	**$4,992,111**
Long Term Investments	**$1,941,766**	**$1,893,314**
Capital Assets	**$47,580**	**$38,064**
Total Assets	**$8,438,964**	**$6,923,489**
Liabilities and Net Assets		
CURRENT LIABILITIES		
Accounts payable	$1,488,702	$548,338
Deferred revenue	$3,913,553	$3,438,699
	$5,402,255	**$3,987,037**
NET ASSETS		
Invested in capital assets	$47,580	$38,064
Unrestricted	$2,989,129	$2,898,388
	$3,036,709	**$2,936,452**
Total Liabilities and Net Assets	**$8,438,964**	**$6,923,489**

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, 2025)

BAKER, JOE
Dean, School of Business
Okanagan College

BAX, KRISTA
CEO
go2HR

BREHER, TRACY
Vice-President, Destination and Workforce Development
Tourism Saskatchewan

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

FORD, JUANITA
Chief Project 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

HEYNEN, DARLENE
CEO
Yukon Tourism Education Council

HIGGINSON, KELLY
President and CEO
Restaurants Canada

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

MCMAHON, BETH
President and CEO
Hotel Association of Canada

MONDOR, PHILIP
President and CEO
Tourism HR Canada

POTTER, BETH
President and CEO
Tourism Industry Association of Canada

National Associations Seat on Hold

Indigenous Tourism Association of Canada

Tourism HR Canada | RH Tourisme Canada

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