
TOURISM HR CANADA
ANNUAL REPORT

**2020 -
2021**





Tourism **HR**
Canada



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Canada

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TOURISM HR CANADA

MESSAGE FROM THE CHAIRPERSON

Darlene Grant Fiander

The pandemic has challenged our sector like nothing before. Across the country, we have seen multiple waves of restrictions, closures, and re-openings. We have repeatedly transformed our operations to try to keep pace with evolving health and safety regulations that reflect our advancing knowledge of COVID's transmission. We have heard heartbreaking stories of businesses shuttered and livelihoods lost. But amidst the devastation were stories of cooperation, community, and perseverance. And as we neared the end of the period covered in this report, hope had arrived in the form of vaccines.

Throughout it all, Tourism HR Canada and its partners across the country have been in constant collaboration and communication to create strategies, develop resources, and secure support for the tourism sector. We applaud the steadfast efforts of the national and regional associations who work tirelessly on behalf of 100,000s of employers and more than 1.5 million workers. Their actions have led to targeted programs to sustain the sector.

As the pandemic continues to have a profound effect on tourism, the loss of a significant portion of our workforce will hamper full economic recovery. One year after COVID-19 arrived in Canada, tourism employed over 450,000 fewer people than it had the previous year—about 22% of the workforce disappeared. The perception of tourism as a good place for employment and a career option has lowered, with 39% of those surveyed in November 2020 indicating a more negative view than prior to the pandemic; this is reflected as well in declining enrolments in tourism-related post-secondary programs.

All of these insights are being captured and responded to by the Tourism HR Canada team. Their expertise ensures we are constantly monitoring the pandemic's impact on the workforce and developing smart, responsive strategies to support a strong and sustainable recovery. With solid leadership and robust resources, we will succeed in re-establishing and rebuilding Canada's tourism workforce and become a coveted destination for employment.

To help guide these efforts, the following individuals joined the Board of Directors in 2020-2021: Krista Bax, CEO, go2HR; Juanita Ford, Chief Operating Officer, Hospitality Newfoundland and Labrador; Tracey Kalimeris, Vice President, Talent & Culture, Accor, North & Central America; and Beth Potter, President and CEO, Tourism Industry Association of Canada (TIAC). Their leadership, experience, and diverse perspectives have contributed greatly to the organization as it spearheads the recovery of Canada's tourism workforce.

On behalf of the Tourism HR Canada Board and staff, thank you for your ongoing support of the organization and its mandate. We will continue to dedicate our efforts to re-shaping tourism work and sharing its valuable contribution to Canada's economic well-being.

As we embark on a post-COVID era, we have an incredible opportunity in front of us to do business differently. With the resiliency and tenacity of the sector, we should all be inspired by and optimistic about what we will be able to achieve.



DARLENE GRANT FIANDER
Chairperson, Tourism HR Canada

TOURISM HR CANADA

MESSAGE FROM THE PRESIDENT & CEO

Philip Mondor

The devastating effects of the pandemic on the tourism sector are unmatched. Its duration and reach continue to cause adversity and its unpredictability makes recovery a challenge. Tourism HR Canada is committed to supporting our hard-hit sector with the resources it needs now and the strategies it can rely on for a strong, stable reopening.

Our ongoing data gathering has shown the extent to which COVID-19 has significantly disrupted the tourism labour market—much greater than the impact felt by the overall economy. In just ten weeks after the pandemic arrived in Canada, tourism had lost 881,700 workers. Despite a rebound over the summer as restrictions eased, by November tourism represented 88% of Canadians without jobs. And a year after the pandemic hit, our workforce was still down 22%, with much uncertainty as to what the upcoming summer season would look like and whether there would be enough staff to meet any possible resurgence in travel.

On top of this, because of the global nature of our industry, it is expected to have a slower recovery, and as it employs a higher percentage of youth and minority populations, these groups will feel the effects more strongly.

Tourism HR Canada's mandate has perhaps never been more important. Our organization continues to facilitate, coordinate, and enable human resource development activities that support a globally competitive and sustainable industry and foster the development of a dynamic and resilient workforce. Our focus: to monitor, understand, and communicate what is happening to the workforce and develop what is needed to support it.

Our team pivoted quickly to ensure our resources remained accessible and applicable. In-person programming went virtual. Online learning was made free of charge. We tapped into our labour market research expertise to track the impact on the workforce and ensure this information was continually communicated to our partners and stakeholders. We launched TourismRecovery.ca to share best practices and guidance with employers. We created a resource portal to direct people to the latest assistance programs and mental health supports. Our annual Labour Market Forum moved online, allowing for a broader audience to connect on priorities for restarting Canada's tourism workforce: supply, skill, sentiment, and strategy.

We also fulfilled commitments underway when the pandemic arrived, wrapping up some major initiatives that will impact the tourism workforce for years to come: our Future Skills Framework, which will revolutionize the way we manage competencies and skills in the tourism sector; Destination Employment, which offered newcomers to Canada skills and language training; projects with CGLCC (Canada's LGBT+ Chamber of Commerce) and the Indigenous Tourism Association of Canada, to strengthen diversity and inclusivity and improve the market-readiness of tourism businesses across the country.

I'd like to gratefully acknowledge the Government of Canada's generous funding and ongoing support of our work. A sincere thanks also goes out to our partners and stakeholders, who continue to collaborate, communicate, and innovate to ensure we succeed in our shared goal of restoring a resilient and prosperous Canadian tourism sector. And, of course, a heartfelt thank you to the individuals across the country who are connected to the tourism realm, whether as employers, employees, entrepreneurs, students, or educators—your passion for this industry is what makes Canada a world-class destination and what will ignite travel's revival.

We will tirelessly strive to support Canada's tourism workforce and provide pertinent labour market data and targeted resources to build back our vibrant visitor economy.



PHILIP MONDOR

President and CEO, Tourism HR Canada

RETENTION, RECOVERY, RESILIENCE: RESPONDING TO COVID



COVID RESOURCE HUB

Launched in March 2020, Tourism HR Canada’s COVID resource hub began as a portal to provide the latest information on government programs, restrictions, and guidance. As the pandemic response evolved, the hub grew to include industry-specific guidance, links to pertinent resources, details on federal support programs, FAQs for employers and employees, and mental health resources.

6. Tourism job retention and job growth strategy: marketing tourism as a destination for employment
7. Newly aligned business and service strategies
8. Tailored strategies for targeted populations
9. Labour market data to inform policy and program decisions
10. Credential passport: improving on worker and learner mobility

10-POINT WORKFORCE RECOVERY PLAN

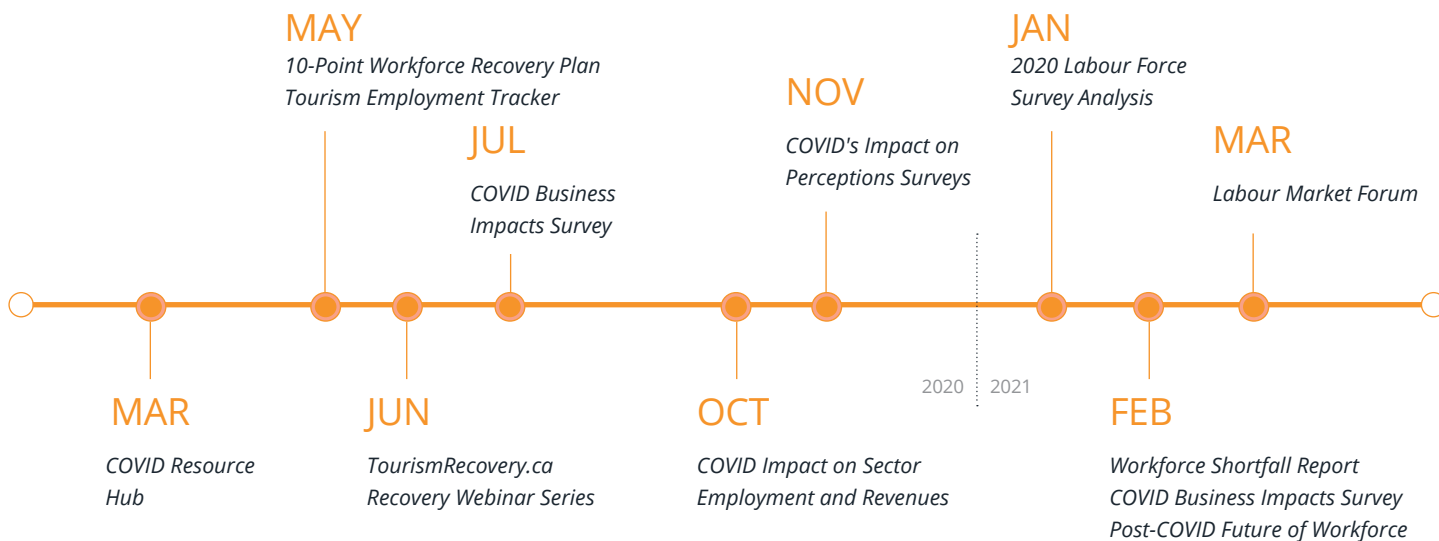
In May 2020, Tourism HR Canada published its 10-Point Workforce Recovery Plan. The document lays out ten priority recommendations aimed at helping the tourism sector rebound by ensuring it has a post-COVID-ready workforce. These recommendations were developed based on research done while developing the Tourism Workforce Recovery Toolkit, and sought to provide clarity around health and safety requirements and workforce/staffing concerns. The ten overarching topics are:

1. Practical, explicit guidelines
2. Flexible, back-to-work employment insurance scheme
3. Skills training focused on new service and workplace requirements
4. Overhauled workforce plans: a post-COVID people strategy
5. Community labour force development plans and a pan-Canadian tourism labour market strategy

TOURISMRECOVERY.CA

Designed to give tourism operators the knowledge and resources they need to rebound and succeed, the Tourism Workforce Recovery Toolkit launched in June 2020. The robust microsite was specifically geared to assist tourism owner-operators as they navigated the pandemic’s impact on their business and staff.

A practical, no-cost online resource, it includes guidelines, checklists, and downloadable content to support tourism operators at every stage of their recovery journey. Five modules focus on key business components: budget and finance, communications, marketing, strategy, and workforce. A section of curated links provides further information and guidance specific to tourism’s industry groups (accommodations, food and beverage services, recreation and entertainment, transportation, and travel services).



WEBINAR SERIES

Tourism HR Canada hosted From Recovery to Resilience: How tourism operators can learn, grow and thrive post-pandemic, a free one-hour webinar to launch the Tourism Workforce Recovery Toolkit in June 2020. The session introduced participants to crucial features in the Toolkit as well as actionable advice on how to implement the content most relevant to their recovery needs.

Following its success, the organization set up a series of virtual events over the fall, with five one-hour sessions featuring topics from TourismRecovery.ca. Each featured practical information and guidance on how to address issues that will help businesses sustain operations, recover, and be more resilient. Topics were:

- Strategic Planning for Business Continuity
- Considering and Creating New Revenue Strategies
- Building Strategic Community Partnerships
- Adapting to New Market Realities: Products, Pricing, Placement, Positioning
- Workforce Power Session

Three additional webinars were offered in 2020-2021. Presentations in September and January covered the most up-to-date data on workforce trends, what to anticipate for labour challenges over the next year, and recommendations on policies and programs to help the sector restart its workforce. A third event, held in December, brought in a mental health advocate and best-selling author who provided an increased understanding of issues including mental health, resilience, and wellness.

MEDIA ENGAGEMENT

Throughout 2020-2021, Tourism HR Canada’s expertise, data, and analyses featured in articles and interviews in a variety of media, from mainstream to trade publications, covering the workforce angle of the pandemic. Topics ranged from employment loss to recovery predictions to guidance on keeping staff and guests safe and healthy.

WORKFORCE SHORTFALL BRIEFING REPORT

In February 2021, in the leadup to the Labour Market Forum, Tourism HR Canada released Workforce Shortfall—And What It Takes to Restart Canada’s Tourism Workforce. This briefing report outlines priority strategies to restart the tourism workforce and frames issues that are core to the revitalization of the tourism labour market: supply, skills, sentiment, and strategy. Work around these strategies was underway in 2020-2021, and they will continue to shape the organization’s priorities in 2021-2022.

SUPPLY	SKILLS	SENTIMENT	STRATEGY
1. Strengthen worker retention strategies	1. Expand online learning, made available at no cost	1. Prioritize continued LMI research for the tourism sector	1. Develop a pan-Canadian workforce strategy
2. Implement new program to recall workers	2. Increase focus on new Workforce Management Engine	2. Establish accreditation program re: ‘guaranteed standard of practice’	2. Create a National Workforce Recovery Panel
3. Implement wage subsidy model for seasonal workers	3. Programs to support skills and work transition for target populations	3. Launch employment campaign, building on Discover Tourism model	
4. Implement dedicated immigrant pathway program for tourism			
5. Prioritize tourism sector for use of Student Work Placement Program			
6. Incentivize learner and worker mobility			

TRUSTED TOURISM LABOUR MARKET INTELLIGENCE

For over two decades, Tourism HR Canada has produced comprehensive, timely, and reliable labour market data. With the unprecedented events of 2020-2021, the organization's ability to provide detailed information and analysis to support tourism stakeholders and decision makers was more heavily relied upon than ever.

In addition to contributing this vital data, Tourism HR Canada wrapped up a three-year labour market study, funded by Employment and Social Development Canada (ESDC). This research included seven initiatives:

1. THE COLLECTION OF PRINCIPAL STATISTICS ON TOURISM IN CANADA

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

2. A YEARLY LABOUR MARKET FORUM

Tourism HR Canada hosted a facilitated, multi-day stakeholder consultation event in March of 2019, 2020, and 2021, focusing on priorities identified by research and in response to policy directives. With an agenda based on several prevailing themes, participants worked together to discuss tourism labour issues and formulate solutions and recommendations against which to measure progress.

3. A NATIONAL SALARY AND WAGE SURVEY

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



4. THE PROJECTION OF EXPECTED LABOUR SUPPLY AND DEMAND BASED ON CURRENT AND FUTURE LABOUR MARKET CONDITIONS

Forecasting which occupations could experience labour mismatches due to a lack of available workers allows governments, industry associations, and businesses to adopt policies that ensure workers are available to fill those jobs, keeping tourism sustainable. With the unforeseen impact of the pandemic, it is vital to have up-to-date estimates so that policy is based on the most accurate data possible.

5. AN UPDATE OF THE PROVINCIAL-TERRITORIAL HUMAN RESOURCE MODULE (PTHRM)

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

6. REGION- AND/OR INDUSTRY-SPECIFIC STUDIES THAT INFORM STRATEGIES FOR ADDRESSING SYSTEMIC TOURISM WORKFORCE ISSUES

These specific projects focused on emerging HR needs, including skill imbalances, factors creating labour shortages, and technology's impact on a rapidly changing workplace. Select regions and industries were chosen based on acute needs and unique issues.

7. THE EXPANSION OF TOURISM HR CANADA'S CAPACITY TO CONDUCT AND COMMUNICATE RESEARCH FINDINGS

Tourism HR Canada is the source for tourism labour market data. With the sudden and severe impact of the pandemic on the tourism sector, the need for reliable, timely, and accurate labour market information is more important than ever. The organization invested in technology to help facilitate the collection and dissemination of information, make data directly available to stakeholders, and serve as a storehouse for tourism labour market information.



TOURISM EMPLOYMENT TRACKER

To ensure all parties had access to the most current effects of the pandemic on the sector's workforce, Tourism HR Canada launched the Tourism Employment Tracker. This web resource offers a complete picture of the evolving impact on the labour force, including charts and analysis 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

Tourism HR Canada continued to release monthly information on rates of employment and unemployment in the tourism sector, as well as a yearly overview of labour performance. The analysis of the monthly Labour Force Survey estimates for tourism provided stakeholders with vital insights into the pandemic's influence on the tourism labour market. Each report contained interactive data on all provinces and for the five tourism industry groups, as well as comparisons with the wider economy. A full report for 2020 was released in January 2021, allowing an evaluation of the overall impact of COVID-19 on the sector over the year.

COVID-19 TOURISM WORKFORCE AND BUSINESS IMPACT SURVEYS

To assess the state of business conditions and the workforce, Tourism HR Canada conducted several national surveys of tourism businesses. The results are contained in a series of COVID-19 Tourism Workforce and Business Impact Reports.

The first of these surveys was conducted in June and July of 2020, with results published in August. The survey was designed to measure the effect COVID-19 had had on tourism businesses' operating status, their ability to operate over that summer, their staffing needs, and other challenges, as well as their ability to access government supports such as the Canadian Emergency Wage Subsidy (CEWS) and the Regional Relief and Recovery Fund.

The next survey took place in January and February 2021, when businesses were still dealing with the restrictions of the pandemic's second wave. A third survey gathered information from business operators through March and April 2021, when, following a brief lifting of restrictions, more transmissible variants drove a third wave of the pandemic in almost all regions of Canada. The results of these later surveys were published in 2021-2022.

COVID-19 IMPACT ON TOURISM SECTOR EMPLOYMENT AND REVENUES

To help stakeholders understand the impact of COVID-19 and plunging tourism levels on employment in the sector, in October 2020, Tourism HR Canada and the Conference Board of Canada released COVID-19 Impact on Tourism Sector Employment and Revenues. The report projects tourism employment levels to 2025, with quarterly employment estimates for 2020 and 2021. Based on data at that time, the report predicts pre-COVID employment levels will not return until 2023, and even longer for those industries reliant on international visitors.

ASSESSING COVID'S IMPACT ON PERCEPTIONS OF TOURISM

In November 2020, Tourism HR Canada engaged Leger to survey 5,000 Canadians about their perceptions of tourism as a place of work. The results were published as *Assessing Perceptions of Tourism as a Place of Employment in Canada* in January 2021, and compared to results of a similar survey conducted in 2017. They revealed that sentiment towards tourism as a place of work had taken a negative turn, viewed as precarious, risky, and unsafe. However, Canadians continued to see working in tourism as an invaluable opportunity to learn a range of transferable skills.

A second survey conducted by Leger in the same month asked 1,500 Canadians about their general sentiments towards tourism as an economic driver for Canada and their community. Published in January 2021, the 2020 Resident Sentiment Survey Results found that Canadians are receptive to tourism as a driver of the economy. They want visitors to come to Canada and have an enjoyable experience, and they enjoy making visitors feel welcome. However, a little over one-third of Canadians reported that their perceptions of the tourism industry had become increasingly negative since the beginning of the pandemic.

THE POST-COVID FUTURE OF THE TOURISM WORKFORCE

Together with MDB Insight and OTEC, Tourism HR Canada held a series of focus groups in February 2021 to study the systemic issues facing the tourism sector's labour force and at the effect of COVID-19. While the primary focus is employment-related considerations, broader economic, social, and political factors were also considered to contextualize the findings. The results and recommendations on how to make the tourism sector more sustainable and resilient were made available in 2021-2022.

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 2020-2021, Tourism HR Canada maintained data to ensure the platform provided users with the most current and complete picture of the tourism labour market.

“ Historically, ‘skills projections’ or ‘job forecasting’ was based on trend data collected through various sources, such as Statistics Canada and through monthly surveys. COVID-19 has disrupted the reliance on this data. For example, 2019 data is no longer a good benchmark moving forward, and 2020 is anomalous to any past trend. New information and the emphasis on reliable, just-in-time data is more important than ever.



DESTINATION EMPLOYMENT: FUTURES BEGIN HERE

Co-led by Tourism HR Canada and the Hotel Association of Canada (HAC), this three-year pilot project was established in 2018 to connect newcomers to Canada (including refugees) with meaningful employment in the accommodations industry.

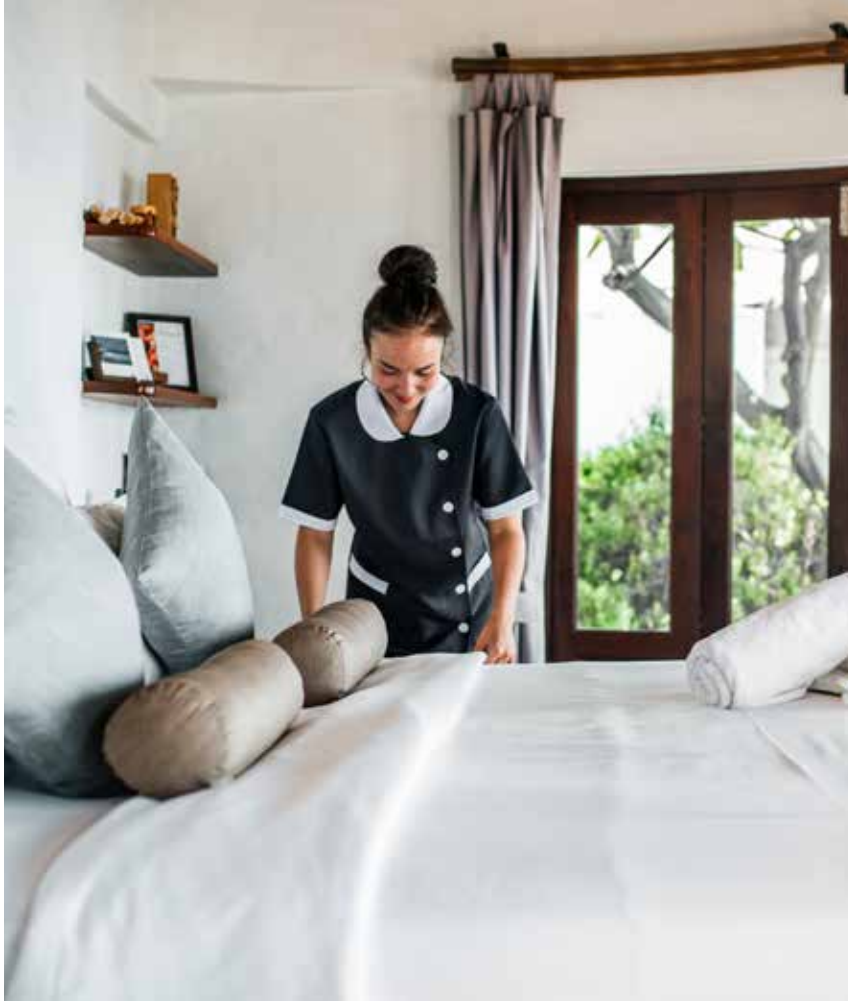
Funded by Immigration, Refugees and Citizenship Canada (IRCC), the program piloted a new concept to help integrate newcomers and create an opportunity for them to obtain their first Canadian workplace experience. A dual-pronged approach provided skills and language training to newcomers while also offering resources to employers to onboard these new staff. Additionally, a workplace mentorship component offered ongoing support to facilitate the employment transition.

The program entered its final year in April 2020, with the impact of the pandemic causing numerous challenges. Industry-wide job losses and health measures restricting in-person gatherings necessitated an immediate change to programming. One of the five organizations coordinating the program had to withdraw due to staff cutbacks.

However, adaptations were swift and effective, characterized by making use of online tools and encouraging the acquisition of transferable skills for more in-demand occupations. A new microlearning platform, Hospitality Essentials, launched in May 2020, providing flexible, foundational training for newcomers.

These modifications proved effective, as strong qualitative evidence supported that the pilot met the needs of both newcomers and employers. For newcomers, these included opportunities to build their language skills and connections to the Canadian workforce, knowledge of Canadian context with regard to their profession, and recognized experience and qualifications (e.g., certificates). Employers benefited from acquiring employees who were work-ready and aware of Canadian context with regard to their profession (e.g., knowledge of job market, workplace culture), and who possessed some language skills.

The program also helped open hoteliers' eyes to newcomers as a promising candidate pool for their staffing needs. Partnerships established between businesses and immigrant-serving organizations through the pilot are expected to continue into the future.



Destination Employment validates that pilots that combine connections between newcomers and employers, along with occupational-specific training and language instruction, create viable pathways to employment.



Destination Employment made significant contributions to improving the employability skills of newcomers, as well as increasing their knowledge of hotel employment opportunities. Participants also reported experiencing various intangible benefits, including increased confidence, connectedness to community, and friendship. An alumni group was set up on Facebook to further support this engagement, and both New Canadians TV and Café New Canadians featured the opportunities presented by the program.

Tourism HR Canada would like to acknowledge the regional coordinating organizations whose collaboration and willingness to pursue new avenues ensured this program was able to achieve such a positive impact in spite of the hurdles:

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

Further acknowledgement goes out to the local delivery partners, the participants, and the employers, for their adaptability and perseverance.

Tourism HR Canada will identify opportunities to scale-up and transfer successful pilot elements to new initiatives, such as the Destination Inclusion program offered in 2021-2022.



Strong industry participation in the consultation meetings, and excellent and ongoing feedback make it clear that once the Future Skills Framework is complete, it will be a helpful guidance tool to help tackle the mentioned labour market issues.

FUTURE SKILLS FRAMEWORK: INCREASING MOBILITY AND OPTIMIZING PERFORMANCE

In 2020-2021, Tourism HR Canada entered the third and final year of a project to support the growth and competitiveness of the tourism industry in Canada. Funded by the Government of Canada's Sectoral Initiatives Program, the main objective is to develop a comprehensive and sustainable pan-Canadian competency framework for the tourism economy to address the changing nature of work in the sector's five industry groups: accommodations; food and beverage services; transportation; recreation and entertainment; and travel services.



Called the Future Skills Framework, it will help address the skills gaps and mismatches found across the Canadian labour market, plus offer flexibility in relation to the increasing pace of change in today's workplaces—which further accelerated throughout the COVID-19 pandemic. The online 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.

In light of the pandemic, the 2020-2021 project work plan was revised. Meetings for industry experts to review, edit, and approve the competencies shifted from in-person to online sessions. This allowed resources to be redirected to develop additional content, so the framework covers as many occupational areas within tourism as possible. It will now include competencies common to all tourism occupations, plus occupation-specific competencies covering a total of 29 roles.

Other activities over this period included the creation of resources to support stakeholders' ability to access and use the competencies, designed to increase awareness and use of the

framework and prepare for updating programs to align with the newly developed framework.

Additionally, the development of a competency management system proceeded. This innovative online system will enable users to develop competency profiles for various purposes, from national occupational standards to job descriptions to employee performance evaluation profiles and more.

Set for ratification in July 2021, the final framework will underpin the future development of certification programs, training programs, and HR tools for stakeholders.

The competencies developed for the framework have already helped further several other projects that help address chronic labour market issues, as well as issues created by the emergence of the pandemic halfway through the development of the framework—most notably, Hospitality Essentials microlearning, the Tourism Workforce Recovery Toolkit microsite, and the Tourism Business Builders online resource.



LGBT+ MARKET READINESS: FOSTERING INCLUSION AND DIVERSITY

Tourism HR Canada and principal project partner CGLCC, Canada's LGBT+ Chamber of Commerce, continued with the pan-Canadian delivery of diversity and inclusion programming to assist tourism businesses with effectively understanding, valuing, and serving LGBT+ customers and employees.

Funded by Innovation, Science and Economic Development Canada (ISED) as part of the Government of Canada's Canadian Experience Fund and delivered via the six Regional Development Agencies, this initiative concluded in March 2021, but has generated a sustainable program that will continue to support Canada's tourism industry, reach new markets, grow tourism receipts, and expand Canada's economy.

The project delivered a responsive, comprehensive, and sustainable LGBT+ Tourism Market Ready Program to help businesses and communities welcome a lucrative and fast-growing LGBT+ market. It additionally reinforced objectives set out by Canada's Federal Tourism Growth Strategy, which identifies the LGBT+ market as a priority.

The successful project contained these core learning opportunities:

NAVIGATING LGBT+ DIVERSITY AND INCLUSION IN THE TOURISM INDUSTRY

This live, facilitated, and interactive virtual workshop introduced participants to the basics of an LGBT+ inclusive vocabulary, space, and workplace. In total, 81 workshops were delivered for free across Canada, with over 800 participants attending.

TRAVEL MARKET-READY SEMINARS

This seminar shared exclusive LGBT+ travel market research and case study best practices from around the world, as well as exposing participants to several custom LGBT+ products to help inspire a LGBT+ tourism welcoming strategy. A total of 41 seminars were delivered online, free of charge, across Canada, with over 360 participants attending.

DESTINATION AUDITS

This program assessed a destination's strengths and areas for improvement in LGBT+ travel market-readiness and tourism strategies. A final recommendation report delivered to participating destinations served as a benchmarking tool to continue to assess and elevate their LGBT+ travel market strategy. Partners delivered 15 destination audits across Canada for free. The audits illustrated the need for increased LGBT+ market readiness efforts across the country, as very few of the smaller destination marketing organizations and regional tourism organizations had done work around diversity and inclusion prior to their audit.

TOURISM TOOLKIT

To further assist participants with becoming more inclusive and welcoming of LGBT+ travellers, project partners created and distributed 11 new downloadable resources. They contain easy-to-use and step-by-step guidance on implementing learnings from the diversity and inclusion workshops, market-ready seminars, and destination audits.

RAINBOW REGISTERED ACCREDITATION PROGRAM

A new CGLCC accreditation program was developed, aimed at recognizing businesses and organizations who meet rigorous standards that ensure LGBT+ customers and staff feel safe and included. This involved the development of criteria that defined the required standards of practice, as well as the process, program tools, and guidance to administer the program. The program was piloted through 15 businesses in January and February 2021, officially launching in the spring.

MENTORSHIP PROGRAM

Content was updated and enhanced for the CGLCC's "Out for Business" (OFB) mentoring program to include young LGBT+ entrepreneurs in tourism-based businesses. The objective is to empower LGBT+ youth (aged 18-39) by providing them the support and guidance to help them establish or grow their own business. Through September 2020 to March 2021, 16 mentees across Canada took part in the program.

LGBT+ tourism is an opportunity for economic development with great potential for profitable, long-term products and services. The UN World Tourism Organization states that LGBT+ travellers are recognized as travelling with greater frequency and with higher-than-average spending. The global market is valued at US\$200 billion annually. While the impact of the pandemic severely reduced travel, this project has prepared businesses and communities to reach new market segments and increase competitiveness as restrictions continue to ease.

These programs are important in ensuring the tourism industry comes back even stronger and more welcoming, inclusive, and diverse post-COVID. Robust participation across the country indicated that the sector is making diversity, inclusivity, and safety a focus for times ahead.



RECOGNIZING EXCELLENCE IN INDIGENOUS TOURISM

Through 2020-2021, the Indigenous Tourism Association of Canada (ITAC) and Tourism HR Canada continued to consult and develop materials for the RISE Project. The initiative seeks to update and transform ITAC's National Guidelines into a standards-based recognition framework for Indigenous tourism.

The newly updated framework will help to address the demand for the development and marketing of Indigenous tourism businesses and experiences, which will aid in the sustainable growth of Indigenous tourism in Canada as it emerges from the pandemic.

The framework will support Indigenous tourism businesses of all kinds, from authentic cultural experiences to essential tourism services in Indigenous destinations to community-based initiatives in the planning stages. The outcome will be increased market readiness for all businesses, entrepreneurs, and organizations who participate, enhancing their ability to attract visitors and deliver memorable quality experiences. RISE will provide precise, measurable, actionable, and easy-to-implement criteria to ensure that Indigenous tourism operators are wholly prepared to welcome back travellers.

RISE is respectful of Indigenous cultural protocols, philosophies, and worldviews as defined by Indigenous Knowledge Keepers, and as such is being developed through a collaborative process. The project team conducted a nation-wide engagement process to ensure that all Indigenous tourism stakeholders have been given the opportunity to inform the development of the standards recognition program.



RISE Market Ready Accreditation will be important to travel trade associations, international tour operators, travel agents, destination marketing organizations (DMOs), local communities, and others to promote a quality tourism experience. The program will enable Indigenous tourism businesses to access lucrative travel trade networks and new visitor/consumer markets.



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.

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

In 2020-2021, Tourism HR Canada was pleased to announce that Centennial College's global-oriented Hotel, Resort and Restaurant Management graduate certificate program had been awarded SMART + Premium accreditation. This marks the third of Centennial's programs to achieve the SMART + designation.

Twelve SMART + Premium accredited programs are now in place across seven Canadian institutions: CÉGEP de St-Félicien,

Centennial College, Confederation College, HT Hospitality Training, New Brunswick Community College, Olds College, and Ryerson University.

The program also saw a transition to a new application platform in 2020-2021, ensuring a streamlined, accessible process for parties seeking either of the SMART designations.

Accreditation is a voluntary evaluation process through which a credentialing or educational program is evaluated against defined criteria by a third party. Those programs that comply with these criteria are confirmed as accredited and awarded appropriate public recognition.



EMERIT TRAINING AND CERTIFICATION

READYING A SKILLED WORKFORCE

Tourism HR Canada quickly pivoted when the pandemic began to impact the country, ensuring the entire sector had free access to key resources that would help establish the groundwork for a strong recovery.

Aware of the massive number of individuals furloughed or laid off, the organization sought to retain interest in returning to the sector by providing the opportunity for professional development, cross-training, and upskilling. Tourism HR Canada worked closely with its Emerit distribution partners to open up its full library of Emerit online learning free of charge.

The online courses provided safe, easy access to top quality, industry validated material to anyone interested in learning new skills or perfecting current ones.

Thousands of individuals across the country accessed 13,000 modules to help further their careers, whether to take on new responsibilities as workplaces underwent change or to explore new opportunities as tourism began to recover.

“ *I would like to say thank you for offering your courses for free during these tough times. I am already using the skills I learned in the course at my new management position.* ”

TOURISM BUSINESS BUILDERS

As part of several pan-Canadian projects focused on providing Canada’s tourism sector with a continuum of market readiness programming, Tourism HR Canada continued to update and enhance its Tourism Business Builders online resource.

Designed for small business owners, this “how-to” resource will contain nine comprehensive modules on business fundamentals and dozens of practical tools, Excel templates, and PDF worksheets, along with learning modules on:

- Creating Your Product
- Financial Management
- Staffing Matters
- Marketing
- The Customer
- Managing Operations

The new resource was slated to launch in 2020-2021, but was bumped to allow for the creation of the Tourism Workforce Recovery Toolkit. Tourism Business Builders becomes available over the summer of 2021.

KEEPING PACE WITH CHANGE

Emerit online courses had been created over many years using the most common, efficient, and effective software available at the time of their development. Most courses, as a result, had content developed using Adobe Flash. With Adobe ending support of their Flash Player at the end of 2020, Tourism HR Canada secured funding to convert its popular courses and ensure their ongoing accessibility.



ENGAGING TOMORROW'S WORKFORCE TODAY

CATT and Discover Tourism have been essential in helping young people plan education and career trajectories and in helping new Canadians attach to the workforce more rapidly.



Establishing tourism as a destination for employment has never been more urgent. Demand for products and services is outpacing supply. The sector is ripe for innovation. Tourism's success will rely on people who have the skills to reinvent business models, to develop and introduce new products, to tap into different and more diverse markets, and to build resiliency. Today's students and newcomers are essential to recovery and revitalization.

Tourism stakeholders must maintain a dialogue with those exploring their career options to promote the breadth of employment possibilities available. The sector has taken a reputational hit throughout the pandemic, and building trust amongst job seekers, students, teachers, guidance counsellors, parents, and other key influencers is vital to rebuilding the workforce.

Tourism HR Canada continues to showcase tourism employment through a multi-pronged strategy.

The organization's Canadian Academy of Travel and Tourism (CATT) program inspires high school students to explore the impact of tourism locally, nationally, and internationally. Students simultaneously develop the transferable skills that will give them a head start in postsecondary studies and the workplace. As the Tourism stakeholders must maintain a dialogue with those exploring their career options to promote the breadth of employment possibilities available. The sector has taken a reputational hit throughout the pandemic, and building trust amongst job seekers, students, teachers, guidance counsellors, parents, and other key influencers is vital to rebuilding the workforce.

The Discover Tourism career awareness resources showcase the range of employment opportunities in tourism and address common misperceptions of the sector. Interactive online tools guide students and job seekers as they find the right pathway for them and explore the frontline and managerial skills sought after by employers.

Moving forward, Tourism HR Canada seeks to expand on this portfolio, bringing together key partners to influence the image of employment in the sector through ongoing dialogue with all levels of government and educational institutions, a refresh and increase of resources and tools, and a communications strategy that establishes confidence and excitement in tourism as a place of work.

ADVANCING LABOUR MARKET DIALOGUE

Given the severe disruption the pandemic has had on the tourism labour force, Tourism HR Canada's expertise on all facets of the workforce has been 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 needs 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.

ANNUAL TOURISM LABOUR MARKET FORUM

Tourism HR Canada's annual Labour Market Forum is a key part of creating a more resilient and inclusive labour market.

This premier event offers Canada's tourism sector a unique opportunity to collaborate on improving workforce strategies and resources, as well as ensuring the capacity to implement them.

Representatives from tourism businesses, industry associations, educational institutions, media, and governments are invited to examine skills and labour issues and strategize on initiatives to strengthen tourism's future.

In 2021, the event went virtual, offering a series of webinars free of charge and broadening its reach to a wider audience across the country—and internationally.

From March 15 to 18, tourism leaders and subject matter experts shared presentations centred around four pillars: Skills, Supply, Sentiment, and Strategy. These reflected the devastating impact of the COVID pandemic on the tourism sector as well as the need for innovative approaches to restart tourism in the face of dramatic labour losses.

Tourism HR Canada team members hosted several of these sessions, presenting the latest labour market intelligence, workforce programming, and other relevant information to spark conversations on prevailing tourism labour market issues.

Presenters and participants shared their experiences and insights on topics including the impact of COVID-19, mental health, inclusion and diversity, immigration, and education-industry links. Their feedback has already begun to contribute to recommended policies and strategies to help restart the workforce and enable the tourism industry to recover from the most catastrophic year on record.



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 enhancements ensure the site offers tourism stakeholders vital information to navigate labour market and HR challenges. As previously noted, 2020-2021 updates included the expansion of the COVID Resource Hub, the addition of pandemic-related labour market data and analysis, and the publication of webinars, presentations, and reports around restarting Canada's tourism workforce. The site continues to evolve to reflect the shift towards reopening and recovery and to share pertinent work being done to support the resiliency of Canada's tourism sector.

TOURISM HR INSIDER

Tourism HR Canada publishes its e-newsletter, Tourism HR Insider, every two weeks. Issues feature a mix of tourism labour market insights, workforce development highlights, calls for subject matter expertise, industry news and events, and articles on HR themes impacting the sector's current and future success.

Throughout 2020-2021, it served as a key vehicle to disseminate timely, accurate information and updates as the COVID-19 pandemic escalated and evolved. It also was a key vehicle for engaging stakeholders and soliciting their feedback on various initiatives to support the sector. Insider will continue to distribute trusted news as the sector moves through rebuilding and reskilling.

PRESENTATIONS AND SPEAKING ENGAGEMENTS

Throughout 2020-2021, Tourism HR Canada presented the most current labour market data and discussed the impact of COVID on the workforce at a wide range of events, forums, and meetings involving provincial/territorial, national, and international associations, advisory boards, educational institutes, and all levels of government. This included participation at the following events and speaking engagements:

- Canadian Association for Prior Learning Assessment (CAPLA) Town Hall
- CGLCC (Canada's LGBT+ Chamber of Commerce) Summit
- Destination Toronto Panel Discussion, The Path to Reopening: Reengaging Staff and Associates
- Government of Canada's Standing Committee on Finance
- Hotel Association of Canada Conference
- Institute of Travel and Tourism (ITT) Future You International Careers Conference
- National Roundtable on Travel and Tourism (Innovation, Science and Economic Development Canada)
- Organisation for Economic Co-operation and Development (OECD) – European Commission (EC) Policy Workshop, Preparing the Tourism Workforce for the Digital Future
- Pearson Centre: COVID and the Tourism & Travel Industries
- Restaurants Canada RC Show
- Tourism Industry Association of Canada's Tourism Congress
- Tourism Industry Association of New Brunswick Annual Summit
- Travel and Tourism Research Association (TTRA) Canada Chapter Annual Conference

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
- Ted Rogers School of Hospitality and Tourism Management Advisory Council at Ryerson University
- Cegep Heritage College's Hotel and Restaurant Management Program Advisory Committee
- World University Service of Canada (WUSC) Pathways to Employment for Refugees (PER) Advisory Committee



EMERIT CONSULTING: STRENGTHENING COMPETENCIES 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, and accreditation. Through Emerit 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.

Emerit Consulting proceeded on the following projects in 2020-2021:

CANADIAN CAREER DEVELOPMENT FOUNDATION (CCDF)

Emerit Consulting developed a national professional certification program for career development professionals. The program includes a multiple-choice exam and performance evaluation tool, as well as a prep guide.

HOSPITALITY NEWFOUNDLAND AND LABRADOR (HNL)

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

ELECTRICITY HUMAN RESOURCES CANADA (EHRC)

Electricity Human Resources Canada continued to engage Emerit Consulting with the development of a dynamic competency framework to address current needs in the industry. The 2020-2021 period saw revisions to existing National Occupational Standards and the development of new ones. An analysis of additional occupations ensured that the competency framework is inclusive of the scope of the electricity and renewable energy sector.

2020-2021 PARTNERSHIPS

Tourism HR Canada gratefully acknowledges the continuing support of the Government of Canada, specifically through Employment and Social Development Canada (ESDC) and its Sectoral Initiatives Program, Innovation, Science and Economic Development (ISED) Canada, and Immigration, Refugees and Citizenship Canada (IRCC). In addition to their generous funding of Tourism HR Canada programming, the departments have offered flexibility in how this programming was delivered in light of the restrictions necessitated by the pandemic.



Further, the federal government immediately recognized the devastating impact of the pandemic on the tourism sector and requested feedback from industry organizations. Through 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, programs and policies were established and revised to reflect the changing needs of the tourism sector as the pandemic wore on. Tourism HR Canada also worked 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 restoring a resilient and prosperous Canadian tourism sector.

Tourism HR Canada additionally extends its 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 proved

invaluable in securing the latest information on the local impact of the pandemic and in responding to the needs of employers and employees.

They also helped provide alternatives to ensure Tourism HR Canada programming was able to proceed safely and effectively. 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
- Saskatchewan Tourism Education Council
- Tourism Industry Association of New Brunswick
- Tourism Industry Association of Prince Edward Island
- Yukon Tourism Education Council

In 2020-2021, Tourism HR Canada established the following partnerships:

CENTENNIAL COLLEGE

A new Memorandum of Agreement with Centennial College invited hospitality and tourism students to take advantage of tuition-free, industry-sanctioned education programming to equip themselves with nationally recognized Emerit certificates and ensure their academic studies could proceed with limited disruption. Students who completed the online courses were eligible for prior learning assessment recognition towards the School of Hospitality, Tourism and Culinary Arts programs accredited by Tourism HR Canada. This innovative effort provided support in managing and retaining talent, upskilling the workforce, and developing resiliency.



TRAVEL NUNAVUT

Tourism HR Canada entered into a Memorandum of Understanding (MOU) with Travel Nunavut to provide its members and other tourism operators in the territory with access to a variety of Emerit resources, including online learning, downloadable National Occupational Standards, and downloadable Inuktitut resources. The MOU addresses the labour market and skills training needs of the tourism and hospitality sector, which are essential to improving its competitiveness and economic sustainability.



ONGOING PARTNERSHIPS

- Canadian Outdoor Summit
- Civility Experts Inc.
- Global Travel and Tourism Partnership (GTTP)
- HireUp—A Social Enterprise of Impakt Corporation
- Ryerson University
- Tourism & Hospitality Skills Council (India)
- Tourism Industry Association of Canada
- Tourism Industry Association of Ontario
- University of Guelph
- Windmill Microlending
- World University Service of Canada





2020-2021 AWARDS

In November, Tourism HR Canada President and CEO Philip Mondor was the proud recipient of the Ted Rogers School of Hospitality and Tourism Management Industry Award 2020.

The award honours significant support for the Ted Rogers School of Hospitality and Tourism Management at Ryerson University. Specifically, it recognized Philip Mondor as an industry leader, promoting the sector to help build a world-leading tourism workforce through employment data based on rigorous research, in addition to his contributions to the School as a member of its Advisory Council and as a guest speaker in classes and student-run conferences.

In accepting the award at a virtual event, Philip shared these thoughts: “When I think about this award, I first think about my colleagues at Tourism HR Canada and how this award is really a testament to all the work they do. I also think about the vast network of associations, schools, and other groups, all of whom work towards making this sector thrive. It’s a great reminder of a great industry I have been proud to be part of for more than 30 years.”

BALANCE SHEET AS OF MARCH 31, 2021

	2019-2020	2020-2021
ASSETS		
Current Assets		
Cash	\$158,188	\$658,048
Cash held in investments	\$33,725	\$35,197
Short-term investments	\$64,856	\$65,657
Accounts receivable	\$1,005,482	\$546,472
HST recoverable	\$85,899	\$117,566
Inventory	\$9,701	\$9,923
Prepaid expenses	\$20,561	\$38,069
	\$1,378,412	\$1,470,932
Long Term Investments	\$1,456,615	\$1,639,684
Capital Assets	\$8,100	\$11,417
TOTAL ASSETS	\$2,843,127	\$3,122,033
LIABILITIES AND NET ASSETS		
Current Liabilities		
Accounts payable	\$511,770	\$336,412
Deferred revenue	\$148,613	\$153,678
	\$660,383	\$490,090
Net Assets		
Invested in capital assets	\$8,100	\$11,417
Unrestricted	\$2,174,644	\$2,620,526
	\$2,182,744	\$2,631,943
TOTAL LIABILITIES AND NET ASSETS	\$2,843,127	\$3,122,033

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 (CURRENT ON NOVEMBER 17, 2021)

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Association (OMCA) and Motor
Coach Canada (MCC)

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Joe Baker & Co.

BAX, KRISTA

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go2HR

BENCE, JIM

President and CEO
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DIMANCHE, FREDERIC

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Management
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Tourism HR Canada

POTTER, BETH

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2020- 2021

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