

# Annual Report

2023-2024





## **Tourism HR Canada Annual Report 2023–2024**

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**MESSAGE FROM**

# **The President and CEO**



As we reflect on the past year, I am encouraged by the remarkable resilience our sector has shown. Despite ongoing geopolitical uncertainty and the challenges of a slow-growing global economy, demand for tourism has rebounded strongly. This rebound speaks to the enduring appeal and value of tourism—and to the determination of the people who make it thrive.

Yet, while the recovery in demand is a cause for optimism, it also brings to light both long-standing and new structural challenges—particularly on the supply side. Chief among these is the persistent and growing need for skilled workers to meet this demand. The tourism workforce continues to face shortages that limit the sector’s ability to grow and to respond to opportunities.

Building true resilience in tourism means looking beyond the surface. It requires a deeper understanding of the tourism workforce—its scope, its complexity, and the many misconceptions that surround it. Not all parts of the tourism sector are facing the same issues, and addressing the workforce challenge calls for tailored, evidence-based solutions.

The diversity of employment opportunities in tourism is one of its greatest strengths, offering a wide range of career paths and requiring a broad spectrum of skills. This complexity must be recognized and supported if we are to build a more resilient future.

Over the past year, Tourism HR Canada has made important progress in this direction. We have continued to strengthen training and certification to help workers enter and grow within the sector. We’ve advanced our efforts to gather, analyze, and share labour market

intelligence—ensuring decisions are grounded in clear, relevant, timely data. We’ve promoted greater career awareness, helping more people understand the possibilities within tourism. We’ve launched tools and resources to support employers in navigating a rapidly evolving labour market. And we’ve remained firmly committed to supporting a diverse and inclusive tourism workforce that reflects the richness of our communities.

Key to all of this has been collaboration. Our sincere thanks to the Government of Canada for the funding that has enabled Tourism HR Canada to undertake vital workforce initiatives. We also extend our thanks to our dedicated Board of Directors and our partners across the country. We are grateful for the many relationships that have helped move our work forward—from industry leaders to education providers, from governments to community organizations. Together, we are laying the foundation for a stronger, more resilient, and more inclusive tourism sector.

I look forward to building on this momentum in the year ahead.

Thank you for your ongoing support,



**Philip Mondor**

President and CEO, Tourism HR Canada



MESSAGE FROM THE

# Chairperson of the Board of Directors



The past year was one of significant achievement for Tourism HR Canada. In response to rapidly evolving needs, the organization invested in vital initiatives and technology to support the sector and its workforce, all while regularly supplying trusted and timely labour market intelligence to shape smart strategies.

These efforts were guided by a clear understanding of the complex workforce challenges our sector continues to face: growing skills requirements, emerging technologies, economic uncertainty, shifting demographics, and changing international talent policies, to name but a few.

The result is more flexible, responsive programming that will help to further diversify our workforce and prepare employers for new work arrangements and the impacts of digital advances such as AI. These include industry-informed updates to Emerit training and certification programming; the innovative Workforce Management Engine and tourism competency framework; an overhauled Discover Tourism career awareness and employer resource hub; revamped teaching resources for high schools; and targeted programs to support Indigenous workforce development and the inclusion of under-represented groups. Underpinning this all: the latest in labour market data and analysis.

We must also recognize that while Canada's tourism sector has experienced a healthy rebound in travellers, there is a distinct

decline in discussion about the shortfall of workers. The fact is we are just now getting back to pre-pandemic levels of employment in our sector, trailing the rest of the economy. Part of our collective effort is to ensure the visibility and prioritization of tourism's workforce is not lost—that further investments are imperative to ensure Canada's position as a top global destination.

As we continue to navigate a complex global landscape, shifting economic conditions, and rapid social change, Tourism HR Canada is committed to growing a resilient, inclusive, and competitive tourism workforce. Strategic planning efforts currently underway will ensure the organization remains well poised to nurture a future-ready tourism workforce.

On behalf of the Board of Directors, I extend my gratitude to the Government of Canada for its continued support of projects that foster Tourism HR Canada's mission. I also wish to thank our partners, stakeholders, and the dedicated team at Tourism HR Canada. Together, we are shaping a strong and sustainable future for our sector.



**Darlene Grant Fiander**  
Chairperson,  
Tourism HR Canada Board of Directors

# Tourism's Trusted Source for Labour Market Intelligence

## TRUSTED SOURCE

PROGRAMS

MOVING FORWARD

LEADERSHIP & IMPACT

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 2023–24, Tourism HR Canada made notable progress on its current three-year labour market initiative, funded by Employment and Social Development Canada (ESDC). This comprehensive project is aimed at maintaining the foundational labour market information system necessary to help minimize labour and skills imbalances and shortages while ensuring that Canada’s tourism sector remains globally competitive and innovative.

Key areas of work include:

- **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 2035 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.



**18,484 LMI Webpage Visitors**



**741 Report Downloads**



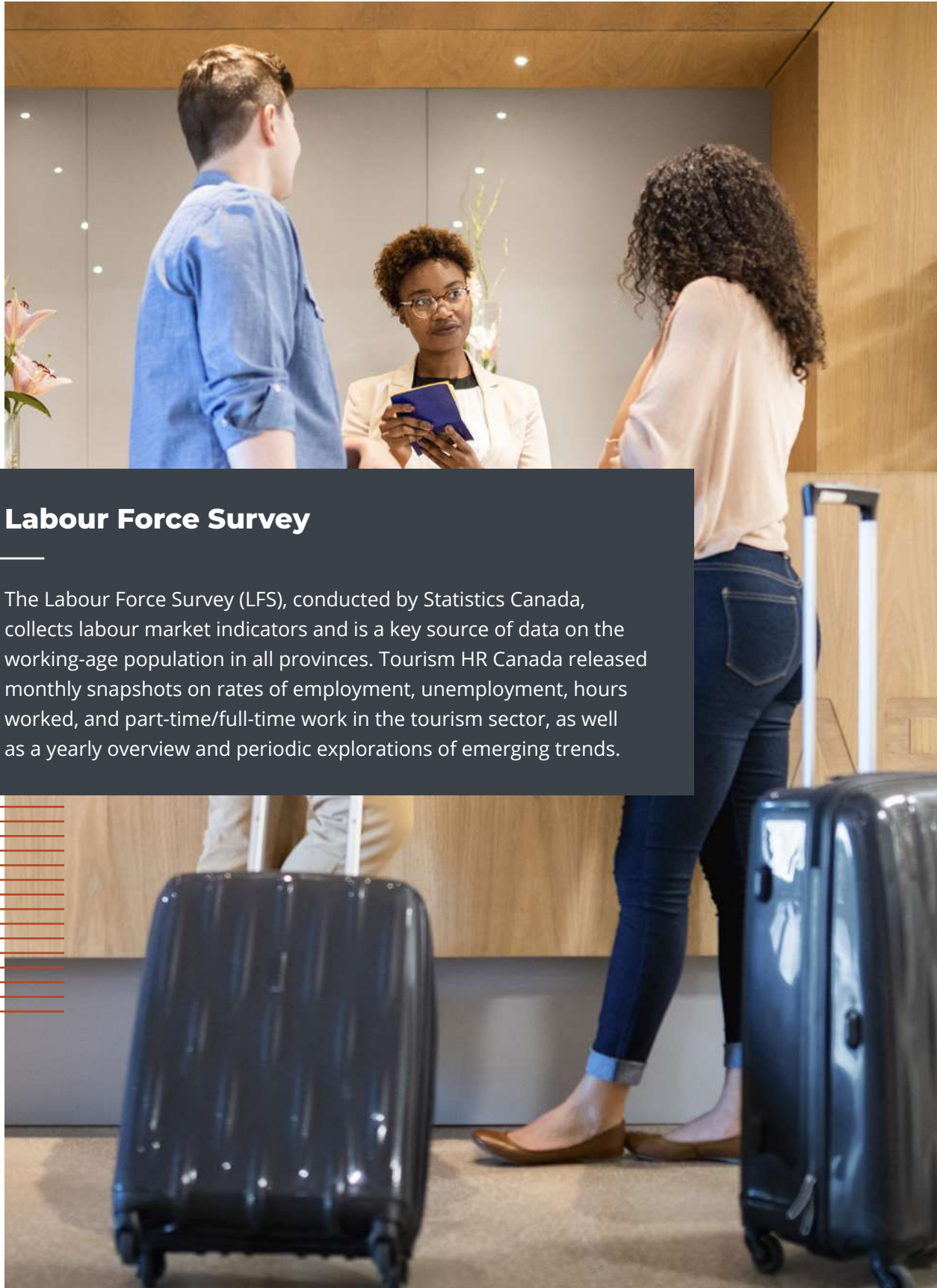
**12 Monthly + 1 Annual Labour Force Snapshots**



**16 New and Updated Infographics**



**10 In-Person + 4 Virtual Focus Groups**



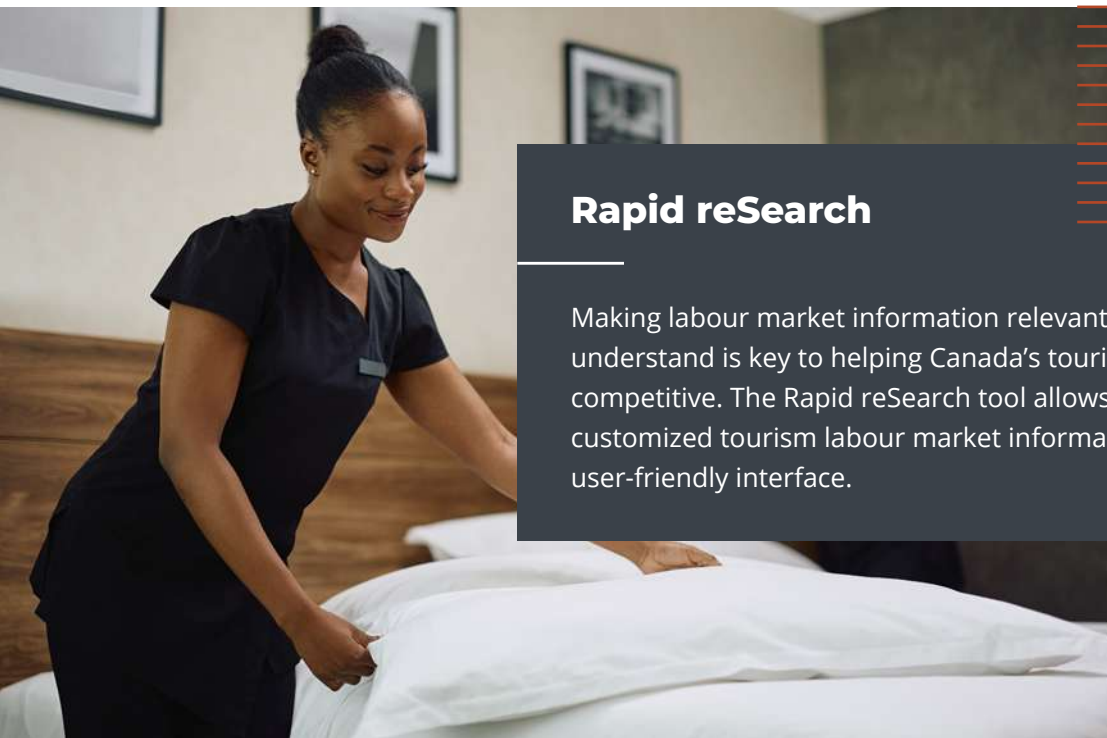
## Labour Force Survey

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.

## Tourism Employment Tracker

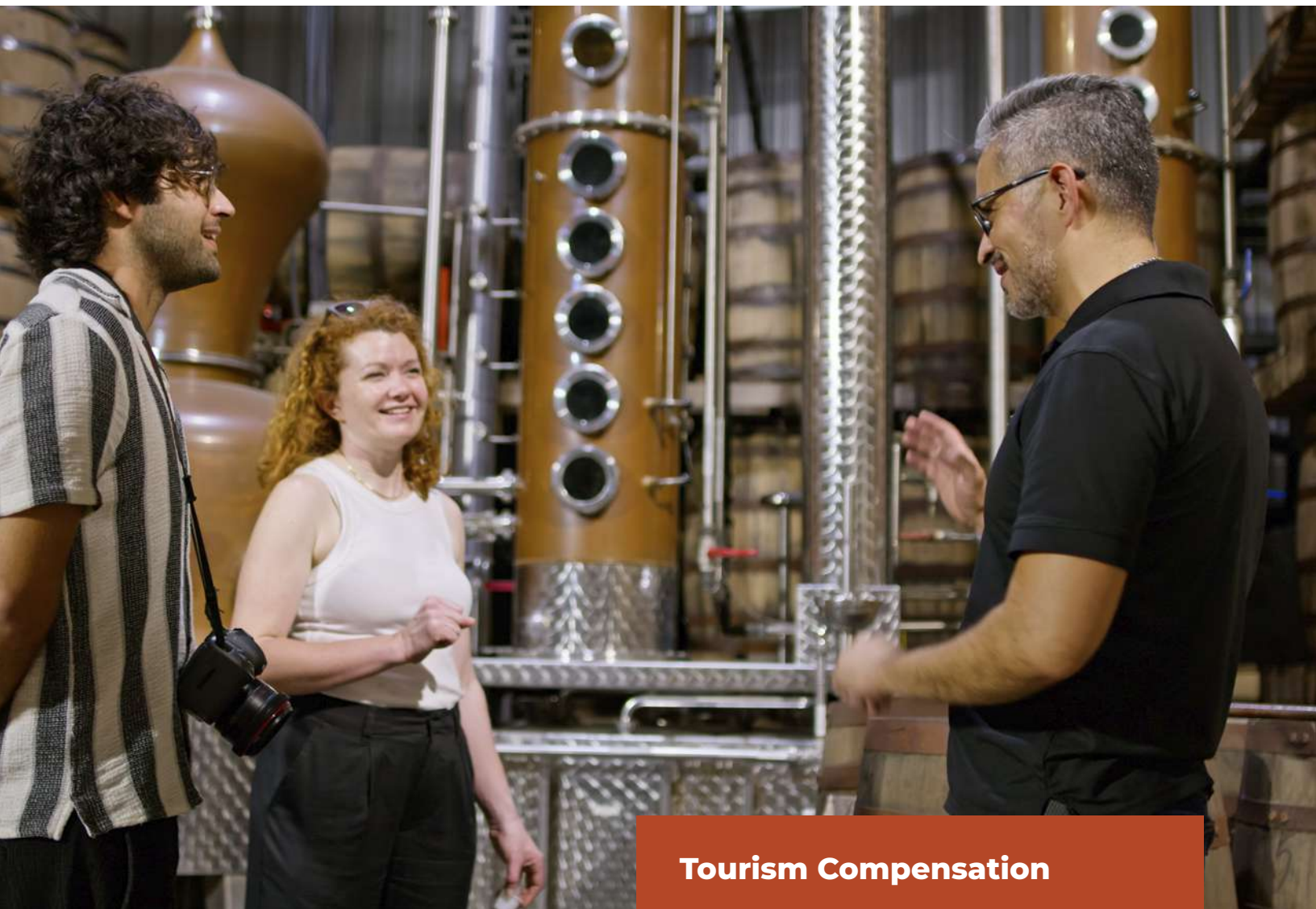
Updated monthly, the online Tourism Employment Tracker offers a complete picture of the recovery and growth of the labour force, including interactive charts and insights on:

- 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



## 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 information through a simple, user-friendly interface.



## Tourism Compensation

A national survey established a comprehensive picture of how tourism business operators think about compensation within the context of pandemic recovery and ongoing labour challenges. A full quantitative report, an interactive dashboard, a qualitative report featuring employer narratives, and five compensation culture infographics plus worksheets for employers were released throughout 2023–24.



## Projections of Tourism Employment in Canada

Working with the Conference Board of Canada, Tourism HR Canada released tourism employment projections through to 2027. The report presents labour demand data — and discusses supply challenges — at the national and regional levels, incorporating occupations and industries. Five related infographics summarizing the key findings by industry group homed in on anticipated pressure points.



## Business Intelligence Survey

Tourism HR Canada conducted the third and fourth waves of a survey of tourism businesses across Canada in 2023–24, the results of which were published in reports in June and January, respectively. The information gathered helps assess labour market needs and develop strategies to support the sector through post-pandemic recovery and growth. A final wave of the survey is planned for 2024–25.

## Perceptions of Tourism as a Place of Employment

Tourism HR Canada and market research and analytics firm Leger conducted the second annual national survey on Canadians' perceptions of the "attractiveness" of tourism as a place of employment and a career path. A report on the findings published in November offers valuable insights into positive perceptions to build on and negative perceptions to overcome, and provides an interesting comparison to the first survey, conducted in the early stages of pandemic recovery.

## Shaping Mentally Healthier Workplaces Survey

Tourism HR Canada launched a survey of tourism workers to hear their experiences and insights on mental health in the tourism sector. The findings will guide the creation and implementation of effective strategies and improvements, aiming to enhance job satisfaction, mental health, and overall workplace culture. A report outlining the findings will be available in 2024-25.



## Domestic Expectations of Tourism Service Quality

Tourism HR Canada partnered with Skift Advisory (formerly Twenty31), a globally recognized market research firm with a deep expertise in tourism, to collect perceptual information about how visitors think about service standards in Canadian tourism. An online panel of 2,500 domestic leisure travellers shared their views, and the results and key takeaways reflecting on skill levels in the workforce were published in February. A follow-up international survey will take place in 2024–25.





## The Importance of International Talent

“The Role of Immigration Policy in Addressing Labour Shortages in the Tourism Sector”, written by the StrategyCorp Institute of Public Policy and Economy, explores the role that immigration policy can play in addressing labour shortages in the tourism sector. Commissioned by Tourism HR Canada, the paper puts forward recommendations and an action plan structured around five categories of measures:

- Immigration targets
- Process and operations
- Measures targeting specific countries and regions
- Programs for particular regions of Canada
- Specific immigration programs and streams

To help employers explore and find more information on the many programs available to engage international workers, Tourism HR Canada updated its series of Hiring International Talent infographics. These contain an overview of each program, general eligibility criteria, tips on navigating the program, and links to government or other sources to access the latest details and application process.

A dedicated Immigration Hub with links to the latest research, news, resources, and service provider organizations will be added to the Tourism HR Canada website in 2024–25.







## 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 HR Canada provided tourism labour market data to both the Nova Scotia Tourism Human Resource Council (NSTHRC) and the Tourism Industry Association of Alberta (TIAA) on a monthly basis, which these associations shared with their members via their own, customized online dashboards of statistical information.

**DISCOVER TOURISM:**

# Shifting the Narrative on Tourism Careers

TRUSTED SOURCE

**PROGRAMS**  
— **DISCOVER TOURISM**

MOVING FORWARD

LEADERSHIP &amp; IMPACT

First launched in the early 2000s to promote career exploration in the sector, Discover Tourism grew to be the national online destination for students and job seekers curious about tourism work and education pathways. In a rapidly changing sector like tourism and with evolving tech expectations, this influential resource greatly benefitted from Industry, Science and Economic Development's National Priorities Stream of the Tourism Relief Fund.

**DISCOVER  
TOURISM®**

Tourism HR Canada was able to completely reimagine what Discover Tourism could offer and how it could reach new audiences. An additional investment from Destination Canada provided even further possibilities.

With a fresh brand and input from key audiences across the country, this robust new 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

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

Building on the site's momentum, Tourism HR Canada also launched a Tourism Careers Week, sharing content across its social media channels and driving traffic to the website. Further outreach took place at the Tourism Industry Association of Canada's first-ever virtual National Tourism Job Fair, where attendees could explore Discover Tourism resources as well as other Tourism HR Canada programming.



**52,000 Webpage Views**

#### TOP 5 PAGES:

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

# CANADIAN ACADEMY OF TRAVEL AND TOURISM: A World of Experiences

TRUSTED SOURCE

**PROGRAMS**  
— CATT

MOVING FORWARD

LEADERSHIP & IMPACT

Tourism HR Canada continued 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.



**CANADIAN ACADEMY  
OF TRAVEL & TOURISM**



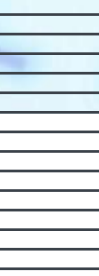


CATT aims to inspire high school students across Canada to explore the impact of tourism locally, nationally, and internationally and develop the transferable skills that will give them a head start in post-secondary studies and the workplace.

Teachers will be able to pick and choose from eight modules and two capstone projects, plus opportunities for co-op placements, career

awareness presentations, and site visits. The updated materials connect students with Discover Tourism, Emerit, regional tourism organizations, and the Global Travel and Tourism Partnership. Three levels of certificates are available.

Teachers can tap into the updated CATT materials for the 2024–25 school year.



**PROPEL:**

# Launching Careers in Tourism

TRUSTED SOURCE

**PROGRAMS**  
— **PROPEL**

MOVING FORWARD

LEADERSHIP &amp; IMPACT

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

The logo for Propel features the word "propel" in a lowercase, sans-serif font. A red arrow starts at the top of the letter 'o' and curves upwards and to the right, ending above the letter 'l'.



**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 required documentation
- Video testimonials on the benefits of work-integrated learning
- 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

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- Access to the creativity, knowledge, and skills of post-secondary students
- Ability to address short-term workflow pressures
- Opportunity to contribute to improving post-secondary curricula
- Opportunity to build stronger connections to education institutions
- Productivity and service delivery enhancements
- Opportunity to provide a social good
- Opportunity for branding and to promote/market the business among students

### Student-Cited Benefits

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- Gain valuable experience for after graduation
- Build a professional network to assist with future career goals
- Strengthen key transferable and technical skills in a professional setting
- Exposure to a variety of job functions
- Acquire industry insights
- Develop ability to work under pressure
- Inspire motivation to learn



**Propel has secured federal funding to facilitate these valuable education-industry connections through 2024–25.**



**477 Applications**



**12 Monthly Webinars &  
4 Custom**



**400+ Webinar Registrants**



**4 Employer Video  
Testimonials**



**6,619 Webpage Views**



**\$1.3 Million+ in Subsidies  
Paid to Employers**

**BELONG:**

# Fostering Accessible Employment Opportunities in Tourism

TRUSTED SOURCE

**PROGRAMS**  
 — BELONG

MOVING FORWARD

LEADERSHIP &amp; IMPACT

In 2023–24, Tourism HR Canada launched Belong: a three-year project that will support 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**


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 will provide a range of national programming to increase awareness of disability inclusion and connect job seekers with disabilities with meaningful work in tourism.

Key components include:

- **Training and workshops** to enhance tourism employers' understanding of the significant benefits of hiring, retaining, and promoting persons with disabilities and strengthen the sector's capacity to create accessible workplaces
- **Online and in-person events** to assist tourism employers in establishing meaningful relationships with community organizations
- **Disability Inclusion Toolkit** with resources to support tourism workplaces in becoming accessible and inclusive
- **Workplace Accessibility Clinic** offering one-on-one advisory services tailored to the specific needs of individual tourism employers, covering disability-inclusive recruitment and retention, accessibility, accommodations, and compliance assistant, plus mentorship support
- **National accreditation program** to encourage and recognize tourism businesses that are actively engaged in accessible workplace practices
- **Research and focus groups** to:
  - Understand how disability impacts people with multiple marginalized identities in tourism workplaces, considering gender- or sex-related barriers and mental health and substance use disorders
  - Analyze tourism occupations to identify telework/work-from-home opportunities and develop materials to encourage awareness of what these are and why they are vital to diversifying the workforce
- **Accessibility audit** of Tourism HR Canada's marketing and communications resources and activities, including new brand guidelines and staff training



## Employment Inclusion Partnership Advisory Committee

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

## Pan-Canadian Partnerships

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





## Employer Survey: Disability Inclusion Awareness and Practices

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Tourism HR Canada sought input from tourism businesses to gauge employers' awareness and practices related to disability inclusion, workplace culture, recruitment, training, and accommodations for individuals with disabilities. The results will be used to develop a clear understanding of the disability inclusion practices in tourism businesses across Canada.

## Embracing Disability Inclusion in Tourism Workplaces

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The first employer event, Embracing Disability Inclusion in Tourism Workplaces, was hosted in Ottawa in February. Canada's Chief Accessibility Officer, Stephanie Cadieux, provided a keynote address; a panel of inclusive employers shared their experiences and advice; and attendees partook in learning activities and networking.

The coming 2024–25 fiscal year will offer further events, as well as the launch of some of the initial Belong resources.

## WORKFORCE MANAGEMENT ENGINE:

# Empowering HR Excellence

TRUSTED SOURCE

**PROGRAMS**  
— WME

MOVING FORWARD

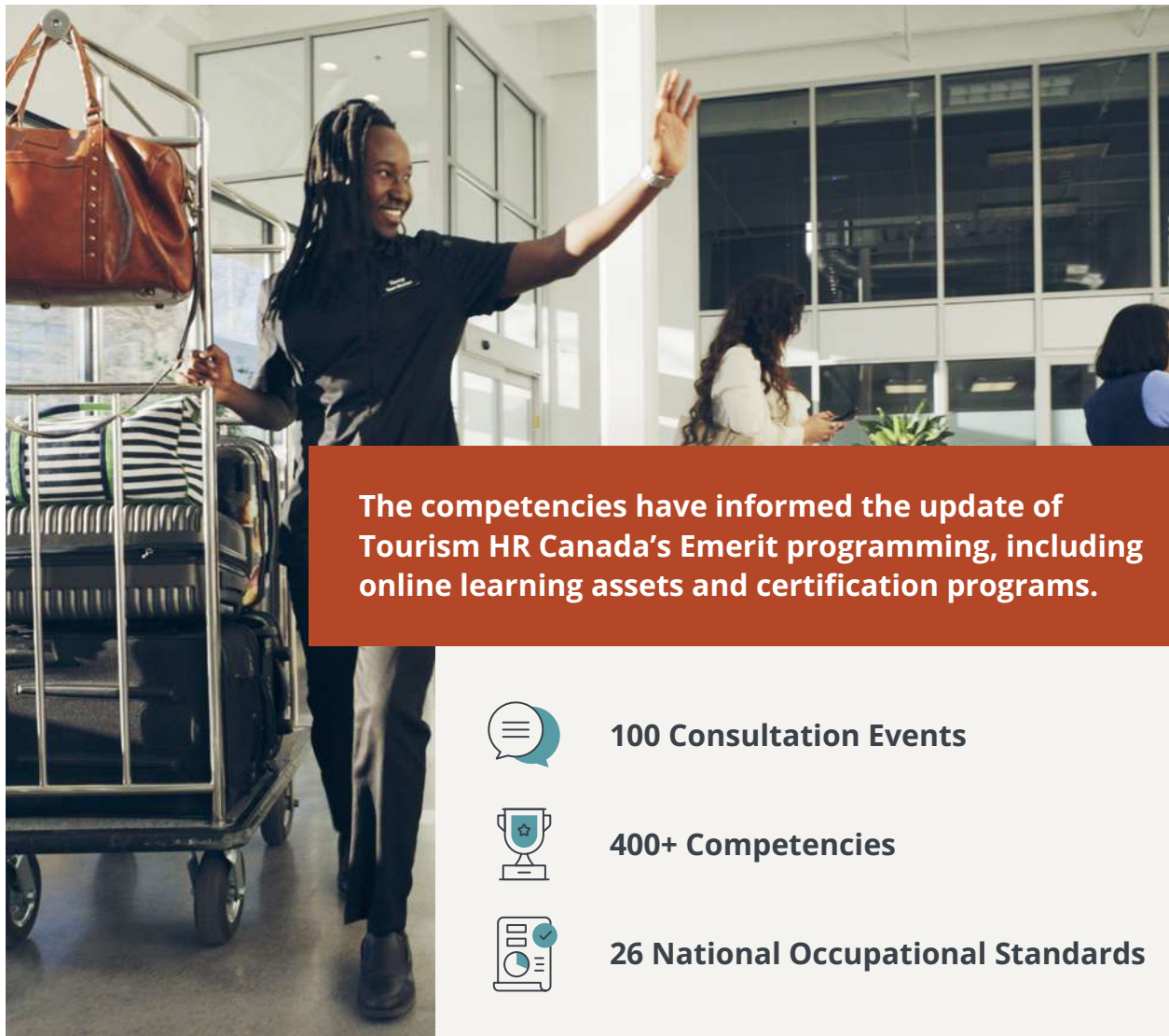
LEADERSHIP & IMPACT

Informed by over 100 consultation events with 1000s of industry stakeholders and subject matter experts across the country, the much-anticipated full launch of the Workforce Management Engine (WME) took place in January. This innovative, interactive online platform brings a comprehensive competency framework to the Canadian tourism sector.



The WME offers access to an ever-growing library of over 400 unique competencies that reflect the skills and knowledge required for success across all tourism occupations. It helps address the skills gaps and mismatches found across the Canadian labour market, plus offer flexibility in responding to the increasing pace of change in today's workplaces.

Tourism employers, educators, organizations, and others can access essential HR tools to build personalized programs and resources that fit their unique needs: tailored job descriptions, customized performance evaluations, job comparisons, skills checklists, and more. A series of micro-learning assets accompanies the platform, and a range of promotional pieces, videos, and web content showcase the WME's benefits.



**The competencies have informed the update of Tourism HR Canada's Emerit programming, including online learning assets and certification programs.**



**100 Consultation Events**



**400+ Competencies**



**26 National Occupational Standards**



**EMERIT:**

# Future-Focused Training and Certification

TRUSTED SOURCE

**PROGRAMS**  
— **EMERIT**

MOVING FORWARD

LEADERSHIP &amp; IMPACT

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

**emerit**<sup>®</sup>



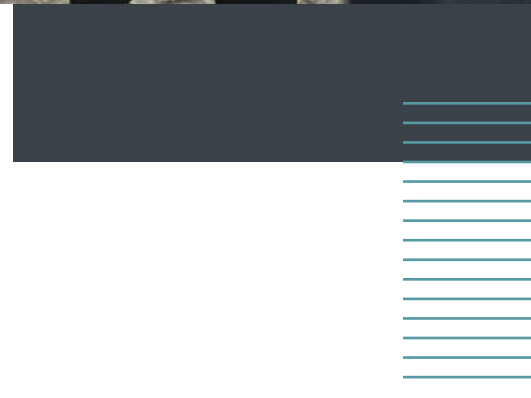
Under a three-year project funded by the Government of Canada's Sectoral Initiatives Program, Tourism HR Canada has undertaken a series of fundamental updates to address labour market challenges and the need to realign, train, retrain, and upgrade workforce skills.

These include:

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

As with any Emerit updates, robust industry consultation is essential to ensure the programs reflect current and emerging industry trends. Participants test assessment tools, review eLearning and microlearning, participate in pilot activities, and more.

The new Emerit Learning Management System and updated programming will launch in 2024–25.



## SUPPORTING GROWTH AND CONNECTION:

# Indigenous Tourism

TRUSTED SOURCE

**PROGRAMS**  
— **INDIGENOUS**

MOVING FORWARD

LEADERSHIP & IMPACT

### Indigenous Engagement Handbook

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Developed in collaboration with **pipikwan pêhtâkwan**, an Indigenous-owned agency focused on elevating Indigenous voices, projects, and issues, the Indigenous Engagement Handbook is meant as a reference point when engaging and writing with Indigenous Peoples. It features collective knowledge from Indigenous Peoples, communities, academics, Knowledge Keepers, and Elders, offering best practices and approaches for hosting and facilitating Indigenous workshops and focus groups.





## Pathways to Indigenous Market Readiness

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The Indigenous Tourism Association of Canada and Tourism HR Canada continued the development of 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.

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. The program will be made available in 2024–25, with the launch of the new Emerit Learning Management System.

**SMART+**

# Accreditation Program

TRUSTED SOURCE

**PROGRAMS**  
— **SMART+**

MOVING FORWARD

LEADERSHIP &amp; IMPACT

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.

ACCREDITATION  
**SMART+**  
ACCREDITATION

Post-secondary public and private institutions, as well as corporate training providers, 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.

DICED Culinary School, one of the inaugural online culinary schools and hospitality education platforms, joined twelve SMART+ Premium accredited programs from seven Canadian institutions:

- CÉGEP de St-Félicien
- Centennial College
- Confederation College
- HT Hospitality Training
- New Brunswick Community College
- Olds College
- Toronto Metropolitan University

To ensure SMART+'s criteria and evaluation process reflect best practices and the latest needs of education and industry, Tourism HR Canada undertook a comprehensive assessment of the SMART+ program — a streamlined process and updated application resources were unveiled in 2023–24.



## ADVANCING STRATEGIC

# Labour Market Dialogue

TRUSTED SOURCE  
PROGRAMS

**MOVING FORWARD**  
— **DIALOGUE**

LEADERSHIP & IMPACT

While many sectors had comfortably recovered from the pandemic in 2023–24, tourism businesses remained hard hit. Tourism HR Canada continued to work with national, provincial/territorial, and regional tourism organizations along with all levels of government to ensure the realities of tourism stakeholders remained in the foreground. Additionally, regular industry engagement encouraged conversations on solutions to workforce issues.



## Federal Tourism Growth Strategy

The Government of Canada released its Federal Tourism Growth Strategy in July 2023, highlighting key priorities and targets to enhance the visitor economy. Tourism HR Canada was pleased to see the Strategy emphasize the importance of a robust workforce, with specific actions that seek to address skills and training, diversity and inclusion, infrastructure, and immigration — reflecting the suite of workforce recovery and growth strategies supplied by Tourism HR Canada as part of the government's consultation phase.

## Labour Market Forum

Each year, Tourism HR Canada hosts the 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.

Under the theme The Future Workforce is Now, the agenda focused on six areas:

- The Compensation Culture Shift: From Cost to Investment
- Federal Tourism Growth Strategy: Insights from National Industry Leaders
- Tourism Immigration Strategy: Advocacy and Action
- Indigenous Workforce Development Framework: Pulling the Pieces Together
- Tourism Workforce Eco System: Towards Improved Coordination, Coherence, Collaboration
- People and Place: Charting the Path Forward

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.

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 reinforced the importance of tourism employment to the economy and the social fabric of Canada.

## Canadian University Tourism Coalition

One of a suite of recommendations set out by the Pan-Canadian Tourism Workforce Recovery and Growth Task Force, the Canadian University Tourism Coalition (CUTC) was established to address the unique challenges faced by tourism programs and to promote the professionalism and credibility of a highly qualified Canadian workforce, in Canada and beyond. Tourism HR Canada serves 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 will accomplish its vision by developing the next generation of hospitality and tourism professionals, by engaging stakeholders and beneficiaries, by conducting impactful research, and by fostering teaching excellence.

The founding members of the CUTC are:

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

In 2023–24, representatives from these universities, plus supporting members from Tourism HR Canada, the Tourism Industry Association of Canada, and Joe Baker & Co., met to discuss key objectives and establish terms of reference. Tourism HR Canada serves as the secretariat for the coalition.

## 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 tourism workforce recovery to macro trends impacting the labour market to guidance on attracting and retaining staff.

### Business in Focus

Tourism HR Canada's work was featured in this North American business-to-business digital publication with a reach of over 250,000.





## 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.

### Caribbean Tourism Organization (CTO) Tourism Human Resources Conference

Tourism HR Canada's President and CEO was honoured to give the keynote address, Reimagining the Future of Work, at this signature event. The conference program highlighted the global nature of tourism workforce challenges.

### International CHRIE (Council on Hotel, Restaurant, and Institutional Education) Global Conference: Passport to Global Hospitality

Tourism HR Canada's President and CEO delivered the keynote address to an international delegation on Reinventing Hospitality Education: A Social Imperative.

He spoke about the unprecedented and prevailing issues shaping the future of work and the implications on public policy and higher education, with insights into the types of collective action and priority investments needed to be able to respond.

The President and CEO also presented keynote addresses at the Pharmasave National Conference "Shaping Our Future", the Ontario West Coast Tourism Summit, the City Destination Alliance International Conference, and the Mount Saint Vincent Learners and Leaders Conference. The President and CEO was a speaker or panelist at several other events including:

- Canadian Council of Tourism Ministers
- Centre for Business Insights on Immigration, Conference Board of Canada
- Destination Markham
- Global Business Travel Association
- Hospitality Newfoundland and Labrador Conference



- Indigenous Tourism Association of Canada's International Indigenous Tourism Conference
- NorthStar Meeting
- Nova Scotia Tourism Human Resource Council Board of Directors
- SKAL Canada Winnipeg
- Tourism Industry Association of Alberta Conference
- Tourism Industry Association of British Columbia Conference
- Tourism Industry Association of Canada Congress
- Tourism Industry Association of Nova Scotia Conference
- Travel Nunavut Conference
- Yukon University

### Forward Motion Series

In collaboration with the Tourism Industry Association of Ontario (TIAO), OTEC, and Indigenous Tourism Ontario, Tourism HR Canada co-presented a suite of five webinars covering attraction and retention, seasonality, compensation, the Indigenous workforce, and emerging HR and leadership practices.

### Ministerial Meeting on Rural and Remote Workforce Challenges and Opportunities, Including Labour, Skills, and Immigration

Hosted by the Honourable Gudie Hutchings, Minister of Rural Economic Development, the President and CEO was among a select group of Canadians attending a ministerial retreat to discuss the challenges facing rural Canadians. He talked about the unique structural factors impacting rural and remote businesses and the conditions to build a strong and sustainable workforce.





## 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 Network
- Travel and Tourism Research Association (TTRA) Board of Directors

## Communications Outreach

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



**TourismHR.ca**  
**94,000 VIEWS**  
 (\*July to March)



**Tourism HR Insider**  
**2,004 SUBSCRIBERS**  
 (+7.8%)



**Videos**  
**48,500 VIEWS**

# Pledging Action on Sustainability

TRUSTED SOURCE

PROGRAMS

**MOVING FORWARD**  
— SUSTAINABILITY

LEADERSHIP & IMPACT

Tourism HR Canada demonstrated its commitment to sustainability in 2023–24 with the signing of the Sustainable Tourism 2030 Pledge. Led by its Common Ground committee, the organization will increase 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



# Partnerships

TRUSTED SOURCE  
PROGRAMS  
MOVING FORWARD  
**LEADERSHIP & IMPACT**  
— **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 2023–2024, Tourism HR Canada supported its mandate through work with the following partners:**



Baxter Student Ambassador Program



Centennial College



Co-operative Education and Work-Integrated Learning (CEWIL) Canada



Global Travel and Tourism Partnership (GTTP)



Talent Beyond Boundaries



Toronto Metropolitan University



Tourism Industry Association of Canada



Tourism Industry Association of Ontario



Travel Nunavut



University of Guelph

**2023-2024**

# Awards

TRUSTED SOURCE

PROGRAMS

MOVING FORWARD

**LEADERSHIP & IMPACT**  
— AWARDS

Tourism HR Canada sponsored two Canadian Tourism Awards, presented at the Tourism Industry Association of Canada's gala event during the 2023 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

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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 Nancy Pedersen, Executive Housekeeper at New Brunswick's Crowne Plaza Fredericton Lord Beaverbrook, where she has built an incredible 51-year career.

## Canadian Tourism Awards: Tourism Employer of the Year

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The Tourism Employer of the Year Award recognizes a business that embraces progressive HR practices and has made a commitment to foster equity, diversity, inclusion, and belonging. Tourism HR Canada was delighted to recognize Rig Hand Craft Distillery, of Leduc County, Alberta.



## BALANCE SHEET AS OF

# March 31, 2024

	2022-2023	2023-2024
<b>ASSETS</b>		
<b>Current Assets</b>		
Cash	\$6,464,887	\$5,691,045
Cash held in investments	\$31,316	\$54,444
Short-term investments	\$0	\$229,478
Accounts receivable	\$2,019,581	\$297,962
HST recoverable	\$165,211	\$81,246
Inventory	\$6,580	\$5,980
Prepaid expenses	\$68,651	\$89,463
	<b>\$8,756,226</b>	<b>\$6,449,618</b>
<b>Long Term Investments</b>	\$1,690,853	\$1,941,766
<b>Capital Assets</b>	\$0	\$47,580
<b>TOTAL ASSETS</b>	<b>\$10,447,079</b>	<b>\$8,438,964</b>
<b>LIABILITIES AND NET ASSETS</b>		
<b>Current Liabilities</b>		
Accounts payable	\$5,971,482	\$1,488,702
Deferred revenue	\$1,824,442	\$3,913,553
	<b>\$7,795,924</b>	<b>\$5,402,255</b>
<b>Net Assets</b>		
Invested in capital assets	\$0	\$47,580
Unrestricted	\$2,651,155	\$2,989,129
	<b>\$2,651,155</b>	<b>\$3,036,709</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$10,447,079</b>	<b>\$8,438,964</b>

## 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, 2024)

#### **BAKER, Joe**

CEO: Okanagan College, and Joe Baker & Co.

#### **BAX, Krista**

CEO: go2HR

#### **DIONNE, France**

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

#### **FORD, Juanita**

Chief Operating Officer: Hospitality Newfoundland and Labrador

#### **GRANT FIANDER, Darlene**

##### **Chair of the Board**

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

#### **GRET, Xavier**

CEO: Conseil québécois des ressources humaines en tourisme

#### **GRYNOL, Susie**

President and CEO: Hotel Association of Canada

#### **HENRY, Keith**

President and CEO: Indigenous Tourism Association of Canada

#### **HEYNEN, Darlene**

CEO: Yukon Tourism Education Council

#### **HIGGINSON, Kelly**

President and CEO: Restaurants Canada

#### **KALIMERIS, Tracey**

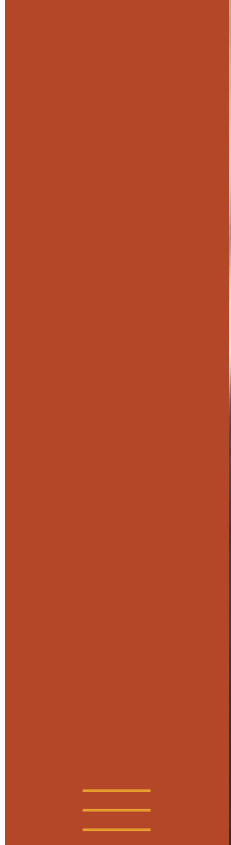
Vice-President: Talent & Culture Accor, North & Central America

#### **MONDOR, Philip**

President and CEO: Tourism HR Canada

#### **POTTER, Beth**

President and CEO: Tourism Industry Association of Canada



**Tourism HR Canada**

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[TourismHR.ca](http://TourismHR.ca)

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Tourism HR  
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