



Building Resiliency

Tourism HR Canada

2019–2020 Annual Report



Tourism HR Canada

Committed to Building a World-Leading Workforce

Tourism HR Canada is a pan-Canadian organization with a mandate aimed at building a world-leading tourism workforce. It facilitates, coordinates, and enables human resource development activities that support a globally competitive and sustainable industry and foster the development of a dynamic and resilient workforce. The organization works with the industry to attract, train, and retain valuable tourism professionals by giving them the tools and resources they need to succeed in their careers and entrepreneurial endeavours.

Tourism HR Canada works on initiatives that serve the needs of individuals, associations, professional bodies, and education and government systems. In 2019–2020, work included activities that supported five strategic priorities:

1. Leading comprehensive labour market research and analysis
2. Forecasting future skills to foster growth and innovation
3. Positioning tourism as a destination for employment
4. Innovating skills development to optimize the workforce
5. Making strategic investments to ensure organizational growth

Tourism HR Canada, under the Emerit Consulting banner, offers all sectors consulting services in occupational training and instructional design, assessment and certification programs, human resource planning and strategy, and labour market research and analysis.

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Message from the Chairperson

Canada's tourism sector is no stranger to showing resiliency in the face of crisis. Global events over the past few decades have disrupted travel, but we have bounced back stronger, with the global visitor economy experiencing significant growth in recent years.

The COVID-19 pandemic is unlike anything we've seen before. Yet with the steady guidance and robust resources produced by Tourism HR Canada and its partners across the country, I am confident that we can pursue the revival of a world-class destination and workforce. This is not to downplay the very real, heartbreaking stories of shuttered businesses, lost livelihoods, and interrupted dreams. Tourism HR Canada is taking continual measure of the effects of the safety measures and restrictions put in place. Its team is in constant collaboration and communication with associations and governments to support targeted strategies and adapt measures to help our hard-hit sector.

On behalf of the Board of Directors and the Tourism HR Canada team, I'd like to acknowledge the contributions of the Directors whose terms came to a close in 2019-2020: Victoria Behune, former President and CEO, Ontario Tourism Education Corporation; Shanna Munro, former President and CEO of Restaurants Canada; Ivan White, Tourism Development & Marketing Officer, No'kmaq Village – Flat Bay Band Inc.; and Christine Willow, former partner/owner of Chemistry Consulting Group. Your leadership had helped to shape and support a skilled, resilient tourism workforce.

I also share a sad thank you, as I note the passing of tourism champion and past Chairperson Bill Pallett. His talents and expertise were respected throughout the tourism sector, and he was a loyal and kind friend. We will miss his counsel and his laughter.

Looking ahead, we welcome the following individuals to the Board for 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 Ontario (TIAO). Your depth of experience and diverse perspectives will be invaluable in guiding the organization as it contributes to the resiliency of Canada's tourism workforce.

Thank you for your ongoing support of Tourism HR Canada. We will continue to champion on behalf of the sector and dedicate our efforts to securing a skilled workforce for our unique destinations and experiences.

Sincerely,



Darlene Grant Fiander
Chairperson, Tourism HR Canada



Message from the President

Never in the history of our organization—or in memory—have we seen an event that has impacted the tourism sector so drastically. The COVID-19 pandemic began hitting Canada's tourism businesses even before the virus reached our shores, as international travel was disrupted and border restrictions began to be implemented. Tourism was among the first sectors hit and will be among the last to recover.

Ensuring the recovery and resiliency of Canada's tourism workforce has required the rapid deployment of resources and a comprehensive engagement strategy involving all stakeholders. Tourism HR Canada, with a mandate to facilitate, coordinate, and enable human resource development activities which support a globally competitive and sustainable industry and foster the development of a dynamic and resilient workforce, has taken the lead on workforce recovery strategies.

Our organization acted quickly to provide a thorough and trusted collection of resources and information to guide employers, employees, and entrepreneurs through the changing guidelines, recommendations, and support programs. We opened up our Emerit online courses, with thousands of individuals upskilling or cross-training while furloughed or taking on new responsibilities. We pivoted our Business Builders update to launch free online tools and downloadable resources in our Tourism Workforce Recovery Toolkit. We collaborated with national and provincial/territorial partners to provide the latest labour market information to stakeholders, including government, as they took measures to support businesses and individuals.

We mustn't lose sight of the incredible work undertaken by Tourism HR Canada over 2019-2020. We released major updates to our Labour Market Intelligence portfolio. We made major strides in the development of our Future Skills Framework, which

will revolutionize the way we manage competencies and skills in the tourism sector. We saw newcomers to Canada access skills and language training and secure meaningful work in the accommodations industry. We partnered to launch new initiatives to strengthen the diversity and inclusivity and improve the market-readiness of tourism businesses across the country.

We will continue work on these and more to support the tourism sector through the pandemic and prepare for the reopening of the visitor economy. A particular focus will be on ensuring a skilled workforce is available to meet the expected spike in demand once restrictions are lifted.

To help us fulfil our mandate through an altered tourism landscape, we welcome four new Board members who share their highly valued competencies. We thank our outgoing Directors for their years of advocacy and stewardship.

The Tourism HR Canada family experienced a loss in 2019, as our longtime Board member, advocate, and friend Bill Pallett passed away in December. Bill showed a natural ability to encourage and mentor others. We miss his enthusiastic contributions and support.

As we move forward through the pandemic, we will continue to tirelessly support the tourism workforce and provide pertinent labour market data to inform smart policy and program decisions.



Philip Mondor,
President and CEO





Trusted Tourism Labour Market Intelligence

Tourism HR Canada had dedicated over two decades to producing comprehensive, timely, and reliable labour market data. In 2019-2020, the organization continued to provide top-quality information and analysis to support tourism stakeholders and decision makers. Tourism HR Canada moved into the final year of a three-year labour market study, funded by Employment and Social Development Canada (ESDC). Extended until March 2021, this research includes 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 is collecting customized tabulations of data from Statistics Canada and other organizations; it contextualizes and disseminates this information to a wide variety of stakeholders, to help inform decisions around workforce planning.

2. A yearly labour market forum

Tourism HR Canada hosts a facilitated, two-day stakeholder consultation event, focusing on priorities identified by research and in response to policy directives. With an agenda based on several prevailing themes, participants work 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 form 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 will allow governments, industry associations, and businesses to adopt policies that ensure workers are available to fill those jobs, keeping tourism sustainable. As factors such as exchange rates, immigration

policies, and technology change, it is important 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

Specific projects focus on emerging HR needs, including skill imbalances, factors creating labour shortages, and technology's impact on a rapidly changing workplace. Select regions and industries are 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 COVID-19 pandemic on the tourism sector, the need for reliable, timely, and accurate labour market information is more important than ever. The organization is investing 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.

The Future of Canada's Tourism Sector – Bottom Line: Growth Aspirations Face Labour Challenges

While the impact of COVID-19 is expected to be felt until 2023-2024, Canada's tourism sector has the potential for significant growth in the coming decades, as both a contributor to the economy and a source of employment for Canadians. However, a key hurdle persists: the labour challenges tourism operators face, especially in rural and remote regions.

Even during the pandemic, tourism employers reported that labour issues are a struggle for their business, with problems ranging from difficulty finding qualified staff, to local labour shortages, to difficulty retaining reliable employees.

In November 2019, Tourism HR Canada released the latest update of its tourism labour supply and demand study, *The Future of Canada's Tourism Sector – Bottom Line: Growth Aspirations Face Labour Challenges*. The study quantifies the implications of long-term demographic and economic trends on the supply and demand for labour in Canada's tourism sector.

The bottom line is that labour challenges are impeding the growth of the sector. The results show that labour challenges are a real barrier and reducing the tourism sector's growth potential. The consequences of labour shortages, such as lack of investor interest in the sector and the inability of tourism businesses to meet demand, could cost Canada billions of dollars.

The projected shortfalls are not inevitable. The projections assume that the attractiveness of tourism occupations, job responsibilities, wages, and access to training and education programs will remain constant. Action on the part of governments, the sector as a whole, and individual businesses can significantly increase the number of available tourism workers. This is demonstrated by an addition to this year's report, which examines the impact of the increases to annual immigration intakes (announced in November 2017).

The report also examines several other subjects, including the results of the 2018-19 Tourism Outlook and Labour Issues Survey, potential job openings in tourism, and the effect of the sharing economy on tourism.

Tourism HR Canada will continue to examine and report on labour supply and demand issues as the pandemic's influence on the tourism sector evolves.

2019 Canadian Tourism Sector Compensation Study

Employers in Canada's tourism sector want to know they are offering competitive compensation strategies, just as workers and labour organizations want to know they are receiving them. Having sound compensation data will help the tourism sector support a dynamic and balanced labour market.

In August 2019, Tourism HR Canada released the 2019 Canadian Tourism Sector Compensation Study. Produced with R.A. Malatest and Associates, this comprehensive study presents data and analysis on the compensation and benefits offered by businesses in Canada's tourism sector. Over 2,100 employers from across the country provided data for over 48,000 employees in food and beverage services, accommodation services, recreation and entertainment, and travel services.

The study contains information on the type of compensation (e.g., hourly or annual), salary range, median salary, and bonuses for 30 occupations in the sector. This data is broken down by region, industry group, employment status (full-time, part-time, seasonal), and union status.

The study also includes data on businesses' policies around gratuities, benefits, perquisites and incentives. Additionally, in response to the changing landscape of compensation across the country, the study collected data on the impact of minimum wage increases on businesses in the sector.

Even during and post the current pandemic, understanding trends in compensation will help employers attract and retain the talent needed to secure a skilled future workforce. The information presented is essential for the development and implementation of consistent and effective human resource strategies. The data will help all tourism stakeholders set pay policies, develop evidence-based human resource strategies, and analyze competitive practices.



Tourism Outlook and Labour Issues Survey

In November 2019, Tourism HR Canada highlighted the results of the Tourism Outlook and Labour Issues Survey. About 400 tourism businesses across Canada revealed what issues were affecting them, including those related to labour. The survey asked about recent business performance and their expectations for the coming years.

The most significant challenges facing tourism businesses were increasing operational costs and labour issues, reported by 69.0% and 63.3% of respondents, respectively. The third most prominent issue was the lack of prioritization of tourism in government policy decisions (reported by 31.5% of respondents), followed by concerns about the Canadian economy (27.3%), and concerns about competition from the sharing economy (26.3%).

While these challenges will have altered in light of COVID-19, the results show areas that will need to be considered as decisions are made to support the recovery and future competitiveness of the sector.

Demographic Profiles of Tourism Workers

In the spring of 2019, Tourism HR Canada released additional two-page profiles highlighting key information on specific industry and demographic groups: these focused on youth and mature workers in the tourism sector. The organization also released an analysis of gender in the tourism workforce.

Based on customized data acquired from the 2016 census, these profiles provide an easy reference for anyone looking for more detailed information on the people who work in the tourism sector. The reports

include information on gender, age, work patterns, place of birth, mother tongue, equity groups, school attendance, and education levels for the following:

- › Accommodations
- › Food and Beverage Services
- › Recreation and Entertainment
- › Transportation
- › Travel Services
- › Immigrant Tourism Workers
- › Indigenous Tourism Workers
- › Mature Tourism Workers
- › Youth Tourism Workers

Each report is available free of charge from the Tourism HR Canada website. In addition to these national summaries, interactive charts display this information at the provincial/territorial level, providing a more targeted look at the people who make up the sector's workforce.

Exploring Education and Skill Levels in Tourism

In October 2019, Tourism HR Canada released a series of charts that explore the share of tourism employees in 38 occupations who are either at, above, or below the expected skill level/educational attainment for their occupation. The information is further broken down by the age of the employee, gender, immigrant status, and work patterns (full-time or part-time). The available data is useful as an indicator of trends in the sector and where further analysis is worth undertaking.

Managing the Shift: Adapting to the Impact of Bill 148 on Ontario's Restaurant Sector

In late 2017, Ontario passed the Fair Workplaces, Better Jobs Act, also known as Bill 148, that changed a number of labour laws, including a January 1, 2018, increase of its general minimum wage from \$11.60 to \$14.00 per hour and its liquor server wage from \$10.10 to \$12.20 per hour.

Archan Consulting published a report on the early trends and impacts of Bill 148 on the restaurant sector in Ottawa. This led to Tourism HR Canada collaborating with Archan, the Tourism Industry Association of Ontario, and the Ontario Restaurant Hotel & Motel Association on an Ontario-wide study, surveying full- and limited-service restaurants on the impact of the new legislation, with a focus on independently owned businesses.

Released in May 2019, *Managing the Shift: Adapting to the Impact of Bill 148 on Ontario's Restaurant Sector* analyzes the responses of over 300 restaurants to this study. The report includes both quantitative and qualitative data, exploring information provided through a web-based survey and one-on-one telephone interviews.

Managing the Shift examines the effects of Bill 148 on three key areas in Ontario's restaurant industry: labour markets, managerial and operations issues, and profitability. The report provides a thorough picture of the business and labour changes experienced in the initial year of the increase, including:

- › Impact on cost structure
- › Impact on staffing and employee mix
- › Measures to save labour hours
- › Impact on recruitment
- › Management changes
- › Menus and pricing
- › Profitability
- › Upside or potential benefits
- › Forecast for 2019

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. These short reports on the monthly Labour Force Survey estimates for tourism provide stakeholders with a concise look at the current state of the tourism labour market. Each report contains data on all provinces and for the five tourism industry groups. The Labour Force Survey also helps to examine long-term trends related to seasonal employment, unionization rates, and unemployment in tourism. A full report for 2019 was released in March 2020, exploring industry group and provincial trends over the year and a look at trends over the longer term.

Rapid reSearch

Making labour market information relevant, useful, and easy to understand is key to helping Canada's tourism sector be globally competitive—a talented, welcoming workforce enhances our destination status. The Rapid reSearch tool does just this, allowing anyone to access customized tourism labour market information through a simple, user-friendly interface.

Throughout 2019-2020, Tourism HR Canada continued to add new data to ensure the platform provided users with the most current and complete picture of the tourism labour market. This included data from the 2016 census, updated Labour Force Survey data from 2018, new business counts data from 2017 and 2018, data from the 2019 Canadian Tourism Sector Compensation Study, and the latest labour supply and demand data.



Destination Employment: Opportunity for Everyone

Co-led by Tourism HR Canada and the Hotel Association of Canada (HAC), this three-year initiative seeks to connect newcomers to Canada with meaningful employment in the hotel industry. Funded by Immigration, Refugees and Citizenship Canada (IRCC), it will assist up to 1,300 unemployed or underemployed newcomers (including refugees) to secure a range of hotel jobs, including both entry-level and management positions.

The program pilots a new concept to help integrate newcomers and creates an opportunity for them to obtain their first Canadian workplace experience. A dual-pronged approach provides skills and language training to newcomers while also offering resources to employers as they onboard these new staff. A workplace mentorship component creates ongoing support to facilitate the transition.

The program was offered in five regions across the country in 2019-2020, through regional coordinating organizations:

- › 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)

As the program moved into its second year, a series of inspiring video profiles highlighted the successes of the individuals and businesses taking part in the program. A dedicated microsite launched to simplify

accessing program information and house key resources, including career profiles, infographics, and testimonials.

When the impact of the pandemic began to be felt in mid-March, regional partners were quick to assess the situation in their areas and seek alternative methods to proceed. They provided one-on-one support, helping newcomers navigate financial support, connecting them with free online training, and gauging the effect of changes to the program. A pivot to virtual learning has seen the program continue to bloom as it enters the final year of the pilot, enhanced by the launch of free online microlearning, Hospitality Essentials.





Future Skills Framework: Securing a Competitive Edge

Tourism HR Canada moved into the second year of a three-year initiative to address the changing nature of work in the tourism sector. Funded by the Government of Canada's Sectoral Initiatives Program, the Future Skills Framework project will see the creation of a comprehensive and sustainable pan-Canadian competency framework for the tourism economy.

The Future Skills Framework will help address the skills gaps and mismatches found across the Canadian labour market, as well as offer benefits in relation to the increasing pace of change in today's workplaces. A library of competency elements is easily updated, eliminating costly and time-consuming processes associated with updating occupation skills on a job-by-job basis.

In 2019-2020, Tourism HR Canada moved from establishing the framework's overall structure to developing and reviewing specific tourism competencies. The project team held a series of in-person consultation events with experienced professionals and subject matter experts. Each session sought feedback to develop in-depth competencies for core and functional areas, such as leadership, communications, service excellence, and financial management. Participants' input ensures the framework will accurately capture the current and emerging realities facing the tourism sector. Over 300 competencies were reviewed throughout these events.

The arrival of the pandemic saw a shift from in-person to virtual feedback events, which will continue through 2020-2021, as all remaining competencies are reviewed and the team begins the development of occupation charts that will form the backbone of new National Occupation Standards.

Additionally, 2019-2020 saw the development of a competency management system get underway. 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.

Employers, educators, governments, career counsellors, industry associations, job seekers, and other tourism stakeholders can access the framework to:

- › Improve credential recognition
- › Bolster training and development
- › Consolidate recruitment and selection criteria
- › Outline succession planning
- › Define career planning pathways
- › Refine performance management practices
- › Delineate occupation profiles





Strengthening Canada as an Inclusive Destination

In the fall of 2019, Tourism HR Canada and principal project partner CGLCC, Canada's LGBT+ Chamber of Commerce, announced an initiative to deliver a series of diversity and inclusion workshops to assist tourism businesses with effectively understanding, valuing, and serving LGBT+ customers and employees.

Funded as part of the Government of Canada's Canadian Experience Fund and delivered via the six Regional Development Agencies, this pan-Canadian initiative runs to March 2021. It builds on a successful series of workshops CGLCC conducted across Canada in March 2019.

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

A series of consultation sessions held over the winter of 2019-2020 saw participants share regional perspectives, experiences, needs, priorities, and opportunities around the community engagement, market development, and industry readiness

necessary to develop, welcome, and grow the LGBT+ travel market in Canada. Workshops and seminars are proceeding through 2020-2021, after modifications to accommodate for virtual delivery because of the COVID-19 pandemic.

LGBT+ tourism is an opportunity for economic development with great potential for profitable, long-term products and services. While the impact of the pandemic has severely reduced travel, this project will prepare businesses and communities to reach new market segments and increase competitiveness once restrictions begin to ease. 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.



Recognizing Excellence in Indigenous Tourism

The RISE Project, spearheaded by the Indigenous Tourism Association of Canada (ITAC) and Tourism HR Canada, launched in October 2019. The initiative will update and transform ITAC's National Guidelines into a standards-based recognition framework for Indigenous tourism.

RISE will ensure that the newly updated framework helps 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 COVID-19 travel restrictions are lifted.

The project 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 stage. The outcome will be increased readiness for all businesses, entrepreneurs and organizations who participate, enhancing their ability to attract visitors and deliver memorable quality experiences. RISE will do this by providing precise, measurable, actionable, and easy-to-implement criteria to ensure that Indigenous tourism operators are wholly prepared for today's 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 began conducting a nation-wide engagement process to ensure that all Indigenous tourism stakeholders are given the opportunity to inform the development of the standards recognition program.

In November 2019, the project team was honoured to have been a part of the world's largest International Indigenous Tourism Conference (IITC) in Kelowna, BC, where they received excellent feedback and support for the initiative. Work on RISE continues in 2020-2021, taking into account the tremendous upheaval brought about by the pandemic and the devastating impacts on the whole tourism sector.



SMART Accreditation System

Striving to professionalize the tourism sector and ensure quality tourism-related programming is available, recognized and aspired to, Tourism HR Canada manages 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 or private institutions and 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 2019-2020, several new applications were under evaluation. Eleven SMART+ Premium accredited programs were in place across seven Canadian institutions:

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





Emerit Training and Certification

As a leader in tourism skills development, 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.

Supporting a Resilient Workforce

In late March 2020, Tourism HR Canada worked closely with its Emerit distribution partners to offer opportunities for ongoing professional development, cross-training, and job preparation by making a select number of Emerit online modules available free of charge.

Due to the ongoing effects of the pandemic and the overwhelming positive response, the full library of online courses was later opened up. Thousands of modules were activated in all corners of the country. These courses helped people boost their skills, whether to take on new responsibilities as workplaces underwent change or to explore new opportunities as the sector begins to recover.

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 began work in the fall of 2019 to update and enhance its Business Builders series.

Designed for small business owners, it offers practical tools such as templates and worksheets, along with learning modules on:

- › Business planning
- › Financial management
- › Human resource management
- › Marketing
- › Sales and service
- › Managing operations

This initiative will move the resource to mobile-friendly delivery, as well as adding content and tools for addressing sexual harassment policies and fostering a safe and inclusive workplace—the update will include cultural competencies and highlight best practices.

Its content proved a starting point for an additional resource envisioned in March 2020 to support tourism owner-operators hit hard by the COVID-19 pandemic: the Tourism Workforce Recovery Toolkit. This practical, no-cost online resource would go on to include guidelines, checklists, and downloadable content to support tourism operators at every stage of their journey.

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Facilitating Labour Market Policy Discussions

Tourism HR Canada works with national, provincial/territorial, and regional tourism organizations along with all levels of government to ensure the needs of tourism stakeholders are communicated and addressed in tourism policy discussions across Canada.

Annual Tourism Labour Market Forum

On March 4 and 5, 2020, Tourism HR Canada brought together over 70 tourism stakeholders from across the country to discuss workforce issues impacting the growth of the sector and strategize on initiatives to strengthen its future.

The event is a key part of the organization's aim to create a more resilient and inclusive labour market. Businesses, associations, governments, and the education sector work together to define ways to improve workforce strategies, resources, and the capacity to implement them.

Tourism HR Canada presented the latest labour market intelligence and other relevant data to spark conversations on prevailing tourism labour market issues. Delegates supplied rich and varied ideas on education, workforce development, attraction and retention strategies, and advocacy, policy, and program priorities. With COVID-19 devastating many countries around the globe but not yet having arrived in Canada, the event produced some speculation as to how the country's visitor economy might be hit. Tourism HR Canada continues to collaborate with many who attended to reframe the issues in light of the pandemic's ongoing impacts and to plan for the 2021 event.

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.

Continual enhancements ensure the site offers tourism stakeholders vital information to navigate today's—and tomorrow's—labour market and HR challenges. In March 2020, the organization swiftly launched the COVID-19 Resource Hub to support the hard-hit tourism sector in finding the latest guidelines and accessing relevant supports. The site continues to evolve to reflect the ongoing crisis and share pertinent work being done to help Canada's tourism sector, including monthly workforce tracking and insights into the pandemic's impact.

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. In February 2020, Insider launched a sleeker template, with visual elements to emphasize that people are at the heart of the tourism experience. Then in March 2020, it served as a key vehicle to disseminate timely, accurate information and updates as the COVID-19 pandemic hit Canada. Insider will continue to distribute trusted news as the sector seeks to recover and build resiliency.

Appointments and Advisory Roles

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

- › Immigration, Refugees and Citizenship Canada's Ministerial Advisory Council for Immigration
- › Labour Market Information Council (Forum of Labour Market Ministers)
- › 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

Presentations and Speaking Engagements

Throughout 2019-2020, Tourism HR Canada presented the most current labour market data and detailed ongoing workforce development projects 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.

Tourism HR Canada was active at the following events and speaking engagements:

- › Canadian Council of Directors of Apprenticeship Stakeholder Meeting/ESDC Engagement Session
- › Cegep Heritage College presentation
- › Centennial College
- › Conference Board of Canada's National Immigration Centre Meeting
- › Global Travel and Tourism Partnership Directors' Meeting
- › Hotel Association of Canada Conference
- › International Indigenous Tourism Conference
- › National Roundtable on Travel and Tourism (ISED)
- › Saskatchewan Tourism/Hospitality Workplace Leadership Conference
- › Terroir Symposium
- › Tourism Industry Association of Canada's Tourism Congress
- › Tourism Industry Association of New Brunswick Annual Summit
- › Tourism Industry Association of Nova Scotia Annual Summit
- › Travel and Tourism Research Association (TTRA) Canada Chapter Annual Conference
- › World Trade Centres Board of Directors' Meeting



Securing Tomorrow's Tourism Workforce

Prior to COVID-19 requiring the implementation of numerous closures and restrictions to minimize the spread of the pandemic, tourism-related occupations employed over 10% of the Canadian workforce and was a leading employer of young people across Canada.

While the pandemic is expected to suppress employment in the tourism sector through to 2023, the pent-up demand for tourism products and services once individuals can travel freely again may overwhelm a sector that has permanently shed employees it could not retain as individuals understandably sought more stable jobs in other industries.

Maintaining an awareness of the breadth of career opportunities the tourism sector can offer is even more vital now. As tourism reopens, it will need innovative ideas and new skills to build back a resilient visitor economy. It will need customer-centric staff who create memorable experiences. It will need a diverse and inclusive workforce to welcome visitors from around the globe. Faced with the prospect of renewed labour shortages, tourism stakeholders must maintain a dialogue with students, newcomers to Canada, and others exploring their career options to promote the many possibilities tourism can offer—perhaps just as their studies wrap up.

Tourism HR Canada continues to showcase the benefits of pursuing a career in tourism through a multi-pronged strategy.

The organization's **Canadian Academy of Travel and Tourism (CATT)** program encourages 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. The program has taken advantage of online learning assets to support students and teachers who've had to reimagine their program because of the pandemic. As the Canadian member of the Global Travel and Tourism Partnership, CATT participants can partake in international projects and liaise with tourism students and supporting partners from around the world. CATT has the added value of shifting the mindset around tourism employment for teachers, guidance counsellors, parents, and other key influencers.

The **Discover Tourism** career awareness resources showcase the range of employment opportunities in tourism and addresses 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.

Additionally, Tourism HR Canada influences the image of jobs in the sector through strong dialogue with all levels of government and a marketing strategy that highlights the varied pathways tourism leaders have followed on their route to a successful career.

Emerit Consulting: Advancing the Global Workforce

For almost 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 financial support for labour market research initiatives and the upkeep of Emerit resources. This work also builds organizational capacity, providing Tourism HR Canada's team with emerging skills and knowledge that can be applied to its efforts serving the tourism industry.

Canadian Career Development Foundation

Emerit Consulting developed a comprehensive competency framework for career development professionals, built on input from over 500 industry experts from across Canada. This framework will form the basis of a national professional certification program, which will be developed in 2020-2021.

Canadian Institute of Traffic and Transportation (CITT)

Emerit Consulting assisted CITT on two initiatives related to the Institute's CITT-Certified Logistics Professional (CCLP) designation: the validation and review of the practice test to ensure its level of difficulty and passmark requirement were aligned with those of the certification exam, and the development of a study guide to help candidates prepare for the certification exam.

Electricity Human Resources Canada

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 2019-2020 period saw revisions and validation to nine occupations, as well as the development of six new National Occupational Standards. Additionally, an analysis of additional occupations ensured that the competency framework is inclusive of the scope of the electricity and renewable energy sector.

Forum for International Trade Training (FITT)

FITT contracted Emerit Consulting to continue supporting the organization with its FITTskills exams, developed by Emerit Consulting in 2016. The project was twofold: (1) to conduct statistical analyses on the FITTskills summative exams for each of the six courses and revise the items as needed, and (2) to develop new test items to be added to each of the six FITTskills summative exam banks to build up the banks to ensure sufficient coverage of the targeted competencies in each module.

Hospitality Newfoundland and Labrador

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.

World Trade Centers Association

Emerit Consulting wrapped work on the World Trade Centers Association's accreditation program following a successful pilot of the system, including finalizing details on the accreditation process, confirming scoring criteria, and producing guidance resources for assessors as well as resources for properties seeking information and guidance on obtaining this new international accreditation.



Partnerships

Tourism HR Canada gratefully acknowledges the ongoing 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).

A strong, longstanding relationship with the federal government has helped establish Tourism HR Canada as the leader in providing the Canadian tourism sector with timely and tailored labour market intelligence, the largest training and credentialing program outside of apprenticeship, and progressive, forward-looking human resource strategies to develop and maintain a world-leading tourism workforce.

Tourism HR Canada thanks its partner network of provincial and territorial Human Resource Organizations (HROs), who play a vital role in supporting its work and mandate. Their close relationships with stakeholders in their regions are instrumental to providing industry professionals, educators, and other experts the opportunity to contribute to sectoral initiatives. Through their support of Emerit training and certification, they promote professional development and world-class standards for Canada's tourism workforce.

These HROs are:

- › Alberta Hotel & Lodging Association
- › Conseil québécois des ressources humaines en tourisme
- › Go2HR
- › Hospitality Newfoundland & Labrador
- › Manitoba Tourism Education Council
- › Nova Scotia Tourism Human Resource Council
- › OTEC – 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

Tourism HR Canada also extends its gratitude to its colleagues at Destination Canada, the Hotel Association of Canada, the Indigenous Tourism Association of Canada, Restaurants Canada, and the Tourism Industry Association of Canada. Their ongoing cooperation and support are essential in reaching our shared goal of supporting and rebuilding a resilient and prosperous Canadian tourism sector.

Tourism HR Canada is pleased to have established or maintained the following partnerships in 2019-2020:

Canadian Outdoor Summit

Tourism HR Canada signed a Memorandum of Understanding (MOU) with the Canadian Outdoor Summit in February 2020. The agreement establishes a collaborative partnership between both parties in creating a unified outdoor community. The organizations will work together in a review of the National Occupational Standards for Outdoor Adventure Guide.

Safa

To help employers understand the decisions behind voluntary turnover and keep valuable staff engaged, Tourism HR Canada signed a Memorandum of Understanding (MOU) with Safa, a Canadian-based software company that provides tools and a certification process for employers to improve employee retention. Applying psychological principles and using artificial intelligence and predictive algorithms, Safa works with hoteliers to measure and assess employee turnover risk and intention, seeking to reduce the need for costly and time-consuming recruitment processes.

Windmill Microlending

Tourism HR Canada entered a new partnership with Windmill Microlending, a registered charity organization that offers low-interest microloans to skilled newcomers to Canada who struggle with the cost of upskilling, credentials, and accreditations because of low income and/or no Canadian credit history. Windmill Microlending's longstanding relationship with immigrant serving agencies in Alberta and Saskatoon will broaden awareness of Tourism HR Canada's Destination Employment program.

World University Service of Canada

Tourism HR Canada established a working partnership with World University Service of Canada (WUSC), which sees Tourism HR Canada join WUSC's Project Advisory Committee. WUSC's Pathways to Employment for Refugees program shares common goals with Tourism HR Canada's Destination Employment program, both centred around providing training and job opportunities to newcomers to Canada. The programs are funded through Immigration, Refugees and Citizenship Canada (IRCC).

Ongoing Partnerships

In 2019-2020, Tourism HR Canada strengthened ongoing partnerships with a wide range of Canadian and international organizations, including

- › Civility Experts Inc.
- › Complete Purchasing Solutions
- › Don Bosco Technical Institute
- › Global Travel and Tourism Partnership (GTPP)
- › 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



Awards

In 2019-2020, Tourism HR Canada had the honour of presenting three awards recognizing contributions to the Canadian tourism sector.

Living Water Resorts

Living Water Resorts accepted the Distinguished HR Service Award, which recognizes significant contributions to growing a world-leading tourism workforce. The Collingwood, Ontario, property has a long history of valuing its staff and implementing progressive, supportive HR policies. Through a shared commitment to caring and fun, the business is a platform for promoting compassion, inspiring each other to live out meaningful lives, and striving for excellence in serving guests, staff, the community, and beyond.

In 2019, its team demonstrated leadership and compassion when faced with a shocking situation: a police investigation revealed that Mexican cleaners whom Living Water Resorts had hired via a temporary employment agency were victims of human trafficking. Promised jobs and education, the individuals were squeezed into substandard housing, receiving only \$50 in pay each month. Living Water Resorts had been paying the agency a fair rate and trusted that the workers were receiving their share, let alone being treated with dignity and humanity. Resort staff launched a coordinated community effort to assist the victims, resulting in a safe place to stay, employment, clothing, and other support.

CGLCC

CGLCC, Canada's LGBT+ Chamber of Commerce, accepted the Outstanding Contribution to Advancing Progressive HR Practices Award. This prestigious award is granted to individuals, organizations, and employers with more than a decade of leadership in advancing human resource management practices that foster authentic, quality service and contribute to Canada's ability to compete globally.

Established in 2003, CGLCC supports diversity by linking LGBT+ businesses to the wider business community and providing resources to businesses looking to attract LGBT+ clientele and offer a welcoming, inclusive workplace. The organization spearheaded LGBT+ diversity training and market readiness programs to provide safe and respectful sites across Canada. Its vision and leadership have ensured tourism employers across the country can access hands-on resources that enhance their ability to provide an open, welcoming environment for visitors and staff alike.

Tony D'Ariano, Tourism Employee of the Year Award at the Canadian Tourism Awards

Tony D'Ariano, a longtime employee at the Residence Inn by Marriott London Downtown, was announced as the 2019 winner of the Tourism HR Canada Tourism Employee of the Year Award at the Tourism Industry Association of Canada's (TIAC) Canadian Tourism Awards. The award recognizes a frontline professional whose leadership, dedication, and high quality of service exemplify excellence in the tourism industry.

Nominated by General Manager Anna McNutt, Tony consistently goes above and beyond to provide service excellence and memorable experiences to guests and colleagues alike. He is a positive influence on the whole team environment, leading by example. Tony's passion to excel is obvious through his contributions to training, team building, cost savings, sales efforts, guest and staff relations, innovative solutions, and service recovery. As head of the Health & Safety Committee, he was instrumental in the hotel receiving Gold as Canada's Safety Champion for two consecutive years through Occupational Safety. A self-described "service fanatic", he is an integral and appreciated member of the Residence Inn team.

Financial Statement

Balance Sheet as of March 31, 2020

	2018-2019	2019-2020
ASSETS		
Current Assets		
Cash	\$ 149,576	\$ 158,188
Cash held in investments	34,687	33,725
Short-term investments	120,450	64,856
Accounts receivable	1,087,928	1,005,482
HST recoverable	81,889	85,899
Inventory	7,400	9,701
Prepaid expenses	18,682	20,561
	1,500,612	1,378,412
Long-Term Investments	1,437,842	1,456,615
Capital Assets	18,780	8,100
Total Assets	\$ 2,957,234	\$ 2,843,127
LIABILITIES AND NET ASSETS		
Current Liabilities		
Accounts payable	\$ 1,054,404	\$ 511,770
Deferred revenue	43,498	148,613
	1,097,902	660,383
Net Assets		
Invested in capital assets	18,780	8,100
Unrestricted	1,840,552	2,174,644
	1,859,332	2,182,744
Total Liabilities and Net Assets	\$ 2,957,234	\$ 2,843,127

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 extends its thanks and best wishes to the following outgoing Directors whose terms came to a close in 2019-2020: Victoria Behune, former President and CEO, Ontario Tourism Education Corporation; Shanna Munro, former President and CEO of Restaurants Canada; Ivan White, Tourism Development & Marketing Officer, No'kmaq Village – Flat Bay Band Inc.; and Christine Willow, former partner/owner of Chemistry Consulting Group.

Tourism HR Canada mourns passing of Bill Pallett, Past Chairperson of the Tourism HR Canada Board of Directors and a longtime supporter and advocate of the organization. Bill's guidance and leadership with Tourism HR Canada leave an indelible impact. His ability to connect with each board member and other stakeholders contributed to the identity and success of the organization. He will be missed dearly.

Tourism HR Canada Directors

(Current on November 25, 2020)

Accardi, Vince

Vice-President, Stakeholder Relations and Business Development
Tourism Industry Association of Canada/
Executive Director
Meetings Mean Business Canada

Baker, Joe

Strategic Advisor
Ontario Tourism Education Corporation (OTEC)

Bax, Krista

CEO
go2HR

Bence, Jim

President and CEO
Saskatchewan Hotel & Hospitality Association

Dimanche, Frederic

Director, Ted Rogers School of Hospitality and Tourism Management
Ryerson University

Doerksen, Darlene

Executive Director
Yukon Tourism Education Council

Fontaine, Shannon

Chief Executive Officer
Manitoba Tourism Education Council/Manitoba Tourism Education College

Ford, Juanita

Chief Operating Officer
Hospitality Newfoundland and Labrador

Grant Fiander, Darlene

Chairperson of the Board
President
Tourism Industry Association of Nova Scotia/
Executive Director
Nova Scotia Tourism Human Resource Council

Grynol, Susie

President
Hotel Association of Canada

Henry, Keith

President and CEO
Indigenous Tourism Association of Canada

Kalimeris, Tracey

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

Mondor, Philip

President and CEO
Tourism HR Canada

Potter, Beth

President and CEO
Tourism Industry Association of Ontario

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