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20<sup>21-</sup><sub>22</sub>

TOURISM HR CANADA  
**ANNUAL REPORT**

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## Building a Resilient, Competitive, and Inclusive 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. Its work includes activities that support 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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# TOURISM LABOUR MARKET INTELLIGENCE TO SHAPE RECOVERY



For nearly three decades, Tourism HR Canada has produced comprehensive, timely, and reliable labour market data. The organization's ability to provide detailed information and analysis to tourism stakeholders and decision makers continues to be heavily relied upon to plan smart strategies that support the sector through the volatility the pandemic has caused.

In early 2022, Tourism HR Canada began a new 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.



## SPECIAL LABOUR MARKET RESEARCH INITIATIVES

Evolving and topical labour market projects, including primary and secondary research to address systemic and acute workforce issues.



## 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.



## PERCEPTIONS/SENTIMENTS SURVEYS

Measuring and tracking reputational damage around tourism employment.



## HUMAN RESOURCE MODULE

A foundational dataset to provide comparable, detailed information on jobs, hours of work, and labour earnings for each province and territory.



## STATE OF INDUSTRY RECOVERY

Ongoing tracking and reporting on the impact of the COVID-19 pandemic.



## WORKFORCE SUPPLY AND DEMAND

Tourism labour market projections to 2035 to inform policies and business decisions.



## RESEARCH CAPACITY

Added capacity to effectively respond to increased and evolving labour market intelligence enquiries.



**TOURISM EMPLOYMENT TRACKER**

To ensure anyone could view the most current effects of the pandemic on the sector’s workforce, Tourism HR Canada regularly updated its Tourism Employment Tracker. This web resource offers a complete picture of the evolving impact on 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



**LABOUR FORCE SURVEY**

The Labour Force Survey (LFS), conducted by Statistics Canada, collects standard labour market indicators and is a major source of information on the working-age population in all provinces. Tourism HR Canada continued to release monthly information on rates of employment and unemployment in the tourism sector, as well as a yearly overview of labour performance. The analysis of the monthly Labour Force Survey estimates for tourism provided stakeholders with vital insights into the pandemic’s influence on the tourism labour market, as well as signs of recovery. Each report contained data on all provinces and for the five tourism industry groups, as well as comparisons with the wider economy.



**TOURISM HUMAN RESOURCE MODULE**

In April 2021, Tourism HR Canada released its analysis of the latest information from the Tourism Human Resource Module, which is commissioned by Tourism HR Canada and produced by Statistics Canada. It provides statistics about the workforce for the entire sector and each of its five industry groups from the years 2007 to 2019, including job class, age, gender, and immigration status.

The data showed the rapid pace of growth in tourism prior to the pandemic and provides a useful comparison with which to measure recovery and future growth.



**THE POST-COVID FUTURE OF THE TOURISM WORKFORCE**

In June 2021, Tourism HR Canada published the results and recommendations of a series of focus groups held with MDB Insight and OTEC. The report looked at how to make the tourism sector more sustainable and resilient, while closely examining the systemic issues facing the tourism sector’s labour force and at the effect of COVID-19.

While the primary focus is employment-related considerations, broader economic, social, and political factors were also considered to contextualize the findings.



### **COVID-19 TOURISM WORKFORCE AND BUSINESS IMPACT REPORT**

Also in June 2021, Tourism HR Canada released two new reports in a series assessing the state of business conditions and the workforce. Each detailed the results of national surveys of tourism businesses. An earlier report had been published in August 2020.

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

The reports detail the effects COVID-19 had had on tourism businesses' operating status, their ability to operate, their staffing needs, and other challenges, as well as their ability to access government supports.



### **A GLOBAL SURVEY ON PERSPECTIVES OF SERVICE DELIVERY AND TRAVELLER PRIORITIES**

Released in January 2022, a report from Tourism HR Canada and Twenty31 Consulting details the results of a survey of 800 travel consumers in each of nine key global outbound travel markets for Canadian tourism: Australia, China, France, Germany, India, Japan, South Korea, UK, and US.

Insights cover:

- Global trends and impact of COVID-19
- Traveller influences
- Recent travel behaviour
- Travel ambitions
- Traveller perspectives on travel service issues post-COVID
- Perceptions and impact of service delivery in Canada vs. other destinations
- Impact of familiarity with service issues
- Country attitudinal profiles



### **RAPID RESEARCH**

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

In 2021-2022, Tourism HR Canada maintained data to ensure the platform provided users with the most current and complete picture of the tourism labour market.



## **TOURISM & HOSPITALITY EMERGENCY RECOVERY**

Tourism HR Canada was a lead partner on Tourism & Hospitality Emergency Recovery (THER), a national workforce recovery initiative led by OTEC and the Future Skills Centre to connect workers to exciting career opportunities in the tourism and hospitality sector and to support businesses across Canada.

Phase 2 of the initiative was announced in May 2021, focusing on: curating economic and labour market data to support business decision making at each stage of recovery; conducting needs assessment and asset analysis with affected destinations to define recovery pathways; and sharing capacity and resilience evaluation models developed through Tourism SkillsNet and other partnering industry networks in participating provinces and territories. Evidence-based data would be leveraged to support business readiness assessments and redesign supports to better prepare for new market business design and HR realities.

As part of Phase 2, Tourism HR Canada launched the Tourism & Hospitality Recovery Dashboard in February 2022. This resource displayed key labour market metrics showing the recovery of the tourism sector and the demand for workers within the industry, including:

- Job postings by industry and by occupation
- Change in postings by occupation
- Employed tourism workers
- Active tourism businesses
- Employment by sector
- Job vacancies
- Labour force growth

Other THER partners included the Tourism Industry Association of Canada (TIAC), Restaurants Canada, the Tourism Industry Association of Ontario (TIAO), Blueprint, Conference Board of Canada, Magnet, Ontario Restaurant Hotel and Motel Association (ORHMA), Hospitality Workers Training Centre (HWTC), and Tourism SkillsNet Ontario (TSNO).

# PROPEL: LAUNCHING CAREERS IN TOURISM

“ PROPEL CREATES A DIRECT LINK BETWEEN STUDENTS LOOKING TO ENHANCE THEIR WORKPLACE SKILLS AND EMPLOYERS WHO CAN PROVIDE VALUABLE EXPERIENCE WHILE ALSO SHOWCASING TOURISM CAREER PATHWAYS.

- PHILIP MONDOR, PRESIDENT & CEO, TOURISM HR CANADA

In August 2021, Tourism HR Canada unveiled a federally funded Student Work Placement Program (SWPP) specifically for the tourism sector. Called Propel, it creates a direct link between post-secondary students looking to enhance their skills through work-integrated learning opportunities and employers who can provide valuable, paid experience.

Domestic students enrolled at a recognized Canadian post-secondary institution apply for a position to fulfil the co-op or internship component of their program. Employers, in turn, apply for a wage subsidy for each qualifying student hired through the program.

The benefits are numerous: Students gain paid, hands-on learning and mentoring in their field of study, developing the work-ready skills required to secure meaningful employment upon graduation. Employers acquire much-needed early talent interested in exploring employment options in the industry, as well as assistance with their wages. Post-secondary educators complement their programming by connecting students and the workplace. And the tourism sector as a whole gains a timely opportunity to dispel the perceptions of temporary, low-paid jobs lacking pathways to advancement.

Early adopters of this program included Accor, George Brown College, Toronto Metropolitan University, and Vancouver Community College, and as awareness of the program grew, several organizations engaged with Tourism HR Canada to further extend its reach—these include Co-operative Education and Work-Integrated Learning (CEWIL) Canada,

the Association for Co-operative Education and Work-Integrated Learning (ACE-WIL), and the Baxter Student Ambassador Program (BSAP).

Propel was widely promoted, and a series of web and video resources providing program details and application instructions were released in the first year. Tourism HR Canada also hosts regular virtual information sessions to provide an overview of the program, demonstrate the online application portal, and answer questions from employers, students, and educators.

The program has secured an extension to the end of March 2024, and looks to continue to facilitate these valuable education-industry connections into the long term.





# DESTINATION INCLUSION: EMPOWERING RACIALIZED INDIVIDUALS TO SUCCEED IN TOURISM

Building on its success with employment readiness programs such as Destination Employment and Ready to Work, Tourism HR Canada launched Destination Inclusion, an initiative to offer complimentary competency-based training and mentorship opportunities to build the skills hospitality operators were seeking as the industry recovered.

Funded by the Government of Ontario's Skills Development Fund, the program connected racialized individuals living in Eastern Ontario with flexible, online resources to develop essential, transferable, technical, and cultural skills. Racialized individuals were disproportionately impacted by employment challenges as a consequence of the pandemic.

Together with delivery partners World Skills Employment Centre and the Ottawa Community Immigrant Services Organization (OCISO), Tourism HR Canada offered participants the opportunity to:

- Enhance transferable skills and language competencies
- Achieve better employment outcomes by acquiring industry-needed skills
- Explore a variety of career opportunities and paths in the tourism sector
- Access a broad support network and mentorship opportunities
- Obtain greater confidence and self-esteem in workplace settings
- Gain understanding of the tourism sector and Canadian workplace culture

Participants accessed skills assessments; self-driven e-learning modules related to front desk, housekeeping, and cooking operations; micro-learning that provided additional information to contextualize content and provide tailored supports; and mentorship support to connect them with industry professionals and networking opportunities.

The program was a successful example of how community programs and business can work together to achieve common goals: offering equity-deserving groups meaningful opportunities and skills while also diversifying the workforce.

Destination Inclusion received a three-month extension to carry through to the end of June 2022, and Tourism HR Canada will continue to seek opportunities to offer similar programming across the country.



## Destination Inclusion

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**THIS PROGRAM  
CERTAINLY GAVE ME THE  
RIGHT TOOLS TO  
NAVIGATE MY CAREER  
PATH AND CONNECTIONS  
WITH PEOPLE IN THE FIELD  
THAT I'M  
INTERESTED IN.**

**- NOEUL KANG,  
DESTINATION INCLUSION  
PARTICIPANT**

# RAINBOW REGISTERED: RECOGNIZING SAFE, INCLUSIVE BUSINESSES

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Tourism HR Canada and CGLCC, Canada's LGBT+ Chamber of Commerce, continued to collaborate on pan-Canadian diversity and inclusion initiatives to assist tourism businesses with effectively understanding, valuing, and serving LGBT+ customers and employees.

In June 2021, CGLCC officially announced the Rainbow Registered Accreditation Program, which was developed with Tourism HR Canada. The program is aimed at recognizing businesses and organizations who meet rigorous standards that ensure LGBT+ customers and staff feel safe and included. Program criteria define the required standards of practice, as well as the process, program tools, and guidance to administer the program.

Accreditation will help consumers and prospective employees more easily identify LGBT+ friendly businesses, and help employers demonstrate their commitment and consistent efforts to provide a welcome and accepting experience through progressive policies and practices.

LGBT+ tourism is an opportunity for economic development with great potential for profitable, long-term products and services. The UN World Tourism Organization states that LGBT+ travellers are recognized as travelling with greater frequency and with higher-than-average spending. The global market is valued at US\$200 billion annually. The Rainbow Registered program will help businesses and communities reach new market segments and increase competitiveness. It additionally reinforces objectives set out by Canada's Federal Tourism Growth Strategy, which identifies the LGBT+ market as a priority.

# THE ORIGINAL ORIGINAL: A MARK OF EXCELLENCE IN INDIGENOUS TOURISM

Through 2021-2022, the Indigenous Tourism Association of Canada (ITAC) and Tourism HR Canada continued to develop an Indigenous market-ready accreditation program.

The program will help to address the demand for the development and marketing of Indigenous tourism businesses and experiences, which will aid in the sustainable growth of Indigenous tourism in Canada.

The accreditation program looks to support Indigenous tourism businesses of all kinds, from authentic cultural experiences to essential tourism services in Indigenous destinations to community-based initiatives in the planning stages. The outcome will be increased market visibility for all businesses, entrepreneurs, and organizations who participate, enhancing their ability to attract visitors and deliver memorable quality experiences.



The program looks at recommended practices in six important areas of business:

- Community engagement and support
- Visitor experience
- Health, safety and comfort
- Sustainable Indigenous tourism
- Marketing and visitor services
- Business acumen/practices

Through a collaborative process between ITAC and Tourism HR Canada, the project team conducted a nation-wide engagement process to ensure that all Indigenous tourism stakeholders had the opportunity to inform the development of the program.

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

Branded the Original Original, ITAC launched the program in the 2022-2023 fiscal year.

# FUTURE SKILLS FRAMEWORK: INCREASING MOBILITY AND OPTIMIZING PERFORMANCE

In July 2021, Tourism HR Canada wrapped a three-year project to support the growth and competitiveness of Canada's tourism sector. Funded by the Government of Canada's Sectoral Initiatives Program, the key outcome was the development of a comprehensive and sustainable pan-Canadian competency framework for the tourism economy. Called the Future Skills Framework, it addresses the changing nature of work across the sector's five industry groups.

The framework was thoroughly informed by industry stakeholders, with over 100 consultation events held throughout the duration of the project. Covering competencies common to all tourism occupations, plus occupation-specific competencies covering a total of 29 roles, the framework will help 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—exacerbated by the pandemic.

The competency framework offers:

- 1 Improved coherence on the defining of skills in the sector to improve learner and labour mobility and increase productivity in the sector, such as:
  - Improving the quality of education and training provision, and informing curriculum content for better alignment with ongoing market demands/needs
  - Providing the basis or a system for individuals to compare credentials or qualifications regardless of where they were earned (in Canada or internationally), with skill requirements for specific occupations
  - Identifying progressive and optional routes of learning and career paths
  - Assisting governments and employers with making more accurate projections on skills needs
- 2 Enhanced information and specificity on labour market trends in tourism to inform projections, employer recruitment strategies, and policy and investment decisions.
- 3 Strengthened partnerships and collaboration amongst tourism stakeholders at national, provincial/territorial, and regional levels, which contributes to reduced duplication of efforts and resources
- 4 Increased investments by employers, industry associations, and other labour market partners towards strategies and concrete action plans that will address chronic labour market issues (e.g., training investment, improved curriculum, human capital strategies)

The framework is hosted on a new online platform called the Workforce Management Engine. This virtual library of competency elements will be easily updated, eliminating costly and time-consuming processes associated with updating occupation skills on a job-by-job basis.

Looking ahead, the Workforce Management Engine will facilitate the ability to develop a variety of tools: tailored job descriptions, customized performance evaluations, job fit analyses, skills checklists, and more. A series of micro-learning assets will guide users through these options. The competencies will also inform the update of Tourism HR Canada's Emerit programming, including online learning assets and certification exams.



# EMERIT TRAINING AND CERTIFICATION



## A SKILLED WORKFORCE FOR A STRONG RECOVERY

As part of its commitment to support the people who make our industry shine, Tourism HR Canada once again provided free access to its Emerit online training courses and small business resources, this time as part of Tourism Week 2021.

Developed by industry for industry, these free courses assisted with ongoing training needs, and offered those whose jobs were adversely affected by the pandemic the opportunity to upskill or cross-train. Additionally, Tourism Business Builders and HR Toolkit guide small business owners/operators through reviewing their business models and navigating a new tourism landscape.

The offer saw over 1,000 modules activated, helping equip tourism operators and employees as they prepared to welcome visitors back to Canada's unique destinations—and attract interest from those looking for new opportunities as the sector embarked on its recovery journey.



## GETTING BACK TO BASICS: TOURISM BUSINESS BUILDERS

Continuing to offer Canada's tourism sector relevant, flexible market readiness programming, Tourism HR Canada launched its enhanced Tourism Business Builders online resource in May 2021.

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

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

As part of the organization's recovery strategy, the resource was offered free of charge through to September 2021. Entrepreneurs looking to launch a new tourism operation accessed the course to guide start-up planning, while established owners/operators used the opportunity to review and revamp practices and policies.



## HOSPITALITY EDGE

Tourism HR Canada worked with Destination Toronto and OTEC to offer several Emerit courses as part of a curated collection of online courses for tourism and hospitality workers in Toronto, Mississauga, and Brampton. The content covered five critically needed skills sets: health & safety, customer service, digital literacy, inclusive and sustainable tourism, and resiliency. Emerit's Canadian Workplace Essentials, Welcoming International Visitors, and Supervisor were selected to help provide skill enhancements for return-to-work readiness.

Launched in September 2021, Hospitality EDGE was developed through a partnership of Destination Toronto, the City of Toronto, the Tourism Office of the City of Brampton, and Tourism Mississauga, and supported by funding from the Ontario Ministry of Heritage, Tourism, Sport and Culture Industries.

# SMART ACCREDITATION PROGRAM

Striving to professionalize the tourism sector and ensure quality tourism-related programming is available, recognized, and aspired to, Tourism HR Canada offers a flexible and inclusive accreditation program that responds to the identified needs of program providers, learners, and industry alike: the SMART Accreditation Program.

SMART provides an opportunity for post-secondary public and private institutions, as well as corporate training providers, to demonstrate that their tourism-related educational programming meets or exceeds industry standards. The program additionally offers benchmarks that tourism educators can use to assist them in continually improving their programs.

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

In 2021-2022, twelve 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**



**TORONTO METROPOLITAN UNIVERSITY**

# STRENGTHENING ATTRACTION AND RETENTION STRATEGIES

Perceptions around working in tourism, already a concern, took a hit through the volatility caused by the pandemic. Building trust amongst job seekers, students, teachers, guidance counsellors, parents, and other key influencers is vital to rebuilding the workforce. Further, the sector needs to build targeted strategies to engage Indigenous individuals, newcomers, people with disabilities, and workers in other industries seeking a change.

Current Tourism HR Canada programming showcases the diversity of employment options in tourism, plus links employers with tools to help them build and implement smart recruitment, onboarding, and retention practices.

Looking ahead to 2022-2023, Tourism HR Canada will be working on initiatives to boost the image of employment in the sector, through ongoing dialogue with all levels of government and educational institutions, the refresh and increase of resources and tools, and strategic communications to build confidence and excitement in tourism as a place of work.



## NOW HIRING GUIDE

In February 2021, Tourism HR Canada published a free downloadable resource, *Now Hiring: A Guide to Help Employers Attract and Retain Workers in a Post-Pandemic Environment*. The guide offers tools to help tourism businesses along the path to recovery, with both short-term and long-term strategies to attract, retain, and grow a skilled workforce. *Now Hiring* covers a range of essential HR practices, tips to implement them, and practical checklists and forms to help tackle key issues.



## DISCOVER TOURISM

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



## CANADIAN ACADEMY OF TRAVEL AND TOURISM (CATT)

For over twenty years, this flexible, free program has offered curriculum resources and industry connections 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. 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. Students and teachers have continued to take full advantage of the program's online learning assets throughout the pandemic, and are exploring the safe resumption of the hands-on elements.



## TOURISMRECOVERY.CA

Designed to give tourism operators the knowledge and resources they need to recover and grow, the Tourism Workforce Recovery Toolkit continued to be updated with content to reflect the evolving nature of the pandemic response. A practical, no-cost online resource, the robust microsite includes guidelines, checklists, and downloadable content to support tourism operators at every stage of their recovery journey. Five modules focus on key business components: budget and finance, communications, marketing, strategy, and workforce. A section of curated links provides further information and guidance specific to tourism's industry groups.

# ADVANCING LABOUR MARKET DIALOGUE

Given the severe disruption of the pandemic on the tourism workforce, and the imperative need to find solutions to labour shortages and skills mismatches, Tourism HR Canada’s expertise has been highly sought after. The organization continued to work with national, provincial/territorial, and regional tourism organizations along with all levels of government to ensure the realities of tourism stakeholders were communicated and addressed in policy discussions across Canada. It also provided regular, public updates and shared resources to encourage conversation on workforce issues and recovery planning.

## TOURISM RECOVERY AND GROWTH TASK FORCE

Announced in February 2022, a new Pan-Canadian Tourism Workforce Recovery & Growth Task Force led by Tourism HR Canada began discussing the development a framework for recovery to address short- and long-term systemic and structural issues.

Topics include:

- Seeking new approaches that create a reliable supply of qualified workers
- Optimizing workforce productivity through targeted and sustained workforce development initiatives
- Tackling barriers to employment in the sector through policy reform
- Recommending ways to improve human resource management practices and supports to enable employers better navigate new and emergent workforce issues
- Advising on strategies to address reputational damage, to enable the industry to attract and retain workers more effectively

The Task Force will seek to engage further stakeholders and build the labour recovery and growth framework through 2022-2023.

## TOURISMHR.CA

Tourism HR Canada’s website is the destination to access tourism labour market intelligence, read up on current initiatives, explore strategic plans, find opportunities to get involved in projects, and access career awareness, educator, and HR resources.

Frequent enhancements ensure the site offers tourism stakeholders vital information to navigate labour market and HR challenges. Through 2021-2022, updates included the expansion of the COVID Resource Hub, additions to its suite of labour market intelligence, and the publication of webinars, presentations, and reports around supporting Canada’s tourism workforce. The site continues to evolve to reflect the pertinent work being undertaken for recovery and growth.

## TOURISM HR INSIDER

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

Throughout 2021-2022, it served as a key vehicle to disseminate the latest intelligence on the pandemic, support programs, and recovery strategies. It also helped engage stakeholders and solicit feedback on various initiatives to support the sector. Insider will continue to distribute trusted news as the sector moves through recovery and growth.



### ADVISORY AND CONSULTATION ROLES

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

- Deputy Minister’s Advisory Council for Immigration (Immigration, Refugees and Citizenship Canada)
- Labour Market Information Council (Forum of Labour Market Ministers)
- National Tourism Industry Stakeholder Group (Innovation, Science and Economic Development Canada)
- Provincial-Territorial Tourism Industry Association
- Travel and Tourism Research Association (TTRA) Board of Directors
- Ted Rogers School of Hospitality and Tourism Management Advisory Council at Toronto Metropolitan University

### MEDIA ENGAGEMENT

Throughout 2021-2022, Tourism HR Canada’s expertise, data, and analyses featured in articles and interviews in a variety of media, from mainstream to trade publications, covering the workforce angle of the pandemic. Topics ranged from employment loss to recovery predictions to guidance on keeping staff and guests safe and healthy.

### PRESENTATIONS AND SPEAKING ENGAGEMENTS

Throughout 2021-2022, Tourism HR Canada presented the most current labour market data and discussed the impact of COVID on the workforce at a wide range of events, forums, and meetings involving provincial/territorial, national, and international associations, advisory boards, educational institutes, and all levels of government.



# EMERIT CONSULTING: STRENGTHENING COMPETENCIES ACROSS SECTORS

For nearly a decade, Tourism HR Canada has worked with other economic sectors to share its expertise on competency frameworks, assessment models, professional certification, and accreditation. Through Emerit Consulting projects across Canada and around the globe, the organization strengthens the overall workforce, promotes labour mobility, advances the use of professional standards and certification, and assists in the development of emerging tourism markets. These activities provide supplemental support for labour market research initiatives and the upkeep of Emerit resources. This work also furthers organizational capacity, providing Tourism HR Canada's team with emerging skills and knowledge that can be applied to its efforts serving the tourism industry.

Emerit Consulting proceeded on the following projects in 2021-2022:

## **CANADIAN CAREER DEVELOPMENT FOUNDATION (CCDF)**

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

## **FORUM FOR INTERNATIONAL TRADE TRAINING (FITT)**

Emerit Consulting began a review and update of the FITT International Trade Competency Framework, the Certified International Trade Professional (CITP) Competency Profile, the professional examination, and the policies and procedures for exam development and maintenance process.

## **INDIGENOUS TOURISM ALBERTA (ITA)**

Tourism HR Canada worked with ITA to conduct a comprehensive labour market study of the Indigenous tourism sector in Alberta to inform defensible recommendations for investments in human capital development and inform strategic planning for individual businesses, communities, or associations. This would provide an in-depth assessment of the current labour force, while identifying key challenges to be addressed to increase labour force capacity to align with the growth rate of Indigenous tourism pre and post COVID.

## **ELECTRICITY HUMAN RESOURCES CANADA (EHRC)**

Emerit Consulting wrapped up the development of a dynamic competency framework to address current needs in this industry. Additional deliverables included job profiles and ancillary tools such as a Trainer's Guide and Employer's Guide.

## **HOSPITALITY NEWFOUNDLAND AND LABRADOR (HNL)**

Tourism HR Canada and Hospitality Newfoundland and Labrador continued work on a 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.

## **NOVA SCOTIA TOURISM HUMAN RESOURCE COUNCIL (NSTHRC)**

Tourism HR Canada was engaged to create an online dashboard of concise, digestible, accurate labour market statistics, including both a "rolled up" version that shows collective data from 14 sectors, as well as the ability to drill down to sector specific data. The dashboard will be used by small and medium enterprises (SMEs) across Nova Scotia to make labour force decisions and plan business stabilization and growth, and by provincial government bodies, specifically Nova Scotia Labour and Advanced Education, for labour market policy planning.

# PARTNERSHIPS

Tourism HR Canada gratefully acknowledges the continuing financial and moral 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).

The federal government recognizes the unique impact of the pandemic on the tourism sector and continues to seek feedback from industry organizations. Through regular, open communication with Tourism HR Canada and its colleagues at the Hotel Association of Canada, the Indigenous Tourism Association of Canada, Restaurants Canada, and the Tourism Industry Association of Canada, programs and policies reflect the changing needs of the tourism sector as the situation evolves. Tourism HR Canada also worked closely with these organizations and Destination Canada to supply the most accurate data around tourism activity. Tourism HR Canada thanks all these groups for their ongoing collaboration, essential in reaching a shared goal of a thriving Canadian tourism sector.

Tourism HR Canada additionally extends its thanks its partner network of provincial and territorial Human Resource Organizations (HROs), who play a vital role in supporting its work and mandate. Their close relationships with stakeholders in their regions are key to reaching and hearing from local employers and employees. These HROs are:



ALBERTA HOTEL AND LODGING  
ASSOCIATION



ONTARIO TOURISM EDUCATION  
CORPORATION



CONSEIL QUÉBÉCOIS DES  
RESSOURCES HUMAINES EN  
TOURISME



SASKATCHEWAN TOURISM  
EDUCATION COUNCIL



GO2HR



TOURISM INDUSTRY ASSOCIATION  
OF NEW BRUNSWICK



HOSPITALITY NEWFOUNDLAND  
AND LABRADOR



TOURISM INDUSTRY ASSOCIATION  
OF PRINCE EDWARD ISLAND



MANITOBA TOURISM  
EDUCATION COUNCIL



YUKON TOURISM EDUCATION  
COUNCIL



NOVA SCOTIA TOURISM  
HUMAN RESOURCE COUNCIL

**NEW PARTNERSHIPS**



**BAXTER STUDENT AMBASSADOR PROGRAM**

Tourism HR Canada collaborated with Baxter Media to cross-promote opportunities for post-secondary students in tourism-related programs. Baxter connected students, educators, and employers with information on the Propel Student Work Placement Program, while Tourism HR Canada shared details on the Baxter Student Ambassador Program, a national travel and tourism student mentoring program that offers learning and networking opportunities for aspiring travel industry professionals.



**CO-OPERATIVE EDUCATION AND WORK-INTEGRATED LEARNING (CEWIL) CANADA**

Tourism HR Canada joined with the Co-operative Education and Work Integrated Learning (CEWIL) Canada, which partners with post-secondary institutions, community members, employers, government, and students to champion work-integrated learning (WIL). The arrangement offers support for Tourism HR Canada's newly launched Propel Student Work Placement Program, with WIL resources and connections to increase the visibility of the program.

**ONGOING PARTNERSHIPS**



**CENTENNIAL COLLEGE**



**GLOBAL TRAVEL AND TOURISM PARTNERSHIP (GTTP)**



**TORONTO METROPOLITAN UNIVERSITY**



**TOURISM INDUSTRY ASSOCIATION OF CANADA**



**TOURISM INDUSTRY ASSOCIATION OF ONTARIO**



**TRAVEL NUNAVUT**



**UNIVERSITY OF GUELPH**

# 2021-2022 AWARDS



## CGLCC CHAMPION AWARD

Tourism HR Canada was thrilled to be the recipient of the CGLCC Champion Award, presented at the LGBT+ Excellence in Business & Leadership Awards. The award is bestowed by the CGLCC Board of Directors to an individual or organization that has made an outstanding commitment to the CGLCC. Tourism HR Canada has long been a proud partner of CGLCC, most recently collaborating to offer national diversity and inclusion training and launch the Rainbow Registered accreditation program.



## CANADIAN WORKPLACE CULTURE LEADER AWARD

Tourism HR Canada achieved certification for exceptional workplace culture by The Canadian Workplace Culture Index, the leading measure of Canadian workplace culture. The process included analysis and recommendations across six different workplace attributes. Scoring in the 92nd percentile, Tourism HR Canada attained exceptional scores in diversity and inclusion, employee connection, and information and recognition. Philip Mondor, President and CEO of Tourism HR Canada, stated, "As the national organization promoting positive workplace practices in the tourism sector, we strive to ensure our organization leads by example. This accomplishment shows us that our efforts are on target. We've also gained meaningful insights into ways we can continue to evolve our workplace culture."



## CANADIAN TOURISM AWARDS – EMPLOYEE APPRECIATION AWARD

Tourism HR Canada was honoured to celebrate one of Cape Breton Island's most authentic and passionate ambassadors, Sally MacInnis, Reservations Manager at the Keltic Lodge (Ingonish Beach, Nova Scotia), the recipient of the Tourism HR Canada Employee Appreciation Award. The Honourable Randy Boissonnault, MP, and Tourism HR Canada President and CEO Philip Mondor presented the award at the Tourism Industry Association of Canada's (TIAC) 2021 Tourism Congress. Accepting the award on Sally's behalf was her nominator Terry Smith, President & CEO of Destination Cape Breton, who described her renowned infectious spirit, leadership, and dedication to Island tourism.

# BALANCE SHEET AS OF MARCH 31, 2022

	2020-2021	2021-2022
<b>ASSETS</b>		
<b>Current Assets</b>		
Cash	\$658,048	\$5,150,816
Cash held in investments	\$35,197	\$29,761
Short-term investments	\$65,657	\$53,438
Accounts receivable	\$546,472	\$110,190
HST recoverable	\$117,566	\$19,689
Inventory	\$9,923	\$8,678
Prepaid expenses	\$38,069	\$71,989
	<b>\$1,470,932</b>	<b>\$5,444,561</b>
<b>Long Term Investments</b>	\$1,639,684	\$1,696,198
<b>Capital Assets</b>	\$11,417	\$5,030
<b>TOTAL ASSETS</b>	<b>\$3,122,033</b>	<b>\$7,145,789</b>
<b>LIABILITIES AND NET ASSETS</b>		
<b>Current Liabilities</b>		
Accounts payable	\$336,412	\$4,723,654
Deferred revenue	\$153,678	\$140,351
	<b>\$490,090</b>	<b>\$4,864,005</b>
<b>Net Assets</b>		
Invested in capital assets	\$11,417	\$5,030
Unrestricted	\$2,620,526	\$2,276,754
	<b>\$2,631,943</b>	<b>\$2,281,784</b>
<b>TOTAL LIABILITES AND NET ASSETS</b>	<b>\$3,122,033</b>	<b>\$7,145,789</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.

## **ACCARDI, VINCE**

President  
Ontario Motor Coach  
Association (OMCA) and Motor  
Coach Canada (MCC)

## **BAKER, JOE**

CEO  
Joe Baker & Co.

## **BAX, KRISTA**

CEO  
go2HR

## **BENCE, JIM**

President and CEO  
Hospitality Saskatchewan

## **DIMANCHE, FREDERIC**

Director, Ted Rogers School  
of Hospitality and Tourism  
Management  
Toronto Metropolitan  
University

## **DOERKSEN, DARLENE**

CEO  
Yukon Tourism Education  
Council

## **FONTAINE, SHANNON**

CEO  
Manitoba Tourism Education  
Council/ Manitoba Tourism  
Education College

## **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

## **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 Canada

Tourism HR Canada  
4-71 Bank Street  
Ottawa, ON K1P 5N2

**Phone**  
613-231-6949

**Website**  
tourismhr.ca

**Email**  
info@tourismhr.ca



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