



WEBINAR · 15 JANUARY 2021

Workforce Shortfall

And What it Takes to Restart Canada's Tourism Workforce

Tourism **HR**
Canada



RH Tourisme
Canada



Welcome

Workforce Shortfall and What it Takes to Restart Canada's Tourism Workforce

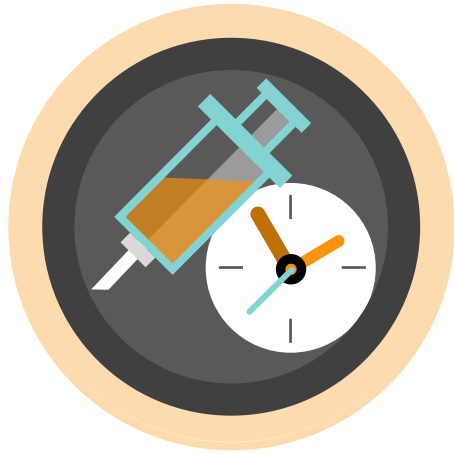
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RECOVERY SCENARIOS SHAPED BY COMPLEX FACTORS

Fundamental **Considerations**



VACCINATION RESPONSE



POLICIES / REGULATIONS



ECONOMIC CONTEXT



POLITICAL CONTEXT



SUPPLY



PUBLIC / CONSUMER
SENTIMENT



Mélanie Joly  @melaniejoly · Sep 9, 2020

...

The 🇨🇦 tourism industry, which has been disproportionately affected by the pandemic, needs support to plan its recovery. Today, I am pleased to co-chair the Canadian Council of Tourism Ministers to work together to establish a strong recovery strategy.

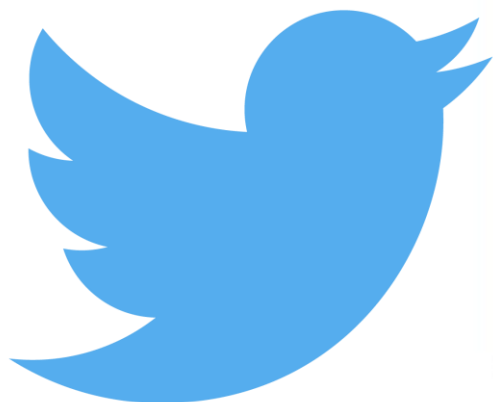
[#SupportCanadaTourism](#)



 51

 52

 256





The Impact of COVID on the Workforce

A GLIMPSE AT THE MOST CURRENT LABOUR MARKET DATA

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Tourism Jobs Defined by **Two Numbers?**



747,950

Jobs attributed to
tourism demand



1,900,323

Jobs in the
five tourism industries



So, why the 1.9 Million when Concerned with Workforce Matters?

It's an indication of the overall health or capacity of the sector and its ability to serve tourists (and Canadians)

Businesses manage and invest in their workers to serve visitors and locals

With recovery and restarting the workforce, this number will be very important especially with the focus on hyper-local and local markets





747,950

Jobs attributed to
tourism demand

1,900,323

Jobs in the
five tourism industries



Visitor Spending



Economic Impact



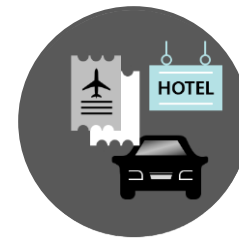
Accommodation



Food & Beverage



Transportation



Travel Services



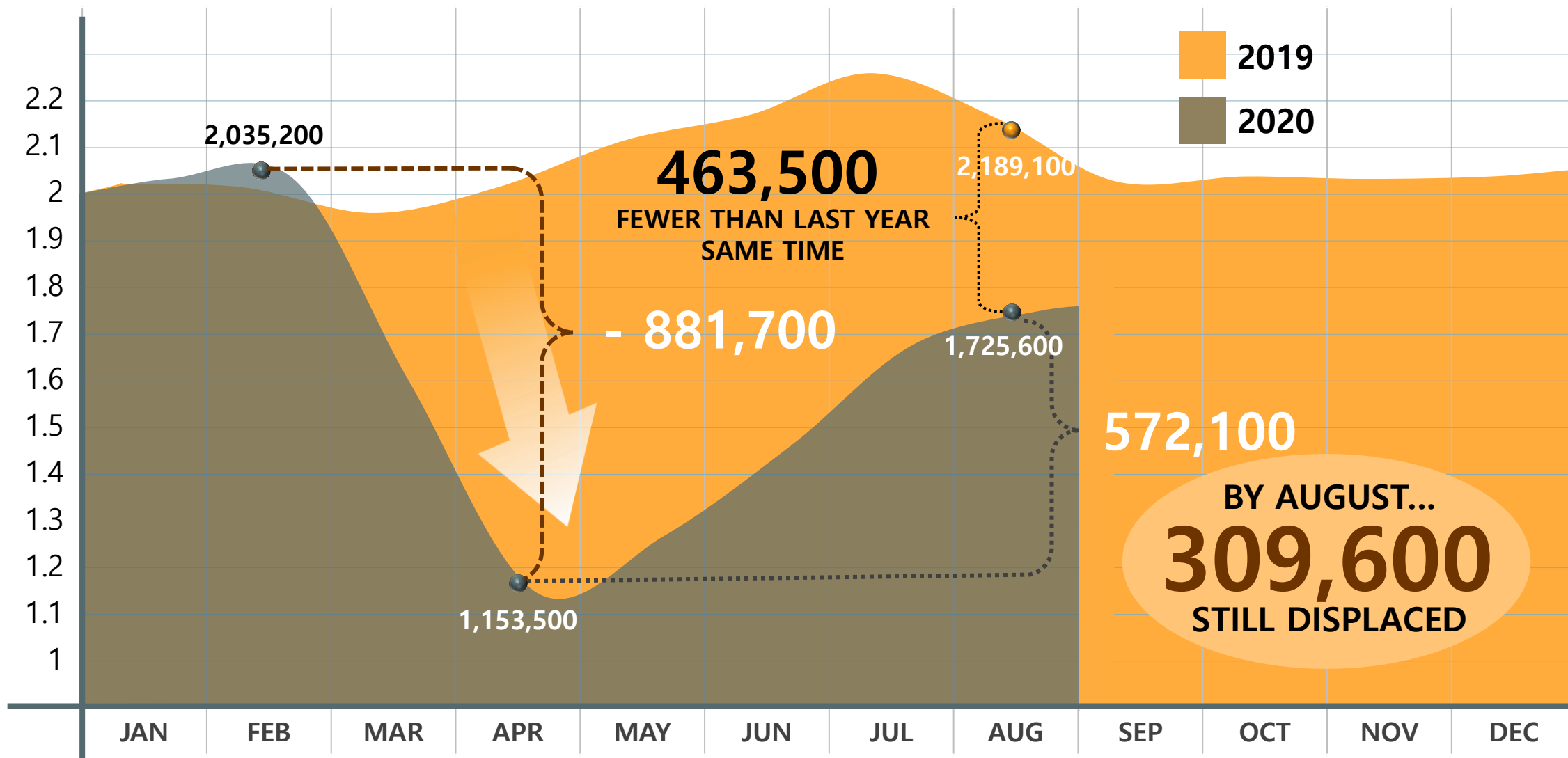
Recreation &
Entertainment

Tourism **HR**
Canada

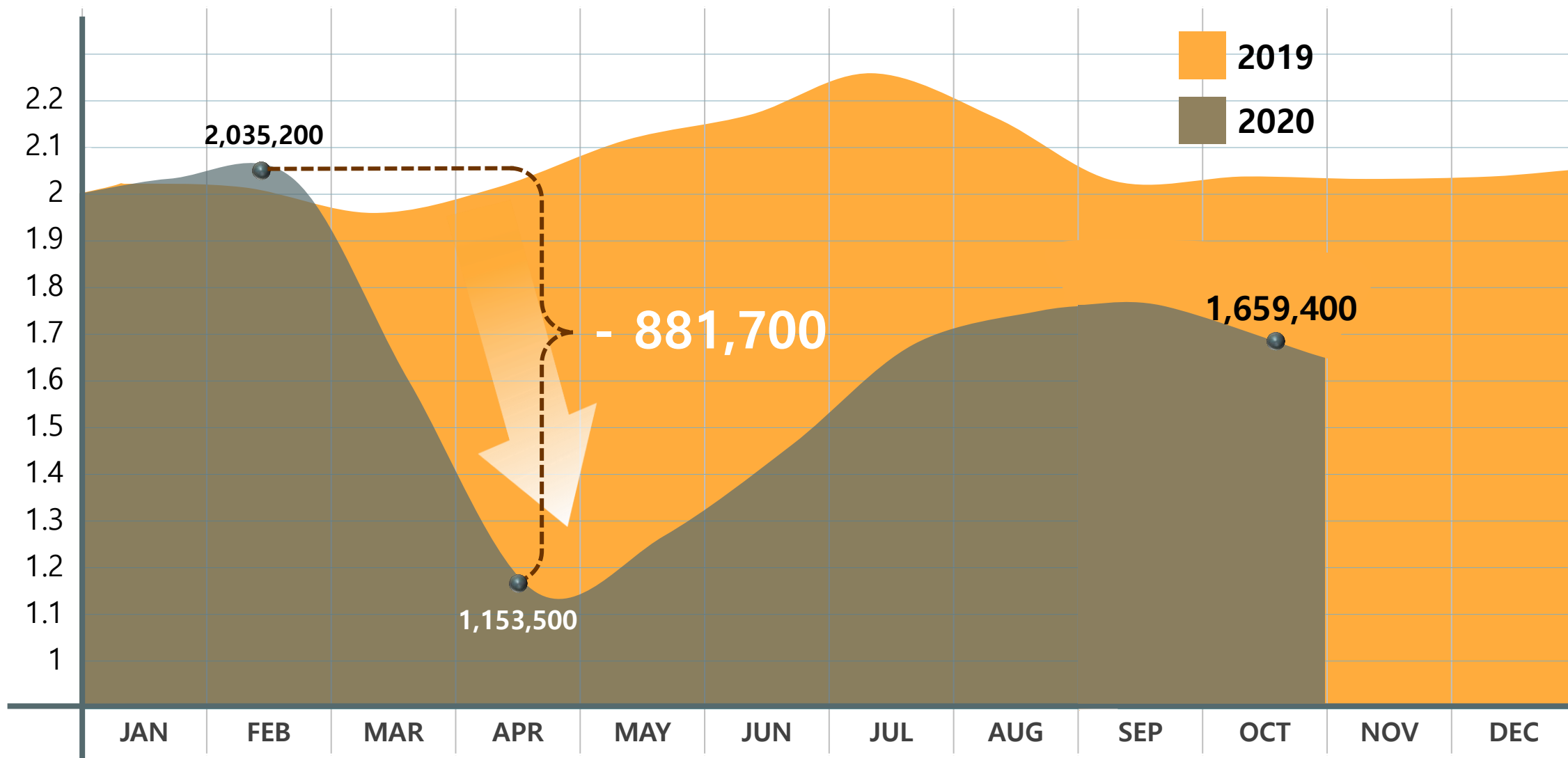


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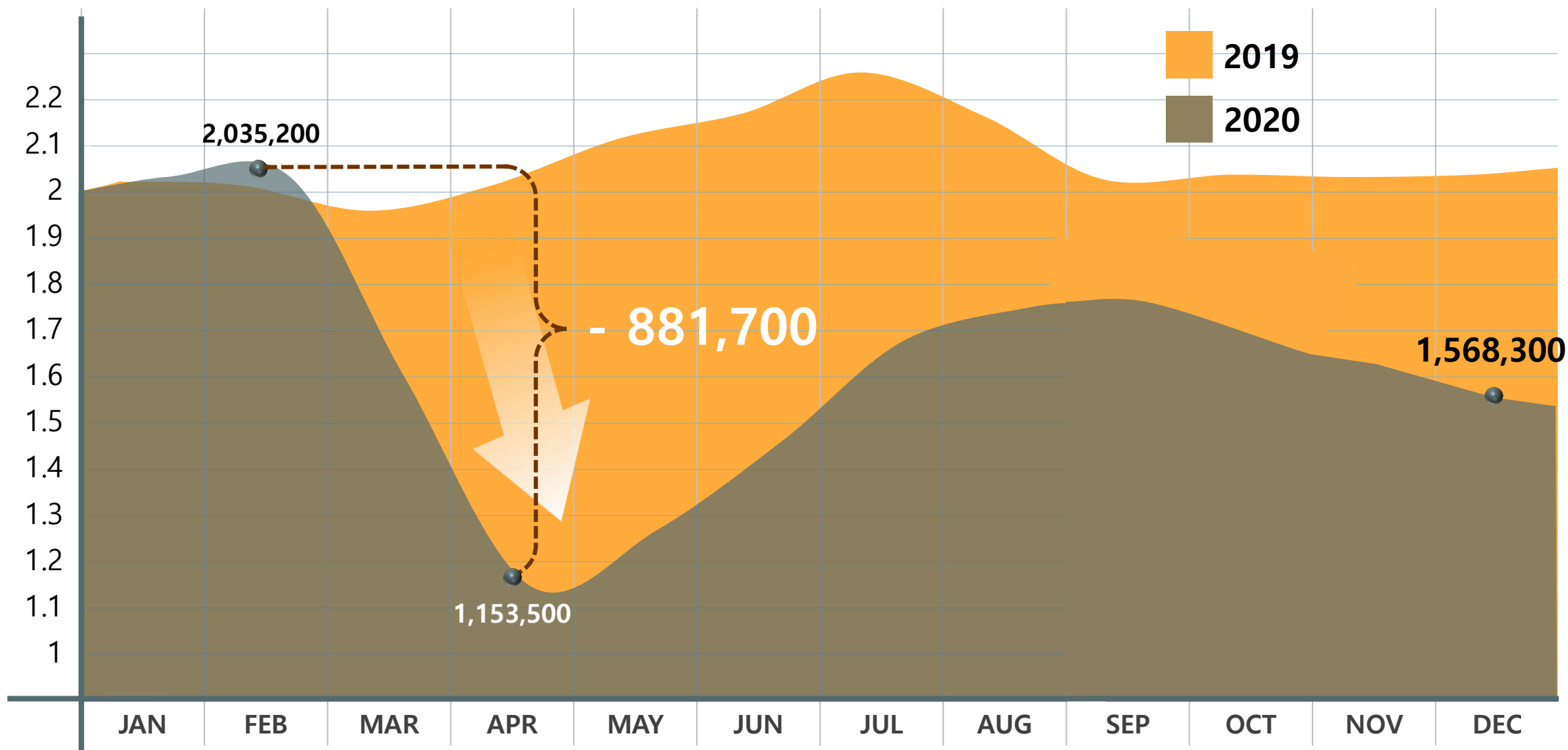
Total Tourism Employment 2019 vs 2020



Total Tourism Employment 2019 vs 2020

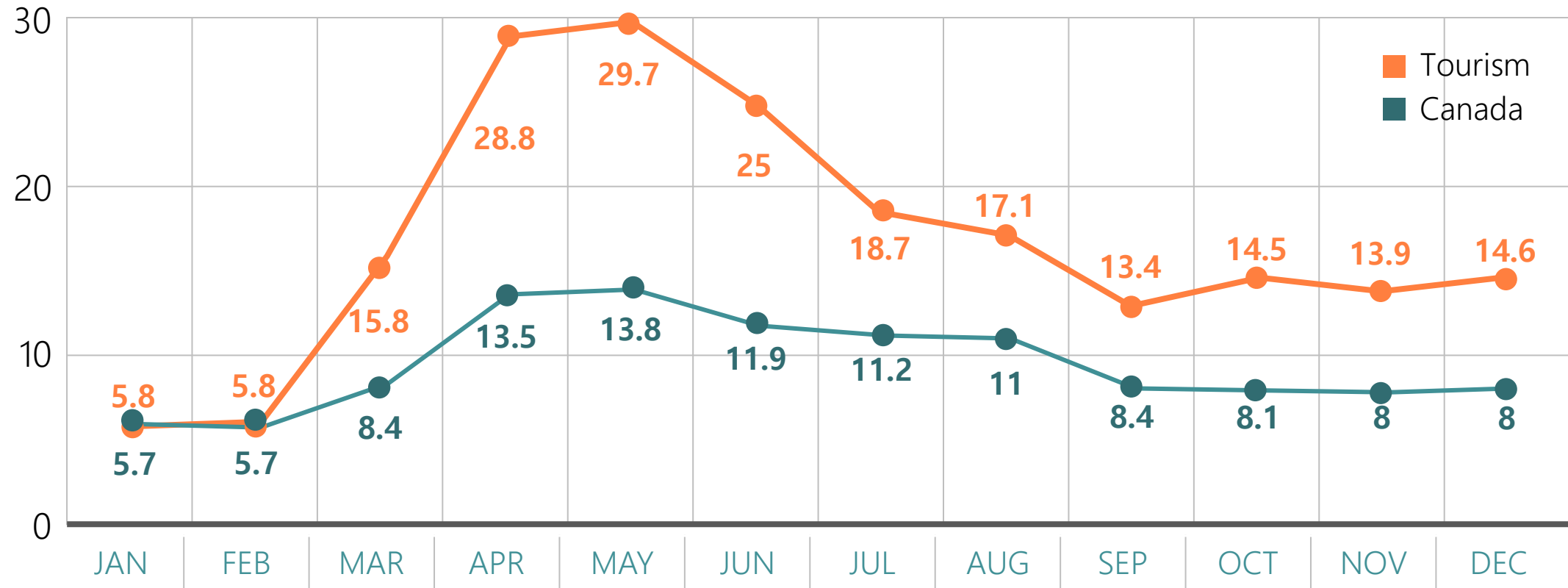


Total Tourism Employment 2019 vs 2020



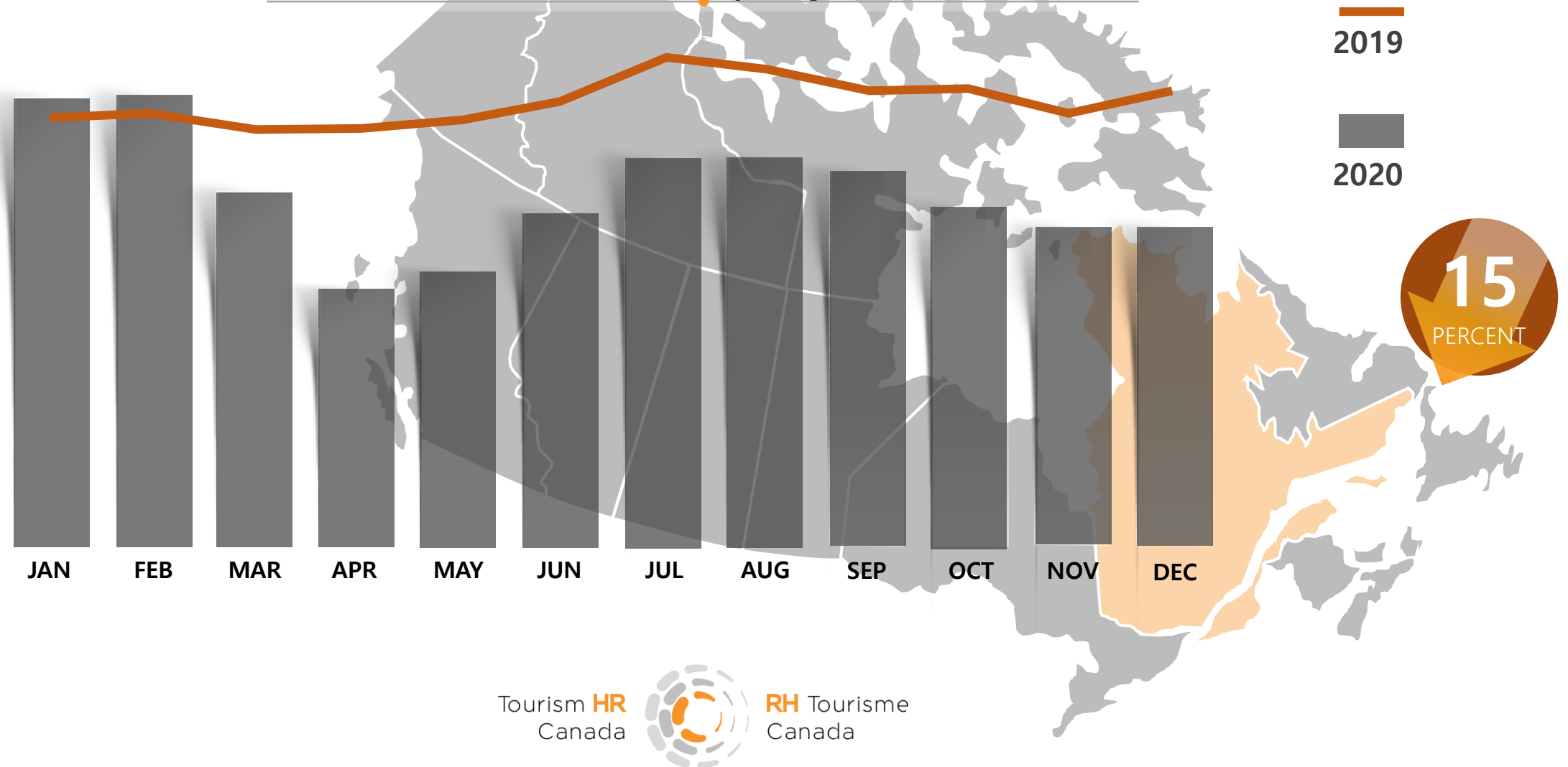
Monthly Unemployment Rate 2020

(Seasonally unadjusted)



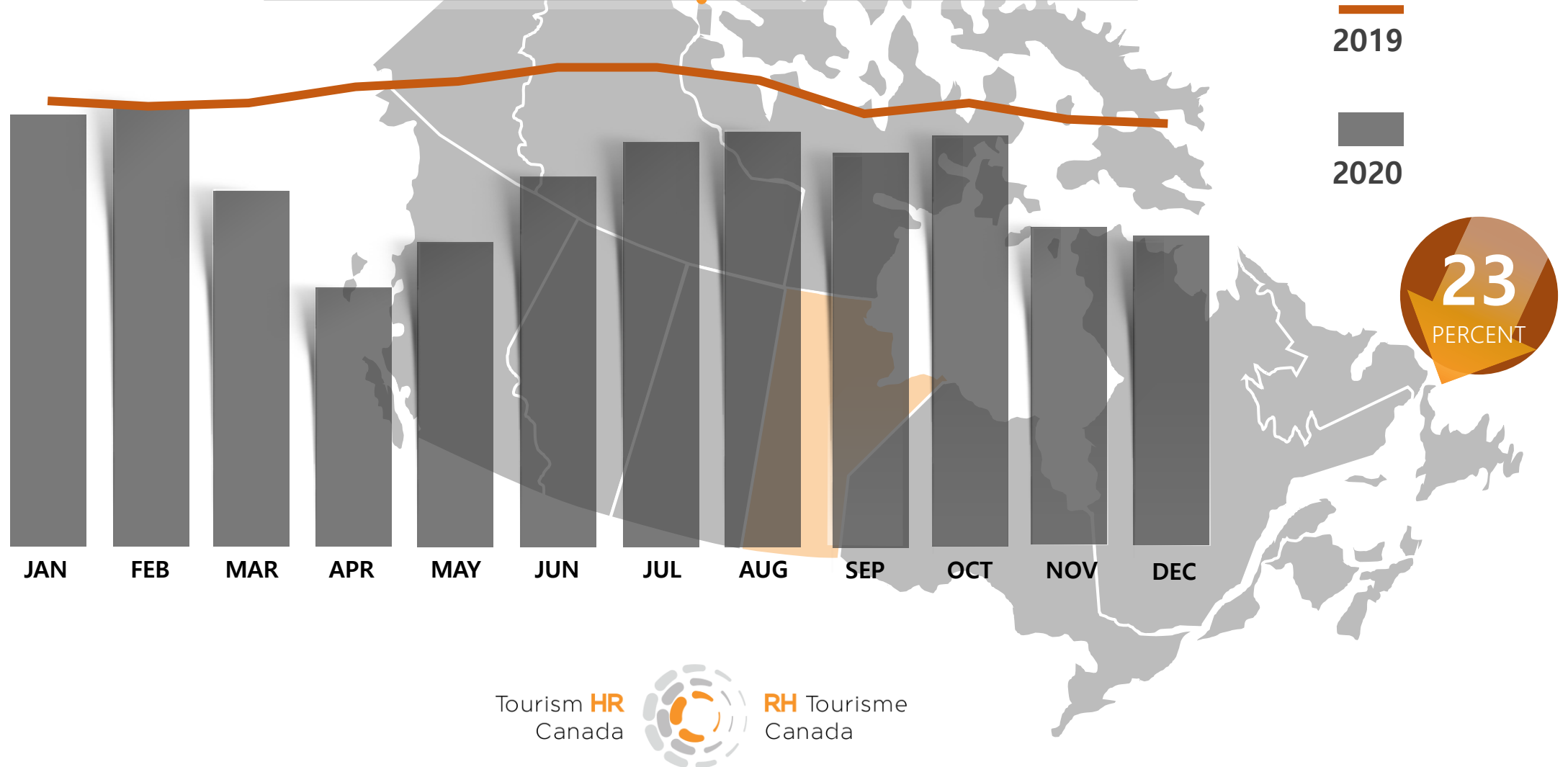
Quebec

Tourism Employment



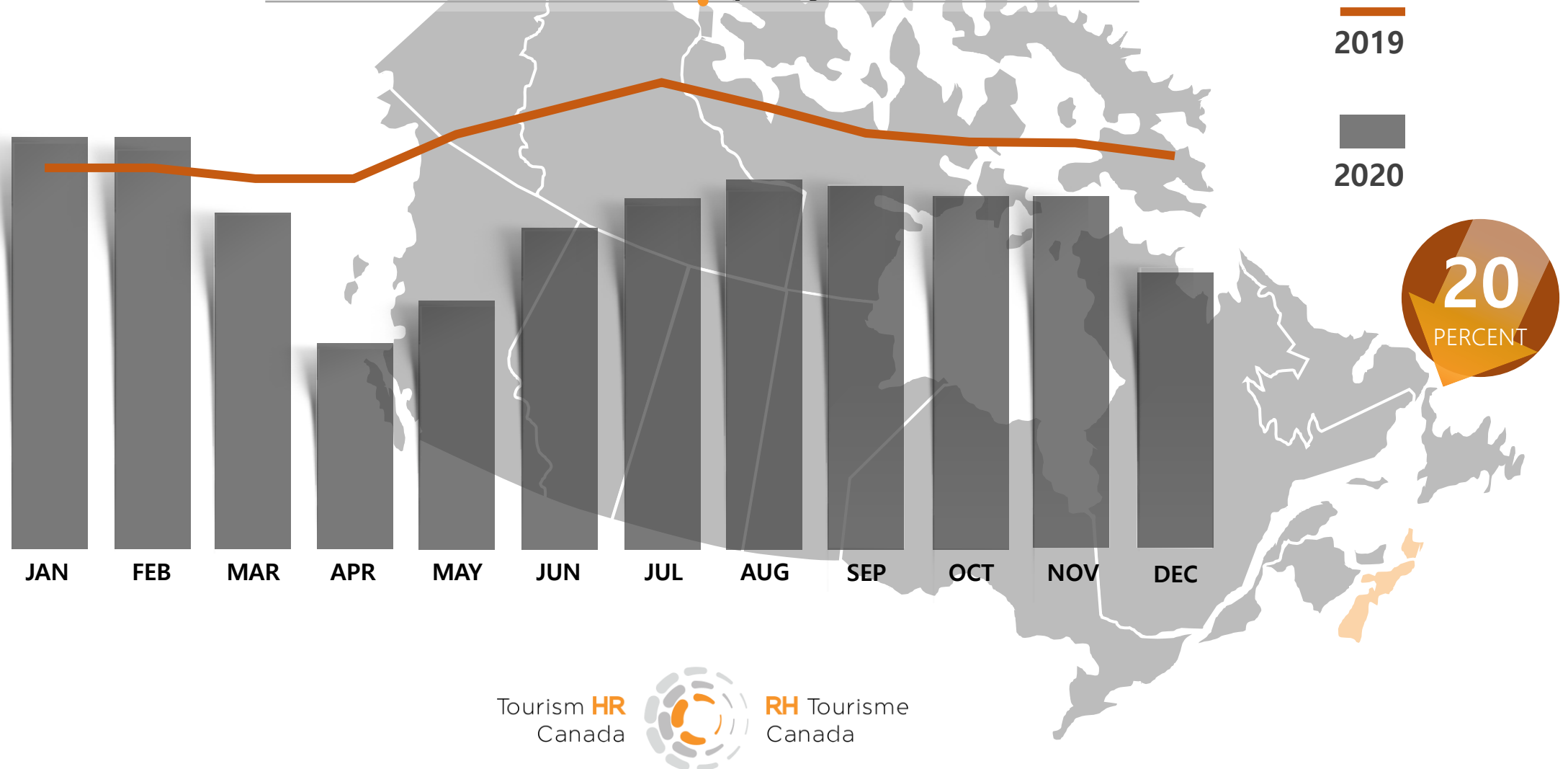
Manitoba

Tourism Employment



Nova Scotia

Tourism Employment



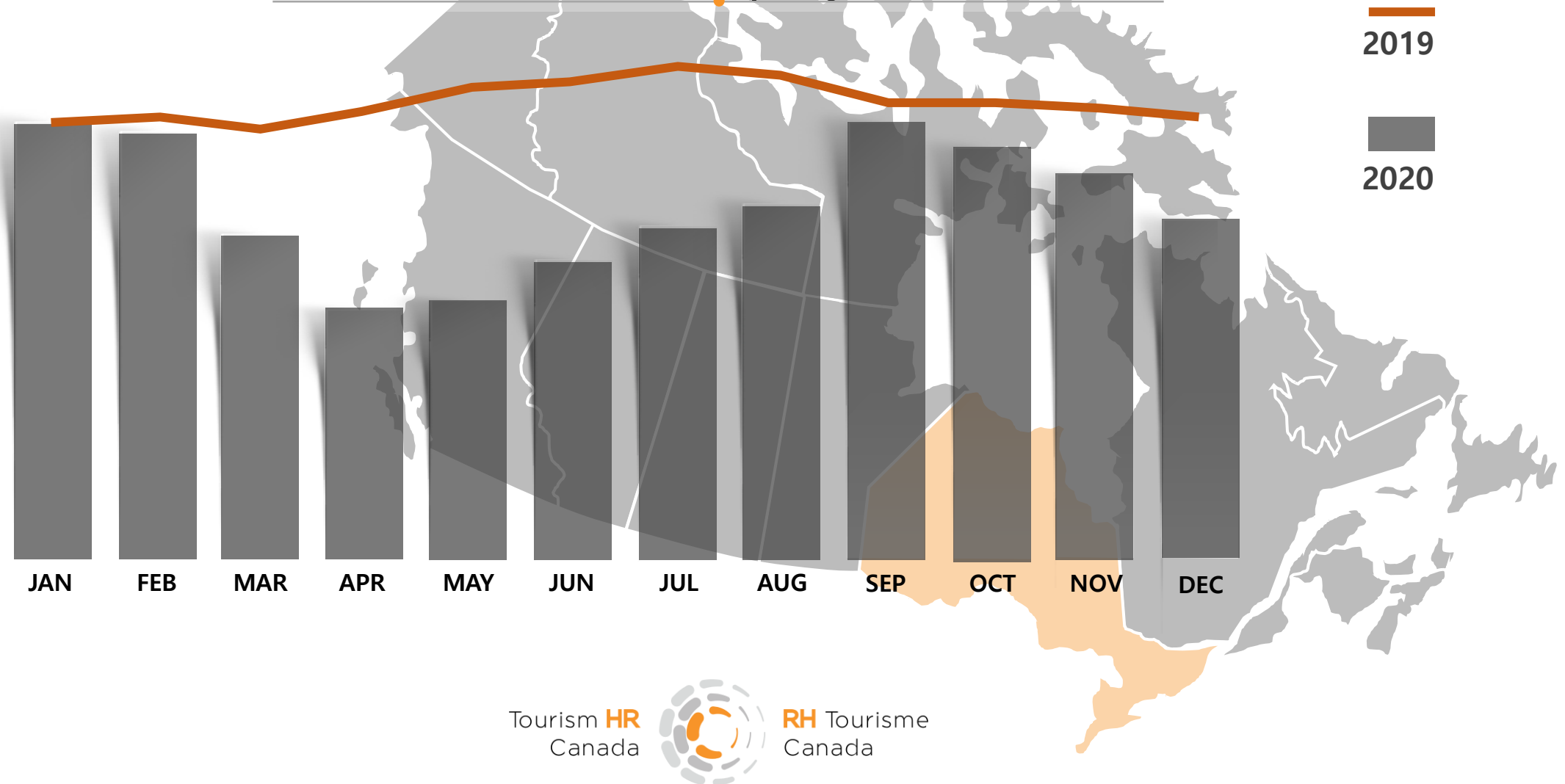
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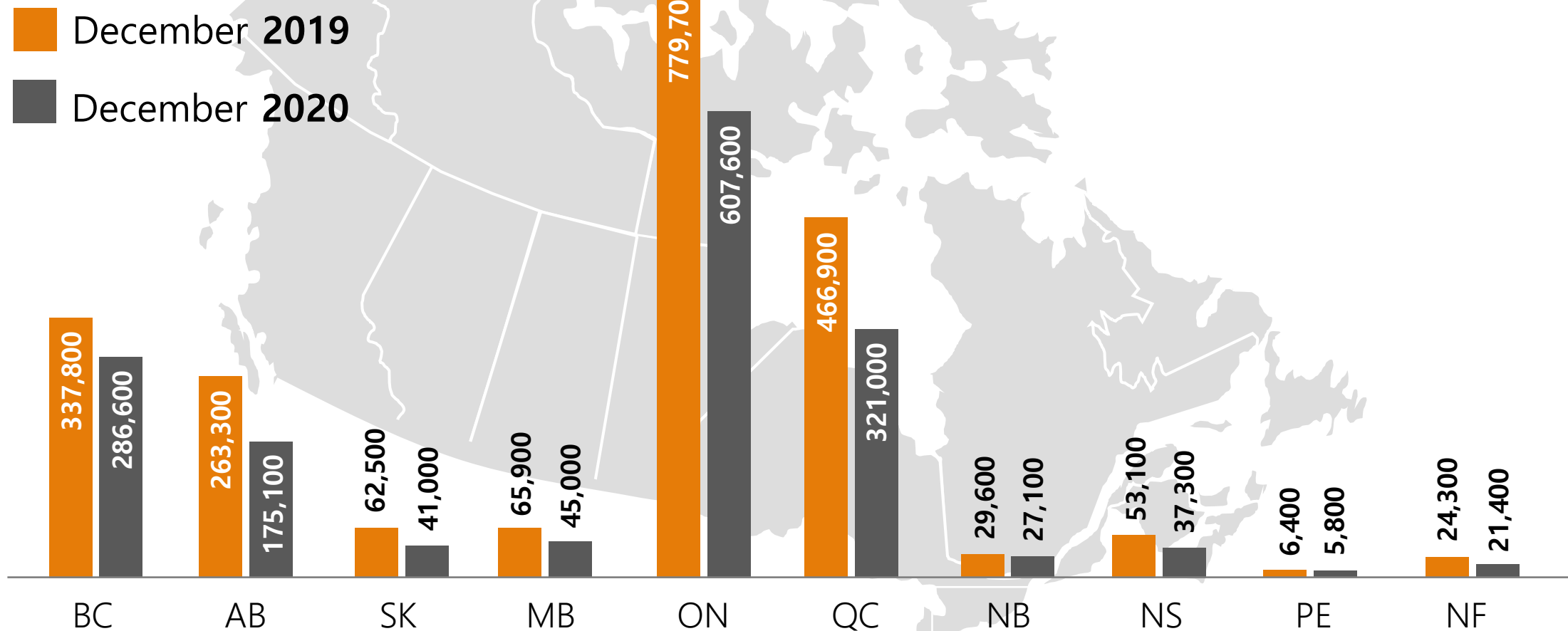
Ontario

Tourism Employment

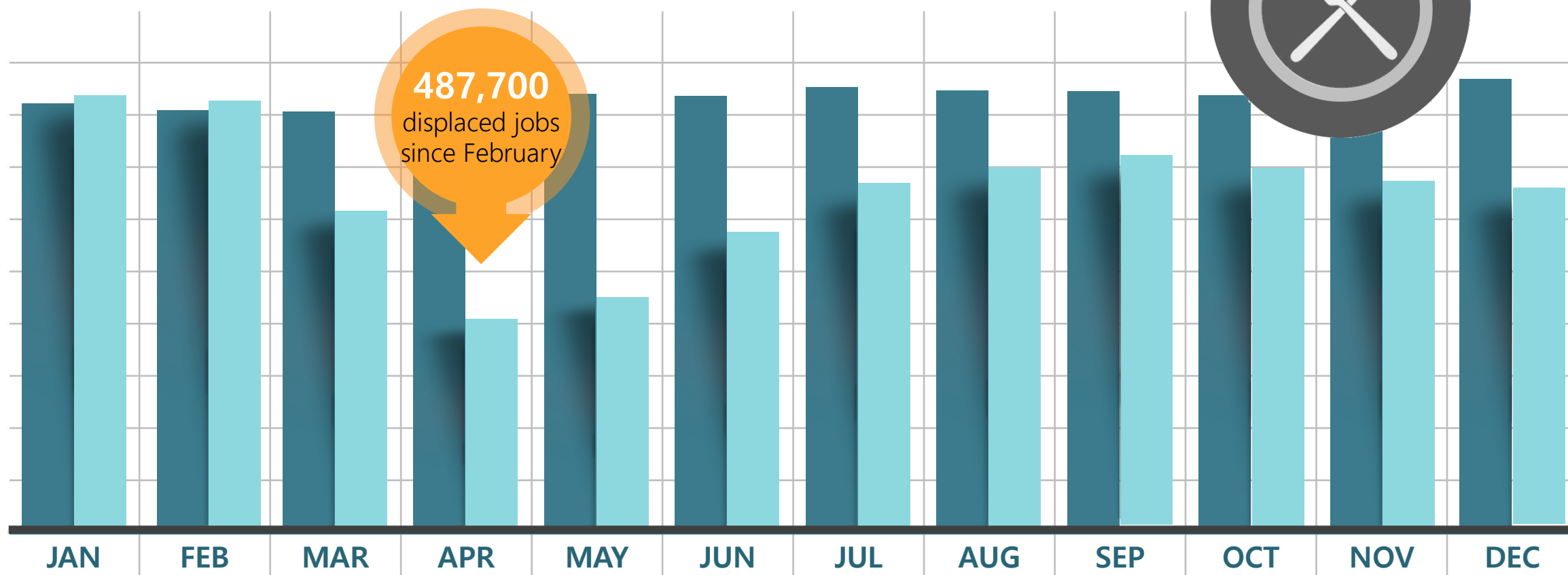


Employment Level by Province

(seasonally unadjusted)



Food & Beverage Services Industry Employment



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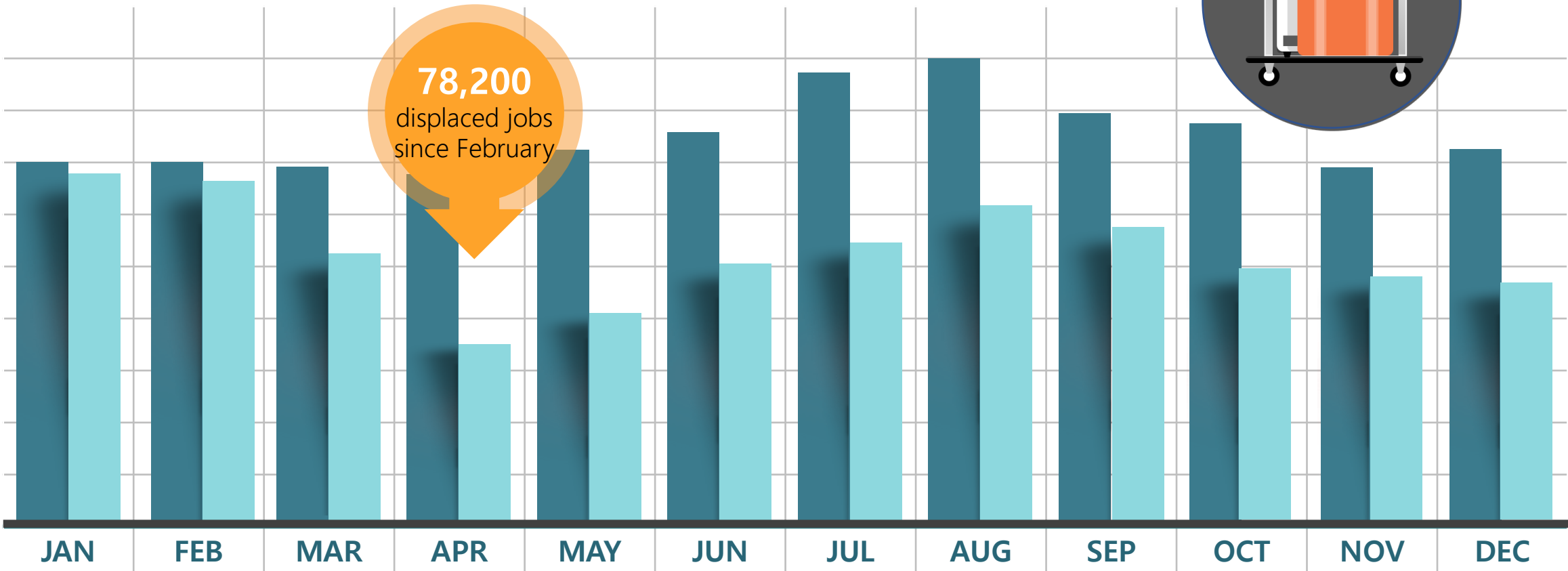


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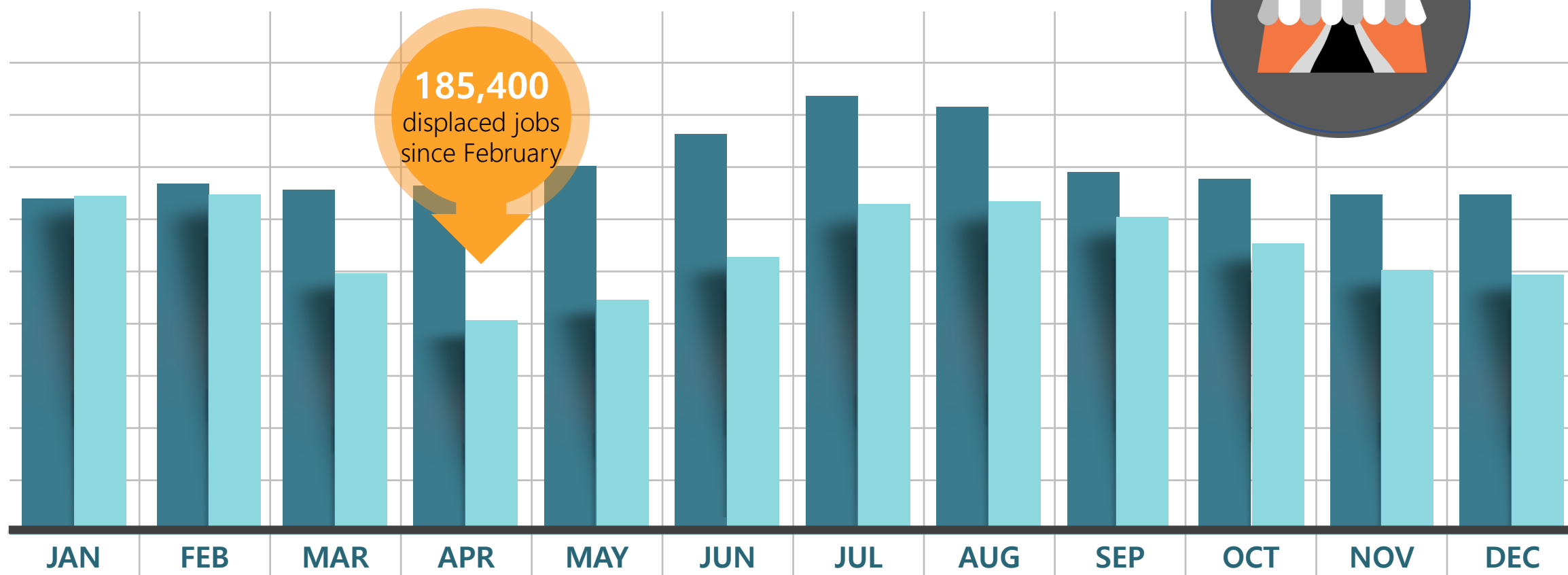
Accommodation Industry Employment



78,200
displaced jobs
since February



Recreation and Entertainment Industry Employment

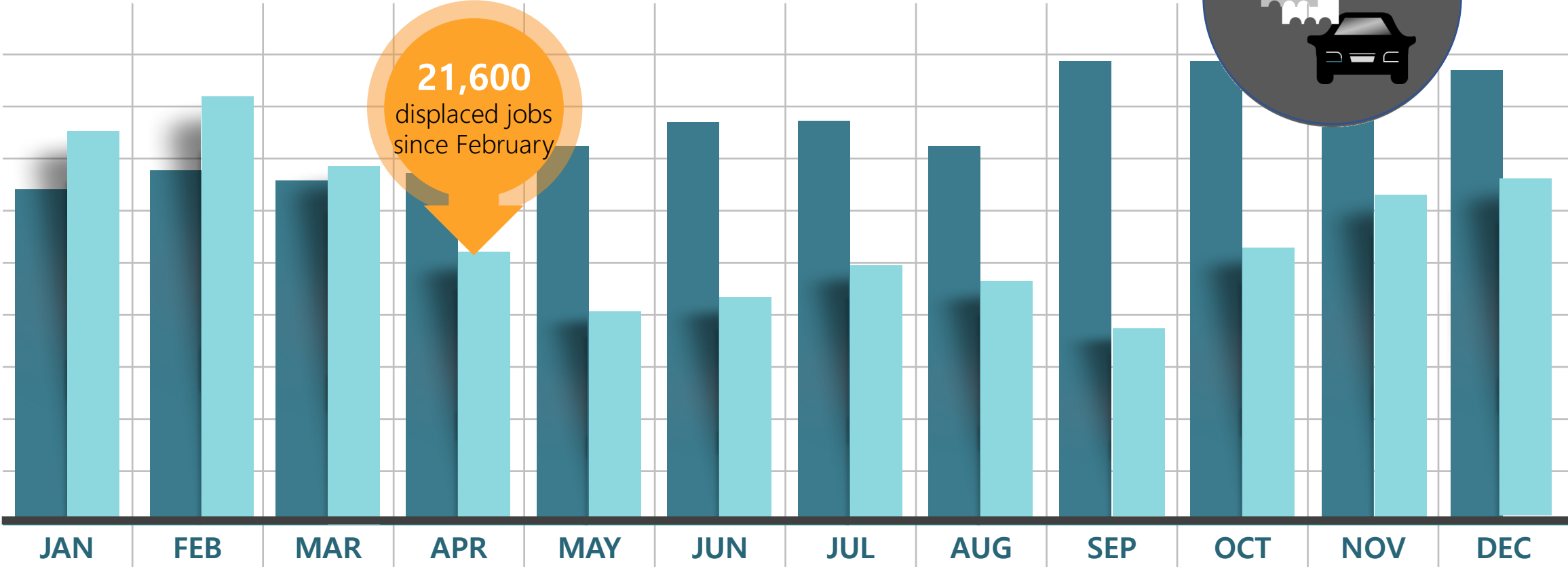


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Travel Services Industry Employment

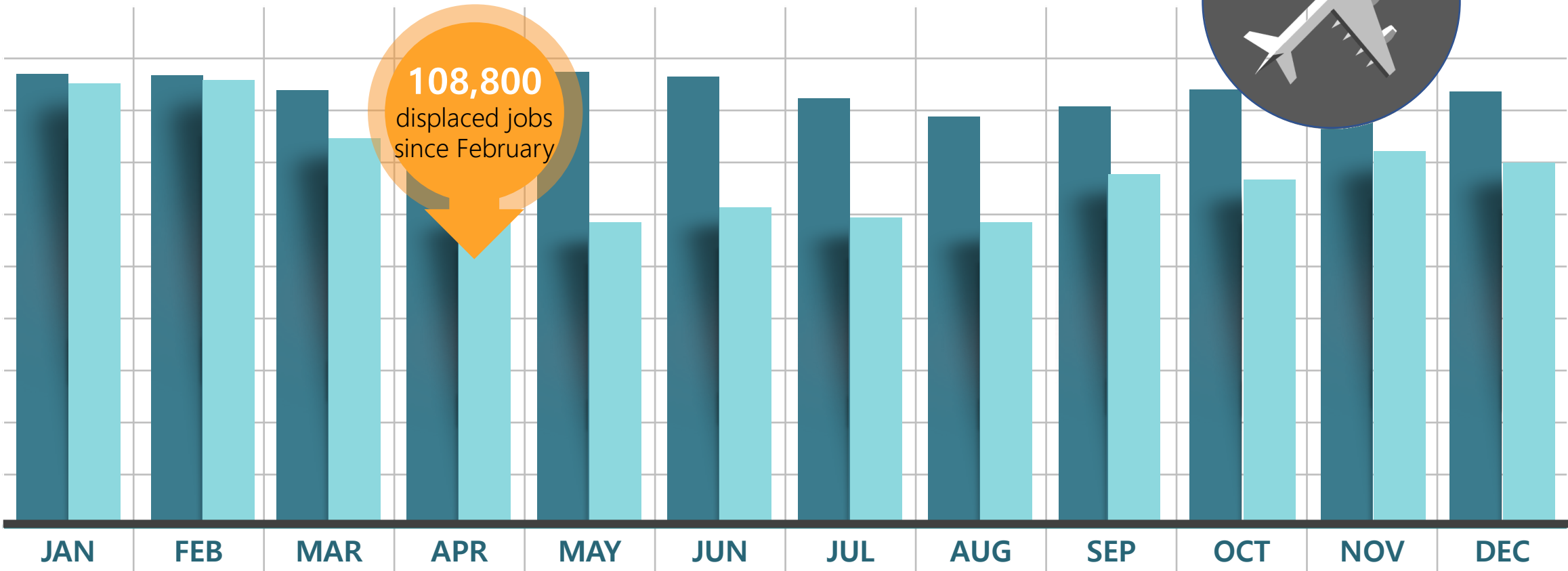


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Transportation Industry Employment



Total Decrease in Employment Since February

TRAVEL
SERVICES



18.8%

ACCOMMODATION



31.1 %

TRANSPORTATION



17.1%

RECREATION &
ENTERTAINMENT



27.5%

FOOD &
BEVERAGE



21.8%

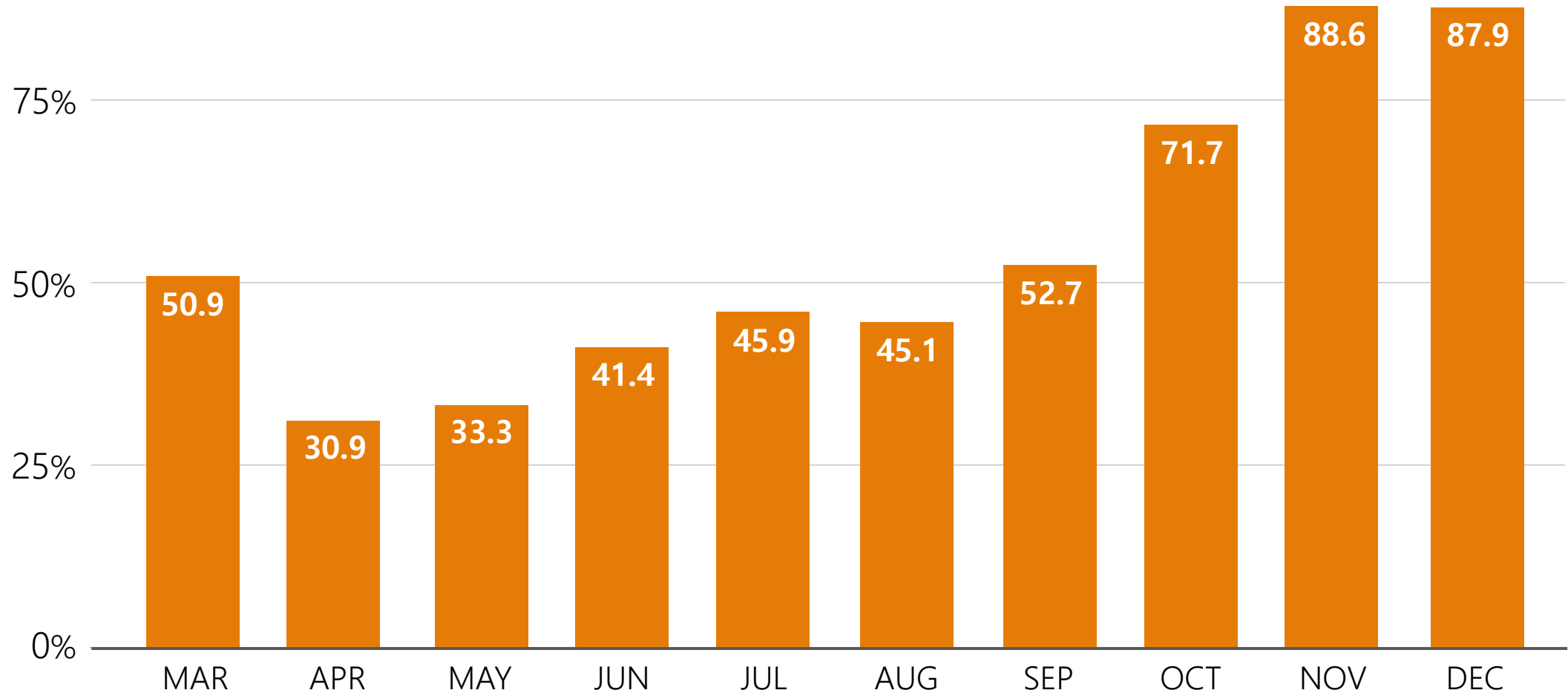
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Total Employment Loss

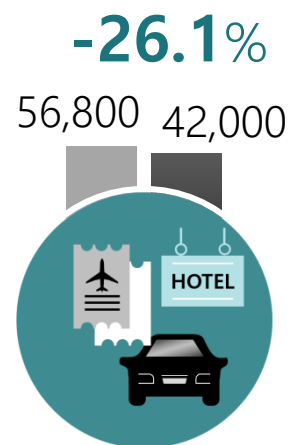
as a share of total year-over-year employment losses



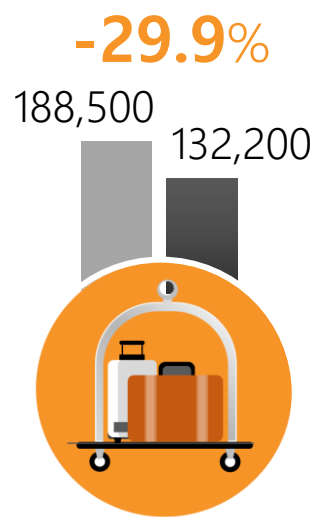
22% Fewer Tourism Workers in 2020

2019 ■ 2,089,700

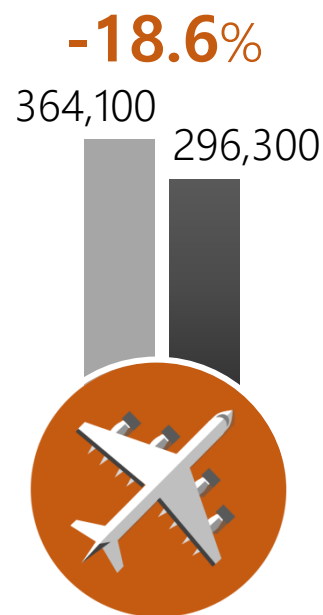
2020 ■ 1,625,900



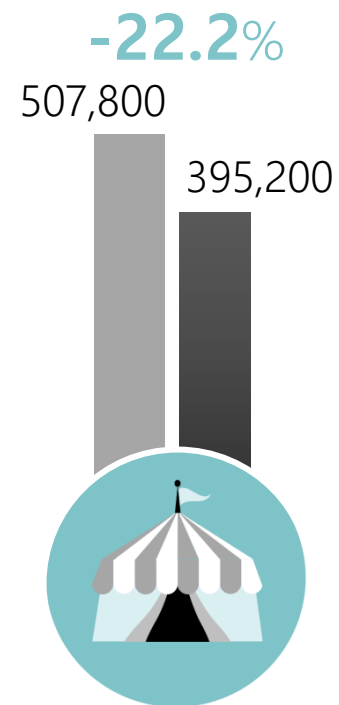
TRAVEL
SERVICES



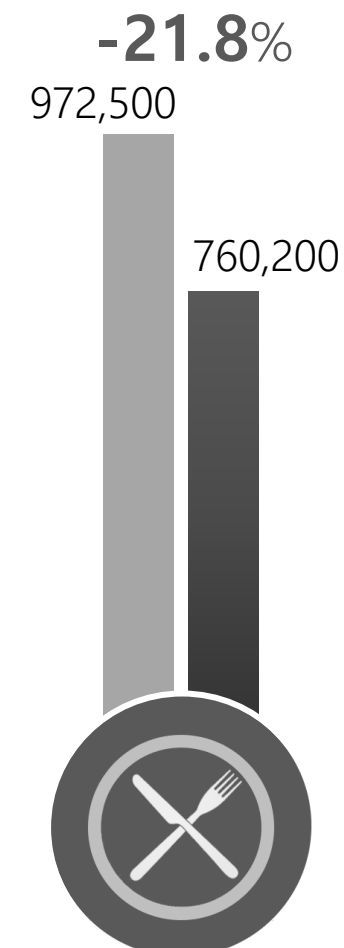
ACCOMMODATION



TRANSPORTATION



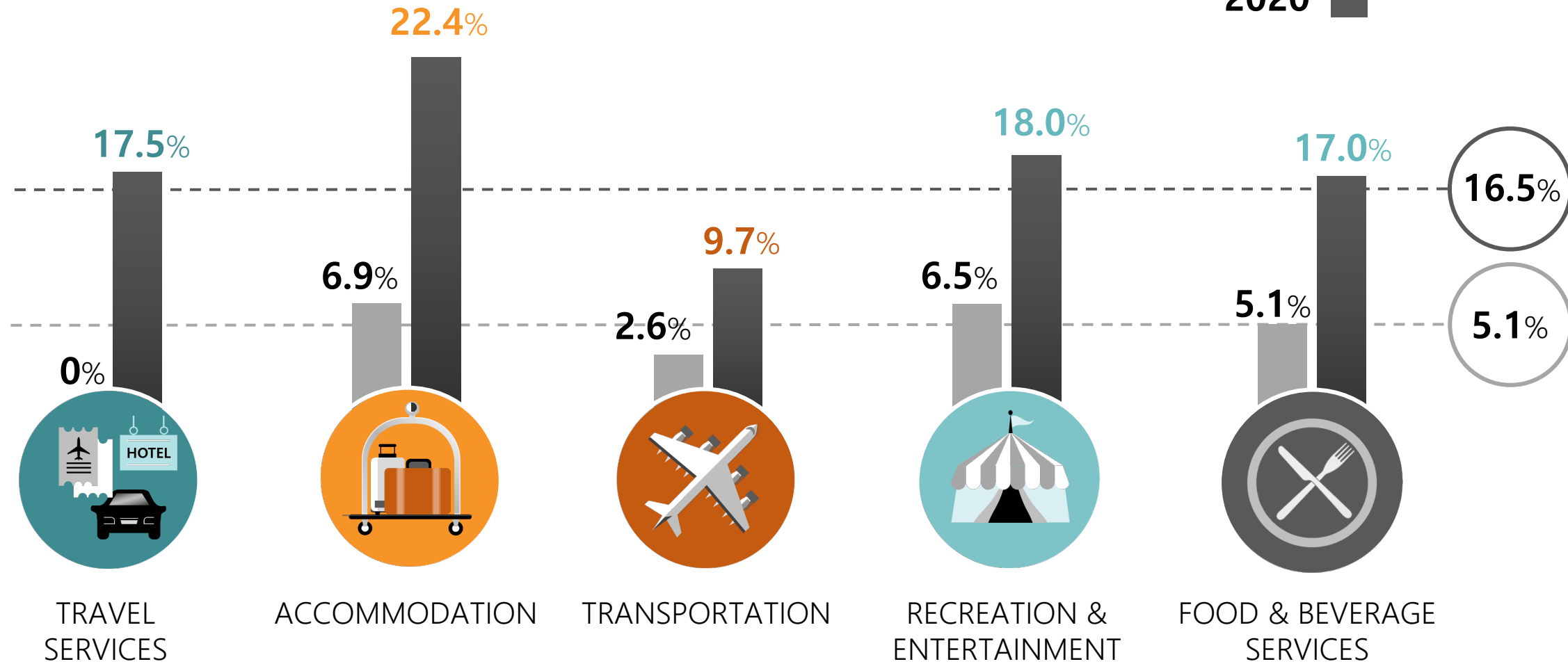
RECREATION &
ENTERTAINMENT



FOOD & BEVERAGE
SERVICES

Unemployment Rate

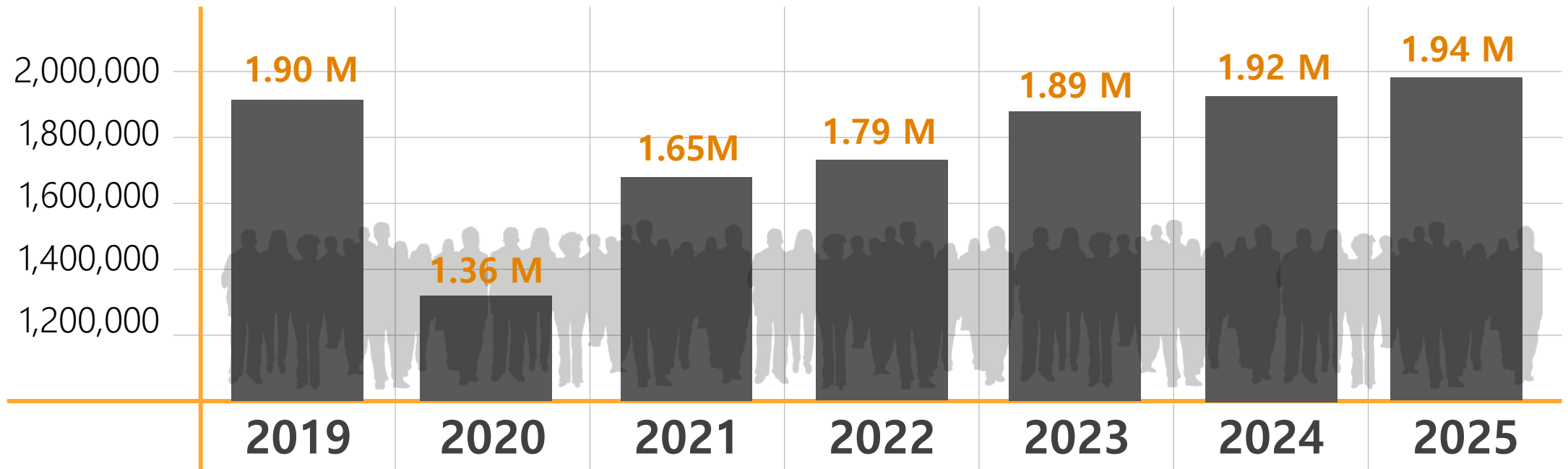
2019 
2020 



COVID Impact on **Employment**

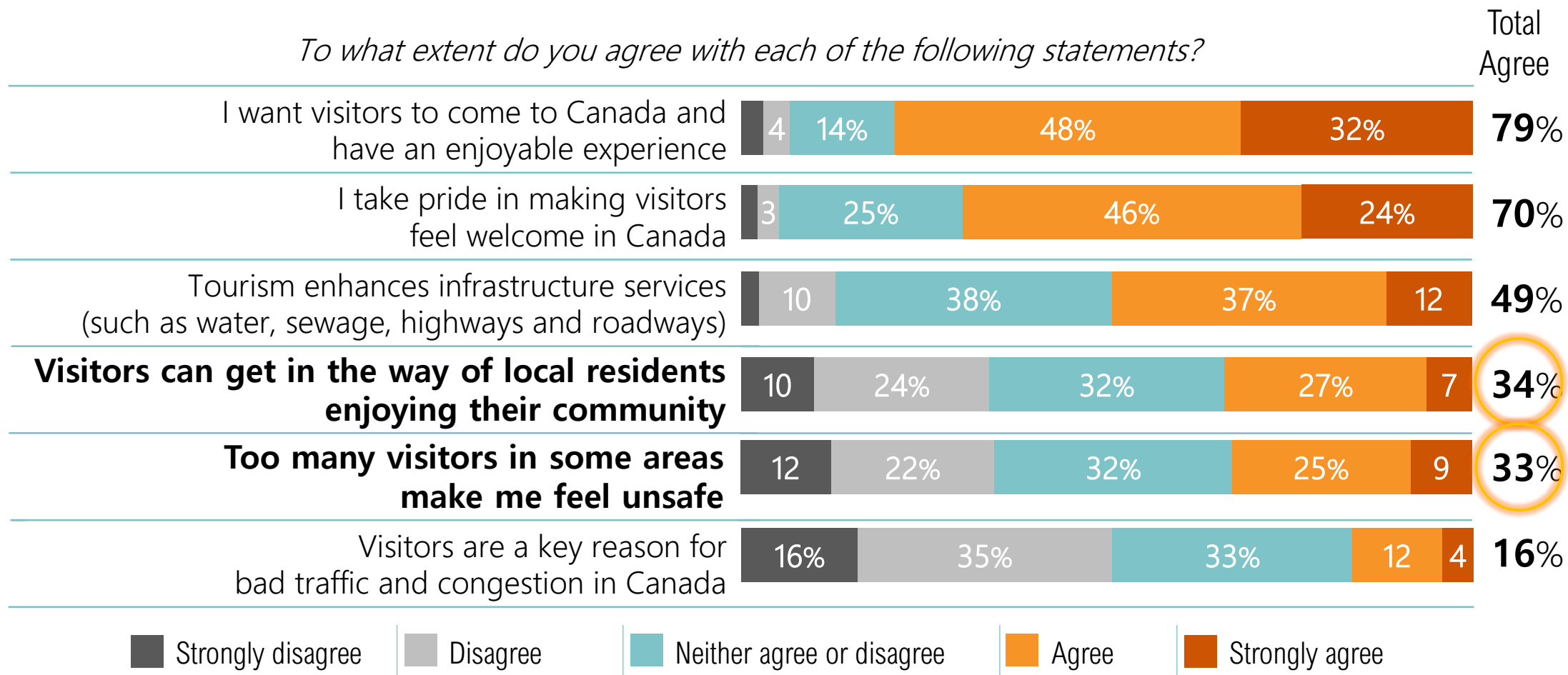
(COVID-19 Impact on Tourism Sector Employment and Revenues)

Tourism Jobs (Full-Year)



Perceptions of the Tourism Industry

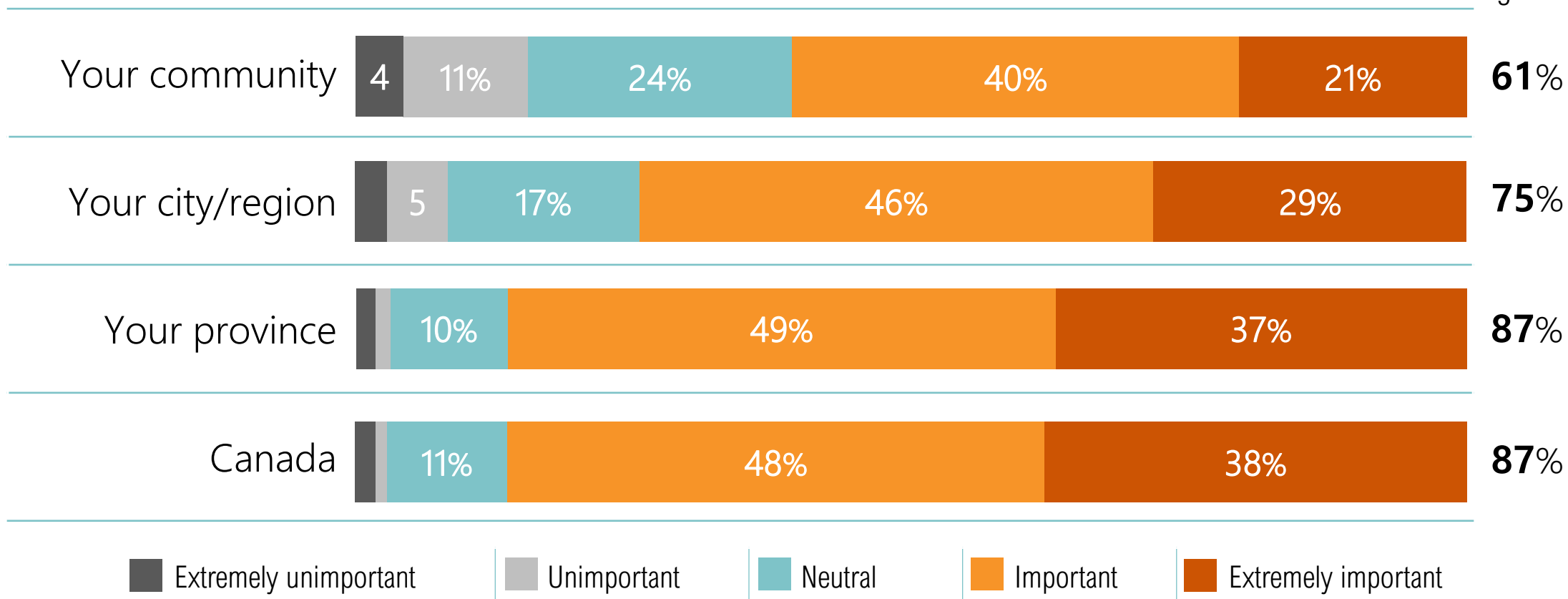
To what extent do you agree with each of the following statements?



Tourism Industry and **Economic Well-being**

In your opinion, how important is the tourism industry to the economic well-being of:

Total
Agree



Tourism Industry Views **Pre- and Post-Pandemic**

At this time, how has your view of the tourism industry in your region changed compared to your view prior to the COVID-19 pandemic?

It is more negative now



It was positive before and this
has not changed



It is more positive now



It was negative before and this
has not changed



I have no opinion toward the tourism industry



Tourism Industry and **Economic Well-being**



Tourism Experience

20%

previously worked
in tourism

6%

currently work in industry

44%

with experience work in food
& beverage services



Industry Perceptions

For those
interested in a career
in tourism, **top reason:**
social interactions

For those
not interested in career
in tourism, **top reason:**
lack of interest

Compensation an issue



COVID-19 Impact

39%

view tourism as a
place to work as
more negative now

Biggest concerns:
following regulations,
health and safety

22%

would **need vaccine** before
comfortable working in
sector



Desirability

46%

likely to recommend
career in sector

Recreation and
entertainment most
desirable career

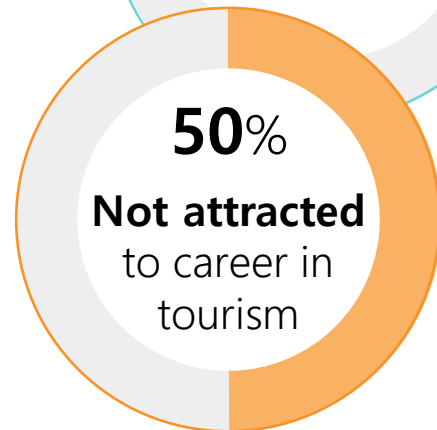
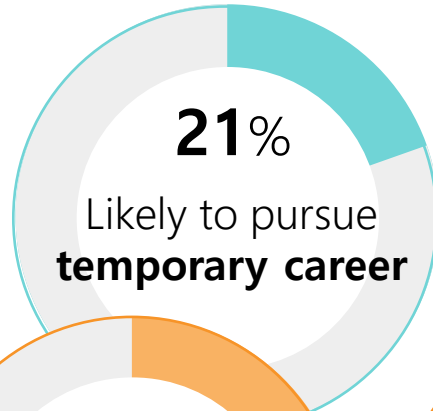
69%

agree that **increased wages**
and improved working
conditions would attract
more workers

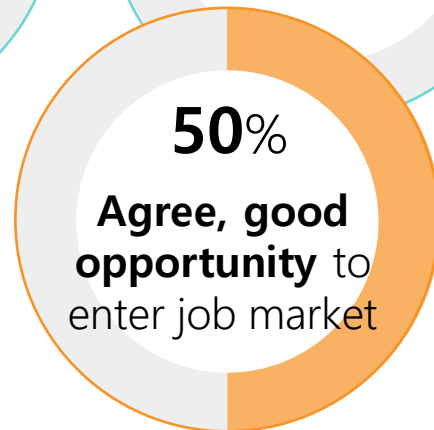
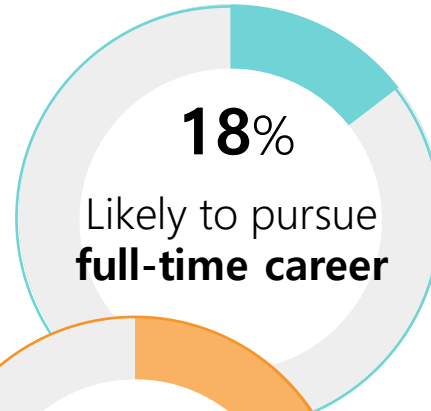


Interest in Tourism Career is Low

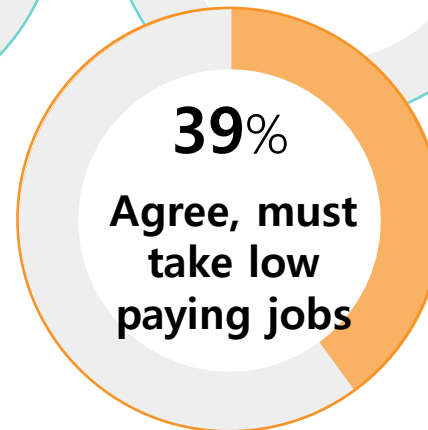
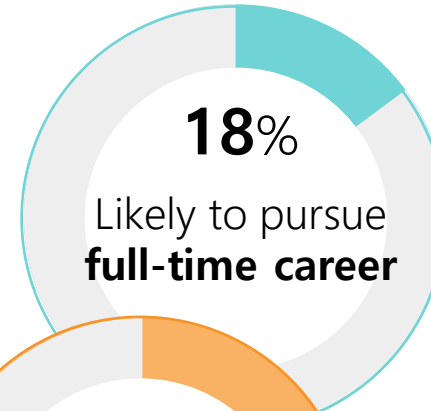
Young People



New Immigrants



Visible Minorities



Only 42% say a
career in tourism
is attractive

Down 17% from 2017

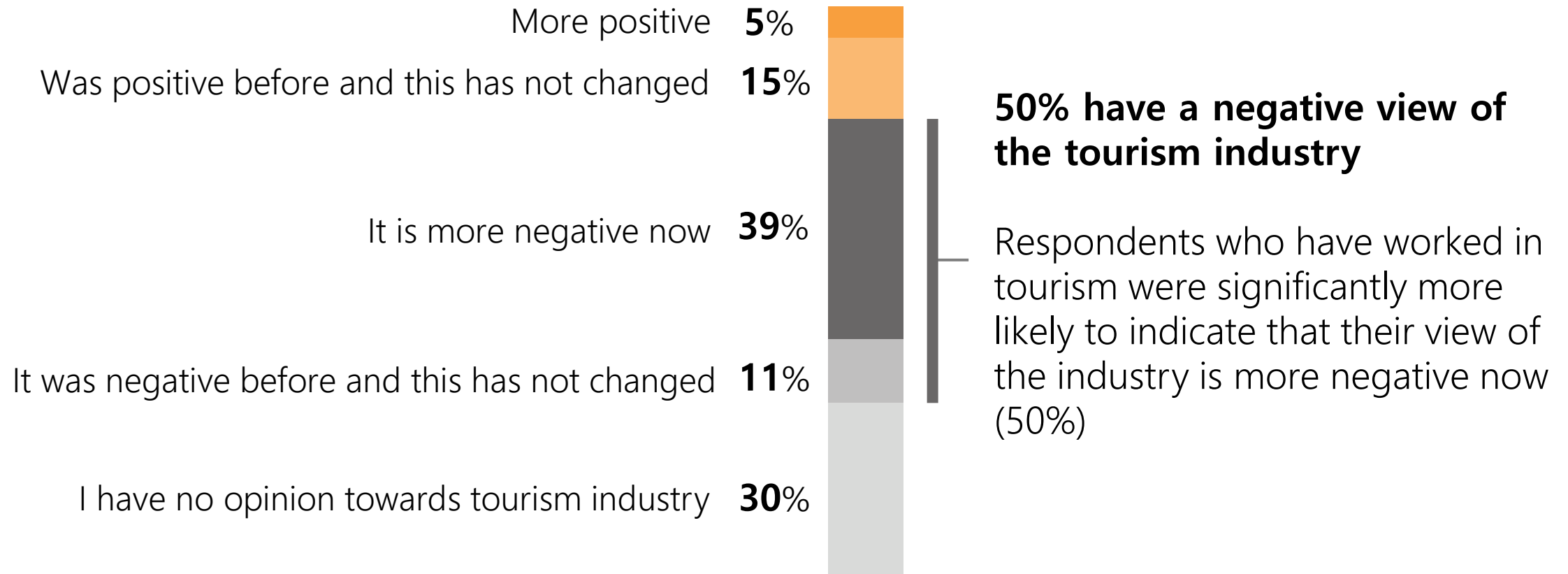
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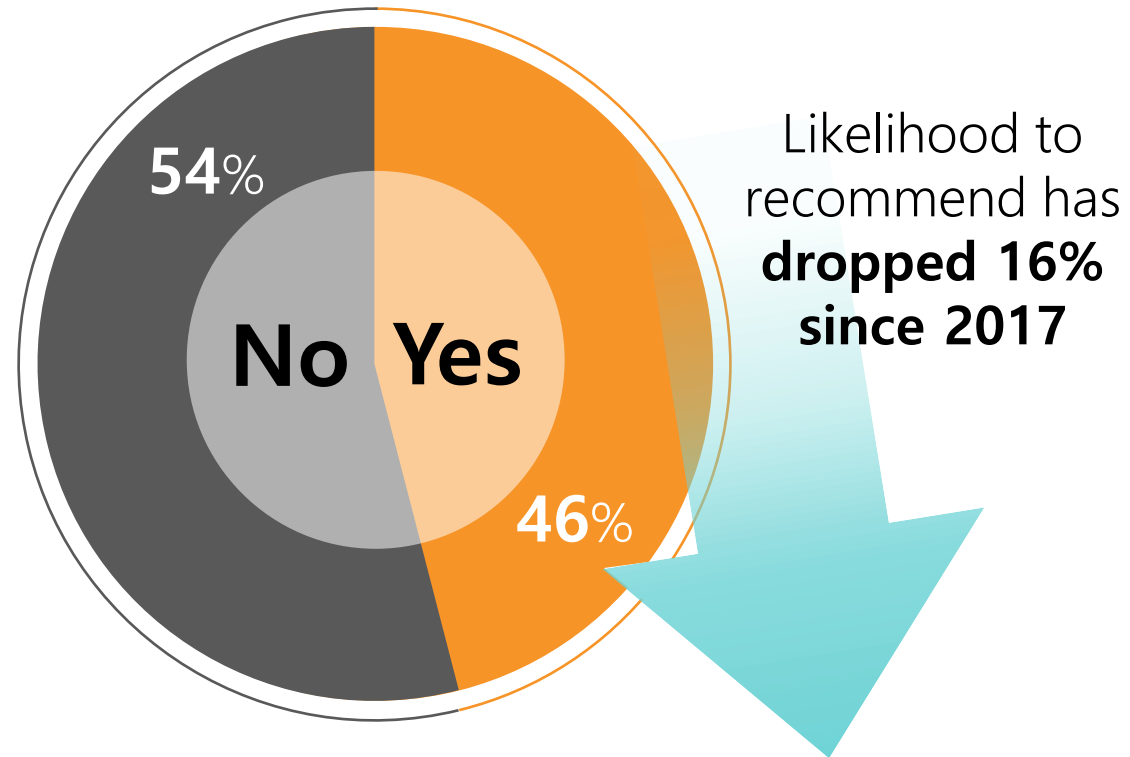
View of Tourism Industry as a Place to Work

At this time, how has your view of the tourism industry as a place of work changed compared to your view prior to the COVID-19 pandemic?



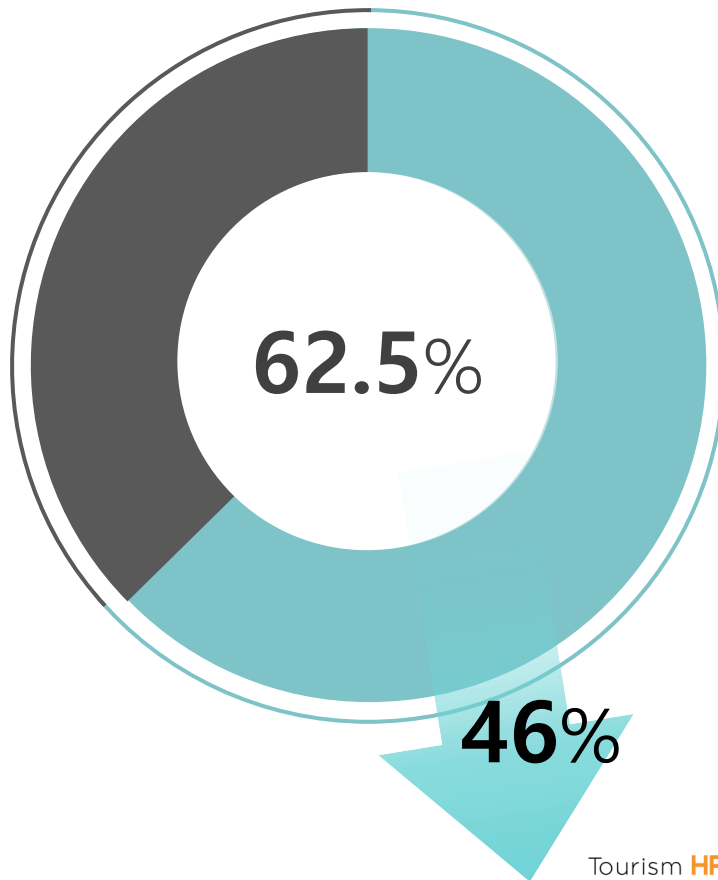
Recommend a Career in Tourism to Others

Would you recommend a career in tourism to family/friends?

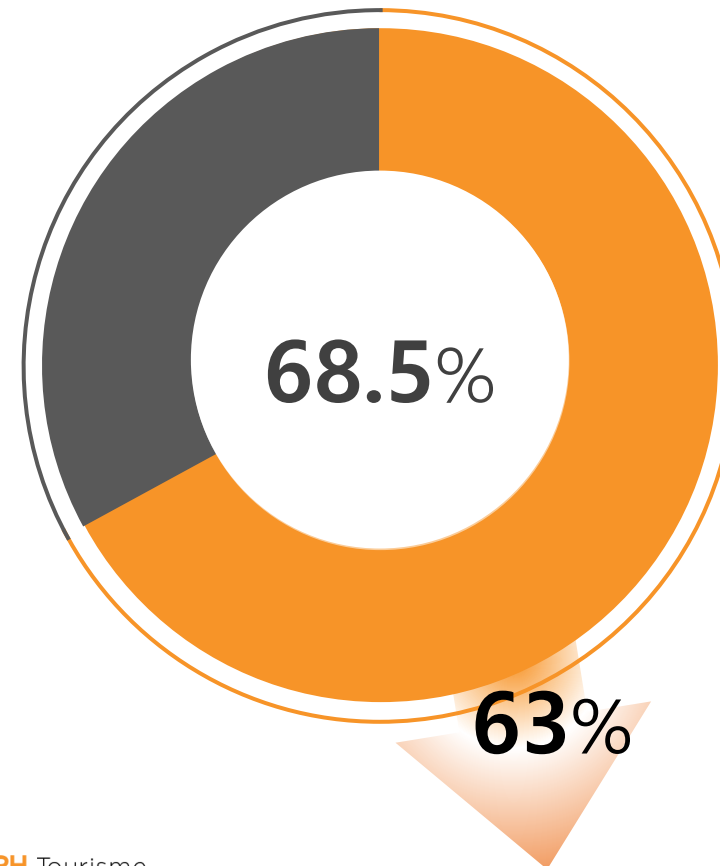


% that Recommend to Family and Friends (2017)

All Respondents

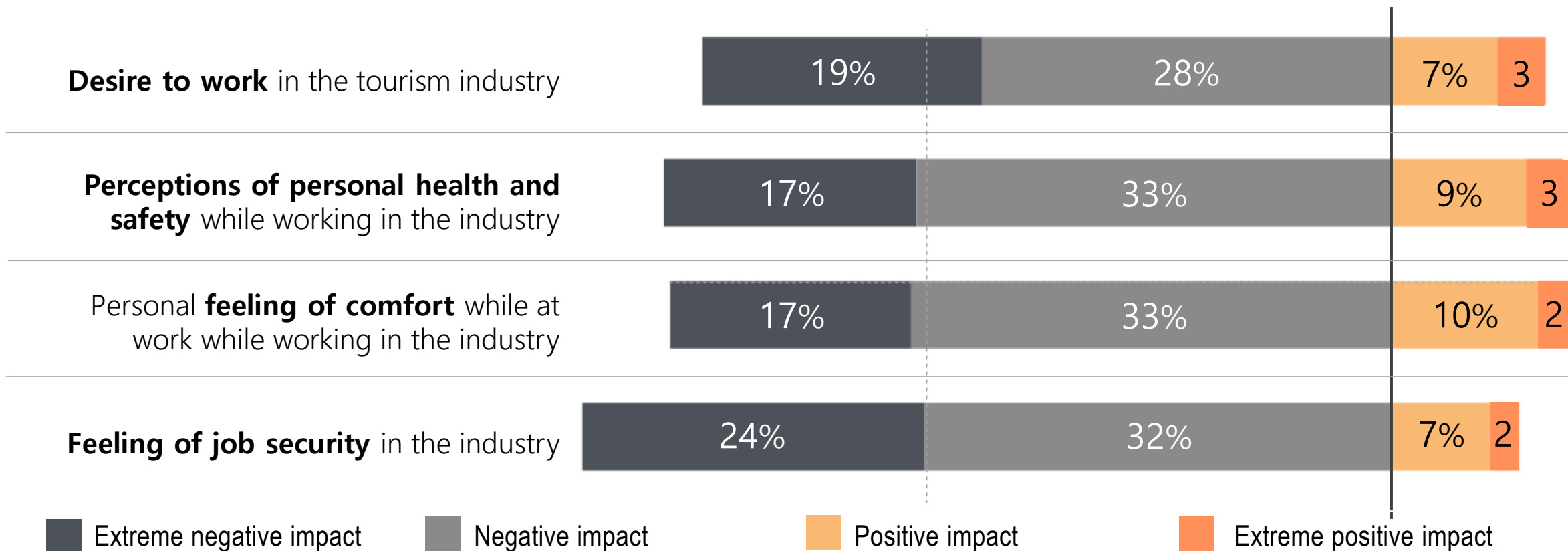


Worked in Tourism

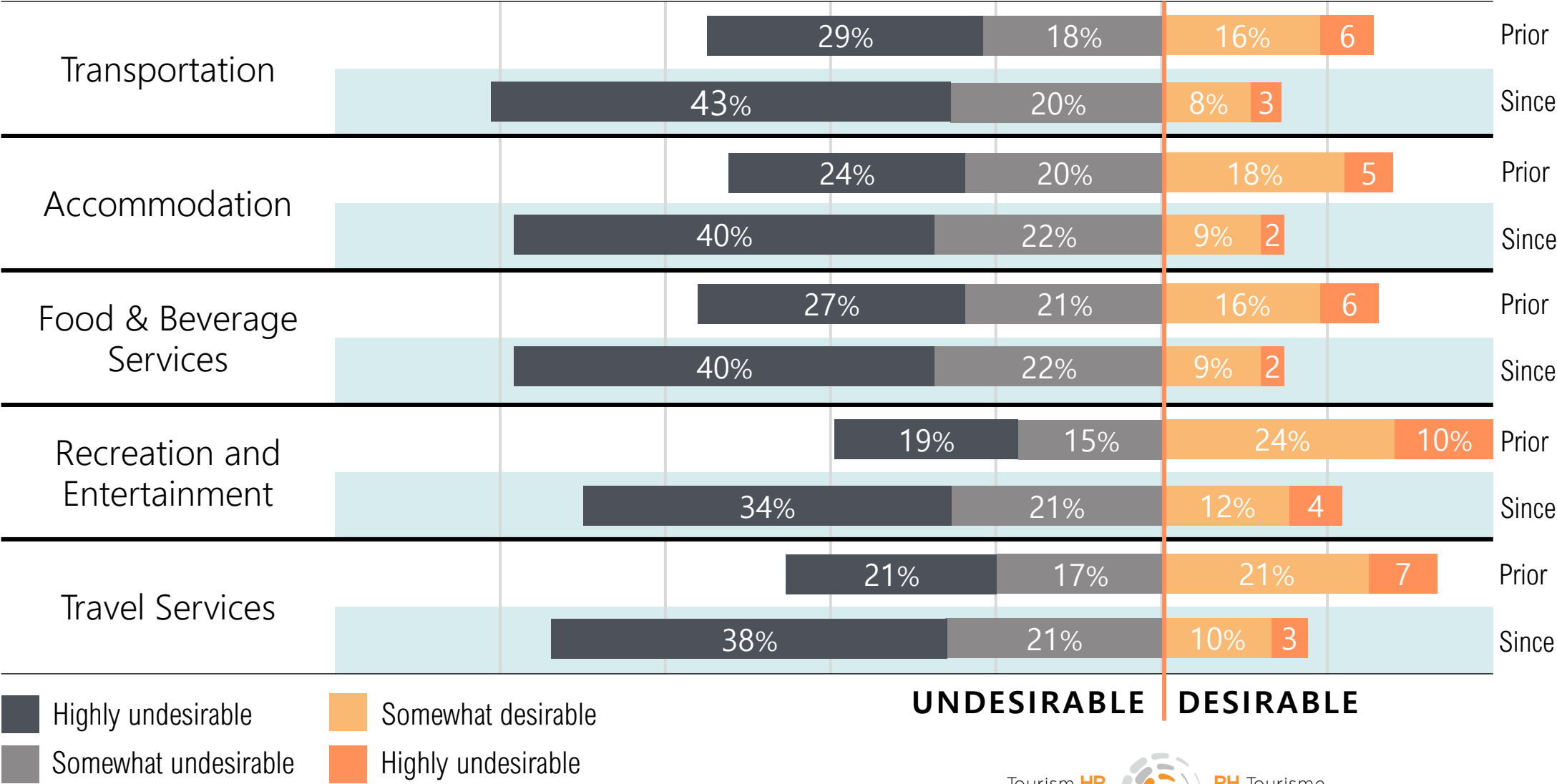


Impact of COVID-19 on Working in Tourism

To what extent has COVID-19 impacted each of the following:



Desirability of Careers in Tourism



Labour Market Information

Tourism Employment

Insights into COVID-19's Impact

The Labour Force Survey (LFS), conducted by Statistics Canada, is the source of the monthly LFS sample size is approximately 56,000 households, covering 100,000 individuals.

Tourism HR Canada receives customized LFS tables that follow the Tourism Sector's needs.

Tourism Employment Tracker: Insights into COVID-19's Impact

What's New

Tourism Facts

Tourism by Federal Riding

2019 Tourism Compensation Study

Census Data: Who Works in Tourism?

Tourism Shortages: Jobs to Fill

Tourism Labour Force Survey

Rapid reSearch Tool

Canadian industries. The monthly

s allows Tourism HR Canada

E-newsletter

Every Second Wednesday

Insights to
help build a
competitive
workforce

Tourism
HR
Insider

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Canada



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Every Second Wednesday

Insights to
help build a
competitive
workforce

Tourism HR Insider



Tourism Employment Remains Suppressed Until 2023

Since COVID-19 struck Canada's tourism sector, tourist activity has plunged to unimagined levels. During the summer, the highest weekly average occupancy rate for hotels in Canada only reached 42.9%. Passengers on major Canadian airlines for the month of June reached 440,000, which was 6.7 million fewer passengers than the same month a year prior. And with the border closed, the number of tourists coming to Canada collapsed from millions of individuals per month in the summer of 2019, to 67,787 this July.

Look for this icon
to keep informed
with the most
recent LMI
insights



Restarting the Tourism Workforce

RECOMMENDED PROGRAM AND POLICY FOCUS

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Restarting the Tourism Workforce

Priority Strategies

SKILLS

1

Expansion of Online Free Training,
with Emphasis on Tools
for Business
Owners/Operators

**Increased Focus and
Urgency on Future
Skills Framework**

SUPPLY

2

**Strengthened Worker
Retention Strategies:**

Wage Subsidy
Tourism Worker
Recall Program

**Seek New Worker
Attraction Programs:**

Dedicated Tourism
Immigration Streams

SENTIMENT

3

**Establish Gov't and
Sector Endorsed
Accreditation Program**

to Address Public
Scrutiny, Safety,
Competitive Standards

**Launch Employment
Campaign**

Discover Tourism

STRATEGY

4

**Strengthen
Coordination and
Coherence with a
Workforce Strategy**

Increased Capacity for
Tourism HR Canada,
Labour Market Intel

**Create National
Workforce Recovery
Panel**

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Restarting the Tourism Workforce

New Tourism = New **Skills**

1
PRIORITY



BUSINESS
INNOVATION



NEW
TECHNOLOGY



FINANCIAL
MANAGEMENT



COMMUNITY
ENGAGEMENT



BUSINESS
RESILIENCE



HUMAN CAPITAL
MANAGEMENT



ENVIRONMENTAL/
SUSTAINABLE
PRACTICES



SOCIAL/CULTURAL
INTELLIGENCE

emerit[®]

The Industry

Resources

Site Map

Exit

1. Introduction

2. The Industry

Introduction

About Canada's Tourism Industry

Defining Tourism

Your Industry Partners

Global Trends and Challenges

More to Explore

3. Getting Started

4. Creating Your Product

5. Financial Management

6. Staffing Matters

7. Marketing

8. The Customer

9. Managing Operations

and Challenges

ooking methods

nations, businesses and players

ion

responsible tourism and the consumer



◀ PREV

NEXT ▶



Welcome

Top 10 Things to Know About Running a Tourism Business



Drive, persistence,
and innovation.



Know how much
money you'll need.



Plan for the
unexpected.



Coordinate what you do
with your tourism
community.



Target your ideal
customer.



Hire, train, and
empower great staff.



Plan for seasonal
differences.



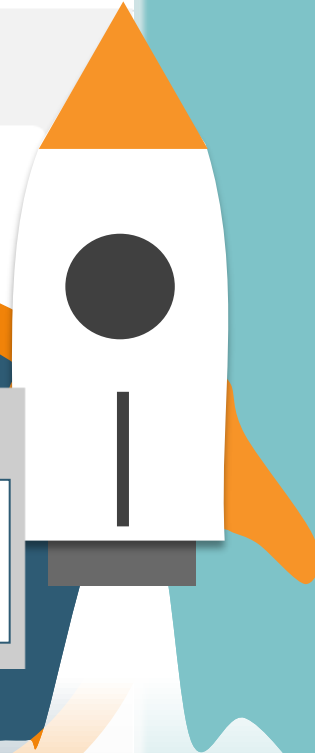
Seize the day!



Make good use of
industry resources.

APRIL

Launch



◀ PREV

NEXT ▶



COVID-19 Tourism Workforce Recovery Toolkit

As Canada's national HR organization working for the tourism sector, our goal is to provide the knowledge and tools to help tourism operators and their teams rebound from the crisis and build a resilient workforce.

The Covid-19 Tourism Workforce Recovery Toolkit is a practical, web-based program that includes tools, downloadable content and presentations, all designed to give tourism operators the knowledge resources they need to rebound and succeed.





Budget & Finance

A significant decrease in customers has made weathering COVID-19 exceptionally challenging for the tourism industry, impacting its bottom line. Additionally, many businesses face the challenges of

travel limitations persisting in the industry. These challenges have been more critical, from a financial perspective, than the loss of your organizational capacity and revenue.

In this section of the Toolkit, you will learn how to use budgetary measures your business can take to survive and recover from the challenges of COVID-19 and move forward.

Learn How To:

- * Consider new revenue strategies specific to your sector

- * Develop a cash flow management plan

Managing Cash Flow During Recovery

CHECKLIST

Suggestions to Improve Cash Flow

Managing cash flow is vital to the success of a tourism business, especially in uncertain economic times. It is important to carefully manage inventory, sales, accounts receivables, costs, and more.

CASH FLOW ESSENTIALS

☐ Know business variables

- o Seasonal shifts
- o Inventory cycles
- o Monthly sales fluctuations
- o New or increased expenses
- o Need for new (unused) space
- o Vendor relationships

☐ Focus on key principles:

- o Cut out spending

Develop Smart Inventory Control System

CHECKLIST

Sourcing, Storing, Selling, and Saving

Smart management of inventory is imperative to tourism businesses, especially in times when cash flow is strained and your company is adjusting to new business conditions, such as having to change products or services to match new visitor markets.

A smart inventory management system will help tourism businesses:



PDF

Restarting the Tourism Workforce

Supply



Restarting the Tourism Workforce

Sentiment



Safety, Health

Canadian Quality Standard: Creating a
Competitive Advantage

Mechanism to Maintain and Support
Evolving Practices





Mélanie Joly  @melaniejoly · Oct 8, 2020

...

"What we want to do is really to position Canada as a safe country once this pandemic ends. I think that can be really our competitive edge because following the pandemic we will need to build trust within the industry in Canada." 🇨🇦🌍

bit.ly/2GR5KuV 



Canada will pitch 'safe tourism' to travelers once bor...
Canada aims to capitalize on its more conservative
approach to fighting the coronavirus to promote itse...
bnnbloomberg.ca

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Restarting the Tourism Workforce Strategy

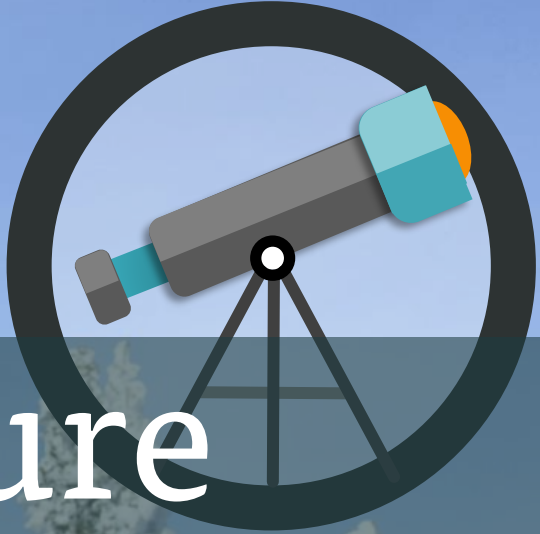
4
PRIORITY

Strengthened Coordination and Coherence for a Workforce Strategy

Increased Capacity for
Tourism HR Canada,
Labour Market Intel



National Workforce Recovery Panel



Shaping the Future of the Tourism Workforce

INDUSTRY CONSULTATION AND STRATEGY DEVELOPMENT

Tourism HR
Canada



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HELP SHAPE TOURISM'S POST-COVID FUTURE

Employer Consultation Sessions



Atlantic Canada

FEB 4

1:30 – 3:00 AST
2:00 – 3:30 NST



British Columbia

FEB 4

11:00 – 12:30 PST



Ontario, Quebec

FEB 16

12 – 1:30 EST



**Prairie Provinces
Territories**

FEB 16

1:00 – 2:30 CST
12 – 1:30 MST



Quebec
(French session)

FEB 17

3:30 – 5:00 EST

Watch for the Sign-Up Details

March 15-18

labour market forum

2021



Thank You

TOURISM HR CANADA BOARD OF DIRECTORS



**Jim
Bence**
SHHA



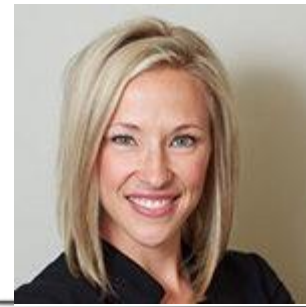
**Beth
Potter**
TIAO



**Tracey
Kalimeris**
ACCOR



**Keith
Henry**
ITAC



**Susie
Grynol**
HAC



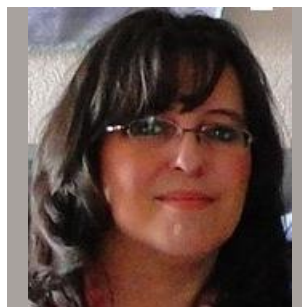
**Juanita
Ford**
HNL



**Shannon
Fontaine**
MTEC



**Darlene
Grant Fiander**
TIANS



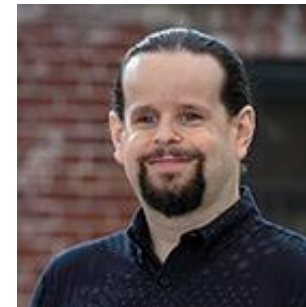
**Darlene
Doerksen**
YTEC



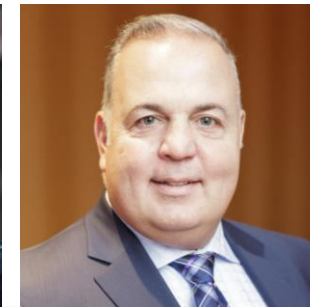
**Krista
Bax**
go2HR



**Frederic
Dimanche**
TRSHTM, RYERSON



**Joe
Baker**
OTEC



**Vince
Accardi**
TIAC



**Philip
Mondor**
Tourism HR Canada

Workforce Shortfall

And What it Takes to Restart Canada's Tourism Workforce

Thank You

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Tourism HR Canada is a pan-Canadian organization with a mandate aimed at building a world-leading tourism workforce. Tourism HR Canada 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.

Tourism HR Canada is your source for current human resources issues and solutions, and 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.

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