



**This month's newsletter is about HR Planning: Outlook and approaches for hiring in the tourism industry**

### **What is HR Planning?**

Human resource planning (HRP) is the continuous process of systematic planning ahead to achieve optimum use of an organization's most valuable asset—employees. Human resources planning ensures the best fit between employees and jobs while avoiding shortages or surpluses.

## **RTO9 News**



**Winter Experience Partnership Funding Applications  
Now Open**

If you are an individual business operator with a great idea that will bring visitors to our region between November 2021 and March 31, 2022, you may be eligible to receive funding to help with your initiative.

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## **RTO 9 Launches Welcome Kit**

This welcome kit is intended to introduce the role, support, and opportunities that RTO 9 provides to all those engaged in tourism in South Eastern Ontario.

[VIEW THE GUIDE](#)

## **Q2 Marketing Highlights**

We are excited to share the collective accomplishments we have made for Q2 (July 1st-September 30th 2021).

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## How To Connect With Us On Social Media

We encourage our partners, stakeholders, and operators to share their stories/products/experiences/packages with us to keep us in the loop. Here's how!

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## TIAO's 2021 Tourism Resiliency Winners

The best of the best in Ontario tourism were celebrated at the annual Ontario Tourism Awards of Excellence Gala on Wednesday, Oct. 27 at the Brookstreet

Hotel in Ottawa. Congratulations to all recipients of the 2021 Ontario Tourism Resiliency Award.

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## Market Insights



### 1. Resident Sentiment

Destination Canada's resident sentiment report reveals how safe residents feel about travelling to different places in Canada. Here are the highlights for the week of October 19:

- 86% of Ontarians said they feel safe about travel to communities in their province and 68% said they feel safe about travel to other provinces/territories within Canada. Only 32% said the same about travelling to the United States and 31% about travelling internationally.

- Ontario residents' overall level of welcome toward visitors is slowly increasing towards visitors from all destinations. Sentiment has generally jumped 10% towards all in-province visitors and towards all out-of-province domestic visitors since the last month.

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## 2. Post-Pandemic HR Planning in Tourism is Even More Important

HR planning is essential. HR planning in tourism is even more important especially as we face major labour shortages post-pandemic. We see hotels operating with half the floors open, we see restaurants reducing operating hours or simply permanently closing doors, etc. No matter the size of the business, understanding the human resource needs and then planning to meet those needs is very important to meet business profitability and growth.

Tourism HR Canada developed a list of 5 steps to help you plan your human resources.

### **Step 1: What are your business goals and needs, and what are the HR implications?**

Your HR plan must support the goals and needs of your organization (e.g., need for seasonal workers, goal to expand the business). The human resource implications in terms of staffing, training, performance management, etc., should be considered at an early stage.

Step 2: What are the drivers and inhibitors?

Identify the drivers and inhibitors that could impact human resource activities and support or hinder your business goals/needs, including:

- External factors, e.g., new legislative requirements, labour market realities
- Internal factors, e.g., employee survey results, potential retirements/ departures

### **Step 3: What are the gaps?**

Identify gaps between current HR capacity and that required to meet business needs, such as:

- Skills needed to implement a new initiative

- Sufficient staff to provide prompt, quality service

#### **Step 4: What are the critical gaps that need to be addressed?**

Assess the risk associated with critical HR capacity gaps (i.e., how severe would the consequences be if particular gaps were not addressed?). Prioritize critical gaps and how they will be addressed: key steps, timing, and who will do what.

#### **Step 5: Are you meeting the business goals and needs?**

Measure results to determine whether business goals and needs have been met (e.g., do you have sufficient staff available for the peak season; was your business expansion successful).

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### **3. Labour Force Trends to Watch**

The Canada Recovery Benefit ended on October 23rd. The rules around unemployment insurance have already changed. The automatic top-up has been removed, and individuals are now required to have worked for 420 hours before claiming employment insurance. Both of these changes should push anyone who was reticent to enter the labour market. Employers viewed these supports as one reason they could not find workers this summer. In March, we surveyed 959 tourism employers; 69.4% cited potential workers choosing employment insurance payments over returning to work as a potential cause of labour shortages.

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## Workforce Development

### Apply to Receive Reimbursement for Your 2021 Summer Students

Tourism employers can receive a wage subsidy of up to 75 percent, up to a max of \$7,500

The Canadian tourism sector remains in a critical state. More than 18 months into the pandemic, the industry still has not recovered; international tourists are trickling in, labour challenges remain high, and various regions have experienced rolling lockdowns. The once rapidly expanding sector is now struggling to attract early talent.

To encourage more people to enter the sector, Tourism HR Canada launched Propel—a federally funded student work placement program offering paid work-integrated learning opportunities. The program offers Canadian tourism employers a wage subsidy of up to 75 percent of a qualifying student's wages, to a maximum of \$7,500. Propel offers employers in one of the hardest-hit sectors a chance to rebuild their workforce lost during the pandemic.

Virtual information session on November 4th at 1:00 PM Eastern time by [registering here.](#)

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# Destination Ontario Presents: Ontario Travel Information Services

November 18, 2021

Join Destination Ontario to learn about their suite of services for visitors and how they've transformed during the COVID-19 pandemic.

Sue Harrison, Garlene Kubisheskie and Kelly Johnston from the Ontario Travel Information Services Team at Destination Ontario will share the following takeaways:

1. Destination Ontario's experience of re-opening travel centres' doors to visitors, and how they have transformed tourism information services to ensure the health and safety of both visitors and staff.
2. How business conditions throughout the pandemic have been a catalyst to modernizing travel and visitor information services to meet consumers' changing and evolving needs. Learn about what tourists are requesting now that travel has started again.
3. The importance of educating the Destination Ontario team on your tourism products and services through virtual presentations, in-person visits and familiarization tours.

[REGISTER](#)

## In Person or Virtual TIAC's 2021 Tourism Congress

November 30 – December 1, 2021 - Ottawa

**About:** The pandemic has changed everything. But it's also given the tourism industry across Canada the opportunity to work together, adopt new ways of doing business, and reimagine what tourism looks like post-COVID-19.

[REGISTER](#)

# Media Spotlight



## **Philip Mondor, Tourism HR Canada's CEO Quotes:**

“Business HR plans must now actively include community engagement or rely on collaboration of the freelance market. In many cases, businesses will need to partner with their competitors to fill these skills gaps — a completely new concept for our industry.”

“It's important for employers to provide a strong support system for both furloughed and working employees. This includes regular communications, mental health support and professional development to keep employees mentally engaged.”

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## **Opportunities**

## Ontario Tourism Recovery Program

Last week to apply for the Ontario Tourism Recovery Program - applications close November 10th.

The OTRP is a \$100-million application-based grant program for private sector tourism businesses that support jobs, attract visitors, and are significant drivers to their regional tourism economies. This competitive program supports Ontario-based tourism businesses in the for-profit attractions, accommodations, and transportation sectors that have been hardest hit by COVID-19.

Please carefully review all eligibility criteria and application requirements, prepare and submit your application in advance of the deadline. Once an application has been successfully submitted, applicants will receive a confirmation email.

Full program guidelines and information about how to apply to the program are available on the Ontario Tourism Recovery Program application page:

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**Jobs and Growth Fund**

[www.FedDevOntario.gc.ca/JobsAndGrowthFund](http://www.FedDevOntario.gc.ca/JobsAndGrowthFund)



 Federal Economic Development Agency for Southern Ontario    Agence fédérale de développement économique pour le Sud de l'Ontario



## Government of Canada Jobs and Growth Fund

As Canada rises from the COVID-19 pandemic, businesses and communities play an important role in creating jobs and positioning local economies for long-term growth.

The new Jobs and Growth Fund provides \$700 million over three years to businesses and organizations that support them to help create jobs, future-proof their businesses and prepare for growth. This includes up to \$70 million dedicated to eligible businesses created after January 2020.

Find out if your business or business support organization is eligible for funding:

[APPLY HERE](#)



## 'Safe Travels' Stamp Application

The specially designed stamp will allow travellers and other Travel & Tourism stakeholders to recognise destination authorities and companies around the world that have implemented health and hygiene protocols that are aligned with WTTC's Global Safe Travels Protocols.

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Every month, we'll be sending you the latest insights, research and thoughtful perspectives on the issues that matter most to tourism businesses and operators in RTO 9.

If there are any topics you want to read about in a future newsletter, please email [lmedeiros@region9tourism.com](mailto:lmedeiros@region9tourism.com) with your ideas.

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