

**HOTEL ASSOCIATION OF CANADA**  
**ASSOCIATION DES HÔTELS DU CANADA**

# STATE OF PLAY



**ONGOING RECOVERY**  
Nearing 2019 benchmarks



**VISITOR MIX**  
Shift to domestic, will it stick?



**INTERNATIONAL COMPETITIVENESS**  
WEF Ranking from 9<sup>th</sup> to 11<sup>th</sup>



**GLOBAL DEMAND**

- + Potential for growth
- + Strong travel budgets
- + Increased visitation



**WORKFORCE**

- + Reduced Immigration
- + Difficulty finding predictable, engaged staff



**BARRIERS TO GROWTH**

- + Rising costs = decreased profitability
- + Cost of borrowing

Customer Expectations

A photograph of two female waitresses in a restaurant hallway. They are both smiling and wearing grey tweed vests over light blue shirts and dark ties. The waitress in the foreground is holding a plate with a lobster tail and other appetizers. The waitress in the background is holding a plate with a salad and other dishes. The hallway has wooden walls and a green exit sign in the distance.

HAC JUNE LABOUR SURVEY RESULTS

# Top Findings

# HAC JUNE LABOUR SURVEY RESULTS

## Easing Shortages, Ongoing Concerns



**43%**

of members **experienced a workforce shortage in 2024**

*Small and rural destinations higher at 48%.*

**Hoteliers making more effort to hire domestic workers by offering...**



**Increasing Wages**

**55%**



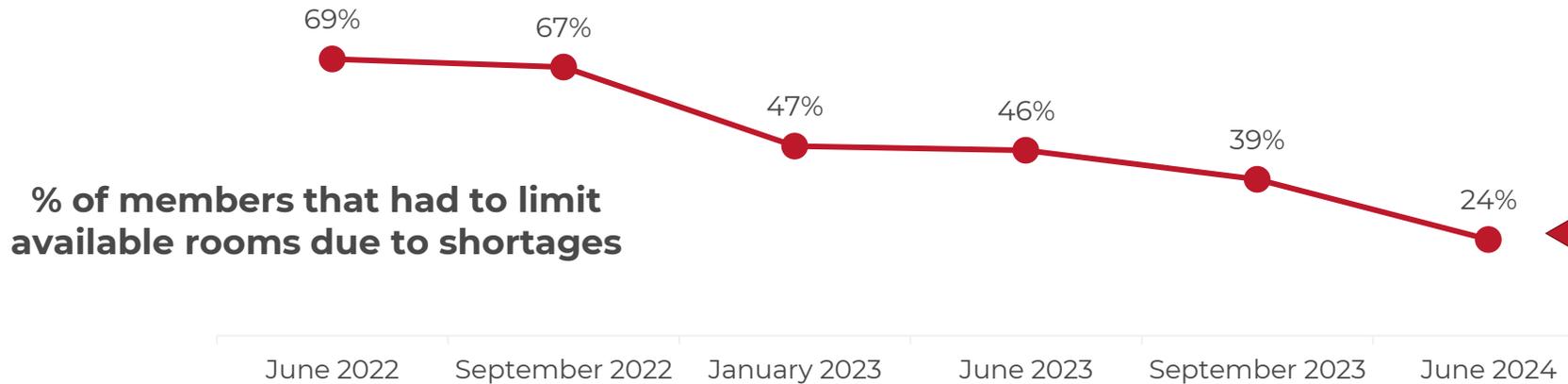
**Training & Development**

**47%**



**Flexible Hours**

**82%**

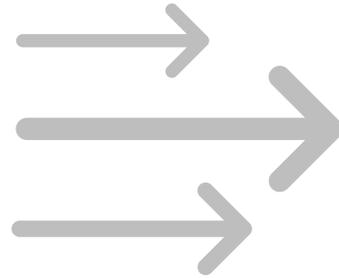


**3/4**

of these had to limit rooms by up to 20%



**HAC WORKFORCE  
GROWTH STRATEGY**



A man in a white shirt and dark trousers stands by a large window, talking on a mobile phone. The window offers a view of a cityscape at sunset, with buildings and hills visible. The room is dimly lit, with a bed and a suitcase visible in the foreground. The text "ROLE OF INDUSTRY" is overlaid in white, bold, sans-serif font.

ROLE OF  
*INDUSTRY*

# Regional Focus Groups



Hosted First-ever  
Hotel Sector  
**Labour Summit**



# INDUSTRY IN ACTION



**Career Marketing Campaign**



Launched a  
**Hotel Workforce Action Plan**



**AI Workshop**  
for employers





# HAC WORKFORCE GROWTH STRATEGY

## Next Steps



**Career Marketing Campaign**  
*(Phase 2)*



**International Workforce Policy Workshops**



**Deloitte Report Follow-up**



**AI Workshops**

A U T U M N

W I N T E R

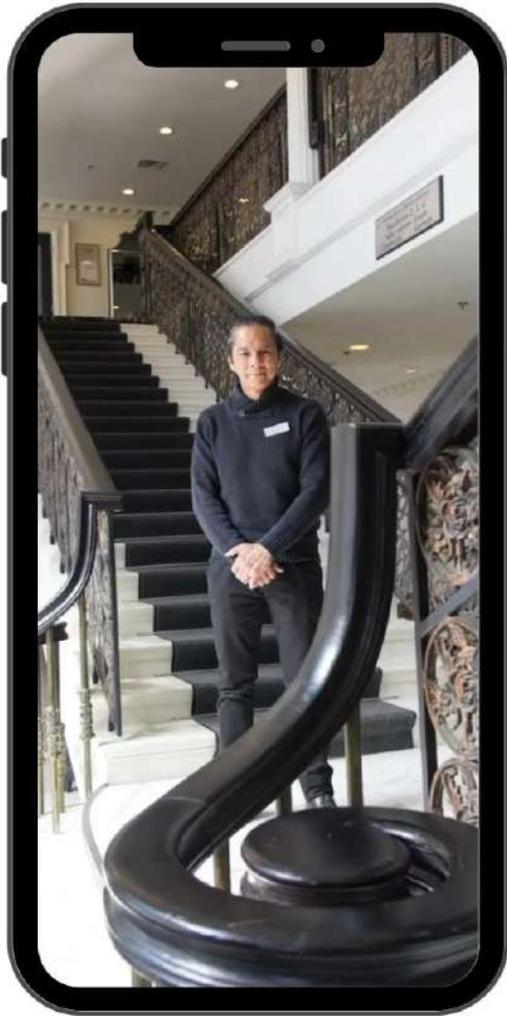
S P R I N G

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CAREER MARKETING CAMPAIGN: PHASE TWO

# HOTEL INDUSTRY **AMBASSADORS**



*I found my home  
in hospitality.*



**Maggie Sin**  
Reservations &  
Marketing  
Blackcomb Springs

*Working in a hotel  
allows me to  
balance work and  
wellness.*



**Jodi McLean**  
Content Marketing  
Manager  
Fairmont Chateau  
Lake Louise

*Hospitality is a  
blessing to my life.*



**Gio Cruz**  
Food and Beverage  
The Algonquin Resort  
St. Andrews by-the-Sea

*Hospitality is  
human  
connection.*

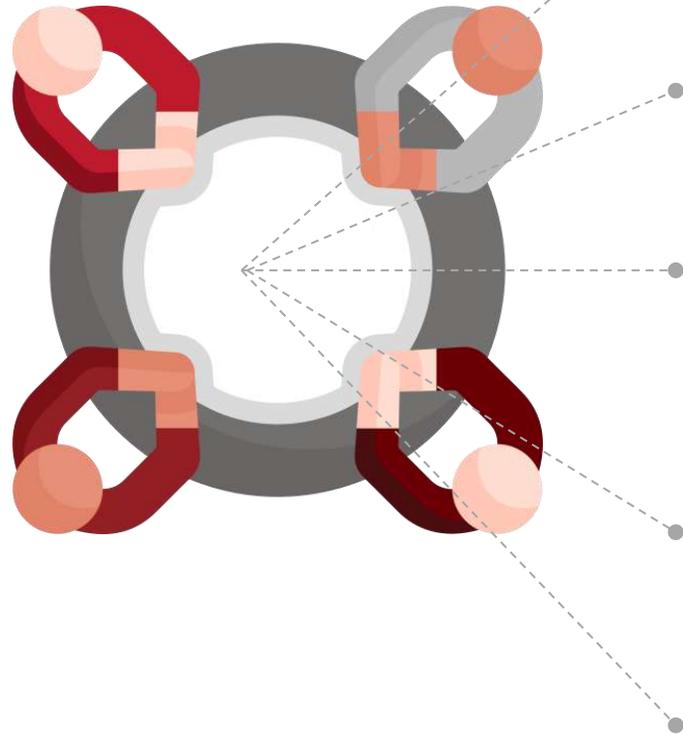


**Elena Zeitoun**  
Front Desk Supervisor  
Le Saint-sulpice Hotel  
Montreal



HAC TOURISM  
WORKFORCE STRATEGY

# Collective Action Opportunities



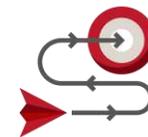
Tell **your story** as an employer



**Connect** new employees to hotel careers



**Prioritize technology** to stay competitive



Align on key hotel **skills**



**Share talent** across markets



# ROLE OF GOVERNMENT

DOMESTIC & INTERNATIONAL

# TFW Program

## RISING PUBLIC BACKLASH

PUBLIC OPINION:



OPINION

**Misuse of the temporary foreign worker program is a business racket**



Politics

**Liberals say they will rein in temporary foreign worker program after historic influx**

Canada continues to admit TFWs, as immigrant, youth unemployment rates tick up



**Canada's temporary foreign worker program leads to a new kind of slavery**



OPINION

**Ottawa needs to abolish the temporary foreign worker program**



**Limits on the TFW program aren't good enough. Part of it needs to go**

"Canada should place strict limits on the occupations eligible for the temporary foreign worker program and require firms to pay above-market wages for any workers it does bring in to ensure the program is not being used as a tool for wage suppression," Mike Moffatt writes.



**Majority of Canadians believe Liberals' immigration targets are set too high: poll**

### PRIORITY AREAS FOR HOTEL EMPLOYERS:

1. Exemptions on work permit duration and caps for Recognized Employers in rural, remote and tourism destinations
2. Multi-entry visas for priority occupation workers in hotels
3. Path to Permanent Residency for TFWs

TOURISM WORKFORCE PROGRAM

# Ready to **Work - Tourism**

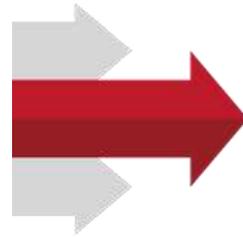
## Pilot Program Overview



Employees Engaged  
**2,000**



Budget (3-Years)  
**\$40M**



## KEY OUTCOMES



1. Supporting **Refugees and Asylum Claimants** and underemployed Canadians



2. Establishing **Settlement Partnerships** with Tourism Operators



3. Increasing **Worker Placement** in Tourism Sector



### HAC RECOMMENDATION

Connect newcomers and under-employed Canadians to jobs in the tourism industry.



# Tourism Career Marketing Campaign

TARGETING DOMESTIC YOUTH

## PARTNERS



## CAMPAIGN FACILITATOR



## DETAILS



**\$5 Million** funding ask



Joint **marketing campaign** targeting domestic youth



Driving traffic to **DiscoverTourism.ca**



**3-year digital** media campaign



**SOCIAL MEDIA & AMPLIFICATION**

**INDUSTRY LEADERS**



**IDENTIFICATION OF ISSUES**



**DATA COLLECTION & ANALYSIS**



**PUBLIC RELATIONS & MEDIA**



**GRASSROOTS LOBBYING**

# FALL 2024 CAMPAIGN



**BUILD THE CASE**



**KEY OTTAWA  
DECISION  
MAKERS**



**STRATEGY  
DEVELOPMENT**



**POLICY  
SOLUTIONS**





**GET IN TOUCH**

**Adrienne Foster**

Vice-President, Policy & Public Affairs

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