Building Better Labour Policy **TOGETHER**

Presentation for THRC Labour Forum:
Tourism Jobs Build a Better Canada

September 28, 2026

HOTELS CANADA

HOTELSCANADA.CA

HOTELS CANADA

WHO WE ARE

FARHINA BALAYET

Research & Data Visualization Manager

→ **RESEARCH & EVIDENCE**

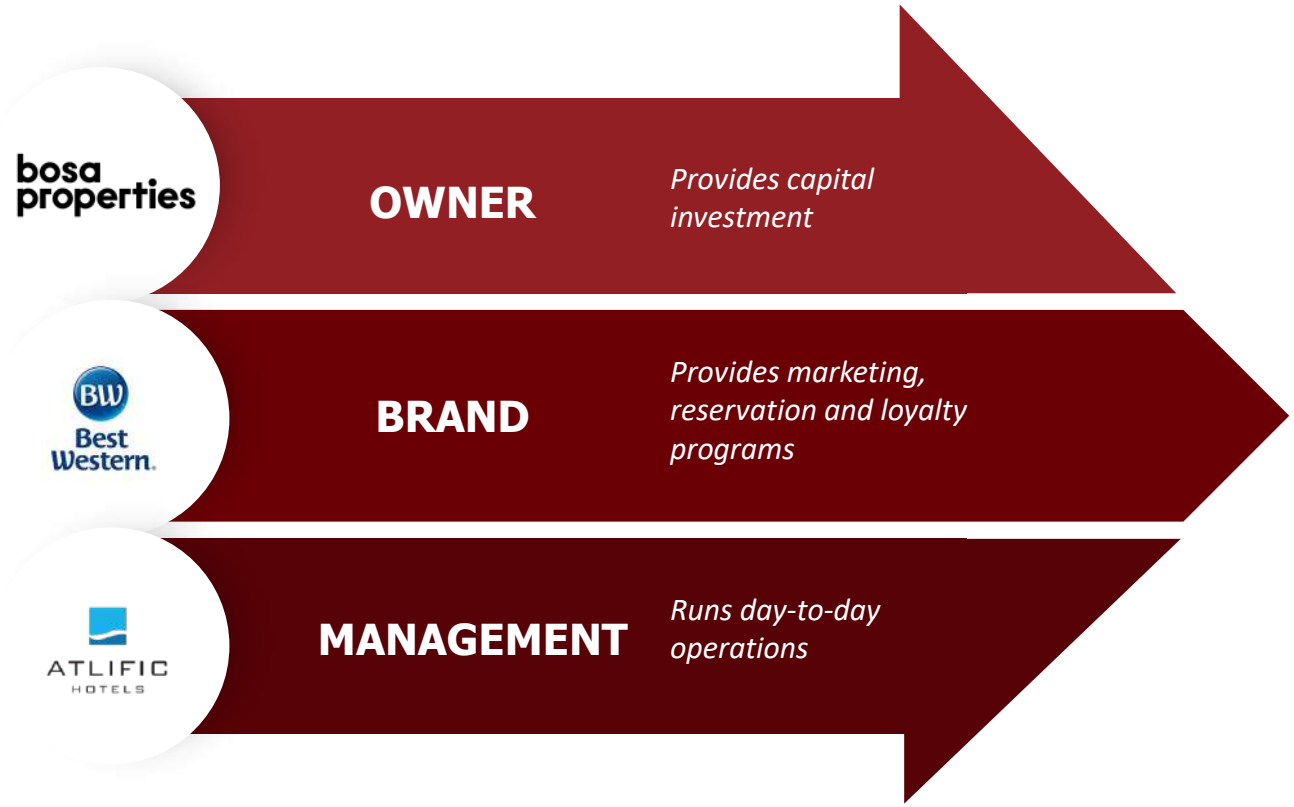
AVA MAIKA

Policy Analyst

→ **POLICY ANALYSIS & ADVOCACY**

HOTELS CANADA

MEMBERSHIP

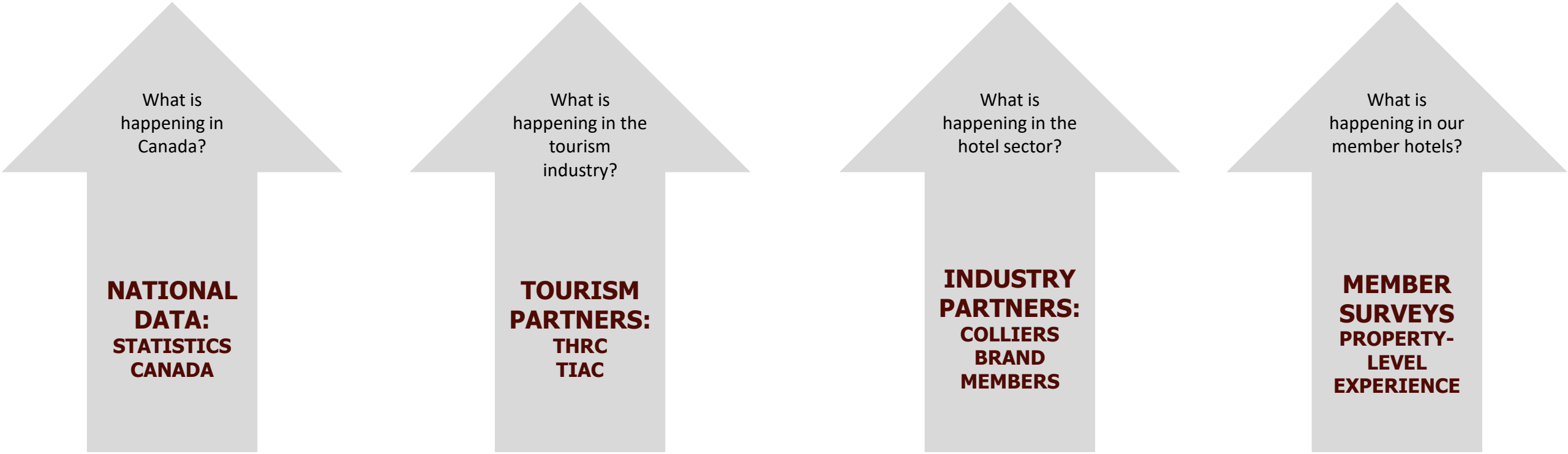


HOTELS CANADA

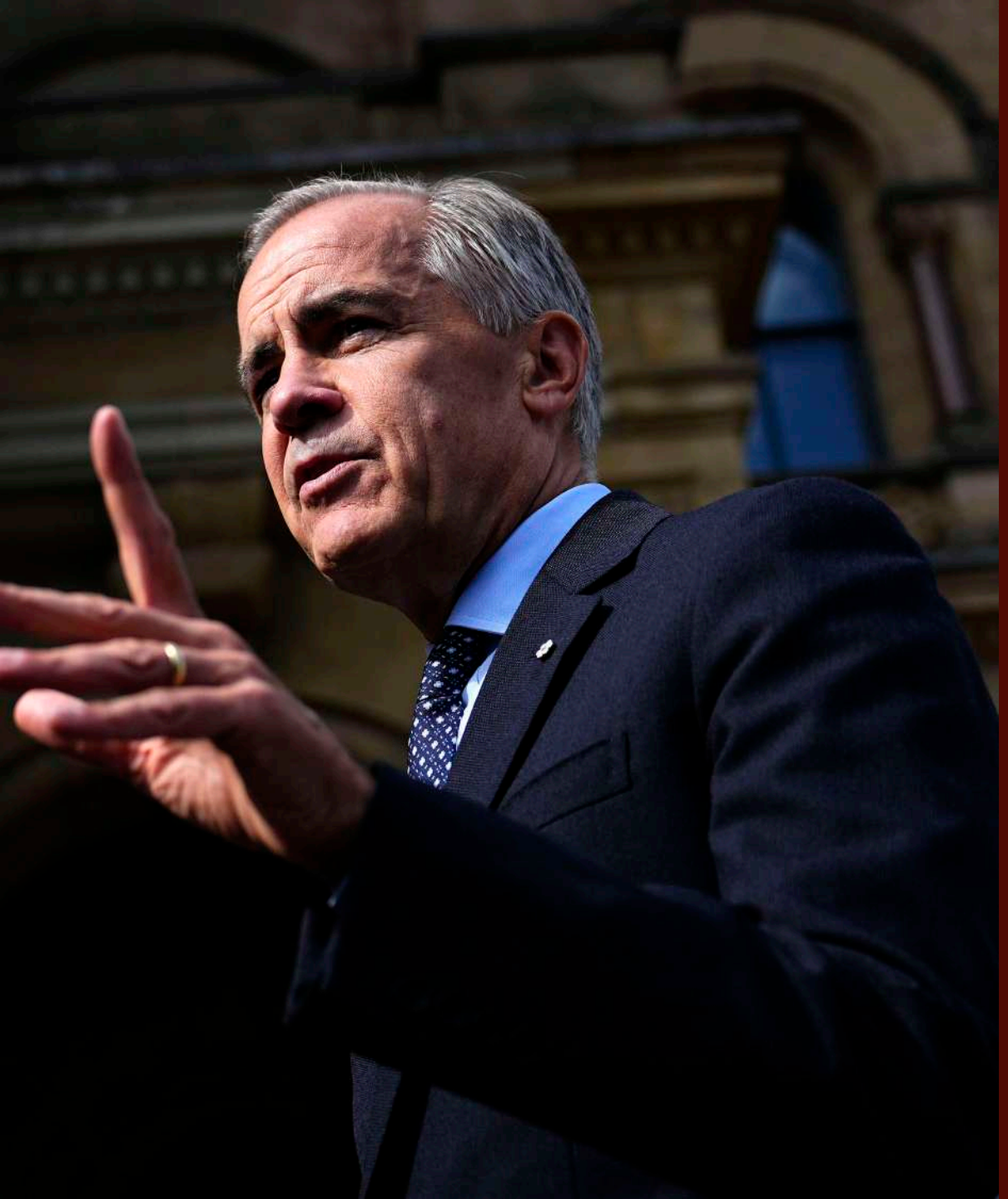
WHAT WE DO

POLICY ANALYSIS & RECOMMENDATIONS

What this evidence means for government action.



WORKFORCE EVIDENCE



DELIVERING THE EVIDENCE GOVERNMENT NEEDS

FEDERAL GOVERNMENT'S KEY PRIORITIES:

Strengthen international and external trade

Advance nation-building projects

Increase housing supply

THE POLICY CONTEXT IS THE FOUNDATION OF OUR RESEARCH.

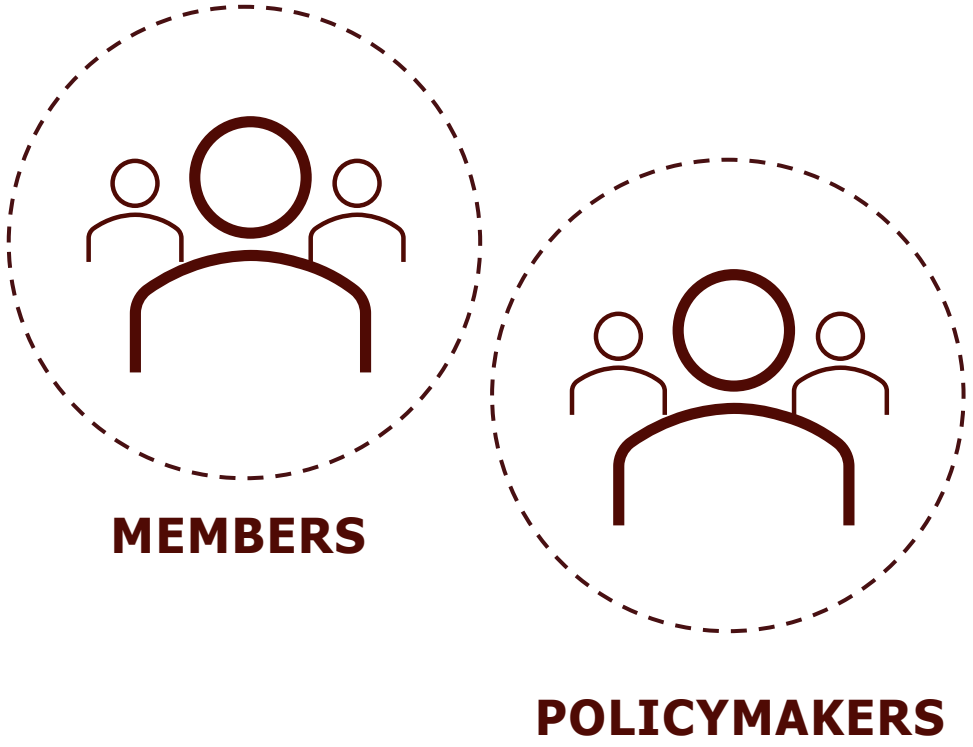
What do we need to understand?

Why does it matter for policy?

What evidence would help decision-makers act?

Research starts with a policy question.

UNDERSTANDING
Our Audiences

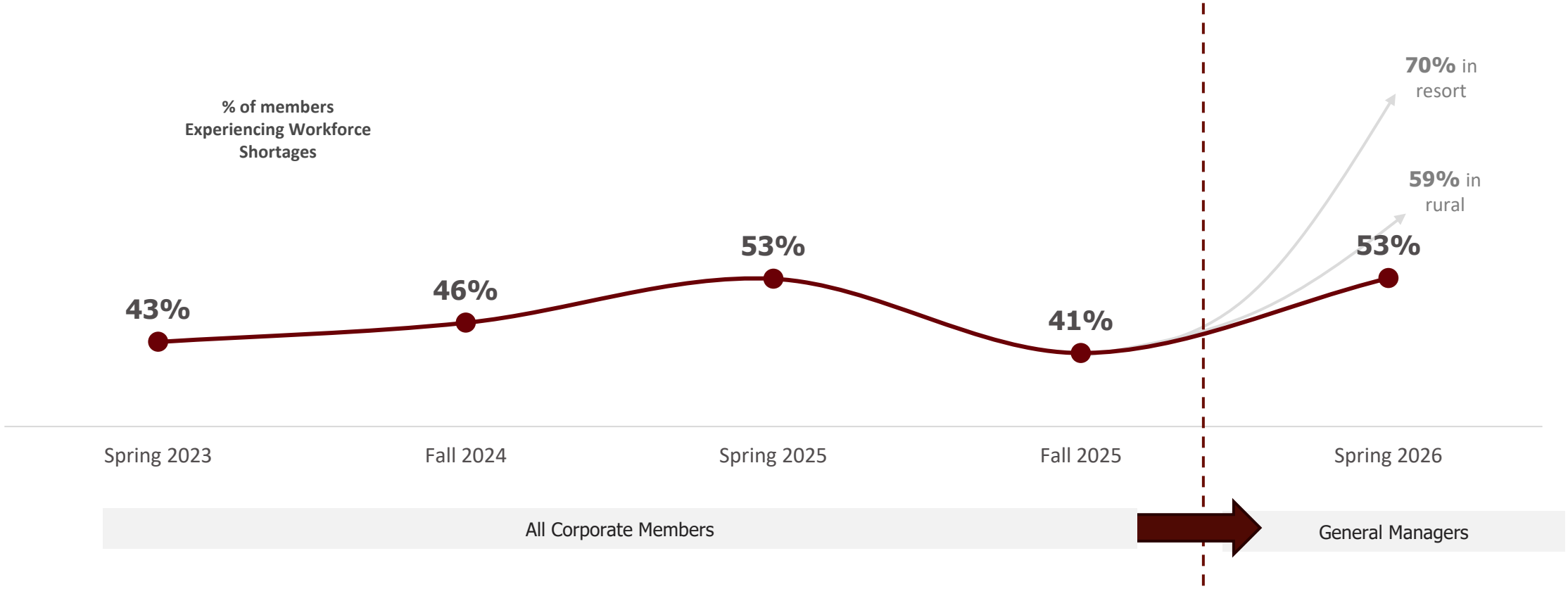


METHODOLOGY EVOLUTION:
How We've Adapted

Consistent Cadence + Improved Survey Design + Longer Field Time + The Right Respondents = **Stronger Evidence**

METHODOLOGY

That lets us go deeper.



EVIDENCE *into* ACTION

73%

of investors say labour availability is impacting their investment decisions.

EVIDENCE STARTS WITH PARTICIPATION

Improving participation has been a key part of strengthening our research.

Q.

01 What is one workforce challenge you know that is happening on the ground, but you don’t think existing data captures well?

02 What evidence would help you explain workforce challenges to government, partners or your members?