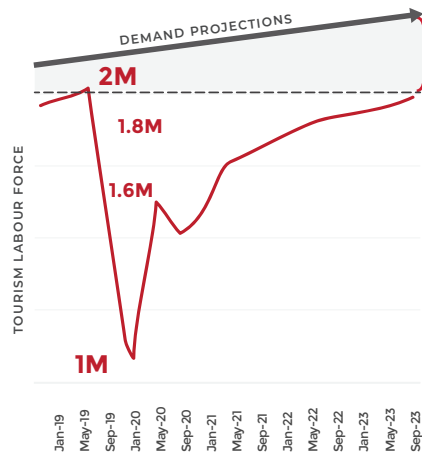


# WORKFORCE SHORTAGE

**THE PROBLEM:** Global travel demand is strong, but Canadian hotels lack the workforce needed to seize this opportunity.

## OUTPACED BY GLOBAL DEMAND



**280K-380K**

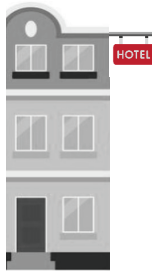
SHORT TO MEET 2024 DEMAND



Post-COVID recruitment efforts have attracted back over 1 million workers, BUT increased travel continues to widen the workforce gap.

## COST TO HOTEL SECTOR

HAC LABOUR SURVEY 2023



**40%** took rooms off the market

**25%** limited restaurant hours, meeting spaces and events

**33%** delayed expansion or renovation

### CASE STUDY

100 ROOM HOTEL UNDERSTAFFED BY 15%



**\$725K**  
Revenue loss per hotel

**\$3.3B**  
Revenue loss to industry



## INDUSTRY RESPONSE

### EMPLOYERS



**86%**  
of members have increased wages



Flexible work hours  
Increased training  
Housing supports  
Increased outreach to underrepresented groups



### HAC WORKFORCE GROWTH STRATEGY

- ✓ First-ever Hotel Labour Summit for collective action
- ✓ Career marketing campaign aimed at Canadian youth
- ✓ Critical post-COVID research
- ✓ Launched industry action plan



HOTEL ASSOCIATION OF CANADA  
ASSOCIATION DES HÔTELS DU CANADA

Learn more:



HOTELASSOCIATION.CA

# WORKFORCE SHORTAGE

## DOMESTIC WORKFORCE UNABLE TO FILL ALL VACANT HOTEL ROLES

### Access to International Workers Blocked by Current Immigration Policies

#### BARRIER ONE

Immigration system values **education over workforce needs**.

**2/3 +** **YET** **TOP 5**  
of working-age immigrants have post-secondary education  
vacant positions in tourism **DON'T** require post-secondary

#### BARRIER TWO

TFW program does not support surge needs of hotels.

**4%** of hotels are hitting their 30% cap for TFWs  
**72%** experienced TFW program delays this summer



*Of the almost 500k vacant "low-skilled" positions in Canada, there were only 300k low-skilled, unemployed Canadians available. Statistics Canada: "Unemployment and job vacancies by education, 2016 to 2022" May 24, 2023*

## WORKFORCE GROWTH RECOMMENDATIONS

### INTERNATIONAL: Develop Targeted Immigration Policies

#### PERMANENT STREAM

- 1. Reform Permanent Immigration System**
  - Prioritize in-demand tourism occupations (TEERS 4 and 5)
  - Increase levels for Provincial Nominee Program that prioritize in demand occupations
- 2. Optimize Refugee Talent** 
  - Revive Destination Employment Program to enhance settlement support and connect refugees with hotel jobs

#### SURGE PERIOD SUPPORT

- 1. Create a Tourism-Specific TFW Program for Surge Periods**
  - LMIA exempt
  - Grant multiple entry visas and 3 year work permits
  - Update Recognized Employer Program to reflect COVID hiring freezes
- 2. Expand Work Opportunities for International Students**
  - Make 40hr/week caps permanent for international students 
  - Allow work permits for international language students

### DOMESTIC: Support Skills Development

- 1. Invest in skills development and worker engagement through sustainable funding to Tourism HR Canada** 

