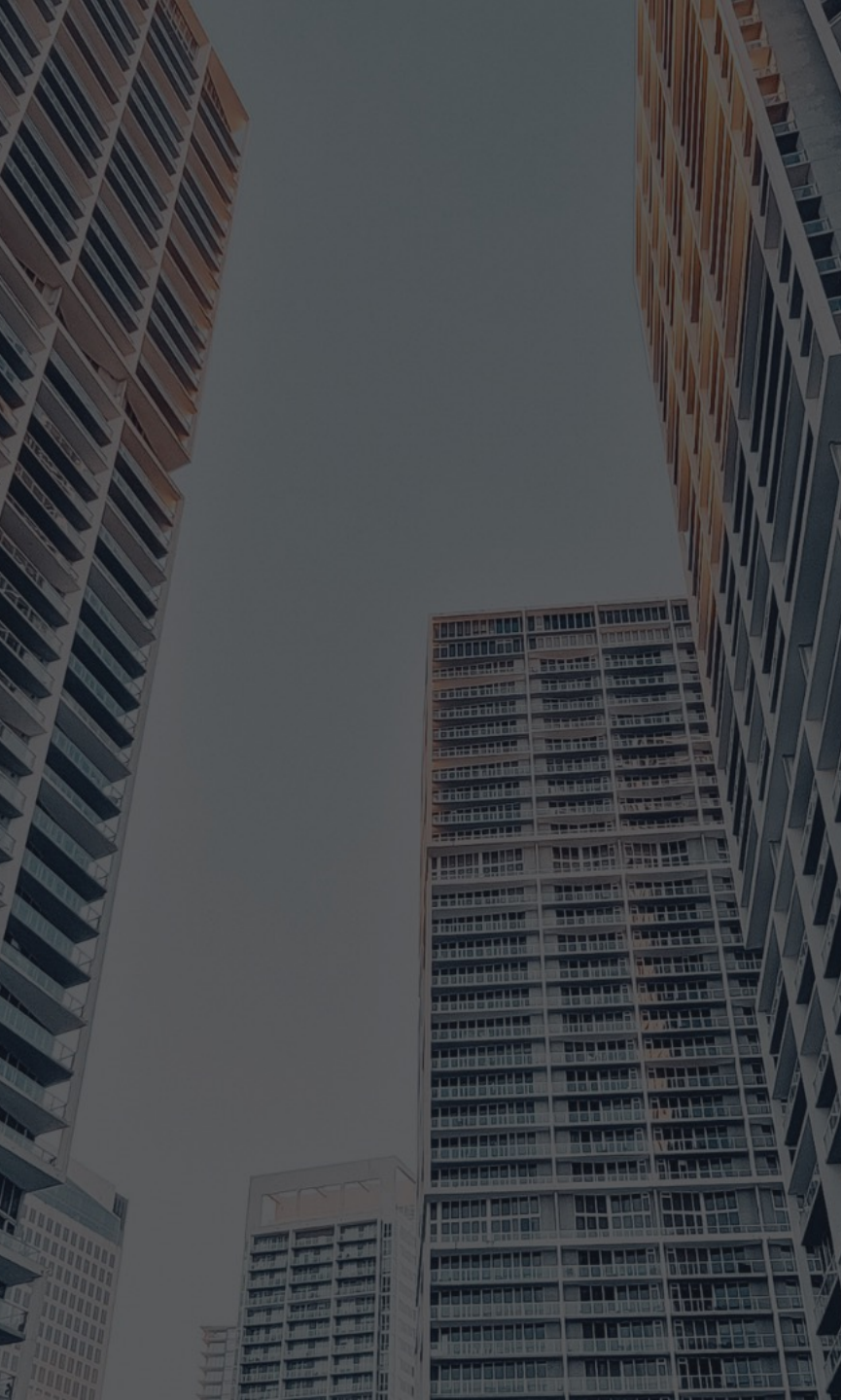




HOTEL ASSOCIATION OF CANADA

Strategic Plan

2023-2025



Vision

The hotel and lodging industry is recognized and respected for its leading contribution to people, communities, the economy and the planet.

Mission

To enable the success of the Canadian hotel and lodging industry through trusted, impactful advocacy and strong member programs.

Strategic Objectives

2023-2025

01

Advocacy & Thought Leadership

Position the Association as a **data-centred thought-leader** that **drives successful advocacy outcomes**.

Workforce

02

Establish the Association as an **authority on workforce shortage issues** and **secure favourable political outcomes**.

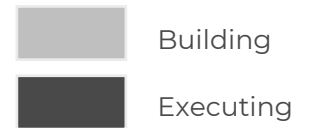
Funding

03

Build a **sustainable funding model**.

OBJECTIVE ONE

Position the Association as a data-centred thought-leader that drives successful advocacy outcomes.



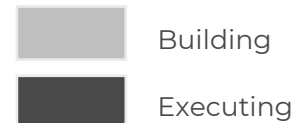
WHY

- This objective supports the mission element to drive the success of our industry through trusted, impactful advocacy. It also supports the Vision element that our industry is recognized and respected.

DESIRED OUTCOMES

- The Association builds its data capacity to become an authority on key industry topics.
- The Association continues to deliver high-impact, member-driven advocacy, through issue-based campaigns, media relations, and broader industry alignment.
- The government prioritizes our sector as a key growth industry, making significant investments and policy changes in order to facilitate our maximum growth potential.

THEME	TACTICS	ACTIONS	TIMING
Research Focused	<input type="checkbox"/> Build data and research program to support advocacy and media work	<input type="checkbox"/> Assess data needs, determine resourcing requirements, establish and secure data sources / partnerships, interpret data for media and government relations use	Y1 Y2 Y3
	<input type="checkbox"/> Execute a positive, industry reputation media strategy	<input type="checkbox"/> Build repository of positive industry stories (incl video). Create media strategy, with key audiences identified and execute.	Y1 Y2 Y3
Amplified engagement	<input type="checkbox"/> Expand industry engagement channels to ensure ongoing support and engagement	<input type="checkbox"/> Identify new engagement channels/opportunities to further HAC's reach and engagement. Apply across all new/existing programming.	Y1 Y2 Y3
	<input type="checkbox"/> Continue to deliver high-performance advocacy program	<input type="checkbox"/> Expand and evolve government relations strategy	Y1 Y2 Y3



OBJECTIVE TWO

Establish the Association as an authority on workforce shortage issues and secure favourable political outcomes.

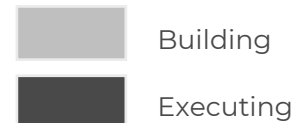
WHY

- This objective addresses the sector's critical workforce shortage, which is the top priority identified by HAC's membership.

DESIRED OUTCOMES

- The Association establishes itself as a thought leader on workforce issues
- Our industry has ongoing access to a robust workforce pipeline that supports and sustains industry growth

THEME	TACTICS	ACTIONS	TIMING
Thought-Leadership on Hotel Workforce Issues	<ul style="list-style-type: none"> Create a hotel workforce research program to influence policy makers and inform industry 	<ul style="list-style-type: none"> Build a comprehensive primary data and analysis research plan Develop industry and government action plan Communicate results and implications Convene industry and policy leaders 	
Attract Domestic Workers	<ul style="list-style-type: none"> Promote the hotel sector to Canadians as a stable employer with opportunities for advancement 	<ul style="list-style-type: none"> Create and execute marketing campaign to target domestic entry-level positions 	
Increase Access to International Workers	<ul style="list-style-type: none"> Reform immigration system to prioritize hotel workers 	<ul style="list-style-type: none"> Improve TWF program for hoteliers Push for a pathway to permanent residency for in-demand workers, including refugees Work with provinces on a national strategy to increase PnP levels 	
Skills Development & Employer Support	<ul style="list-style-type: none"> Establish a partnership with Tourism HR Canada to deliver tailored hotel programs 	<ul style="list-style-type: none"> Advocate for stable, long-term funding for Tourism HR Canada Partner on hotel-specific programing and initiatives 	



OBJECTIVE THREE

Build a sustainable funding model.

WHY

- HAC requires at least \$1M-\$1.5M in additional annual funding/revenue to maintain its current industry leadership position and replace traditional forms of fundraising with stable, diversified sources of revenue.

DESIRED OUTCOMES

- HAC has an ongoing and sustainable revenue/funding stream that allows us to maintain and grow our influence and deliver greater member value.
- HAC generates an annual surplus for strategic reserves and reinvestment.

THEME	TACTICS	ACTIONS	TIMING
Sponsorships & Events	<ul style="list-style-type: none"> Build profit-generating sponsorship and event series 	<ul style="list-style-type: none"> Establish a strategy and positioning for new HAC events and sponsorship Launch new strategic supplier partnerships and events program 	<p>Y1 Y2 Y3</p>
Programs	<ul style="list-style-type: none"> Position Green Key Global as preferred industry program in North America 	<ul style="list-style-type: none"> Secure partnership with AHLA Launch Version 4 of Green Key Eco-Rating Invest in technology overhaul Sign / onboard major brands 	<p>Y1 Y2 Y3</p>
Membership Model	<ul style="list-style-type: none"> Explore and execute revenue generating refinements to membership model 	<ul style="list-style-type: none"> Develop and launch membership growth strategy (incl new CRM and website) Analyze and launch required membership model changes 	<p>Y1 Y2 Y3</p>
Affiliate Programs	<ul style="list-style-type: none"> Identify revenue generating program(s) that deliver industry value 	<ul style="list-style-type: none"> Participate in establishment of Captive Insurance Program and secure revenue opportunity 	<p>Y1 Y2 Y3</p>