



2026

SPRING WORKFORCE REPORT



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The Spring 2026 Workforce Report is part of Hotels Canada's bi-annual workforce survey series for members. The report examines ongoing workforce shortages and the growing operational impacts of immigration and workforce policy changes across Canada's hotel industry. This wave includes responses from 213 hotel operators across Canada and highlights how workforce pressures are increasingly tied to access to international workers, expiring permits, and persistent hiring challenges in rural and resort communities.

Your feedback helps shape Hotels Canada's advocacy and ensures the industry's workforce challenges remain part of national policy discussions.

Farhina Balayet

Manager, Research and Data Visualization

2026 Spring Workforce Survey

KEY INSIGHTS

72%

of hotels **report difficulty attracting local workers**, reinforcing ongoing recruitment and retention pressures across the industry.

58%

of **hoteliers anticipate workforce shortages**, particularly in rural and resort properties.

46%

of hotels **lost temporary foreign workers due to expiring permits** in early 2026.

57%

of hoteliers **expect the 2026–2028 Immigration Levels Plan to negatively impact their business**, reflecting growing concern about access to labour.

Section I:

WORKFORCE COMPOSITION



WORKFORCE COMPOSITION

Canada's hotel workforce is supported by a broad mix of domestic and international workers who help hotels maintain day-to-day operations across the country. As labour shortages persist, understanding who hotels rely on and where workforce gaps are emerging is becoming increasingly important for long-term workforce planning.

CANADA'S HOTEL WORKFORCE IS SUPPORTED BY A DIVERSE LABOUR POOL

Canada's hotel industry draws from a broad and diverse labour pool, creating employment opportunities for groups that often face barriers to workforce participation, including youth, Indigenous workers, and retired workers.

The industry is primarily supported by a mix of domestic workers to address ongoing workforce pressures across Canada.

HOTELS ACROSS CANADA CONTINUE TO PRIORITIZE HIRING DOMESTIC WORKERS FROM A RANGE OF BACKGROUNDS

77%

employ youth workers

51%

employ Indigenous workers

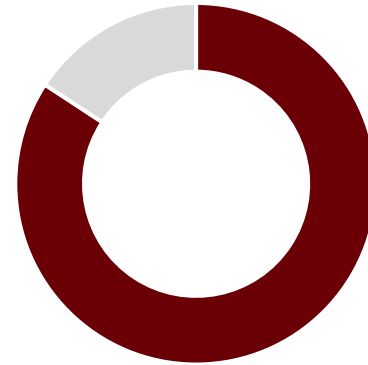
49%

employ retirees

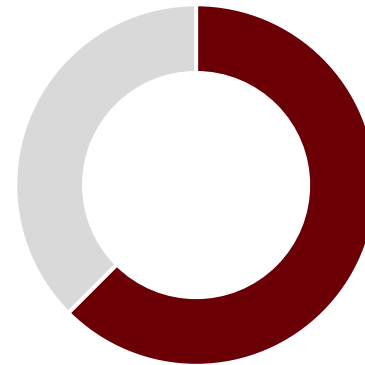
Q. What share of your workforce is made up of the following groups?

INTERNATIONAL WORKERS SUPPORT CORE HOTEL OPERATIONS

International workers remain an important part of the hotel workforce, helping properties fill essential operational roles such as housekeeping and front desk services.



84%
of hoteliers rely on international workers for housekeeping roles



63%
of hoteliers rely on international workers for front desk roles

Q. What roles are most commonly filled by international workers at your property/properties? Select all that apply.



International workers continue to
**play a critical role in supporting
hotel operations across Canada.**

Section II:

WORKFORCE SHORTAGE & OUTLOOK

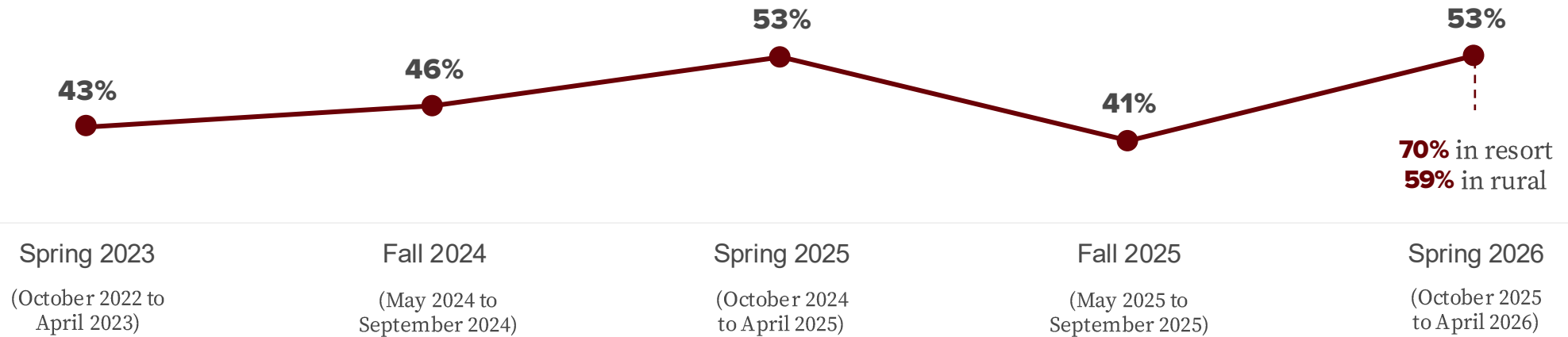
WORKFORCE SHORTAGE & OUTLOOK

Canada's hotel industry continues to face persistent workforce shortages, particularly in rural and resort communities. While some hiring pressures have stabilized in urban markets, many hoteliers remain concerned about workforce retention as permits for international workers expire and about their ability to maintain adequate staffing levels over the next year.

WORKFORCE SHORTAGES REMAIN HIGHEST IN RURAL AND RESORT REGIONS

Workforce shortages remain widespread in 2026, with rural and resort properties continuing to face the greatest challenge in maintaining a stable workforce.

% of respondents who experienced workforce shortages



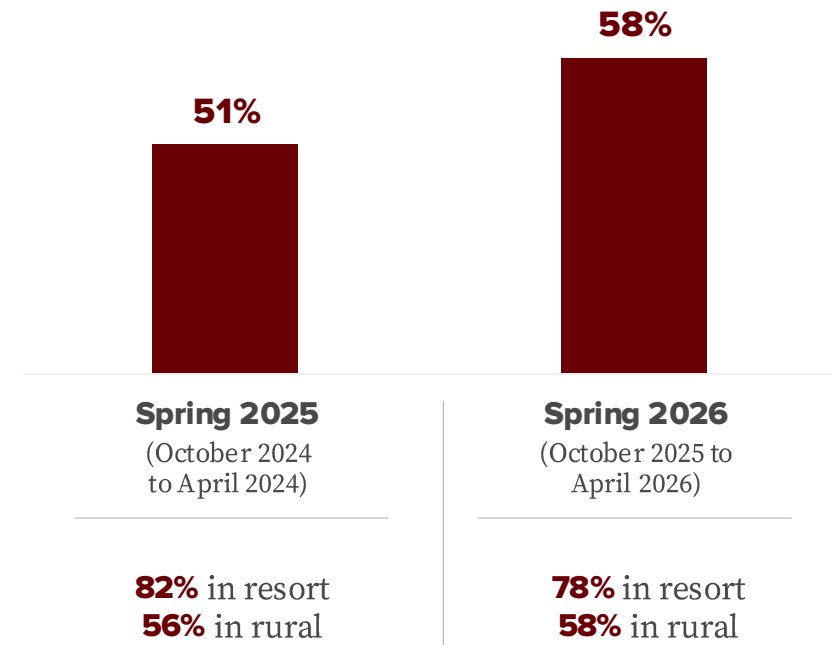
Q. Since January 2026, have you experienced a workforce shortage?

Note: Trend line represents national data across all property types. Rural and resort figures are highlighted separately for Winter 2026.

HOTELS ANTICIPATE WORKFORCE SHORTAGES WILL WORSEN IN 2026

Hoteliers are increasingly concerned about workforce availability in 2026, with anticipated shortages rising overall, particularly in rural and resort regions.

% of respondents who anticipate workforce shortages over the summer



Q. Do you anticipate a workforce shortage over the next 12 months?

Note: Bar graph represents national data across all property types. Rural and resort figures are highlighted separately for Winter 2026.

Section III:

WHAT'S DRIVING WORKFORCE CHALLENGES

WHAT'S DRIVING WORKFORCE CHALLENGES

Workforce challenges across Canada's hotel industry are driven by a combination of limited local labour availability, difficulty attracting workers to hospitality jobs, housing pressures in key destinations, and growing barriers to accessing and retaining international workers. These pressures are most pronounced in rural and resort communities, where smaller labour pools and increased reliance on international labour continue to intensify workforce challenges.

HOTELS CONTINUE TO STRUGGLE ATTRACTING LOCAL WORKERS

Hotels continue to prioritize local hiring, but smaller labour pools in rural and resort communities are making recruitment increasingly difficult. Housing pressures, limited workforce availability, and lower interest in hospitality roles continue to constrain hiring.

72%

of hoteliers report difficulty attracting local workers

74%

Rural

87%

Resort

Q. How difficult is it for your business to attract local workers?

RURAL: SHRINKING LABOUR POOLS ARE MAKING HIRING MORE DIFFICULT

Rural communities have a smaller share of prime working-age adults (25–44) than urban centres, limiting the local labour pool available to hotels. Combined with workforce attraction challenges and policy barriers, rural properties continue to struggle to attract and retain workers.

PERCEPTION CHALLENGES

62%

report a lack of interest in hospitality jobs from local workers

DEMOGRAPHIC AVAILABILITY

47%

cite limited local population as a hiring barrier

Rural communities have ~6% fewer prime working-age adults (25–44) than urban centers.¹

POLICY BARRIERS

37%

report difficulty accessing the TFWP due to lowered caps

43%

report difficulty retaining TFWs due to shorter LMIA validity period

1. Source: Statistics Canada. (2022). Population growth in Canada's rural areas, 2016 to 2021. <https://www12.statcan.gc.ca/census-recensement/2021/as-sa/98-200-x/2021002/98-200-x2021002-eng.cfm>; OECD (2024), Enhancing Rural Innovation in Canada, OECD Rural Studies, OECD Publishing, Paris, <https://doi.org/10.1787/a9919c66-en>.

RESORT: WORKFORCE ACCESS CHALLENGES ARE GROWING

Resort hotels face unique workforce access challenges due to limited local labour pools, housing shortages in destinations, and ongoing barriers to accessing international workers.

DEMOGRAPHIC PRESSURES

83%

report a lack of interest in hospitality jobs from local workers

65%

report difficulty attracting workers due to limited local population

HOUSING PRESSURES

70%

report a lack of affordable housing for staff

POLICY BARRIERS

65%

report difficulty accessing the TFWP due to lowered caps

+

report difficulty retaining TFWs due to shorter LMIA validity periods



Workforce stability is a **under threat** as international work permits expire.

Section IV:
**LOSS OF
INTERNATIONAL
WORKERS**

LOSS OF INTERNATIONAL WORKERS

In addition to ongoing domestic recruitment challenges, many hotels are now experiencing operational impacts from the loss of experienced international workers due to expiring permits and changing immigration pathways. For many properties, particularly in resort regions, workforce pressures are increasingly tied to maintaining workforce stability as existing permits expire.

RESORT HOTELS FACE GROWING TFW LOSSES

Resort hotels are increasingly concerned about losing Temporary Foreign Workers (TFWs) as permits expire, adding pressure to already limited local labour pools.



Q. In the past 12 months, have you lost international workers due to expiring work permits? Select all that apply.

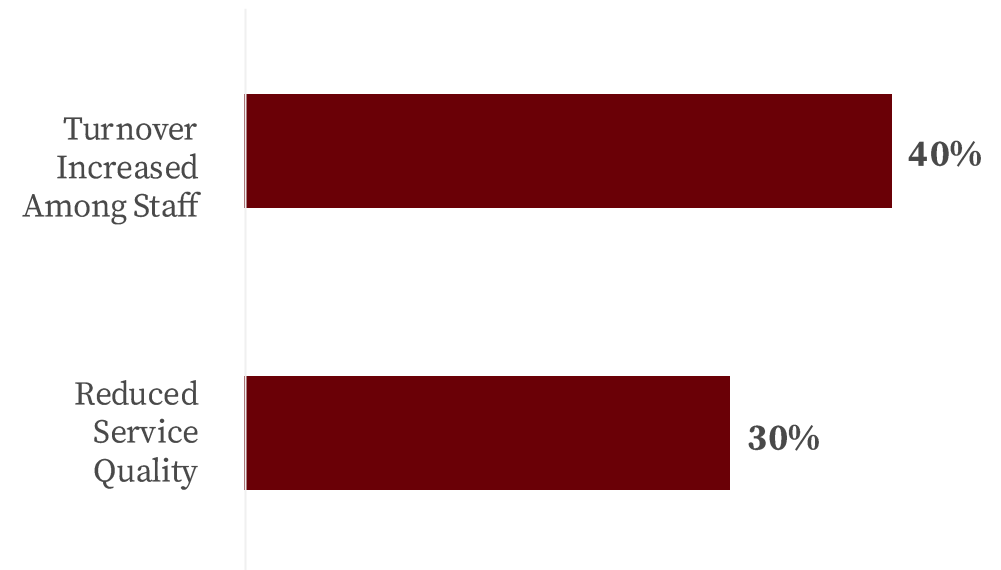
Q. In the next 12 months, do you expect to lose international workers due to expiring work permits? Select all that apply.

Related trend: 39% of hotels reported losing international students due to expiring permits, with another 37% expect further losses in the next 12 months, including 41% of urban and 43% of suburban properties.

LOSS OF INTERNATIONAL WORKERS IS INCREASING OPERATIONAL PRESSURE

As hotels lose international workers, many are reporting increased operational pressure and growing concerns about workforce stability, with impacts being felt more intensely in resort regions*.

TOP REPORTED OPERATIONAL IMPACTS



Q. How has the loss of international workers impacted your remaining staff? Select all that apply.

* 6 in 10 resort properties reported increased staff turnover, while another 60% experienced declines in service quality.

Section V:

**IMMIGRATION POLICY
IMPACT & ACCESS TO
FEDERAL PROGRAMS**



IMMIGRATION POLICY IMPACT & ACCESS TO FEDERAL PROGRAMS

Many employers, particularly in rural and resort communities, are expressing growing concern that existing workforce programs and recent policy adjustments do not fully reflect operational realities facing the industry.

HOTELIERS ARE CONCERNED ABOUT IMMIGRATION POLICY CHANGES

More than half of hoteliers expect the 2026–2028 Immigration Levels Plan to negatively impact their business, raising concerns about future workforce availability and operational stability.

Concerns are higher among resort hotels, where labour shortages and reliance on workforce programs remain highest.

57%

expect the 2026–2028 Immigration Levels Plan to **negatively impact** their business

↑ **65%** Among resort properties

Q. The Government of Canada's 2026–2028 Immigration Levels Plan reduces the number of temporary residents entering Canada while maintaining stable levels of permanent immigration. It focuses on aligning immigration with labour market needs, while placing increased limits on temporary workers and international students. How do you expect the 2026–2028 Immigration Levels Plan will impact your business?

RURAL EMPLOYERS NOT SEEING BENEFIT FROM NEW TFWP CHANGES

Recent TFWP changes were introduced to improve workforce access for eligible rural employers. However, rural hoteliers continue to face operational and administrative barriers, with many reporting that the measures will not meaningfully address their workforce challenges.

77%

of rural hoteliers do NOT believe that new rural workforce measures will improve labour shortages

TOP BARRIERS LIMITING ACCESS TO WORKFORCE MEASURES:

34% Delays in approvals or processing

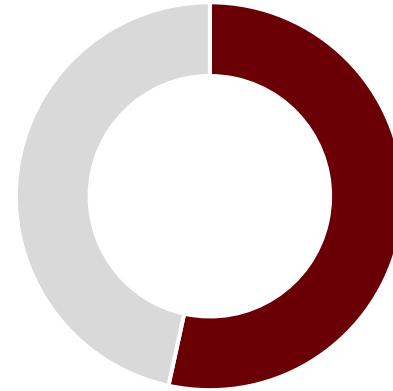
49% Insufficient support or guidance

Q. Recently, the Government of Canada announced changes to workforce programs to support employers in rural regions, including adjustments to the Temporary Foreign Worker Program (TFWP). These changes allow eligible rural employers to retain their current number of low-wage temporary foreign workers and temporarily increase the allowable share of their workforce from 10% to 15%. A. What barriers, if any, have limited your ability to access these measures? Select all that apply. B. To what extent will this policy help address your workforce challenges?

HOTELS RELY MOST HEAVILY ON TFWP AND PNP

TFWP and PNP remain the most relied upon workforce programs by hoteliers, particularly among resort properties, while several other workforce initiatives continue to see limited uptake.

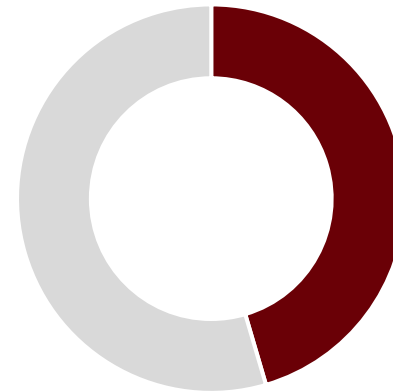
Fewer than 2 in 10 hoteliers found Canada Summer Jobs (CSJ) as useful for their workforce needs.



53%

of hoteliers relied on Temporary Foreign Worker Program (TFWP)

↑ **80%** among resort properties



45%

of hoteliers relied on Provincial Nominee Program (PNP)

↑ **50%** among resort properties

Q. What roles are most commonly filled by international workers at your property/properties? Select all that apply.



The industry's workforce challenge is evolving from short-term hiring pressure to **long-term workforce stability.**

WHAT WE'RE HEARING FROM HOTELS CANADA MEMBERS

“

WORKFORCE CHALLENGES remain high in rural and resort communities.

“

INTERNATIONAL WORKERS are essential to hotel operations.

“

Reductions in international student pathways are **AFFECTING FUTURE WORKFORCE PIPELINES.**

“

RURAL AND RESORT HOTELS continue to face the most severe workforce pressures.

“

ADMINISTRATIVE COMPLEXITY continues to create operational uncertainty for employers.

“

EXPIRING PERMITS AND CHANGES TO IMMIGRATION PATHWAYS are shifting workforce pressures from recruitment to retention.

Q. Do you have any other comments about the workforce shortage in the Hotel industry?

WHAT THIS MEANS FOR CANADIAN HOTELIERS

Canada's hotel workforce pressures are becoming increasingly tied to workforce stability, long-term labour access, and immigration policy changes.

HOTELS FACE DOMESTIC RECRUITMENT CHALLENGES

*72% find it difficult to
attract local workers*

- Domestic recruitment challenges remain widespread across the industry.
- Limited local labour pools are increasing reliance on international workers.

INTERNATIONAL WORKERS ARE BECOMING LESS ACCESSIBLE

*52% expect to lose TFWs
due to expiring permits*

- Hotels are already losing international workers due to expiring permits.
- Workforce pressures are expected to worsen as more permits expire.

POLICY MEASURES ARE NOT ADDRESSING CORE CHALLENGES

*57% expect immigration policy changes
to negatively impact operations*

- Current workforce policies do not reflect operational realities.
- Industry confidence in recent workforce measures remains limited, raising concerns about long-term workforce stability.

RURAL & RESORT HOTELS FACE HEIGHTENED PRESSURES

*70% of resort hotels report
workforce shortages*

- Rural and resort hotels continue to face the most severe workforce shortages.
- Pressures are expected to intensify as international labour access tightens.

WHAT IS HOTELS CANADA DOING?

Hotels Canada continues to advocate for workforce solutions that reflect the realities of hotel operations, with a focus on improving workforce stability, supporting rural and resort employers, and creating more practical immigration pathways for the industry.

01

ADVOCATING FOR DOMESTIC WORKFORCE SOLUTIONS

- Government programs must align with the tourism industry to build long-term hospitality talent pipelines by supporting part-time, year-round opportunities that reflect seasonal workforce needs. This can be achieved by modernizing Canada Summer Jobs or introducing a new national youth employment program.
- Introduce policies to retain experienced workers who choose to work beyond retirement

02

CHAMPIONING LONG-TERM IMMIGRATION SOLUTIONS

- Extend LMIA and work permits to retain experienced TFWs across multiple seasons.
- Support multiple-entry visas to reduce operational disruptions and administrative burden.
- Co-developed the **Reimagining Immigration** paper, which advocates for both seasonal workforce streams and long-term permanent residency pathways for hospitality workers through the proposed **Canadian International Workforce Program (CIWP)**.

03

ENSURING THE HOTEL INDUSTRY'S VOICE IS HEARD

- Meet regularly with MPs, federal departments, and policymakers to share member workforce concerns.
- Participate in government consultations and working groups to help shape workforce and immigration policy.
- Co-chair ESDC's Temporary Foreign Worker Hotel, Restaurant, and Tourism working group.
- Serve as a founding member of the Canadian Chamber of Commerce's Immigration Council, bringing a unified industry voice to immigration and workforce policy discussions.



Long-term workforce stability will require **practical, responsive policies** that reflect the realities of hotel operations.

METHODOLOGY

FIELD:

April 1 to May 4, 2026

METHODOLOGY:

Online survey of Hotels Canada (HC) members

SAMPLE:

213 HC members participated in the survey, representing businesses across Canada.

OBJECTIVE:

To assess current workforce challenges facing Canada's hotel industry, including labour shortages, hiring pressures, retention challenges, and the role of domestic and international workers. The survey also explores the operational impacts of recent immigration and workforce policy changes, including adjustments to the Temporary Foreign Worker Program (TFWP) and Immigration Levels Plan. Findings are intended to support industry advocacy and workforce policy solutions that help hotels maintain stable staffing levels across Canada.



QUESTIONS OR FEEDBACK?

Farhina Balayet

Manager, Research & Data Visualization
fbalayet@hotelassociation.ca