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Versatile Hospitality Industry Across the Globe A Case study on Development and Challenges in Hospitality Industry in 'Canada'

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Abstract: *This study reports on a systematic review of the published literature used to reveal the current research investigating the hospitality industry in the face of the COVID-19 pandemic. The presented review identified relevant papers using Google Scholar, Web of Science, and Science Direct databases. Of the 175 articles found, 50 papers met the predefined inclusion criteria. The included papers were classified concerning the following dimensions: the source of publication, hospitality industry domain, and methodology. The reviewed articles focused on different aspects of the hospitality industry, including hospitality workers' issues, loss of jobs, revenue impact, the COVID-19 spreading patterns in the industry, market demand, prospects for recovery of the hospitality industry, safety and health, travel behavior, and preference of customers. The results revealed a variety of research approaches that have been used to investigate the hospitality industry at the time of the pandemic. The reported approaches include simulation and scenario modeling for discovering the COVID-19 spreading patterns, field surveys, secondary data analysis, discussing the resumption of activities during and after the pandemic, comparing the COVID-19 pandemic with previous public health crises, and measuring the impact of the pandemic in terms of economics.*

Keywords: Hospitality, Food , Tourism, Hotel

I. INTRODUCTION

The hospitality industry in Canada is registering growing numbers year-on-year. The key performance indicators revealed that the country is showing a slow yet steady growth. The overall occupancy rate (OR) hit 66% in 2018, which was the country's highest. The rising occupancy rate resulted in the highest revenue per available room (RevPAR) at CAD 107, which was registered at CAD 102 in 2017. Moreover, the average daily rate (ADR) increased substantially between 2012 to 2018. Across the country the sector employed 309,800 people directly or indirectly on a full-time or part-time basis (Hotel Association of Canada, 2019). In 2018, Tourism HR Canada continued to project labour supply shortages in the tourism and hospitality sector and recommended a range of actions to help fill job vacancies and help the sector reach its full potential. These growing numbers are attracting investors. The hospitality industry in Canada is dynamic, and it is a combination of independent hotels and domestic and international brand hotels and their chains. The independent hotels account for more than 45% of the total room/keys supply and brand hotels. The region is largely dominated by international brands. There are more than 2,500 branded hotels in the country, of which the domestic Canadian brand hotels and international brands constitute approximately 15% of the total inventory and 85%, respectively. A complete background analysis of the hospitality industry in Canada includes an assessment of the industry associations, overall economy, and emerging market trends. The segments, significant changes in the market dynamics, and market overview is also covered in the report.

In order to understand this large and significant sector, we will explore the history and importance of hotels in Canada, and review the hotel types along with various ownership structures and operational considerations. To complete the chapter, we will identify accommodation alternatives and specific trends that are affecting the accommodation[1] .

II. LITERATURE REVIEW

- The hospitality industry in Canada is a combination of independent hotels and branded hotels. The international brands are occupying a major share of the market. Wyndham Worldwide has the highest number of hotel properties in the country, and it offers a large portfolio of its chain brands. Moreover, the Choice Hotels Canada and Best Western International offer diversified portfolios in the country. Coast Hotels occupy the highest market share in the Canadian brand segment.
- The CBRE's just-released Canadian Hotel Industry Outlook projects that nationwide Revenue Per Available Room (RevPAR)the key measure of hotel performance is expected to grow by 43% nationwide to reach $81 in 2022. While this represents a big improvement over 2021's RevPAR of $57, it is still just 76% of 2019 levels.
- Though the impact of the Omicron variant led to a softer than expected start to the year for hotels, however, RevPAR is forecasted to improve over the balance of the year as confidence increases. Through the second half of the year, monthly RevPAR performance is expected to be in the range of 80% to 90% of 2019 levels.
- The impact of leisure demand cannot be understated and has been an important part of the recovery to this point – however going forward it will be critical that business and government travel levels ramp up to drive performance in off-peak periods," says CBRE Hotels Director Nicole Nguyen.
- Although some regions and markets may rebound more quickly and others will take longer, the industry as a whole is expected to recover to 2019 RevPAR levels in 2024.
- "Across the country, the past two years have been the best of times and the worst of times, with resorts and secondary/tertiary markets doing quite well on a relatively basis. Unfortunately, the major city centres and corresponding airport markets have really struggled," says Nguyen. "Major urban downtown hotels have the biggest gap to close because in addition to being major international tourism destinations, they are heavily reliant on corporate and meeting/conference demand, which has been almost non-existent."

Economic overview :

Hospitality industry in Canada pre- pandemic situation:

- The World Travel & Tourism Council's latest Economic Impact (EIR) reveals the Travel & Tourism sector in Canada will catapult the nation's economic recovery with its GDP contribution set to reach pre-pandemic levels next year.
- The forecast from the World Travel & Tourism Council (WTTC), shows the sector's contribution to Canada's GDP could reach CAD157 billion next year, just 0.8% below 2019 levels.
- Looking to this year, the report shows the sector's contribution to GDP is expected to grow 25.4% to CAD138 billion, amounting to 5.3% of the total economic GDP. However, employment levels in the sector are set to grow at a slower rate, only 3% this year, reaching just over 1.5 million jobs.
- Over the next decade, Travel & Tourism's GDP is expected to grow at an average of 4.4% annually, more than twice the 1.9% growth rate of the country's overall economy, to reach nearly CAD213 billion - 6.8% of the total economy.
- The forecast also reveals the sector is expected to create more than half a million jobs over the next decade, averaging more than 50,000 new jobs every year.
- Julia Simpson, WTTC President & CEO, said: "After the agony suffered by Canada's Travel & Tourism, businesses across the country can finally breathe a sigh of relief as the sector begins to recover from the ravages of the pandemic."
- "Following two years of severe and highly disruptive travel restrictions, which decimated the sector, the outlook for the future is much brighter for both jobs and the economy."
- Before the pandemic, Canada's Travel & Tourism sector's contribution to GDP was 6.3% (CAD158.1 billion) in 2019, falling to just 3.7% (CAD88.8 billion) in 2020, which represented a shocking 43.8% loss.
- The sector also supported almost 1.7 million jobs in 2019, falling to just below 1.4 million in 2020, when the pandemic devastated the sector.
- Following the significant decline in 2020, the global tourism body's latest EIR report reveals that 2021 saw the

beginning of the recovery for Canada's Travel & Tourism sector.

- Last year, its contribution to GDP climbed 24.4% year on year, to reach CAD 110.4 billion.
- The sector also saw a recovery of more than 116,000 Travel & Tourism jobs, representing a positive rise of 8.4% to nearly 1.5 million.
- The sector's contribution to the economy and employment could have been higher if it weren't for the impact of the Omicron variant, which led to the recovery faltering around the world, with many countries reinstating severe travel restrictions.

Business trading status and resilience:

The global hospitality business recovery depends on inclusive and sustainable cooperation and collaboration on trade. This means ensuring that traditionally under-represented groups, including women entrepreneurs, small business owners, and Indigenous-led businesses, can access the benefits of trade. Diversity of thought and talent leads to greater innovation, building businesses that are more resilient and able to weather turbulent economic times.

That is why our government will continue to create opportunities that benefit Canadians and Canadian businesses from coast to coast to coast.

Support for the hospitality sector during the COVID-19 pandemic:

- Hospitality sector have been hit hard to Workers and businesses in the tourism by the COVID-19 pandemic. The Government of Canada has a plan to support hard-hit sectors, help businesses adapt and thrive, and give Canadians the skills they need to find good jobs as our economy continues to recover.
- Today, Minister of Employment, Workforce Development and Disability Inclusion, Carla Qualtrough, announced up to $67 million in funding to support Canada's tourism and hospitality sector through the Sectoral Initiatives Program (SIP). This funding supports 24 projects that will help employers and industry stakeholders in the tourism and hospitality sector to attract and retain skilled workers, build capacity through training and resources, and remove barriers for groups – including women, youth, Indigenous peoples, newcomers, persons with disabilities and LGBTQ2 Canadians that continue to be under-represented in the labour market. Projects will also provide training opportunities to workers who have been displaced by the COVID-19 pandemic and work to stimulate the economy in Indigenous communities.
- Budget 2021 committed $1.78 billion over three years through several new initiatives that support the skills development and training of workers, and provide incentives for employers to hire and retain them. These measures will help create almost 500,000 new job and training opportunities for workers over the coming years. The Government of Canada had committed to creating over one million jobs, restoring employment to pre-pandemic levels, and this was achieved last month.
- "The Government is working closely with the tourism and hospitality sector to help address challenges they face as a result of the COVID-19 pandemic. The funding announced today helps businesses get back on their feet and attract and retain the skilled workers the tourism industry needs. Not only are we supporting Canadians who traditionally face barriers to the labour market and providing workers the support they need to find good jobs, we are also helping the tourism sector bounce back. "– Minister of Employment, Workforce Development and Disability Inclusion, Carla Qualtrough
- Outbreaks of COVID-19 that resulted in lockdowns caused tourism employment to drop anywhere from 15% to 23%. As of April 2021, tourism employed 520,000 fewer workers than it had in February 2020, the last month before the pandemic reached Canada, an employment drop of over 25%.
- The tourism and hospitality sector has been one of the hardest hit sectors by the pandemic. According to the Conference Board of Canada's Briefing: COVID-19 Impact on Tourism Sector Employment and Revenues, it is expected that employment in the sector will remain below 2019 levels until 2023.
- The tourism and hospitality sector is a significant source of employment for young workers and newcomers. In 2019, youth (persons age 15–24) held more jobs in tourism than any other age group, representing 34% of Canada's tourism workforce, and 28% of tourism employees were immigrants or non-permanent residents
- The Sectoral Initiatives Program will be integrated into the new Sectoral Workforce Solutions Program (SWSP), which received $960 million through Budget 2021 to support key sectors of the economy to

implement industry-driven solutions to address current and emerging workforce needs.

- The SWSP will help employers find skilled workers and connect Canadians with the training they need. It will also provide workers who have been displaced by the COVID-19 pandemic with training opportunities. This program will help businesses and workers prepare for workforce transitions in the rapidly changing green economy, address labour shortages in sectors like healthcare, and help our economy grow.
- The SWSP will have an expanded scope for large-scale projects that offer a broader range of sector-focused activities, including training and upskilling, and developing solutions for workforce challenges. The SWSP is anticipated to launch calls for proposals in January 2022.

2021 Performance:

- In 2021 overall, Vancouver experienced the strongest performance metrics among Canada's six major markets, with a 48% occupancy rate, $156.35 ADR and $77.65 RevPAR. Conversely, Montreal posted the lowest occupancy rate (33%), while Edmonton reported the lowest ADR and RevPAR figures with $103.80 and $37.16, respectively. Compared with 2020's results, Toronto experienced the largest percentage change in occupancy with 42.1% year-over-year, while Vancouver posted the strongest increases in ADR (16%) and RevPAR (52%). Edmonton and Ottawa were the only cities to experience declines in ADR from 2020 (-3% and -1%, respectively); however, both markets enjoyed a bump in RevPAR, reporting 22% and 20% growth in RevPAR respectively.
- By hotel class, Upper Midscale hotels experienced the strongest occupancy rate in 2021 (45.8%) while Luxury hotels posted the highest ADR and RevPAR figures at $305.08 and
- $101.75, respectively. However, Luxury hotels reported the lowest occupancy rate of any class (31.6%), while Economy assets posted the lowest ADR and RevPAR figures with
- $97.29 and $43.36, respectively. Compared with the 2020 average metrics by hotel class, Upscale experienced the largest increase in occupancy (33.2%), while Luxury reported the biggest leaps in ADR (19%) and RevPAR (38%).

OUTLOOK FOR 2022:

The Canadian Hospitality market has completed another year under the shadow of the COVID-19 pandemic. Throughout the year, the hospitality industry was tested, but some optimistic trends were observed as year-end approached. Government support programs have provided relief to hoteliers that have been struggling through these trying times. Hotel transaction sales volume in Canada's six major markets totaled approximately $712 million in 2021 – up 124% compared with 2020, and the highest annual result since $726 million in assets changed hands in 2018.

There are a variety of reasons for this bump in transaction velocity, such as some investors using capital that had been allocated for 2020 but was not spent, lenders being proactive on non-performing assets which needed to be liquidated, and continued change-of-use opportunities. A large volume of smaller assets was sold across the country (there were 92 trades in 2021 compared with 75 in 2018, reflecting averages of $7.7 million and $9.6 million per trade, respectively).

Toronto (GTHA) and Calgary were the most active markets, accounting for 66% of 2021 sales volume. The largest hospitality transaction of 2021 by sale price in these 6 major markets was the sale of the QUBE Hotel in downtown Toronto's entertainment district for $74 million. Purchased by Northland Properties, the 120-room hotel sold for approximately $617,000 per room. Another notable sale which occurred near the end of 2021 was that of the Courtyard & Residence Inn by Marriott Montreal Airport, which was purchased by Knightstone Capital Management for $69.6 million. Although outside of the major market areas covered in this report, one of the most notable resort transactions of 2021 was the acquisition of a portfolio of Ontario resort properties (including Deerhurst Resort, Horseshoe Resort, and the remaining development lands at Blue Mountain Resort) by Freed Hotels & Resorts from Skyline Developments for $330 million. These significant hospitality transactions demonstrate keen investor interest in the marketplace[2].

Key Impact Factors:

Staffing

Some hoteliers found themselves turning down business when occupancy levels started to rise in 2021 as staff shortages became a major issue. Pre-pandemic, the Accommodation and Food Services sector accounted for 6.4% of the Canadian Labour force. In 2021, this percentage fell to 5.1%. Employment in Accommodation and Food Services fell 20.8% from 2019 to 2021 – the greatest decline of any sector, according to Statistics Canada. Hotel owners report that staff either moved to other industries with more secure employment, or that it made more financial sense for some workers to continue collecting government aid. The public and private sectors must find ways to address the issue of staff shortages. On December 17, 2021, the Minister of Employment, Workforce Development and Disability Inclusion announced up to $67 million in funding to support Canada's tourism and hospitality sector through the Sectoral Initiatives Program (SIP). Budget 2021 committed $1.8 billion over three years through several new initiatives that could help create almost 500,000 new job and training opportunities for workers over the coming years. The Government of Canada had earlier committed to creating more than 1 million jobs, restoring employment to pre-pandemic levels. Until the hospitality industry is allowed to operate without the restrictions of COVID-19 protocols, this will likely be a lingering issue.

Government support programs

Several government support programs are being offered to the hospitality sector, such as the Tourism and Hospitality Recovery Program (THRP), which can be applied for by organizations with more than 50% of eligible revenue coming from one or more of the tourism, hospitality, arts, entertainment, or recreation activities this program supports.

Applicants must demonstrate a 12-month average revenue drop from March 2020 to February 2021 of at least 40%. Qualification is more stringent than the previous iteration of the program, meaning hotel owners must fund more of the shortfall on their own. Other government programs include the Hardest-Hit Business Recovery Program Wage subsidy (HHBRP - Wage), Canada Recovery Hiring Program (CRHP), and Canada Emergency Wage Subsidy (CEWS). The major unknown is when these programs are going to come to an end. Currently these programs are set to expire by May 7, 2022[3].

Lenders' perspective

The lending community remains cautious when considering the hospitality sector. Active hotel lenders contemplating financing opportunities require strong sponsors with a meaningful track record and assets with significant market presence. Lenders are looking to see more clarity in the marketplace. The cost of capital is still low, yet bond yields are trending upwards. To manage inflation, interest rates are likely going to rise but the significant unknown are by how much, and how quickly? Fortunately, hotels are somewhat resilient to inflation as daily rates can be adjusted swiftly. "2022 is shaping up to be another challenging year for hotel owners across all fronts including acquiring additional debt for their existing and prospective properties," says Cameron Woof, AVP Hotels & Syndication, CWB Franchise Finance. "While the majority of Canadian lenders with exposure to the space are demonstrating commitment to supporting their existing client exposures, the recent recovery setbacks due to the Omicron variant will likely extend the 'wait and see' approach currently being employed by most lenders as it relates expanding appetite. This has made sourcing equity via leveraging of existing assets extremely difficult over the past two years – a difficulty that is expected to continue through 2022."

Woof continues: "That being said, with challenges come unfolding opportunities that have caught hotel investors' attention, namely the expected increase in the volume of asset sales triggered by owners aimed at rebalancing their portfolios and injecting liquidity into their balance sheets. Partnering with a lender who is active, understands the hotel space, and has demonstrated an ability and commitment to deliver unique debt structures throughout the pandemic will be imperative to success in 2022. This will be true for both sourcing stable and patience capital for existing maturities and reinvestment in assets, as well as taking advantage of opportunistic acquisitions. While debt will continue to remain scarce through 2022, there are select lenders who are still active in the space and comfortable structuring robust facilities for nimble borrowers."

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COVID-19 status

Effective December 15, 2021, Health Canada has recommended to avoid non-essential travel outside of Canada. Meanwhile, travelers entering Canada must provide proof of a COVID-19 negative molecular test result to enter Canada, or proof of a previous positive test result taken between 15 and 180 days earlier (starting January 15, 2022, between 11 and 180 days earlier). Travel rules and regulations continue to change as this situation is rapidly evolving.

Looking Ahead

For the last two years, the hospitality industry has been extremely challenged by the ebbs and flows of government lockdowns and lack of clarity on a path to recovery. This has been taxing those invested in the hospitality industry but there are signs of improvement on the horizon.

Performance metrics in 2021 were stronger than in 2020 and, over the past year, vaccines have been proven to curb the worst impacts of the virus for most people. The resort industry continued to be in high demand as consumers sought regional escapes and this is expected to continue in the near term. Prior to the impact of the Omicron variant, restaurants were getting busier, and workers were starting to return to their offices, albeit not in droves.

Domestic and international air travel started to pick up, although travel to Canada was limited due to restrictions. The busiest day for cross-border travel in December 2019 recorded 33,806 travelers, while December 2020's high point was 1,984 – representing a 94% drop. However, the high point in December 2021 was 20,599 daily travelers – demonstrating a significant bounce-back in tourism activity, but still 39% below 2019 levels.

As vaccination programs continue, hospitalizations decline and health effects of the pandemic wane, consumer confidence is expected to return, leading to increasing travel both for business and leisure.

Laura Baxter, Director of Hospitality Analytics, Canada for CoStar Group, offers some perspective on the outlook for the hospitality sector in 2022: "The national forecast prepared by STR expects full-year occupancy in 2022 to be 60% and ADR to reach $156 resulting in revenue per available room (RevPAR) of $93, up 61% on 2021," said Baxter. "When compared to 2019 results, occupancy is forecast to be down only five percentage points while ADR and RevPAR are expected to be 5% and 13% lower than pre-pandemic results, respectively." Some factors that could impact hotel performance and valuations in 2022 include:

- The anticipated rise in interest rates
- Inflation due to continued supply chain issues and increased consumer demand
- Inventive government stimulus programs such as the Ontario "staycation" tax credit
- Persistent labour challenges
- The impact of depleted hotel capital reserve accounts
- Availability of active hospitality lenders across markets and asset classes
- Owners' ability to fund operating shortfalls in the absence of government support programs
- Creative use of space (indoor and outdoor) to capture new revenue sources
- The pace of event and group booking activity

A slow recovery is anticipated in the first two quarters of 2022, but activity is expected to pick up significantly into the summer months and finish the year strongly.

Evaluating & discussing major challenges faced by hotel industry

Economy Influx (Fluctuations in Economy)

When a nation's economy is high, business travel generally increases. Hotel's occupancy percentage and rack rate increases, which results in higher profit levels. Vice- Versa, the business travel slows when the economy is low which results in decreased occupancy percentage and rack rate. Discounts to increase occupancy are offered, which yield lower revenues and profit decreases. For hotels and restaurants, the economy always plays a role in determining the level of both personal and business spending. For tourism-heavy locations, this is even truer. In the travel and hotel sectors, the ups and downs of global events have an obvious impact on international spending making it one of the greatest challenges facing the hospitality industry and restaurants. As demand for lodging and plane travel goes down, both total revenue and profit decrease. Prices are slashed to try to fill empty rooms and flights, and raising rates to recover lost profits later is a tricky business. But the impact of globalization is also being felt in the food service sector.

Restaurants now have a greater variety of vendor options to make their menus more appealing while obtaining ingredients and supplies at a lower cost.

Labour Shortage & Retaining Quality Personnel

Labour shortage is one of the greatest challenges facing the hospitality industry and restaurants. Shortages are becoming an issue as the talent pool of suitable candidates shrinks. Since the quality of employees hired has a direct impact on brand reputation, revenue, and overall labor costs, simply lowering standards is not an acceptable solution for savvy hotel owners. It‘s essential to access a larger volume of talent in order to be able to pick and choose the best options. Businesses in this sector must also be willing to make changes in how they operate to support workers in giving their best effort on an ongoing basis. Right now, the demographics of the available candidates are skewing older. Boomers who had their retirement plans put on hold due to the recession are looking for on going work even in physically demanding roles that they may not be equipped to fulfill while younger workers are aggressively seeking jobs with a reputation for higher wages and better working conditions. Paying increasing attention to creating an excellent workplace culture, being competitive with wages and benefits, and improving working conditions to place less stress on employees will ease the burden on an aging service industry

population and help attract younger talent. As an example of one way to make benefits better, even organizations with fewer than 50 employees are able to offer health coverage now by leveraging the power of group plans and blending them with supplemental coverage that helps fill in the gaps. Insurance brokers and advisors are getting creative (within the bounds of the law) in helping smaller businesses negotiate for better insurance for their employees[4].

Rising Technological Demand

Technology is an integral part of everyday life. Whilst we use our holiday to take a break from certain aspects of our lives, it seems we never want a break from technology. Hotel guests demand a basic right to be connected in any hotel, in any location, around the world. Technology is a constant travel companion, wherever we go. Innovative use of technology that benefits customers and not just hotel operations helps hotel to stand out from the competition and attract new customers. Whilst technology provides endless opportunities to

improve hotel efficiencies, hoteliers must strike the right balance between automation and the human touch. Investment in technology is critical to long-term business success but it must not come at the cost of personal service. The demanding nature of the average consumer is skyrocketing in an era of instant gratification. People want what they want and they want it now. That‘s always been true to a certain extent in the hospitality industry. After all, customers are paying for service and they expect to get it. But they are now doing more than just comparing your organization to direct competitors. A mobile-friendly online application process, web-based on-boarding, virtual training, and self-service tech in general will undoubtedly help attract savvy employees & will help make them ready to work faster, and help keep them engaged and satisfied over the long run.

Providing & Maintaining Absolute Cleanliness & Hygiene

First impression counts for a great deal and many hotel guests get an instant sense for the standards in a hotel from their first visit to the hotel washroom. The demand for cleanliness should not be a surprise, especially within the hotel industry. In fact, cleanliness and hygiene is ranked as number one priority for choosing and recommending hotels post stay. The majority of hotel guests would happily give up on complimentary luxuries and technology, such as Wi-Fi access etc., than to stay in a dirty hotel. Efficient housekeeping teams are very critical for brand reputation management and to drive loyalty amongst hotel guests.

Make sure the lodging rooms have clean, odour-free, eco-friendly and spacious conditions. This would help to drive more visitors to the hotels. As hospitality businesses operate round the clock and slow periods in which staff can conduct some minor cleaning is never guaranteed; many companies choose to hire a professional cleaning service. This is the best way to ensure that all the requirements are met and it doesn‘t mean you have to take valuable time out of your day to enforce the fact that everything is completed[5].

Providing & Maintaining Excellent & Exceptional Guest Service Standards

Every hotel guest expects good customer service but today‘s hoteliers must exceed expectations by being more than just good & there is a need to be excellent. A hotel is judged by the quality of the service delivered. Highly skilled and attentive staff, a personal touch, respect, and the ability to make a guest‘s stay as comfortable and as relaxing as possible are all equally important to succeed. If hotels can provide that extra level of service, they can generate brand loyalty and repeat custom. The phrase "The customer is always right" may have been coined in the retail sector, but it is highly relevant to the hotel sector.

To win repeat business and ensure long-term growth, hotels must develop a deep understanding of the types of customers they want to attract and provide services and facilities that cater to the needs of their target customer base. There is now a growing demand to employ data scientists in the

hospitality sector, to provide insights into hotel guests — their likes, dislikes and interests to ensure unexpected and highly appreciated personal touches during a guest‘s stay[7].

III. SUMMARY

This is one of the major problems in hotel industry. Different types of safety & security challenges are general theft, public violence, terrorism, armed robbery, credit card fraud, cyber crime issues, identity theft, sexual abuse on women, racial discrimination, risk of food poisoning etc. Safe lodging and the reputation of a hotel are critical if not paramount to ensure success for a single inn, hotel or hotel chain[6]. These entities must properly provide for the protection and maintenance of assets. This includes protecting human, physical and intangible assets. A hotels reputation and standard conduct of business is based on the protection that is afforded to guests, employees, visitors, contractors, the physical structure of the premises and all that is structure of the premises and all that is contained therein and pertinent to the property. Assets must be deployed to mitigate numerous risks that Hotels face which include but are not limited to fire, criminal activities, injury, natural disaster, sabotage, and terrorism. Crime and attempted crime has increased over time due to numerous factors. With increased population there are simply more criminals. While all risks cannot be avoided, they can and are being mitigated through basic as well as enhanced security techniques and methods[7].

IV. CONCLUSION

The labour challenges facing Canada’s tourism industry can seem daunting, particularly when demographic shifts are shrinking the pool of young workers. Although daunting, there are many actions that can be taken by hospitality and tourism operators and owners to better attract and retain quality workers. Some of this starts with creating an environment in which people want to work. A positive organizational culture and supportive leadership can make a difference here, where employees feel aligned with the place they work in and receive positive attention from their managers both in the work they presently do and future opportunities. Yet, feeling positive and supported alone does not satisfy the needs of workers. Fair and equal compensation continues to be a real issue that progressive organizations are addressing through creative wage structures and labour costing models. Employees will envision the hospitality and tourism industry more as a career if they are receiving career- style wages and see the potential for future, fair compensation for their hardwork. Additional actions include investment in training and educational programmes which reinforce levels of industry professionalism. College diplomas and university degrees that substantially increase the skills, knowledge and abilities of workers should be supported by industry partners, which in turn, connotes the value placed on training and education within the industry.

However, majority of the employees within this held will not possess or choose to pursue post-secondary education. Industry members can continue to encourage and support their employees to seek out regionally and nationally recognized skill-based industry certifications, such as the Emerit tourism and hospitality training certification’s available in Canada. The value of increased skills development should be integrated into the overall organizational strategy of most operations in an effort to increase labour retention.

Finally, industry members must come together with a common voice through their professional associations. Through these organizations, they can continue to advocate for government support in their labour needs. Government policies such as investments in skills training, fair living wages and the value of temporary foreign workers to seasonal operators only move forward if they are heard and understood by elected representatives. As an industry, tourism is incredibly

important to the Canadian economy. Continued advocacy to government officials reinforces the value of tourism, and from that standpoint of value, there
come real opportunities to achieve policies that help address the labour challenges faced by the hospitality and tourism industry.

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