

InnFocus

FALL 2025



BRITISH COLUMBIA
HOTEL ASSOCIATION

HARBOURING HOSPITALITY

NANAIMO SELECTED TO HOST
THE 2026 BCHA SUMMIT

STRONGER TOGETHER

How crime affects BC's hospitality sector—and what we can do about it

ONE TO WATCH

Dawson Leduc, hotel manager
at the Oswego Hotel, Victoria

FRESH TECH

The future of property management
systems looks bright—and user-friendly



BICHIN

LAUNDRY EQUIPMENT



Safety Starts With Laundry

Behind every fresh sheet and clean towel is a system designed to protect what matters most.

 **DOMUS**

NO

TARIFF



ADVANCED
TECHNOLOGY



ENERGY &
WATER EFFICIENT



LOW OPERATING
COST



 bichinlaundryequipment.ca

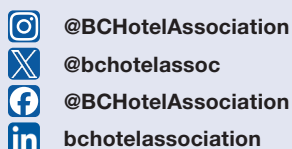
 info@bichinlaundryequipment.ca

 778.229.3338



BRITISH COLUMBIA HOTEL ASSOCIATION

1050 W Pender St #970,
Vancouver, BC V6E 3S7
T 604-681-7164 1-800-663-3153
bcha.com



BCHA Team

Paul Hawes
President & CEO

Shawna Lang
Director, Sales & Revenue Optimization

Gareth Allen-Symmons
Communications Manager

Karissa Bourgeault
Project Manager

Lien Chang
Manager, Memberships & Partnerships

Vanda Fragoso
Member Services Coordinator

Ali Parekh
Energy Specialist

2025 Board of Directors

Tanya Stroinig, Prestige Hotels & Resorts, Kelowna (Chair)

David McQuinn, Coast Bastion Hotel, Nanaimo
(Past Chair & Governance)

David MacKenzie, Pemberton Valley Lodge, Pemberton
(Treasurer & Executive Committee Director)

Erin Cassels, Huntingdon Hotel and Suites, Victoria
(Executive Director)

Gary Yu, DoubleTree by Hilton, Kamloops
(Executive Director)

Directors

Jessica Dolan, Ramada by Wyndham Penticton
Hotel & Suites, Penticton

Heather Hamilton, Pomeroy Lodging, Calgary

Cedric Younge, Mundi Hotels, Kelowna

Edan Fay, The Royal Kelowna by Bellstar Hotels, Kelowna

Graeme Benn, JW Marriott Parq and the DOUGLAS,
Autograph Collection, Vancouver

Laura-Lee Lofgren, The Sundial Hotel, Whistler

Karim Mohammadi, Evergreen Hospitality Group,
Vancouver Island

Michelle Le Sage, Victoria Marriott Inner Harbour, Victoria

Randall Williams, Fairmont Waterfront, Vancouver

contents

06

Stronger together

How crime affects BC's hospitality sector—
and what we can do about it

10

One to watch

Dawson Leduc, hotel manager
at the Oswego Hotel, Victoria

16

Harbouring hospitality

Nanaimo selected to host
the 2026 BCHA Summit

22

Fresh tech

The future of property management
systems looks bright—and user-friendly

04

InnFocus Fall 2025

President's Welcome

12

Flying Solo

Creating a safe stay for solo female travelers

30

Building community across BC

BCHA Member Engagement report

InnFocus is published three times
a year by Canada Wide Media Ltd.

Return undeliverables to:

BCHA

1050 W Pender Street #970

Vancouver, BC V6E 3S7

membership@bcha.com

Cover image: Tourism Nanaimo



President's Welcome InnFocus Fall 2025

Eight months at the helm of BCHA—and what a whirlwind it's been. I stepped into the seat just as a geopolitical quagmire began (and, let's face it, hasn't gone away). Then, right out of the gate, our annual Summit reminded me of the power of this industry: nearly 400 participants, bursting with ideas, passion, and a hunger to build back stronger.

Once the last session wrapped, I dove straight into the operations of the business, sleeves rolled up, focused on building a sustainable platform for the association and moving the sector forward.

That's why BCHA is focused on three fundamentals. Everything we do from here is to advocate, educate, and elevate.

- **Advocate**—with a dedicated government relations firm now amplifying your voice in Victoria and Ottawa.
- **Educate**—by expanding training opportunities and equipping teams with the tools they need to succeed.
- **Elevate**—by celebrating success stories, shining a spotlight on innovation, and raising the profile of hotels, the sector, and our people across the province.

Checking in with as many of you as I can is important to me, and that's why I hit the road this July for the *Summer of Love Tour*—a journey from Whistler to the Okanagan, and Northern BC to Vancouver Island. We held sector forums, found corners in hotel lobbies to chat, gathered in small groups for more formalized discussions, and had one-on-one conversations.

I met with operators, owners, and frontline teams in every corner of BC. Getting out of the office and into your day-to-day was invaluable. The feedback was fantastic, so you can expect to see a future version of the *Summer of Love Tour* coming to a hotel near you soon.

Summer delivered record results across much of the province, with ADR and occupancy ahead of last year. Remarkably, September has even outpaced August in some regions, extending the busy season well into fall. But let's be clear: we're still a vulnerable sector. Rising costs, labour shortages, immigration restrictions, and regulatory pressures remain real challenges. The rebound shows what's possible—but it's also a reminder we can't rest on our laurels.

“

Rising costs, labour shortages, immigration restrictions, and regulatory pressures remain real challenges. The rebound shows what's possible—but it's also a reminder we can't rest on our laurels.”



Thank you for showing up, for sharing your voices, and for backing the work and programs of the association. The progress we've made is just the start, and it's only possible because of the collective strength of BC's hotel community. With your continued support, we're not just shaping the future—we're building it, together. ■

CANADIAN HOSPITALITY HEALTH PLAN

Empowering Hospitality, One Health Plan at a Time



Founded by the Alberta Hotel & Lodging Association and the British Columbia Hotel Association, the Canadian Hospitality Health Plan is committed to empowering hoteliers. Through the ownership of an unbeatable benefits program, association members can achieve true long-term cost savings and stability.

TO GET STARTED VISIT **CHHP.CA** OR CALL **(866) 744-1632**

AVANCE
INSURANCE SERVICES



STRONGER together

How crime affects BC's hospitality
sector—and what we can do about it

By Sara Harowitz

BC has long been a crown jewel in Canada's tourism sector, touted for its cleanliness, its friendliness, and its public safety. But shifting crime rates risk tarnishing that esteem.

"From a tourism perspective," says Jess Ketchum, co-founder of Save Our Streets: a province-wide grassroots coalition lobbying to make our cities safer, "we see that hotels, particularly in metropolitan areas like Vancouver, Victoria, and Nanaimo, as well as communities like Prince George and Kelowna and Kamloops, are beginning to suffer a reputational hit, if you will."

It's not just about perception, either. Hotels are often the targets of non-violent crime, and it's something that David MacKenzie, co-owner and managing director of Pemberton Valley Lodge, is experiencing firsthand.

"It's vandalism and petty theft," MacKenzie says. "We've got everything from people sleeping in their cars on your property and sleeping in your stairwells to stealing any small item. Or spray painting the wall of your parkade or the back exterior—things of that nature."

WHERE IS THE CARE?

Across the province, but particularly in cities hardest hit by the opioid epidemic, many of these crimes are committed by people suffering from mental health and addiction issues. It's a complicated problem.

"There are lots of crimes being committed by those people who are suffering from addictions and mental health," says Ketchum. "We refer to those as crimes of survival. There are a lot of shoplifting cases and examples of personal items being stolen from people while they're walking down the street or sitting in public areas, and that's a major concern."

What BC needs, for starters, is better access to mental health and addiction care. "The solution to that is providing those people with treatment and recovery," Ketchum says. "Even in Vancouver or Victoria, there's not enough response to aid those people. If somebody wants to get into detox today, they may not be able to get in for several weeks."

Unfortunately, this shortage of treatment options is not localized. As Ketchum explains, "These problems are all around the province, and yet we don't have the treatment and recovery services that are required province-wide. The government knows that—they just haven't moved to build out that full continuum of care."

RESOURCES, RESOURCES, RESOURCES

All levels of government, Ketchum suggests, need to prioritize—and put funding toward—better care.

"I happen to believe that for every one of these issues—and there are multiple issues, as we know—there's a solution," he says. "It's just that governments are so hard-pressed to decide what the priorities are for spending their budgets that what we get is incremental improvements rather than transformational ones."

Wally Oppal—former BC attorney general and supreme court justice, and current senior counsel at Boughton Law—agrees that support for our most vulnerable citizens is a key piece of the puzzle.

“

I happen to believe that for every one of these issues—and there are multiple issues, as we know—there's a solution."

—**Jess Ketchum**,
co-founder of Save Our Streets

"What do you do with a person who has committed a crime?" he asks. "The feeling on the street is: 'We need to get tough.' And whatever that means, the thing is, invariably, that's the wrong answer. Once you start incarcerating people, it's very difficult to rehabilitate them. Instead, I think we need to treat those people who can be treated."

The court of public opinion

A recent Save Our Streets public survey asked British Columbians about their perceptions on crime. Its findings paint a clear picture of what reputational challenges are affecting the local tourism industry:

55% said crime had increased in their area in the last four years.

74% said violence and crime are impacting their community's quality of life.

50% said they fear for their own safety in their community.

57% said they fear for their family's safety in their community.

58% said there are areas in their community that they avoid due to fears around public safety.



David MacKenzie speaks with Wally Oppal and RCMP Staff Sergeant Rich Lee at Summit 2025

“

Once you start incarcerating people, it's very difficult to rehabilitate them.”

—Wally Oppal,
former BC attorney general
and supreme court justice

HOTELS PAYING THE PRICE

There are many monetary costs associated with hotel-related crimes. For starters, if something is stolen, it needs to be replaced; if something is vandalized, it needs to be fixed. But even more than that, according to MacKenzie, is the cost of criminal deterrents: more lights, more signs, more cameras.

“The biggest expense on my part has been security cameras, security software, and monitoring of the systems,” MacKenzie says. “The police have always told us, ‘One of the best tools that you can have is good security footage from high-definition cameras.’ So, I bit the bullet—I’ve bought some pretty expensive security camera software.”

The discouraging part, he says, is how infrequently he feels that these crimes—even the ones caught on high-definition cameras—lead to lasting punishment. While we know—as explained by Ketchum and Oppal—that prosecution isn’t the answer for every crime, it’s also true that BC’s justice system is strapped for resources.

“We hear constantly about the revolving door, and that has a great deal to do with the bail system that we have in Canada and in BC, which needs to be tightened up dramatically,” says Ketchum. “People are being allowed out on bail way too easily.”

Adam Dalrymple, president of the BC Crown Counsel Association, agrees. “We feel that we need more bail prosecutors to uphold the rule of law and to keep people safe,” he says. “We find that we don’t have sufficient resources currently on the front lines to do that. We’ve also been struggling to get a digital electronic management system that is reliable, and it has really failed us.”

WHERE WE GO FROM HERE

For those in the industry who are experiencing these crimes, MacKenzie says that reporting is crucial. “It’s important that everybody call the police whenever there’s been an incident,” he says, “so that those stats get logged.”

Constable Tania Visintin, a Vancouver Police Department media relations officer, echoes this sentiment. “We encourage

By the numbers

BC’s most recent crime data is for 2023. Here are some quick figures:

- Police-reported crime rate decreased by **0.02 percent** from 2022.
- The overall crime severity index (CSI) increased by **3.7 percent**.
- The non-violent CSI increased by **7 percent**.
- The violent crime rate increased by **0.8 percent**.
- The total number of property crimes increased, but population growth means this number actually decreased the overall property crime rate from 41.9 to **40.9 per 1,000 people**.

anyone who sees a crime or who is a victim of crime to call police right away,” she says. “In order for us to catch the suspect and hold them accountable, we have to know about it. Also, reporting crime allows us to get a better idea of what is happening in certain neighbourhoods, and it allows us to adjust our resources accordingly.”

Ultimately, these complex issues require complex solutions. At the end of the day, Oppal stresses that we can’t lose our compassion. “I understand the public sentiment,” he says, “but nobody thinks beyond the crime itself, and you have to. You have to do the right thing, and it’s not always easy.” ■



Your All-in-One solution servicing small to mid-sized independent accommodation providers with:

- PMS
- CRS
- GDS
- CRM
- Booking Engine
- Channel Management
- Payment Processing
- Contactless Hospitality
- Websites
- Marketing

(Property Management, Central Reservations, Global Distribution, Customer Relationship Management)

“Open the door to more reservations with OnRes”

www.OnResSoftware.com

Exclusive Discounts for BCHA Members



BCHF
BC HOSPITALITY
FOUNDATION

Making a Difference

SUPPORTING BC HOSPITALITY & TOURISM WORKERS





One to WATCH

Dawson Leduc, hotel manager at the Oswego Hotel, Victoria

By Katie Nanton

Above all else, Dawson Leduc, hotel manager at the Oswego Hotel in Victoria's James Bay, is a big fan of Vancouver Island. "It's one of those places where you can still find those secret magic spots and a truly local feeling, which is really unique considering that we are such a huge tourist spot," she says.

Born and raised on a farm in the Cowichan Valley, Leduc got her start in hotels at the age of 19 in Tofino, when she joined Pacific Sands Beach Resort's housekeeping team in 2019. Instantly drawn to the industry—and inspired by the female-led management team helmed by Sabrina Donovan—Leduc was hooked.

"I had no prior hotel knowledge at all, no hoteliers in my family, but right away I knew I would be a [manager] one day," says Leduc. "One thing about Tofino, especially with their year-round staff, is that their hospitality circuit is so operationally forward, you can grow quickly if you have drive and desire."

Leduc, without a doubt, has both. After three years at Pacific Sands, she was brought onto the opening team of Hotel Zed Tofino, where she was plunged into the world of construction and planning as that hotel rose from the ground up. Leduc then worked with another mentor, GM John McKeon, at Tofino Resort & Marina.

With a trio of powerhouse properties under her belt, Leduc was ready for her next role. Eternally drawn to boutique hotels, she landed at Victoria's Oswego Hotel, a strata-hotel hybrid (80 rooms, each with an individual or family owner) in late 2021. The property had a lot of potential but, under a new management team, huge changes were needed immediately. The small, female-led team kicked off years of making big changes on the fly.

"That initial strategic planning lasted weeks; we had a lot of long days in boardrooms; it was a really focused effort," says Leduc. They also developed an unofficial motto: *come as you are, just don't stay that way*. "We wanted to welcome people and tell them, 'forget what you know about hospitality.'"

As their changes made a positive impact and their own brand of hospitality emerged, Leduc and Sarah Webb, the Oswego Hotel's general manager (and part-owner of Glow 2 Management, which owns the Oswego) conceived of a unique in-house training program. After a year and a half of development and collaboration with other team members, Oswego Academy kicked off in June 2025.

Designed for new employees (executives take a refresher every two years), the two-week program is decidedly *not* about learning the hotel's policies. Instead, it focuses on building connection—cultivating qualities like self-awareness, curiosity, creativity, empathy, a growth mindset, and a focus on well-being.

"When people come out of the academy, they are not versions of us," Leduc stresses. "They are faces of our property, as if our hotel were a human person and our people are the face and the bones." The academy's training could even be applied cross-industry, not just to hospitality.

The success of the Oswego Academy has led to Leduc and Webb's upcoming participation in the BCHA's *Fast Track Your Future* education series. Leduc and Webb will facilitate a course exploring "Guest Experience & Service Excellence" in April and May of 2026.

Their six-week module-based program will get back to the basics of connecting with guests and dive deep into what has helped the hotel succeed. "We're excited to share our secrets," Leduc says. "What we are doing is working. People are craving it." Case in point: the hotel is coming out of its most profitable year since opening in 2007.

The service industry can see the best and the worst of people, and Dawson believes that resilience and agility are

Adopt a connection mindset

"Hospitality is all about connection, that's what makes service great," says Leduc. "I always say, ROI is not 'return on investment'; it's 'return on impact.'"

Dawson Leduc's Advice

In a competitive hospitality landscape, Leduc maintains that the key to a standout hotel is the team. But weaving together that all-star group takes time—and trusting your gut.

“You’re either born and bred to be in service or you’re not,” says Leduc. “It is not rocket science what we do, but it is special and it is sacred.”

When hiring, Leduc doesn’t look for big-name hotel experience on a resume, but instead seeks out those with experience creating connections. “It’s the soft skills I’m looking for: body language, humility, an eager heart ... someone playful, curious, and relaxed.”



“

The grind was never the plan. The plan was a marathon.”

what enable employees to work confidently with every personality under the sun. “Giving people the character to handle conflict doesn’t come from learning a property management system,” she says.

When guiding her team, Leduc leads from a place of clear vision and confidence. Nobody knows that better than Webb, who has worked with Leduc for almost four years. “Dawson has a deep understanding of how to lead and motivate; she always ensures each person feels heard and respected,” says Webb. “She juggles the daily challenges that hospitality brings with grace and charm, and a confidence that shows in all of her interactions.”

Leduc knows that, to show up at 100 percent, she also needs to have balance; burnout was never in her business plan. “My cup is full from what I do in my outside life,” she says. “I take time to put my feet in the grass, hang out with my dogs.”

Of course, there is always something to do—but, to Leduc, being busy for its own sake is a disease. “I trust our leaders. And what a gift it is to be able to be at 100 percent occupancy and be able to take three days off—the hotel is running itself—because of the hard work we already put in,” she says. “Besides, the grind was never the plan. The plan was a marathon.” ■



Flying SOLO

Creating a safe stay for solo female travellers

By Alyssa Hirose

Pressing a fresh, glossy hotel room key up to your door and hearing that satisfying “click” is usually music to a business traveller’s ears—you’ve made it to your accommodation, successfully checked in, and are ready to shower off the airport aura and starfish out on a plush bed. It should be a time to breathe a sigh of relief, investigate the tiny shampoos, and rest up for whatever conference or site visit is in the calendar for tomorrow.

But for many female business travellers, total relaxation isn’t on the agenda. In the early 2000s, Trina White often travelled for her work in hotel sales, and recalls the uglier side of a solo life on the road. “I would feel very vulnerable,” she shares, explaining that she had plenty of uncomfortable conversations cornered by a stranger in a hotel bar, and many practical worries about being followed back to her room or approached in a dark parking lot.

Now, White is the general manager of Victoria’s Parkside Hotel and Spa, and she’s turned her focus to making corporate solo female travellers feel safer. “I grew up in a time where we just kind of grinned and bore it,” she admits, “but I don’t think we should have to grin and bear it anymore.”

CHECKING OUT THE NUMBERS

According to the data from the Global Business Travel Association, worldwide representation of female business travellers is growing: in 2024, over half of women business travellers took one or two trips in a year, and 16 percent took six or more. Similarly, the *Women Entrepreneurship Knowledge Hub’s 2025 Report* declares that female entrepreneurship is steadily on the rise in Canada, further opening up opportunities for women to travel for work.

But general gender-based data reveals barriers to travelling alone. In 2024, Statista published a global survey of 1,100 women and revealed that concerns around personal safety were a top-ranked obstacle preventing them from worldwide travel. And Booking.com’s 2024 *Top Travel Trends in Women’s Business Travel* survey reports that the biggest worry for US female travellers is “crime or feeling unsafe.”

BETTER AND BRIGHTER POLICIES

In BC and beyond, hotels are investigating the needs of female business travellers and taking action to make this market segment feel safer. Bright lighting and comprehensive security camera coverage are a given. Some hotels ensure that solo



“

In 2024, over half of women business travellers took one or two trips in a year, and 16 percent took six or more.”

SMALL DETAILS, SIGNIFICANT IMPACT

Listening to female business travellers reveals that all security measures provide comfort, no matter how small. While not every hotel may be able to devote an entire floor to women, there are simple safety policies that will produce results that any accommodation can implement.

Mia Fiona Kut, CEO of Vancouver-based vegan hair care brand Luna Nectar, stresses how important it is that staff simply don't announce her room number aloud. “I value discrete check-in,” she says, adding that hotel staff should be mindful about others listening in when discussing sensitive or identifying details, like contact information.

Kut travels often throughout Canada, the US, and Asia. “As a woman travelling alone, my biggest concerns are usually around getting from point A to point B safely, especially in unfamiliar cities,” she shares. On a recent trip to Chicago, she stayed at a hotel that offered its own free transportation service. “I didn't have to stress about taxis or rideshares at night; it made me feel very safe and cared for,” she says.

women aren't placed on the first floor and that their rooms are located close to elevators, while others have dedicated women-only floors that are solely accessible by hotel key.

At Parkside, White and her team are exploring changing policies when it comes to room assignments, valet parking, and gym equipment. For example, Parkside is considering allowing guests to bring mats and weights up to their rooms so that they can work out in private.

While Parkside strategizes the best ways to ensure women feel safe, White is mindful not to accidentally reinforce patriarchal beliefs. “We're not selling it as ‘women *need* protection’—that's not what it is at all,” says White. “It's just tailoring more to the female corporate traveller.”

Paul Moxness, director of Always Care Consulting and hospitality and security expert, warns against generalization, whether in marketing or internal documents—he's seen his share of backlash when hotels have tried to help a certain demographic, only to end up perpetuating harmful stereotypes. “The key thing is to learn how this segment behaves, what their real expectations are, and what we can do to make them as comfortable as possible,” he explains.

Beyond the boundaries

To help female travellers feel safe when leaving hotel grounds, consider the following:

- 1.** Create maps of approved running routes through well-lit, safe areas.
- 2.** Offer guests a vetted list of trusted partners for transportation and tours.
- 3.** Provide organized group excursions for solo travellers.



“

Safety isn't an amenity—it's not something you should have to ask for, like the Wi-Fi password or extra towels. Secure, comfortable shelter should be foundational to every hotel guest's stay.”

When it comes to travel and business, Victoria-based Nicole Smith is a perfect expert: she's the founder of Flytographer, a network of professional vacation photographers that globetrotters can book in over 350 cities around the world. She's travelled extensively to see her photographers, meet her partners, and attend conferences.

“It's so ingrained to mentally prep and plan for all these safety precautions when we travel solo as women,” she says. Smith has a checklist of things she looks for when booking a stay: rooms that have deadbolts and swing bar locks (not chains), doors that have peepholes, room keys that only access individual floors, and hallways and entryways that are well-lit. Evidently, even these small measures add up.

REWORKING THE SYSTEM

A few years ago, Smith was followed from a drugstore into the hotel she was staying at in Vancouver—a man stalked her right up to the elevator. “I felt awkward but decided to call the front desk anyway, in case he was still lurking or targeting other women,” she says. “I shared my story and gave his description, and they immediately took me seriously and were caring.” While precautionary safety measures are crucial, the way that hotels react to reports is equally essential.

White agrees: “If you're going to have a corporate female program, you've got to own it from start to finish.” Hotel staff must be trained to recognize when a woman feels uncomfortable or unsafe, to not be dismissive when a concern is brought to their attention, and to know what resources are available in the event of an incident.

Safety isn't an amenity—it's not something you should have to ask for, like the Wi-Fi password or extra towels. Secure, comfortable shelter should be foundational to every hotel guest's stay.

And with more women travelling for business than ever before, hotels have a responsibility to put in the work. “The big opportunity for hotels is to normalize safety as part of hospitality and share how they are taking measures to do so,” says Smith. “Otherwise, it is something we women have to keep awkwardly asking for.” ■

Make your proactivity public

Safety isn't the sexiest subject when it comes to marketing, but it's important to widely broadcast hotel security policies in your social media, on your website, in pre-stay emails, and at check-in. Making safety a prominent element in your communications will help solo female travellers—and all other potential guests—know that you're taking it seriously.



We're finding low-carbon energy in unlikely places

Like biogas captured from cow manure to create Renewable Natural Gas¹ (RNG). It's a low-carbon² energy that can help reduce overall greenhouse gas emissions, with more RNG projects underway.

Customers can sign up for the voluntary RNG program to designate five, 10, 25, 50 or 100 per cent of the gas they use as RNG.

Find out more about RNG at fortisbc.com/rngbuild.

Connect with us @fortisbc



¹Renewable Natural Gas (also called RNG or biomethane) is produced in a different manner than conventional natural gas. It is derived from biogas, which is produced from decomposing organic waste from landfills, agricultural waste and wastewater from treatment facilities. The biogas is captured and cleaned to create RNG. When RNG is added to North America's natural gas system, it mixes with conventional natural gas. This means we're unable to direct RNG to a specific customer. But the more RNG is added to the gas system, the less conventional natural gas is needed, thereby reducing the use of fossil fuels and overall greenhouse gas emissions. ²FortisBC uses the term renewable and low-carbon gas to refer collectively to the low-carbon gases or fuels that the utility can acquire under the Greenhouse Gas Reduction (Clean Energy) Regulation, which are: Renewable Natural Gas (also called RNG or biomethane), hydrogen, synthesis gas (from wood waste) and lignin. FortisBC's renewable and low-carbon gas portfolio currently includes only Renewable Natural Gas. Other gases and fuels may be added to the program over time. Depending on their source, all of these gases have differing levels of lifecycle carbon intensity. However, all of these gases are low carbon when compared to the lifecycle carbon intensity of conventional natural gas. The current burner tip emission factor of RNG is 0.27 grams of carbon dioxide equivalent per megajoule of energy (gCO₂e/MJ) and the current renewable and low-carbon gas portfolio lifecycle emissions for stationary combustion are -22 gCO₂e/MJ. This is below B.C.'s low carbon threshold for lifecycle carbon intensity of 30.8 gCO₂e/MJ as set out in the 2024 Greenhouse Gas Reduction Regulation amendments.



Harbouring **HOSPITALITY**

Nanaimo Set to Host
BCHA Summit **April 14-15, 2026**

By Melissa Curman

Nestled between mountain peaks and the Salish Sea, Nanaimo offers a stunning coastal backdrop that's hard to ignore. Known as "The Harbour City," this vibrant seaside town blends natural beauty and laid-back charm with oceanfront walkways, a historic downtown area, lush forests, and panoramic views at every turn.

From April 14 to 15, 2026, the BC Hotel Association (BCHA) is proud to welcome members to its 2026 Summit in Nanaimo. From workshops to networking, this two-day annual forum offers more than a standard conference experience—it's a vital moment to connect, collaborate, and innovate across the province's hospitality landscape.

A COMMUNITY GATHERING

Located on the east coast of Vancouver Island, Nanaimo was a strategic selection by the BCHA for this year's Summit. "Our island members have always been deeply engaged," says Gareth Allen-Symmons, BCHA communications manager.

Hosting the annual Summit in Nanaimo connects the dots across BC—putting the spotlight on a city that reflects the evolving landscape of the hospitality industry. As a growing destination with an active tourism sector, Nanaimo demonstrates the

potential of many hospitality communities. "I want us to shine the spotlight on Nanaimo," explains Allen-Symmons about the BCHA's choice of location—a decision that prioritizes inclusivity and supports the associations' broader mission to build a connected, resilient hospitality network across the province.

"This is the premier platform for the BC Hotel Association to bring the industry together and celebrate the work that we do," says Paul Hawes, BCHA's president and CEO. It's this sentiment that sets the tone for what promises to be a landmark event to unite every corner of BC's hotel industry.

MORE THAN JUST A PLACE

Nanaimo isn't just a dot on a map—it's a gateway to Vancouver Island, accessible by car, ferry, or aircraft. Located on the traditional territories of the Snuneymuxw First Nation, the city also stretches beyond typical urban conference hubs.

"Nanaimo is a modern, midsize Canadian city that has everything going on," says David McQuinn, general manager at Nanaimo's Coast Bastion Hotel and past BCHA chair.

Whether watching the ferries glide in from your hotel room or catching golden hour from Sugarloaf Mountain Park, you're likely to have a lasting impression of Nanaimo. "One thing I hear



Nanaimo Harbour

from delegates is that everything is walkable,” says Gina Bethell, business development manager for Tourism Nanaimo. As she explains, you don’t even need a vehicle: “Once you’re downtown, you’re close to the conference centre [and] the waterfront.”

Whether you prefer to arrive by sea or sky, Nanaimo is very well-connected to the mainland. BC Ferries provides multiple daily sailings from both Horseshoe Bay and Tsawwassen, while Harbour Air and Helijet offer scenic seaplane or speedy helicopter flights directly into the harbour. Travellers from elsewhere in BC can catch planes to Nanaimo from Kelowna and Prince George through Pacific Coastal Airlines. The relatively recent launch of Hullo Ferries, a high-speed walk-on service from downtown Vancouver, has added yet another convenient option.

A STATE-OF-THE-ART CONFERENCE

The 2026 Summit will build on the foundation laid during last year’s event in Vancouver. Promising a more robust experience, Allen-Symmons highlights the conference’s expansion. “We are going from a one-and-a-half day conference to two full days,” he notes.

Hawes adds that the BCHA is committed to “making sure that it’s a really dynamic program with some solid key-note speakers from within and outside of the hotel sector.” Attendees can look forward to in-depth sessions exploring advances in sustainability, tech innovations, and workforce development, as well as immersive vendor showcases and networking opportunities.

Set against Nanaimo’s memorable landscape, the Vancouver Island Conference Centre (VICC) offers both

This year’s Awards of Excellence categories

For 2026, the BCHA Awards of Excellence will present awards in the following categories:

- Accommodation of the Year
- Housekeeping Excellence
- Hotelier of the Year
- Leader of the Future
- Culinary Excellence
- Sustainability Champion
- Guest Service Excellence



It's a vital moment to connect, collaborate, and innovate across the province's hospitality landscape."

convenience and atmosphere. Built in 2008, the Centre has sleek amenities, sustainable features, and easy access to downtown hotels, restaurants, and the harbourfront. With floor-to-ceiling windows that offer natural light, the VICC's true distinction lies in being double LEED Platinum certified, a rare designation that highlights its deep commitment to environmental responsibility.

OFF HOURS

When looking for things to do outside of the Summit, the options are endless. Take a stroll along the Harbourfront Walkway, grab a bite at a local eatery (yes, the Nanaimo bar is a non-negotiable), or hop on a ferry to Satsutshun (Newcastle Island) for a dose of island serenity.

Tourism Nanaimo

**REGISTRATION
NOW OPEN!**

SUMMIT

BRITISH COLUMBIA HOTEL ASSOCIATION

2026 APRIL 14-15

VANCOUVER ISLAND CONFERENCE CENTRE
NANAIMO, BC



Tourism Nanaimo

Adventurous types can kayak, paddleboard, or even snorkel with seals if they're feeling brave. Whatever your pace, Nanaimo delivers a mix of coastal fun and small-city charm that just might have you planning your return visit before the Summit is even over. McQuinn adds, "When you're here, you realize that it really is something special."

GET READY

Registration for the 2026 Summit is now open. Act now to secure your spot online (bcha.com/bchasummit)—don't miss the chance to register at early bird rates and gain access to networking and education opportunities.

This Summit will also celebrate the industry through the BCHA Awards of Excellence, recognizing outstanding contributions across BC's hospitality sector. With categories spanning innovation, leadership, and sustainability, nominations are now being accepted to honour those shaping the future of hospitality. Join us in applauding the leaders shaping our industry's future.

A DEFINING MOMENT

From innovation to connection, the 2026 BCHA Summit in Nanaimo is set to be a defining moment for the province's hospitality community. Beyond the work that's bringing attendees together, the true heart of the event is connection. "It's a place for our community to come together, share stories, exchange best practices, and build the connections that really move our industry forward," explains Allen-Symmons.

Whether you're there to learn, lead, or build, this event invites you to be part of a growing legacy. "We hope that [attendees] leave with a soft spot for Nanaimo," says Bethell, with McQuinn echoing that it's not just a city—it's a vibrant place "like nowhere else." ■



Does your workplace have more than 20 workers?

If so, you need a joint health and safety committee

A joint committee allows representatives from both management and staff to work as a team to help identify and find solutions to health and safety issues in the workplace.

Access tools and resources at worksafebc.com/joint-committees



WORK SAFE BC



Training **NEW WORKERS?**

These four health and safety tips can help

From the WorkSafeBC offices

From day one on the job, workers in BC are covered by WorkSafeBC insurance if there's a work-related injury or illness. Even if the worker is from another country or working in the province temporarily, they have the same rights as any other worker in BC.

Here are four health and safety tips that will help you stay on track.

1. PROVIDE PROPER ORIENTATION, TRAINING, AND SUPERVISION

Remember: employers must ensure the health and safety of everyone on their worksite and provide workers with health and safety training. Workers are required to follow safe work procedures and speak up if they see something unsafe—by law, employers cannot punish workers for raising a health and safety issue.

Instead, employers are required to adhere to standards:

- Provide proper orientation, training, and supervision.
- Ensure workers know and understand the hazards in their workplace.
- Investigate and take corrective action without delay if a worker reports a health and safety concern.
- Ensure workers know how to report workplace injuries and illnesses.

2. UNDERSTAND THE BARRIERS WORKERS MIGHT BE FACING

Preventing workplace injuries and illness is about more than just following rules and regulations. It's about creating a health and safety culture where people can talk openly, where employers focus on preventing injuries and managing safety risks, and where workers can see that their employers care about protecting them.

When training new workers, especially workers new to Canada, consider their previous work experiences and backgrounds. Taking the time to understand can help create more supportive environments where everyone feels empowered to stay safe and speak up.

Some common challenges often arise:

- limited awareness of safety rights, which may lead to uncertainty about the right to refuse unsafe work, report hazards, or file a claim for compensation
- cultural norms around authority, which might make some individuals hesitant to voice concerns or report issues
- language barriers that may limit understanding of safety procedures, instructions, or signage
- different perceptions of the importance or necessity of personal protective equipment (PPE), leading to inconsistent use

- limited awareness of BC health and safety regulations and how they differ from regulations in other provinces and countries
- concerns about job security or immigration status, which may prevent workers from reporting injuries or unsafe conditions
- risks of racism, isolation, and discrimination, which can lead to physical and psychological injury that may go unreported or untreated

3. GET RESOURCES FROM WORKSAFE BC

To support employers in the training of young and inexperienced workers who are new to BC or Canada, WorkSafeBC has developed many resources, including training and orientation checklists and the *Support for Employers: Training and orientation for young and new workers* guide, which can be found at worksafebc.com/youngworkers.

The training and orientation of young and new workers is a regulatory requirement and is part of your overall health and safety program. If you're an employer, supervisor, or trainer, you can use these resources to help you plan and implement your workplace orientation program.

Both employers and workers will find valuable resources at worksafebc.com/dayone, including the *Staying Safe at Work* guidebook, which has been translated into multiple languages.



Remember: employers must ensure the health and safety of everyone on their worksite and provide workers with health and safety training.”

4. REACH OUT FOR HELP

WorkSafeBC's Prevention Information Line is available to answer any questions about general health and safety concerns and regulation requirements. Our staff can provide service in multiple languages. To report any serious incidents, unsafe work conditions, or health and safety concerns call us at 1.888.621.7233 (toll-free).

Our Worker Engagement team partners with a wide range of organizations to support employers and help them engage with workers on health and safety. If you have questions or would like more information, please contact the Worker Engagement team at we@worksafebc.com. ■

BRITISH COLUMBIA
HOTEL ASSOCIATION

FAST TRACK
Your Future

Fast Track Your Future

Learn. Lead. Advance.



Fresh **TECH**

The future of property management systems looks bright—and user-friendly

By Sara Harowitz

Gone are the days of clunky, slow-moving, hard-to-use property management systems (PMSs). Welcome to the future: a place where the PMS is technologically advanced, seamlessly integrated, and wildly efficient.

“The PMS market has accelerated dramatically in recent years, with the best systems now far more than just operational backbones—they’re AI-driven, guest-centric, and deeply connected platforms,” says Laura Calin, senior vice president of Austin-based PMS company Oracle Hospitality.

“Advancements like AI-powered reservation forecasting and dynamic pricing, mobile-first guest apps, and smart room controls are transforming hotel operations. Today’s PMS delivers the intelligence, flexibility, deep integrations, and automation that forward-thinking hoteliers need to stay ahead in a fast-evolving industry.”

Shutterstock



Today's PMS delivers the intelligence, flexibility, deep integrations, and automation that forward-thinking hoteliers need to stay ahead in a fast-evolving industry."

—**Laura Calin,**
Senior Vice President of Oracle Hospitality

Josh Graham, head of market development for North America at San Diego PMS company Cloudbeds, agrees that it's high time for the transformation of the PMS.

"I think the PMS landscape is trying to figure out whether it can reclaim its rightful place at the centre of the [hotel] tech stack," he says. "Because the PMS had always been the centre of the tech stack, but it ceded that leverage to all the other companies that innovated around them." At the heart of the hotel tech stack race is innovation, and the PMS sector is undergoing disruptive change—vying for first place.

LESSONS IN EFFICIENCY

PMS advancements range from one-click check-ins and automated upselling, to cloud-based information sharing and AI-powered data collection. The leading companies in this field are constantly experimenting with new solutions and upgraded services; after all, a fast-paced industry requires fast-paced tech.

Take, for example, Amsterdam-based Mews. The PMS company allows hotels to stay on top of guest needs by offering services like quick self-check-in, and also automating many of the menial, manual tasks that take up a lot of employees' shifts.

"What we're trying to do is really give the hotels lots of optionality for what they can do to really meet guests where they want to be met," says Mews Sales Manager Tommy Kalita. "We're trying to give them a lot of tools in the toolbox to be able to scale up and be able to look at things beyond the baseline."

Mews also puts a lot of emphasis on customer loyalty, helping hotel staff with AI-powered guest summaries. "You can start to get really key insights and drive extra loyalty by looking at: what did they appreciate last time they stayed?" Kalita explains. "It's maybe offering that bottle of wine that they had at the restaurant, or offering those extra pillows they asked for last time."

Steve Behrisch, president of Vancouver-based PMS company OnRes, agrees that the best PMS companies allow hotels to create a feeling of bespoke curation.

"Most guests want to feel like they are welcomed and prioritized," he says. "So, a good guest engagement system, like real-time messaging along with upselling and add-on tools, will certainly add great value to both guests and hoteliers."

Haven't made the switch to a new-age PMS? Here are some starter tips:

- **Don't wait for a crisis.** Get ahead of challenges by changing systems when things are going well, instead of waiting for a system crash or some other hurdle to arise.
- **If you think you're too busy, it's actually the right time.** The modern PMS is designed for maximum efficiency, so if you think you're too busy to make the switch, consider how much employee productivity you're losing in the meantime.
- **Start with the essentials.** You don't have to swap everything all at once. Identify the most important areas—be that a more seamless booking system or a more efficient POS system—and begin with those, then scale up later.
- **Have an onboarding strategy.** Work backward from your desired go-live date and have an onboarding plan in place so that staff are fully trained up and confident in how to use your new system.
- **Plan for the future.** PMS tech will only continue to advance, so don't just think about what you need today—contemplate where your business is headed and how a new system might be able to help not just now, but as you grow.

神韻晚會 2026 SHEN YUN CHINA BEFORE COMMUNISM



Just What You've Been Waiting For

"A life-affirming and life-changing experience."

—Stage Whispers

"There is a massive power in this that can embrace the world. It brings great hope... It is truly a touch of heaven."

—Daniel Herman, former Minister of Culture of the Czech Republic

ALL-NEW PROGRAM • LIVE ORCHESTRA
April 8-12 Queen Elizabeth Theatre



ShenYun.com/Van
Tickets: 1-877-663-7469



Save Ticketing Fee **\$9.5** with Code: **BCHA26**

Presented by Falun Dafa Association of Vancouver

A HUMAN TOUCH

Artificial intelligence is certainly a hot topic within PMS innovation. Companies are deploying it in some interesting ways—from Mews' AI-powered guest summaries to Cloudbeds' causal AI tech. Cortlin Gillis, regional director of sales, Canada, at Stayntouch believes these changes are part of a larger shift in PMS. "Modern property management systems are rapidly evolving from being purely operational tools into central platforms for driving both revenue and guest satisfaction," he says, and "AI will be a key driver of this transformation."

Which PMS is right for you?

Here are just a few of the features offered by each PMS company:

OnRes

- cloud-based information sharing
- front desk and back office management
- intuitive promotions and packages

WebRezPro

- cloud-based information sharing
- front desk and back-office management
- full-service accounting

Cloudbeds

- efficient check-in
- seamless calendar management
- cross-department reporting dashboards

Stayntouch

- mobile-first guest check-in and check-out
- contactless payment and self-service options
- flexible PMS with integrations across hotel tech stack

Mews

- point-of-sale integration
- intuitive dashboards and automations
- front desk and back office management

Oracle Hospitality

- integrated daily operations
- real-time data across departments
- cloud-based information sharing

Graham adds, “It can understand those cause-and-effect relationships and say, ‘Hey, maybe instead of dropping your rate by \$30, what if I drop the rate by \$20 and then deploy these campaigns to monitor performance?’” He adds that “It’s a really interesting way to meld revenue management and marketing, and we’re going to continue to apply and utilize that causal AI model within different parts of our system.”

Ultimately, of course, AI is a human enhancement—not a human replacement. The point of PMS innovation in general, and of AI integration in particular, is to make teams more efficient, and to take some of the more menial tasks off of their plates. Gillis says that “AI will further streamline staff training, reporting, and guest communications.” The result? Increased time for employees to focus on what really matters: the guest experience, and “enhancing personalization at every touchpoint.”



As Frank Verhagen, president of Calgary-based PMS company WebRezPro (World Web Technologies) says, “The more you’ve got good systems in place that are doing things for you automatically and working properly and not breaking down every day, the more you open up staff time for better things like customer service.”

It’s a sentiment echoed by Calin. “From automating routine workflows to enhancing guest engagement and providing actionable insights, the PMS helps free up staff to focus on hospitality while elevating the guest journey,” she says. “That balance between efficiency and personalized service is essential in today’s fast-paced hospitality environment.” ■



WEBREZPRO



PROPERTY MANAGEMENT SYSTEM

THE WORLD'S LEADING CLOUD PMS FOR ALL PROPERTY TYPES

- ✓ WEBSITE BOOKING ENGINE
- ✓ GUEST SELF CHECK-IN
- ✓ GROUP RESERVATIONS
- ✓ DRAG & DROP TAPE CHART
- ✓ HOUSEKEEPING
- ✓ INTEGRATED PAYMENTS
- ✓ ACCOUNTING SYSTEM
- ✓ CUSTOM REPORTS



WEBREZPRO.COM









By Ali Parekh,
Energy Specialist, BCHA

Ditch plastic to reduce waste

Advancing sustainability with water bottle
refill stations

Across BC, hotels are stepping up to embrace sustainability—not only through energy and carbon reduction, but also through small, tangible changes that have a big impact. A practical step many hotels are taking is installing water bottle refill stations, like those offered by BCHA member Quench Canada. These simple but powerful devices encourage guests and staff to ditch single-use plastics, reduce waste, and connect sustainability directly to the guest experience.

WHY REFILL STATIONS MATTER

Plastic waste is choking ecosystems worldwide, and Canada is no exception—nearly 4.62 million tonnes end up in landfills each year, with single-use beverage containers a major contributor. Within the hospitality sector, bottled water has long been a staple in guestrooms, conference areas, and fitness facilities. While convenient, the environmental footprint of single-use plastic bottles is undeniable—from production and transport emissions to post-use waste.

Water bottle refill stations present a clear solution. By offering fresh, filtered water on-site, hotels can significantly cut down on plastic waste while aligning with guest expectations for sustainable travel. For today's eco-conscious traveller, a refill station is more than a convenience—it is a signal that the property is committed to meaningful climate action.

A CASE STUDY: LEADING BY EXAMPLE

Through GreenStep's EcoFund program, one hotel recently piloted the installation of water bottle refill stations across its property—and the results have been remarkable. At this hotel, it's projected that each refill station will help eliminate approximately 22,000 single-use plastic bottles annually, while also reducing greenhouse gas emissions by an estimated 3.06 tonnes of carbon dioxide equivalent (tCO₂e) per year.



Implementing water refill stations does require some considerations—such as upfront capital costs, plumbing requirements, and identifying suitable locations within the property. In this case, however, participation in GreenStep's EcoFund program helped remove financial barriers, as the project was fully funded through the program.

With the anticipated reduction in single-use plastic purchases, the estimated payback period for this project is less than two years, making it not only an environmentally responsible choice, but also a financially sound investment.

ENHANCING GUEST EXPERIENCE AND CREATING A RIPPLE EFFECT

The hospitality industry thrives on delivering memorable experiences, and water refill stations add an impactful touch along the way. Many units feature digital counters that display in real time how many bottles have been diverted from landfill—offering guests a visible reminder of their positive impact. This simple interaction not only reinforces sustainable behaviour, but also sparks engaging conversations among travellers.

When hotels incorporate refill stations into their guest communications—through signage, in-room messaging, or digital displays—they strengthen engagement and demonstrate a clear commitment to sustainability. In today's travel landscape, where eco-conscious choices influence booking decisions, such measures can significantly enhance brand reputation and guest loyalty.

The benefits also extend beyond the guest experience. Staff are encouraged to use refillable bottles on-site—reducing operational waste—while guests can carry the habit forward after their stay.

This ripple effect supports broader climate action and aligns directly with the BCHA's GoGreen and GreenStep's EcoFund program, which focuses on helping hotels identify and implement



Water bottle refill stations represent a straightforward, high-visibility measure that hotels of all sizes can adopt.”

practical measures that cut costs, reduce emissions, and promote sustainability leadership. The refill station case study demonstrates that even small, visible changes can inspire wide-spread impact and lasting results.

LOOKING AHEAD TO SUSTAINABILITY GOALS

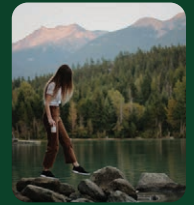
As we look toward 2030 climate goals and beyond, hospitality's role in reducing single-use plastics will remain critical. Water bottle refill stations represent a straightforward, high-visibility measure that hotels of all sizes can adopt. They deliver environmental benefits, reduce costs, and enhance guest satisfaction—an ideal intersection of business and sustainability priorities.

The case study findings are clear: hotels that embrace refill stations not only meet growing guest expectations, but also position themselves as industry leaders in our ongoing journey toward sustainability. ■

Baby steps

Small changes can create a big impact and save money along the way. From water refill stations to other practical upgrades, there are easy ways to reduce costs and strengthen your sustainability leadership.

Reach out to BCHA's Energy Specialist Ali Parekh at gogreen@bcha.com to learn how.



Leading hotels & resorts are accelerating sustainability with GreenStep's EcoFund.

Join 100+ EcoFund Verified properties
Fund eligible green building upgrades
Reduce operating costs



Book a **Free Consult**
with one of our experts



GreenStep.ca/EcoFund
info@greenstep.ca



Stronger Hotels Start with People

Whether sourcing talent at home or abroad, BCHA supports hoteliers with practical recruitment pathways and trusted partners.

www.bcha.com/recruitment-resources

Navigating **IMMIGRATION CHANGES**

What BC's hotel industry needs to know for 2026 hiring

By Peter Charles,
Regional HR Consultant, go2HR

As BC's hotel and accommodation sector looks ahead to 2026, staffing remains a critical and complex challenge. Recent federal changes to Canada's immigration policies and Temporary Foreign Worker (TFW) Program have already begun reshaping the human resources landscape across the province.

These changes are pushing employers to rethink long-standing recruitment strategies and prepare for a future that demands flexibility, creativity, and resilience.

A SECTOR BUILT ON INTERNATIONAL TALENT

Historically, BC's hospitality industry has relied heavily on international workers to meet seasonal and year-round staffing needs. Temporary foreign workers, international students, and post-graduate permit holders have all filled critical roles—from kitchen staff to room attendants—helping operators manage the surging tourism demand. Many employers, particularly in resort communities and urban centres, have built staffing models around these labour streams.

Yet even before the latest reforms, the TFW Program was never intended as a primary staffing strategy. Designed as a last-resort mechanism, it was meant to fill gaps when domestic workers were unavailable. As federal policy begins to realign with this principle, operators are being called to revisit foundational assumptions.

THE PRESENT POLICY SHIFTS

In 2024, the federal government implemented significant changes aimed at tempering immigration growth and addressing housing pressures in key metro areas. These changes have had notable ripple effects for hospitality employers, particularly under the **Low Wage Stream** of the TFW Program:

- **permit durations reduced**—Work permits have been shortened from two years to just one, increasing administrative load and turnover.



- **CMA restrictions**—Employers in Census Metropolitan Areas where unemployment is higher than 6 percent have received refusal-to-process LMIA orders, essentially closing the door for new low-wage TFW applications in these regions.
- **cap reductions**—The allowable percentage of a workforce comprised of TFWs has been halved from 20 percent to 10 percent.

These limitations have immediate consequences. Despite strong tourism demand, BC's summer 2025 workforce is already trending downward compared to 2024. Operators with high TFW utilization or located within affected CMAs are experiencing particular strain. The combination of non-renewals and new application denials could leave significant gaps as we approach 2026.

CHALLENGES BEYOND THE TEMPORARY

But the changes haven't stopped with the TFW stream. The federal government has also taken aim at international student visas and post-graduate work permits:

- **Caps on international students** have dampened applications to tourism and hospitality programs.
- **Post-Graduate Work Permit (PGWP)** eligibility has come under review, with tourism and hospitality programs not clearly defined as fields in demand.
- **Housing affordability** may be a central motivator for policy tightening, particularly in regions like Surrey where rent price pressures have eased.

The implications for employers are twofold. On the one hand, reduced student inflows may modestly ease housing competition in high-density areas and allow staff to find housing closer to work. On the other hand, many hospitality employees work part-time while pursuing studies in other disciplines—meaning a decrease in students and permits may result in a decrease in employees.



Some businesses have begun rethinking entire service models to cope with reduced staffing.”

Tap into your regional expertise

In light of these changes, there’s never been a better time to re-evaluate your talent pipeline strategy, and you don’t have to do it alone. **go2HR** offers dedicated support and insights tailored to BC’s hospitality sector.

Whether you’re reassessing your recruitment strategy or exploring new workforce development avenues, your **Regional HR consultant** is ready to help. As we look ahead to 2026, now is the time to act. Rethink, realign, and re-engage with the full spectrum of talent available to the industry.

Connect with your regional **go2HR consultant today** and take the first step toward building a more resilient and future-ready workforce.

Visit go2hr.ca to learn more.

Given the cascading nature of these changes to the labour landscape, the broader drop in study permit issuance could impact far more employers than just those hiring hospitality program graduates.

RETHINKING RECRUITMENT INTO 2026

If the last year has taught us anything, it’s that dependency on traditional low-wage foreign labour pipelines is no longer sustainable. Now is the time to pivot and explore new avenues:

- **Engage IEC visa holders.** International Experience Canada participants typically hold open work permits for one to two years; they are an underutilized resource who can bring energy and flexibility to your teams.
- **Invest in domestic recruitment.** Redirecting funds previously earmarked for legal fees and processing TFW applications can instead support relocation assistance or housing solutions for Canadian workers.
- **Address structural hiring barriers.** If local recruitment isn’t working, ask why. Are there affordability challenges? Are workplace environments perceived as unwelcoming? Can wages or perks be adjusted?
- **Rethink hard-to-fill roles.** A high-profile resort recently shared that high school kids don’t want to fill room attendant vacancies. What could change that? Better pay? More flexible scheduling? Enhanced benefits?

A REAL WORLD WAKE-UP CALL

For many BC operators, these policy changes have triggered a sense of urgency. In resort towns, where staff housing is already tight, the loss of international talent has hit especially hard. Urban hotels reliant on student labour have faced weekend and evening shift shortages. Some businesses have begun rethinking entire service models to cope with reduced staffing.

But amidst these challenges lie opportunities. Some properties have started to build stronger partnerships with local high schools and vocational programs. Others are piloting shared housing models or transport subsidies. And many are turning to provincial resources to guide their transition. ■

JOIN LEADING BC HOTELS & RESORTS, **SAVE WITH COR**

Save up to **\$7,000*** or more annually with the Certificate of Recognition (COR) Program.

Other Benefits:

- ✓ Promote **proactive safety practices** to prevent incidents
- ✓ Stay ahead of **evolving Health & Safety** requirements
- ✓ **Build trust** by showing commitment to worker well-being

*Based on an annual Assessable Payroll of \$6,000,000.



link.go2hr.ca/COR





Building community ACROSS BC

As we move into the fall, it's a perfect time to reflect on the bustle of summer across the province and look ahead to the months to come. This season, we are focused on building on the momentum from the BCHA Summit and our president Paul Hawes's *Summer of Love* tour throughout Vancouver Island, the Okanagan, and Whistler. Our goal is to strengthen connections and bring our provincial membership closer together by listening to members, understanding their needs, and providing support where it matters most.

CONNECTING THROUGH EVENTS

This past summer, the membership team connected with members at events such as the BC Hospitality Foundation Golf Tournament and other gatherings. These opportunities remind us that our industry thrives not only through programs and advocacy, but also through shared experiences that celebrate the collaborative spirit of hospitality.



Kootenay National Park, Canadian Rockies

Looking ahead, we will continue this work with roadshows in the Kootenay Rockies. These visits allow us to meet members outside major urban centres and engage operators in more remote regions. Whether through casual conversations or in-depth discussions about operational challenges, the focus is on meaningful relationships and support.

“

Hospitality in BC is about people, relationships, and connection.”

WELCOMING NEW MEMBERS

We are also pleased to welcome new members, including The Oak Hotel in Nelson, Rosemead House in Victoria, Crash Hotel in Squamish, and AZUR Legacy Collection Hotel in Vancouver. These additions reflect the continued growth of our membership and the value hoteliers see in being part of a network that understands their challenges and amplifies their successes.

Membership in the BCHA is about more than advocacy—it means joining a community that works together to help hoteliers succeed. Through programs like Fast Track Your Future, GoGreen, and partnerships with leading organizations, members gain practical tools to tackle challenges such as staffing pressures, rising operating costs, and evolving guest expectations.

LEANING ON OUR NETWORK

Hospitality in BC is about people, relationships, and connection. The energy from summer events and the membership engagement activities planned for this fall, including our upcoming regional roadshows, show that our community is strong, engaged, and ready to support one another.

This season, I encourage all members to connect, attend events, share best practices, and lean on the BCHA network. Together, we can build on our successes, celebrate our shared purpose, and continue strengthening the hospitality community across this beautiful province. ■

**O'CONNOR IS
HERE TO HELP**



Hotel owners all over Canada are requesting our proprietary hotel property tax appeal services! They want to know how their peers in the U.S. were able to successfully challenge property tax assessments.

Tangible & Intangible properties

Personal properties, both tangible and intangible, are not taxable. Tax assessors in Canada only deducted Tangible (FF&E) but failed to deduct Intangible value associated with a hotel's flag.

Intangible Properties Include:

- **Franchise License**
- **Permit**
- **Goodwill**
- **Quality Control**

The O'Connor Approach®

After years of research, a proprietary breakthrough methodology was developed by O'Connor. It was tested in 40+ states in the U.S. with great success, resulting in far greater tax reductions than ever before.

SAVE PROPERTY TAX OR PAY NOTHING

NO RISK, WE COVER ALL COSTS

4 major components are needed to achieve a successful property tax appeal. O'Connor provides all four on a contingency basis. We coordinate with local attorneys and appraisers, actively pursuing multiple rounds of appeal.

Experienced Consultant

Property Tax Attorney

Real Estate Appraiser

Massive Data Resources

CONTACT US FOR A FREE CONSULTATION



Randie York

Property Tax Consultant

☎ 832-661-5820

✉ ryork@poconnor.com

Scan QR Code for more information

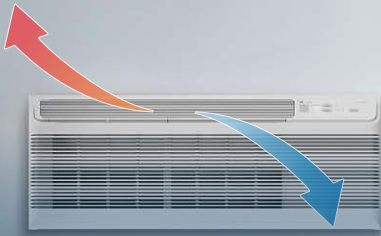




GE APPLIANCES
a Haier company

AIR & WATER
SOLUTIONS

Hotpoint®



Give your guests control and 5-star satisfaction

Energy Efficiency and Comfort: THE PERFECT COMBO

Get a quote in less than 48 hours!

Ready-to-ship stock. Fast delivery.



**We excel
at hospitality,
like you do.**

LOC INTERNATIONAL

Official distributor of GE Appliances
& Hotpoint in Canada and the USA.

info@locinternational.com | 1-800-724-5904

locinternational.com

CONTACT ONE OF OUR PTAC
EXPERTS TO FIND OUT MORE ABOUT



Smart thermostat pairing options
with front desk control



Heat pump feature for energy
savings



Extended parts & labour warranty



More efficient, more reliable, and
much quieter



Hotel-approved models that meet
your needs and budget