

2026 Canadian Hotel Industry Outlook

ORHMA – Ontario
Hospitality Conference

October 21, 2025



Agenda

1. 2026 Forecast
Fundamentals
2. Recent & Current
Provincial
Performance
3. 2025 Provincial
Outlook
4. National Outlook
5. Q&A



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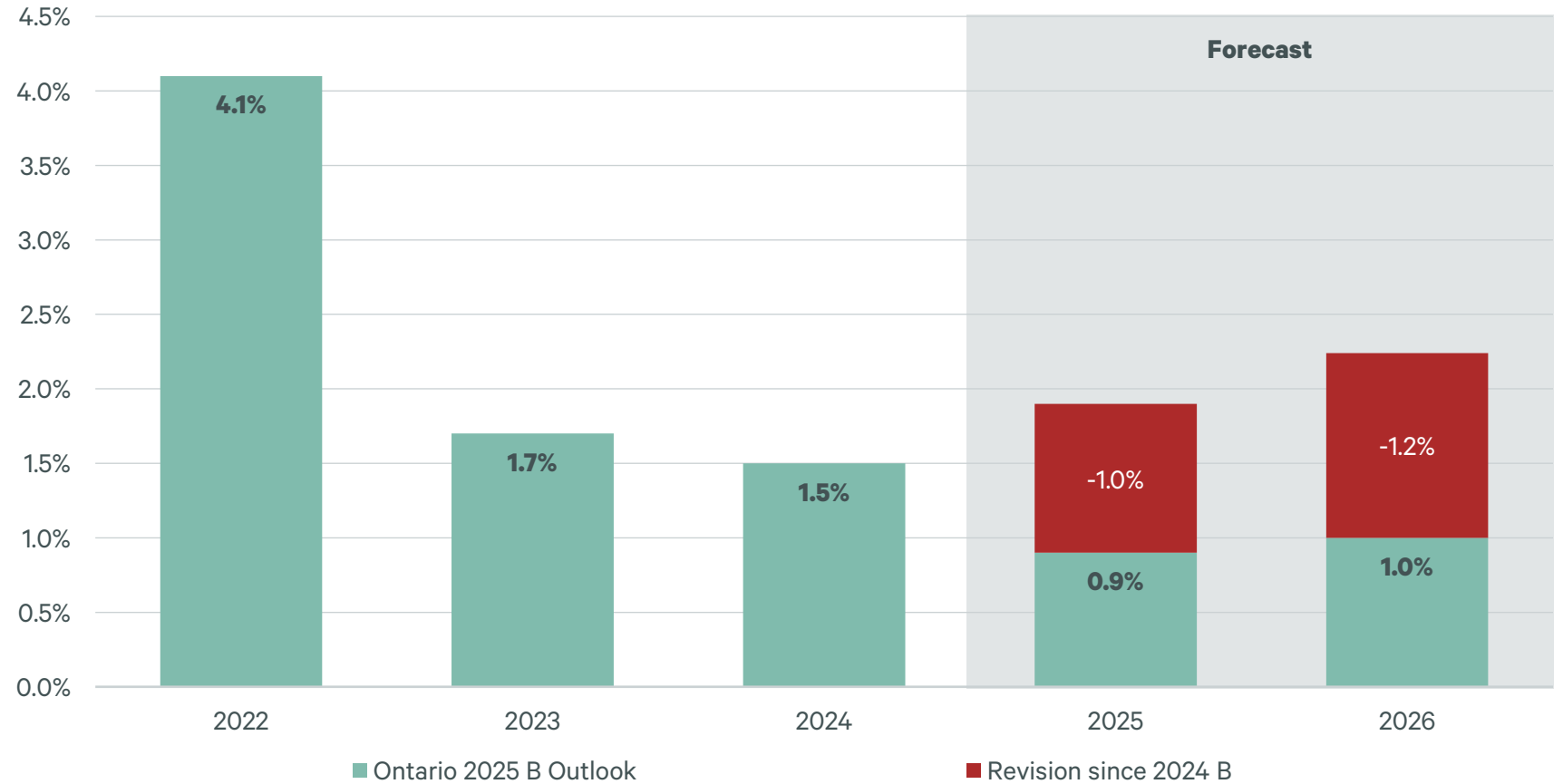
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2026 Forecast
Fundamentals

Ontario Real GDP Growth Forecast

Economic outlook for Ontario has worsened on rising trade tensions with the U.S.



Source: CBRE Research, Government of Ontario.

Tariff threats are already having real impacts for Canadian companies



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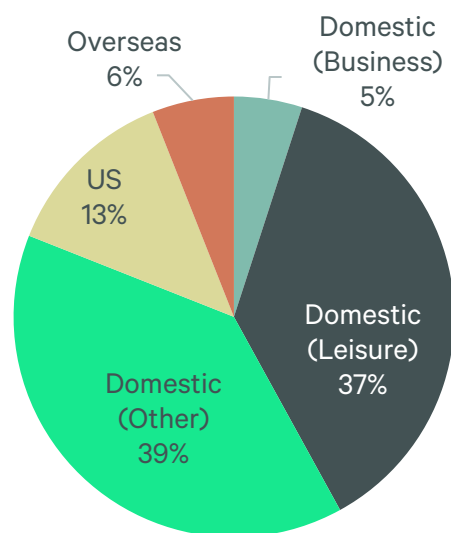


Tariff Impacts

- Will consider moving assembly plants if U.S. tariffs become permanent
- Cut 450 jobs at Ingersoll CAMI plant and shut down until October
- Cut 40% of staff as a direct result of U.S. tariff treats
- Paused the retooling of its Brampton, ON plant due to “today’s dynamic environment”
- Temporarily shuts Windsor Assembly Plant, laying off 4,500 hourly workers
- Attempted to move headquarters to U.S. but reversed decision amid shareholder backlash
- Lists New York office for the first time as “principal executive office” alongside its current Canadian headquarters
- Laid off 27 people and could cut further if they cannot find new Canadian customers
- Applied for up to \$600M in federal aid from “significant impact” from U.S. tariffs
- Reduced its workforce by 140 workers due to challenging market conditions
- Cuts over 170 workers in B.C. location and shifts production to North Carolina
- Postpones \$15 Billion EV plant investment in Ontario
- Cut jobs, diversified supply chain and reduced costs to deal with the effects of tariffs
- Shutting down Amherstburg, ON bottling plant, impacting 160 workers.
- Cited effort to shift some production closer to the U.S.

Ontario Travel Indicators

ON Overnight Visits Breakdown, 2026



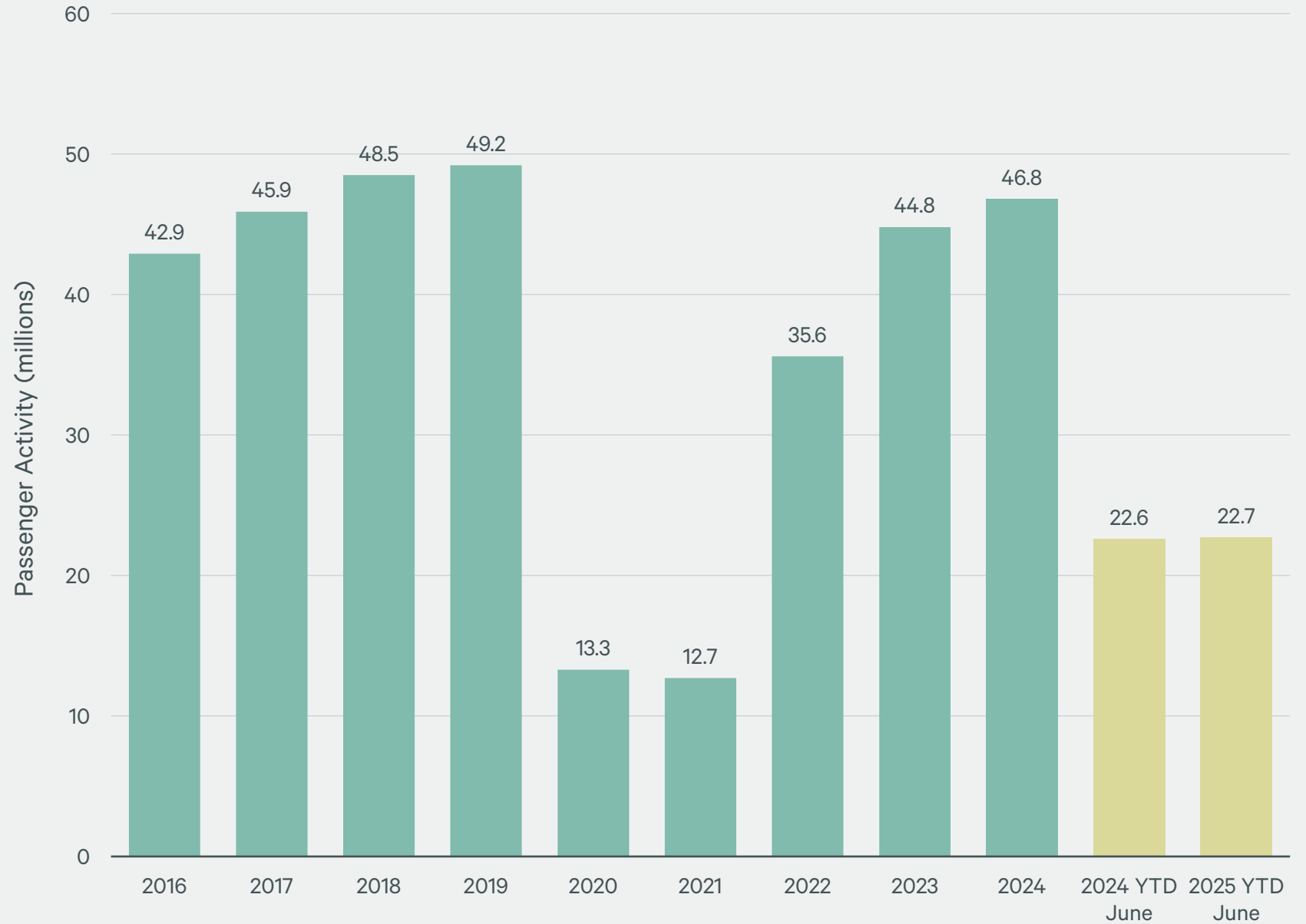
Ontario Overnight Visits, 2023-2029F (000s)

	2019	2023	2024E	2025F	2026F	2027F	2028F	2029F
Domestic – Business	2,805	2,549	2,050	2,277	2,318	2,382	2,444	2,503
		42.7%	-19.6%	11.1%	1.8%	2.7%	2.6%	2.4%
Domestic – Leisure	13,810	15,916	17,839	19,339	19,146	19,350	19,641	19,951
		1.3%	12.1%	8.4%	-1.0%	1.1%	1.5%	1.6%
Domestic – Other	19,340	19,204	18,542	20,442	19,917	19,750	20,145	20,806
		15.2%	-3.5%	10.2%	-2.6%	-0.8%	2.0%	3.3%
US	6,739	5,993	6,575	6,286	6,749	6,923	7,023	7,095
		30.9%	9.7%	-4.4%	7.4%	2.6%	1.4%	1.0%
Overseas	3,470	2,675	2,833	2,760	2,994	3,140	3,245	3,349
		24.5%	-2.5%	5.3%	3.2%	3.4%	4.4%	4.0%
Total Overnight Visits	46,164	46,338	47,839	51,104	51,125	51,545	52,498	53,704
		14.6%	3.2%	6.8%	0.0%	0.8%	1.8%	2.3%

Source: Conference Board of Canada, Spring 2025

Toronto Pearson Air Passenger Traffic

Source: Statistics Canada, GTAA, Ports
Toronto

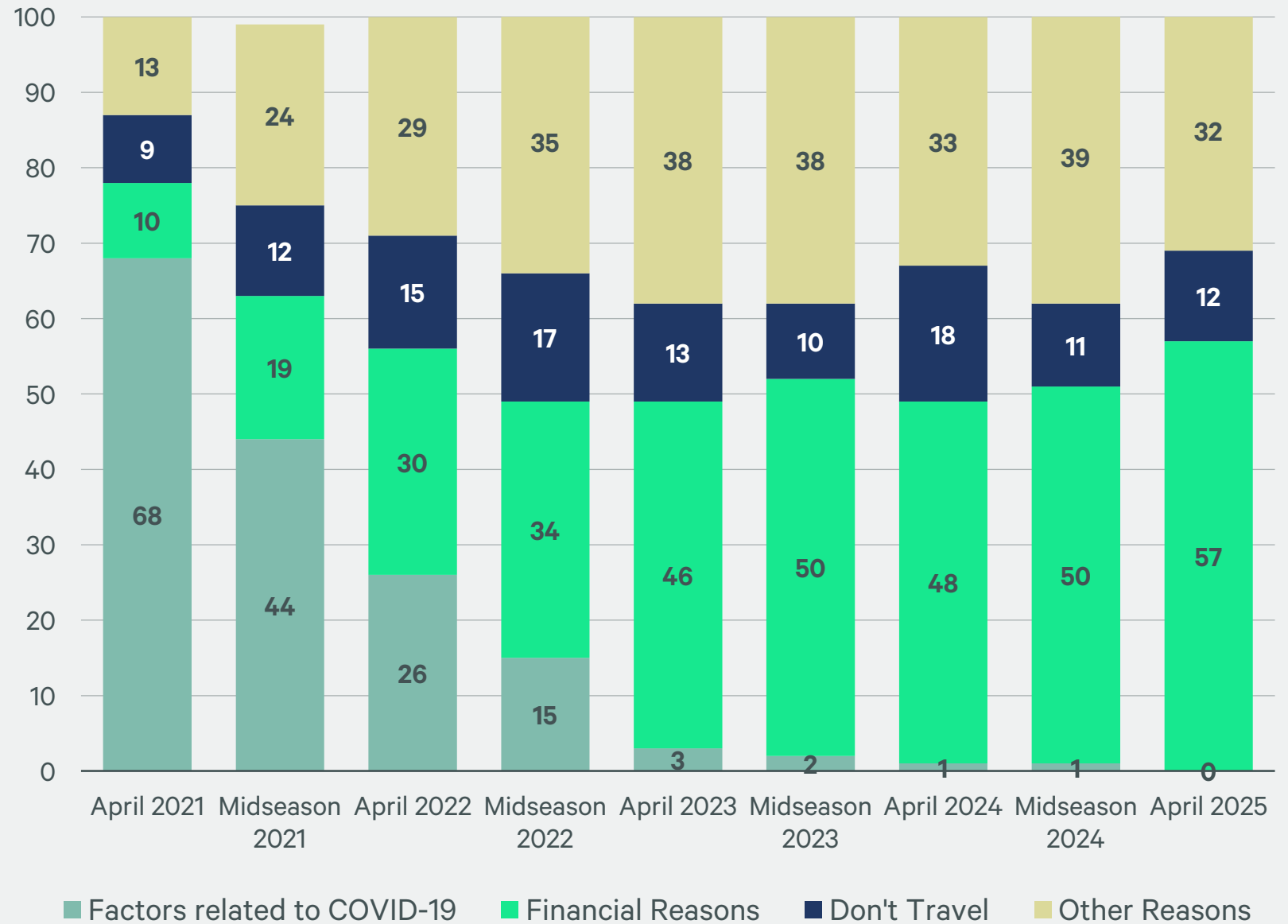


Travel Intentions

Primary Reason For Not Taking, or Unsure About Taking, An Overnight Vacation Trip

(percent of non-travelling or unsure respondents)

Source: Conference Board of Canada, 2024



Consumer confidence flat but down relative to 2024

Source: Nanos Research via ORHMA



Consumer confidence flat – Positive sentiment on future strength of the Canadian economy hits five month low.

Weekly Bloomberg Nanos Canadian Confidence Index
Released October 10, 2025
Submission 2013-284

Bloomberg  **NANOS**

FIFA World Cup 2026 - Toronto Schedule

June 11, 2026 - July 19, 2026

Toronto, ON - BMO Field (6)

Group Stage Games

Friday, June 12, 2026

- Match 3 - Group B (Canada #1)

Wednesday, June 17, 2026

- Match 21 - Group L

Saturday, June 20, 2026

- Match 33 - Group E

Tuesday, June 23, 2026

- Match 46 - Group L

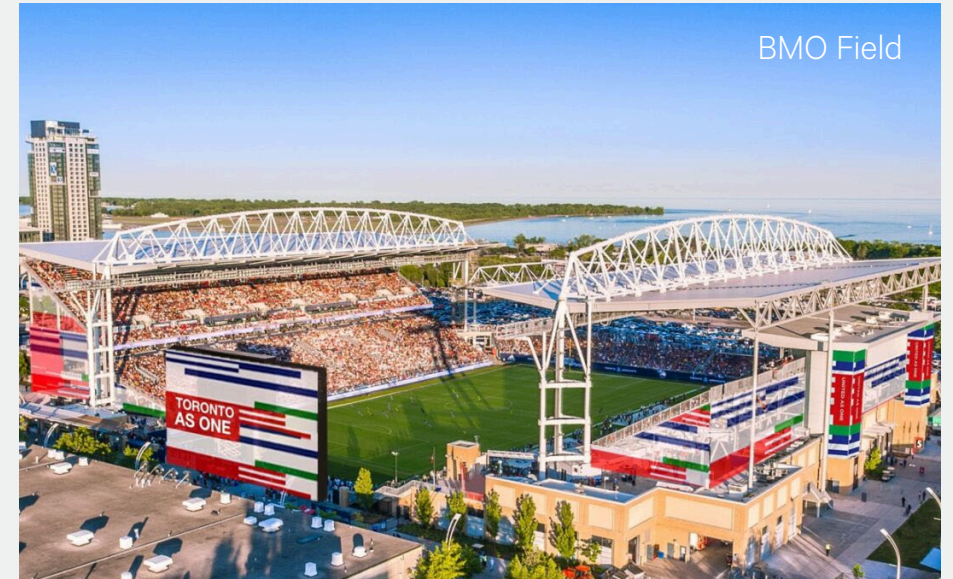
Friday, June 26, 2026

- Match 62 - Group I

Round of 32 Games

Thursday, July 2, 2026

- Match 83 - Group K runners-up v Group L runners-up



* Draw for the 2026 World Cup Groups will take place on December 5 - Canada will be in Group B.



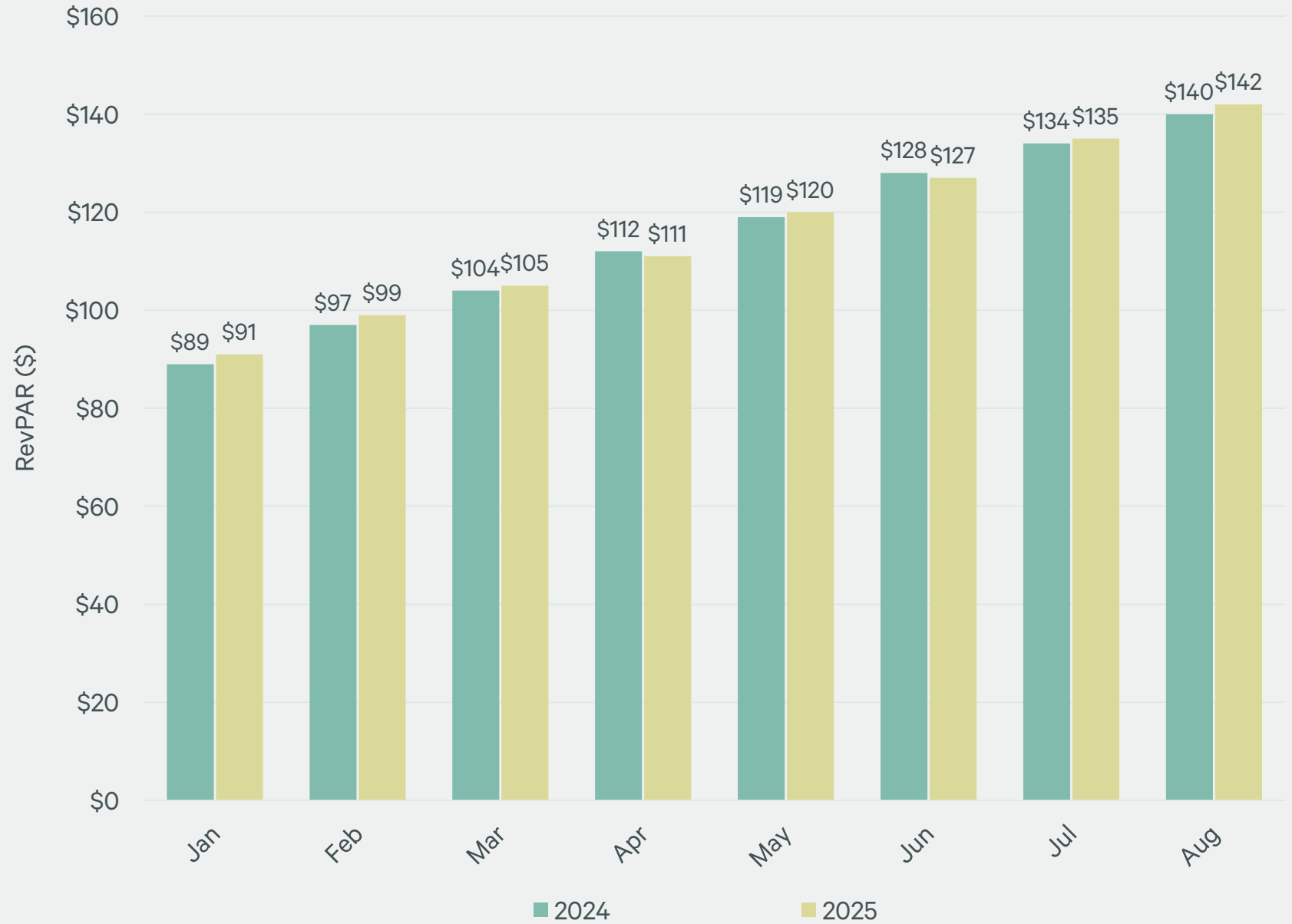
Recent &
Current
Provincial
Performance

Ontario Major Market Outlooks

		2019	2021	2022	2023	2024
3 Major Markets <small>(Toronto + Niagara Falls + Ottawa)</small>	Occupancy	72%	41%	64%	72%	72%
	ADR	\$178	\$136	\$198	\$219	\$227
	RevPAR	\$129	\$56	\$126	\$157	\$163
Balance of Ontario	Occupancy	65%	47%	62%	64%	64%
	ADR	\$145	\$123	\$160	\$175	\$183
	RevPAR	\$94	\$58	\$99	\$112	\$117
ON	Occupancy	69%	44%	63%	68%	68%
	ADR	\$163	\$129	\$180	\$199	\$207
	RevPAR	\$112	\$57	\$113	\$135	\$140

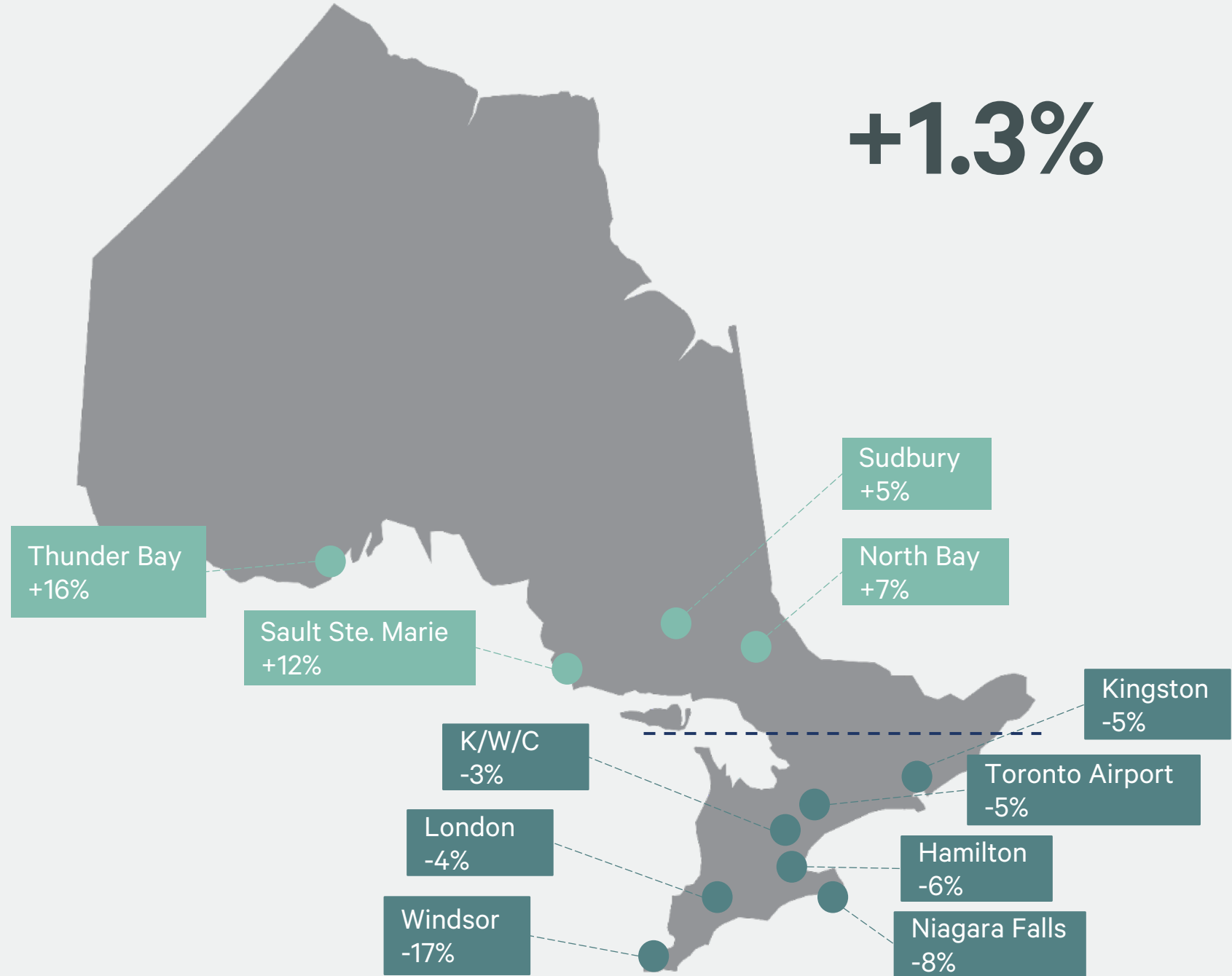
RECENT & CURRENT
PROVINCIAL
PERFORMANCE

Ontario 2024-2025 YTD RevPAR



RECENT & CURRENT
PROVINCIAL
PERFORMANCE

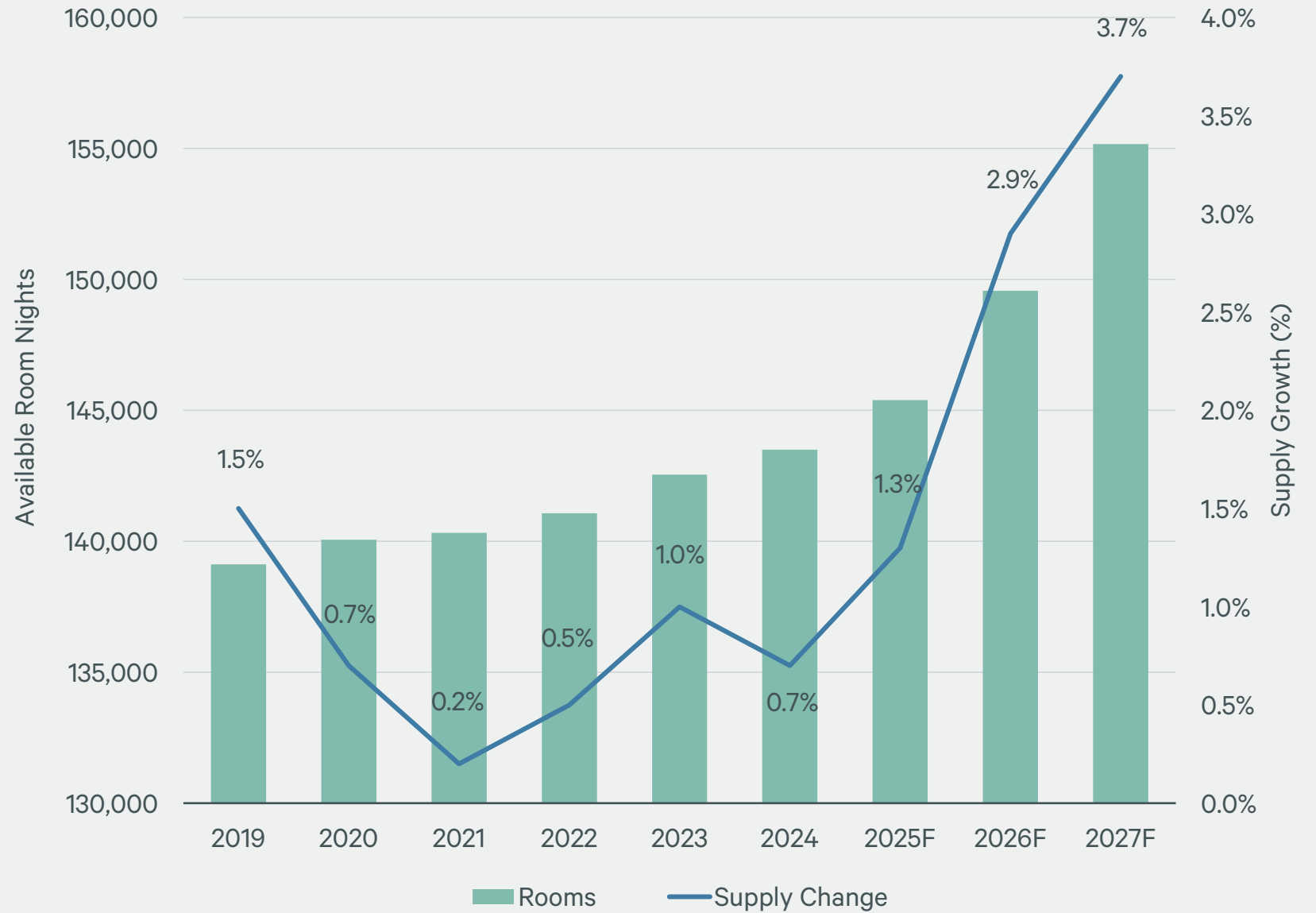
Provincial performance is bifurcated. Central and Northern market are the biggest contributors to RevPAR growth overall





2025
Provincial
Outlook

Ontario Supply Curve



REGIONAL FORECASTS

ON Major Market Outlooks

		2019	2022	2023	2024	2025F	2026F
Toronto	Occupancy	74%	67%	74%	75%	73%	73%
	ADR	\$184	\$202	\$228	\$235	\$236	\$242
	RevPAR	\$137	\$136	\$167	\$175	\$173	\$177
Ottawa	Occupancy	71%	62%	69%	69%	71%	70%
	ADR	\$167	\$177	\$196	\$201	\$207	\$212
	RevPAR	\$119	\$109	\$134	\$139	\$147	\$147
Niagara Falls	Occupancy	67%	55%	69%	64%	63%	64%
	ADR	\$168	\$201	\$207	\$221	\$207	\$211
	RevPAR	\$112	\$110	\$142	\$142	\$130	\$134
ON	Occupancy	69%	63%	68%	68%	67%	67%
	ADR	\$163	\$180	\$199	\$207	\$210	\$214
	RevPAR	\$112	\$113	\$135	\$140	\$141	\$144

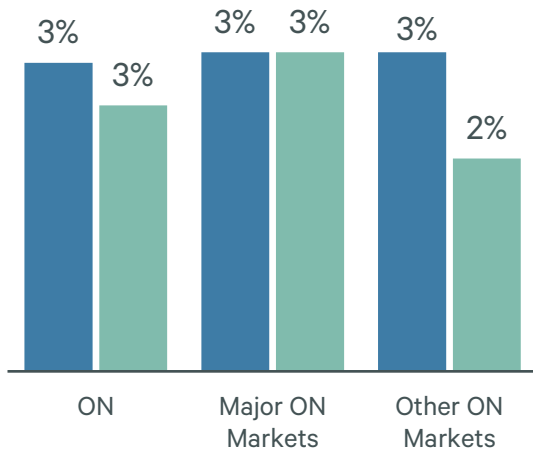
Ontario

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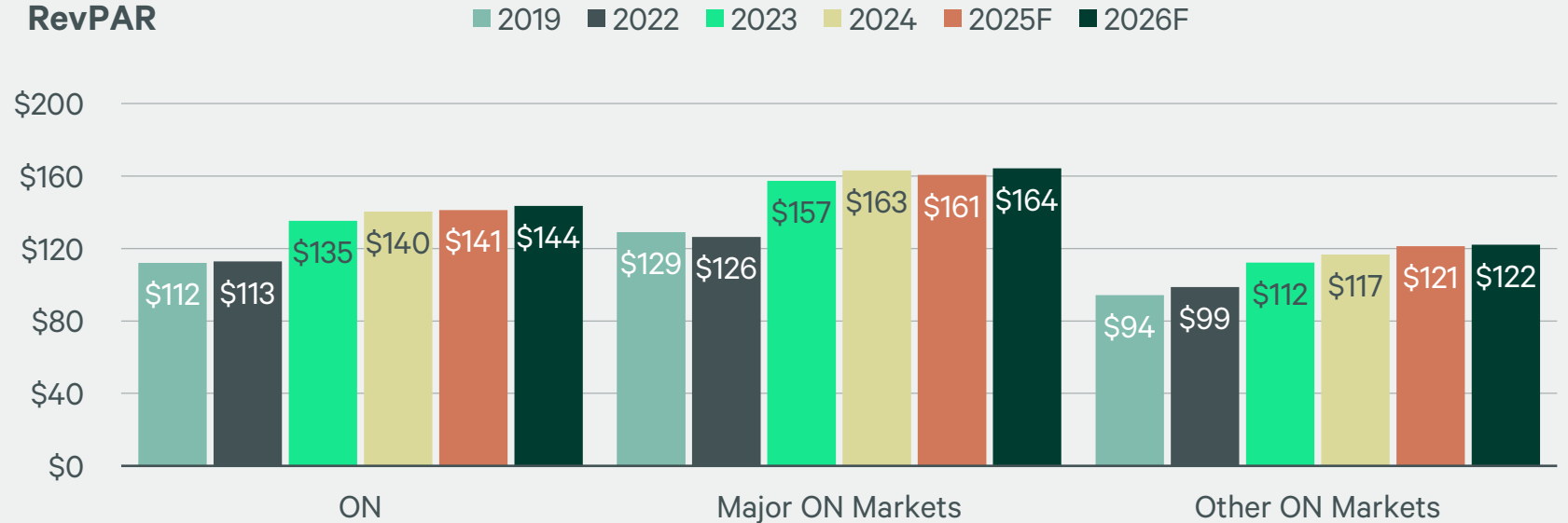
RevPAR Growth vs 2025

		2019	2022	2023	2024	2025F	2026F
Ontario	Occupancy	69%	63%	68%	68%	67%	67%
	ADR	\$163	\$180	\$199	\$207	\$210	\$214
	RevPAR	\$112	\$113	\$135	\$140	\$141	\$144

2026 Supply Demand



RevPAR

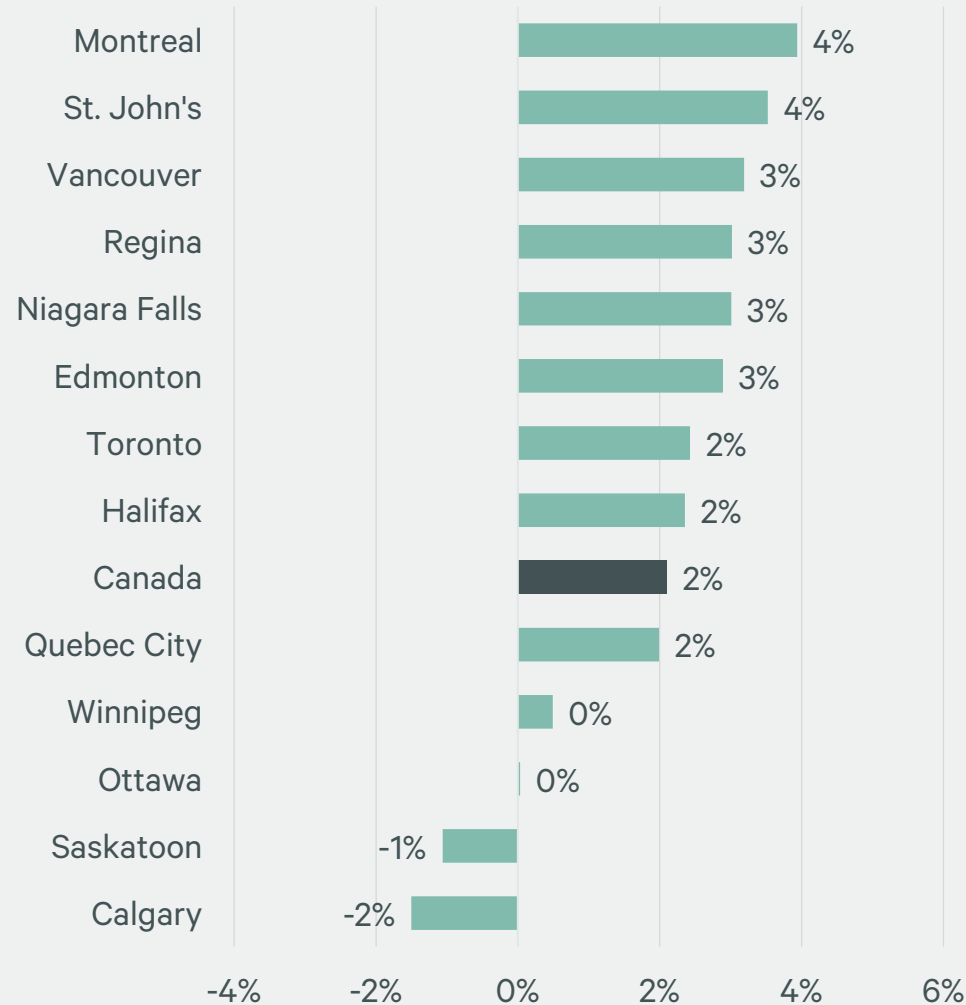




National
Outlook

2026 Major Market Outlooks RevPAR Projection

2026 RevPAR Growth over 2025



2026 RevPAR Projection Ranking

	RevPAR \$
Vancouver	\$232
Toronto	\$177
Quebec City	\$173
Montreal	\$165
Halifax	\$158
Ottawa	\$147
Niagara Falls	\$134
Winnipeg	\$129
Calgary	\$126
St. John's	\$115
Saskatoon	\$111
Edmonton	\$98
Regina	\$82

2025 to 2027 Long Range Outlook

	Indicator			Year Over Year Change				
	Occ	ADR	RevPAR	Supply	Demand	Occ	ADR	RevPAR
HISTORIC								
2019	65%	\$163	\$106	1.4%	0.8%	-1 pt	5.3%	4.6%
2020	30%	\$128	\$39	0.7%	-53.5%	-35 pts	-21.5%	-63.7%
2021	41%	\$135	\$56	0.6%	38.7%	11 pts	5.1%	44.9%
2022	61%	\$178	\$108	0.5%	47.4%	20 pts	31.7%	93.3%
2023	66%	\$197	\$129	0.7%	8.7%	5 pts	10.7%	19.5%
2024	66%	\$206	\$135	0.4%	0.2%	0 pts	4.8%	4.5%
OUTLOOK								
2025	66%	\$211	\$139	0.7%	1.1%	0 pts	2.7%	3.0%
2026	66%	\$216	\$142	1.5%	1.4%	0 pts	2.2%	2.1%
2027	65%	\$221	\$144	2.1%	1.2%	-1 pt	2.0%	1.2%



Q&A

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