

## **Backgrounder: Task Force on the Hotel Industry**

### **The High Road Vision**

Too many employers in today's global economy have chosen to take a 'low road' path to prosperity. They have built their strategies for profit-making around low wages, few benefits, part-time work, no job security, punishing workloads and a polarized and powerless workforce. Nowhere is it written that this low road is the only path through the new economy—there is a choice. The high road takes a sector into a high-skill, high-wage economy:

- Employers and governments invest in workers by providing education and training, and opportunities for advancement;
- Companies compete by offering the highest quality, value and service. Unions give workers a voice in decisions at the workplace, and governments commit to making them part of the decisions that affect their economic and social well-being;
- There are plenty of jobs to go around—not part-time, low-wage, dead-end jobs, but meaningful work with career ladders and rewards for good work and initiative.

### **Other Successful Models**

- In addition to the auto sector, Toronto's construction industry has created good middle-class jobs. In the 1960s, the construction sector entered into a high road training partnership and now has one of the most highly skilled, competitive workforces in North America.
- The Las Vegas Culinary Academy is a joint industry-labour partnership funded by 24 casinos. It has moved workers into the middle-class with decent wages, benefits, pensions and guaranteed full-time work to create a highly satisfied and competitive workforce.

### **Task Force Panel Members:**

**Roy Adams:** Emeritus professor of industrial relations at McMaster University; past President of Canadian Industrial Relations Association; authored or co-authored over 130 publications.

**Linda Briskin:** Professor in Social Science Division and Women's Studies at York University; currently researching strategies for ensuring equity representation in unions.

**Joe Bowdring:** Youth Access Director, Toronto Central Building Trades Council; As Director of Apprenticeship, coordinated programs on behalf of joint labour-management training fund.

**Pradeep Kumar:** Professor Emeritus, School of Policy Studies at Queens University. Teaches labour relations; has conducted extensive research on changing strategies and performance of unions.

**Ilda Januario:** Senior Research Officer at OISE; coordinator of the WALL project at University of Toronto's Centre for the Study of Education and Work.

**Jane Mercer:** Executive Coordinator, Toronto Coalition for Better Child Care.

**Yves Savoie:** Executive Director, Family Service Association of Toronto; serving Toronto's poorest and most vulnerable individuals and families.