

Retirement Living Workforce & Leadership Trends

CANADA | 2026-2027 OUTLOOK

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MedMatch

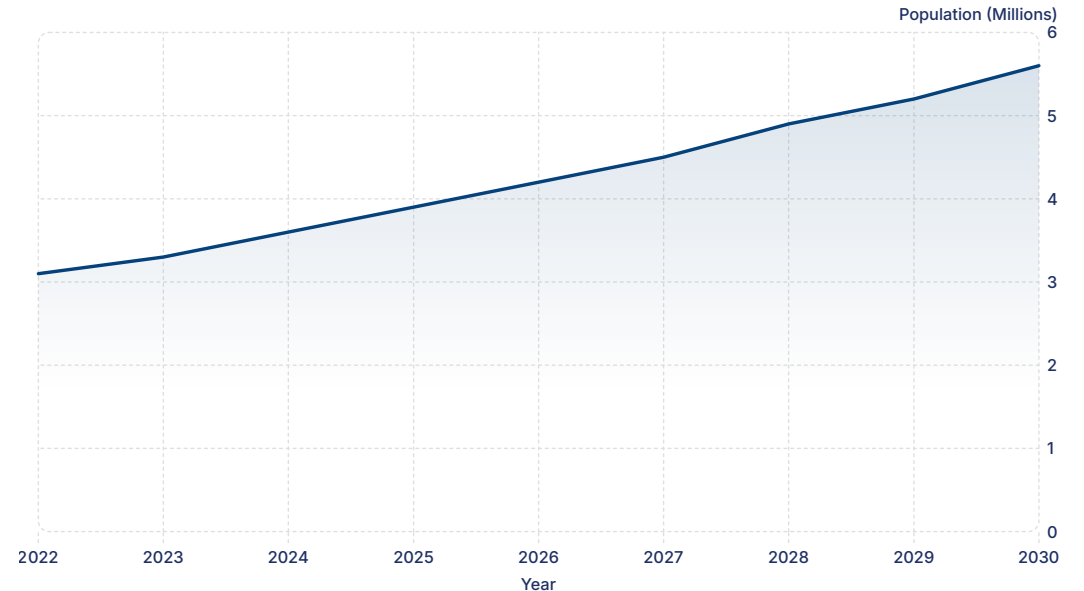
Executive Summary

This report provides a comprehensive overview of the workforce and leadership trends shaping Retirement Living communities across Canada heading into 2026–2027. As Canada's aging population grows at an accelerating pace, retirement communities are expanding rapidly — creating unprecedented demand for experienced operational leaders, clinical professionals, and sales specialists.

Topics Covered

- Leadership demand & pipeline gaps
- Clinical staffing needs
- Sales leadership growth
- Recruitment challenges
- Salary benchmarks
- Future workforce outlook

Projected Growth: Canadians Aged 75+ Through 2030



Canada's 75+ population is projected to surpass **5.6 million** by 2030, fuelling sustained demand for retirement living across the country.



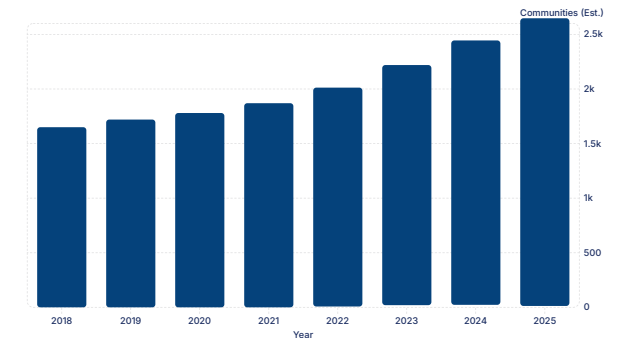
Retirement Living Workforce Landscape

Canada's retirement living sector continues to expand as older adults increasingly seek supportive housing, community-based care, and amenity-rich environments. This growth is reshaping the workforce and elevating expectations for leadership, hospitality, and clinical competency.

Key Workforce Drivers

- **Rising Demand**
Growing volume of Canadians seeking retirement communities
- **Private-Pay Growth**
Expansion of private-pay senior living models across provinces
- **Elevated Expectations**
Higher hospitality, wellness, and lifestyle service standards
- **Complex Operations**
Need for experienced leadership to manage multi-service communities

Growth of Retirement Living Communities in Canada



Leadership Pipeline & Retirement Wave

The retirement living sector is confronting a significant leadership gap as a generation of experienced administrators and regional directors approaches retirement age. This "double wave" — rising demand for retirement living coinciding with the exit of veteran leaders — is creating a critical succession planning imperative for operators nationwide.

Roles Most Affected

Executive Directors

Community-level operational leaders nearing retirement

Regional Directors of Operations

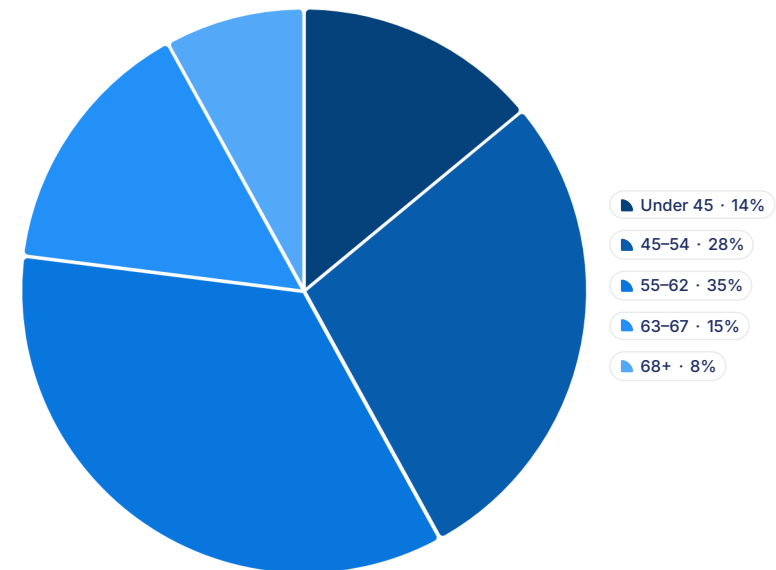
Multi-site leaders with deep sector knowledge at risk of departure

Directors of Wellness / Clinical Leaders

Senior clinical oversight roles facing limited replacement pools

- Organizations are increasingly focused on **succession planning and leadership development pipelines** to bridge this growing gap.

Estimated Retirement of Senior Living Leaders by Age Group



Over **58% of current senior living leaders** are aged 55 or older, signalling a significant near-term transition in organizational leadership across the sector.

Clinical Workforce Demand

Although retirement communities operate differently from long-term care homes, clinical oversight remains an essential pillar of quality resident care. As communities take on increasingly complex resident profiles, demand for qualified healthcare professionals who can support wellness programs, care coordination, and health monitoring continues to intensify.

Key Clinical Roles in Demand



Registered Nurses (RN)

Clinical oversight & resident health management



Registered Practical Nurses (RPN)

Day-to-day wellness monitoring & medication support



Director of Wellness

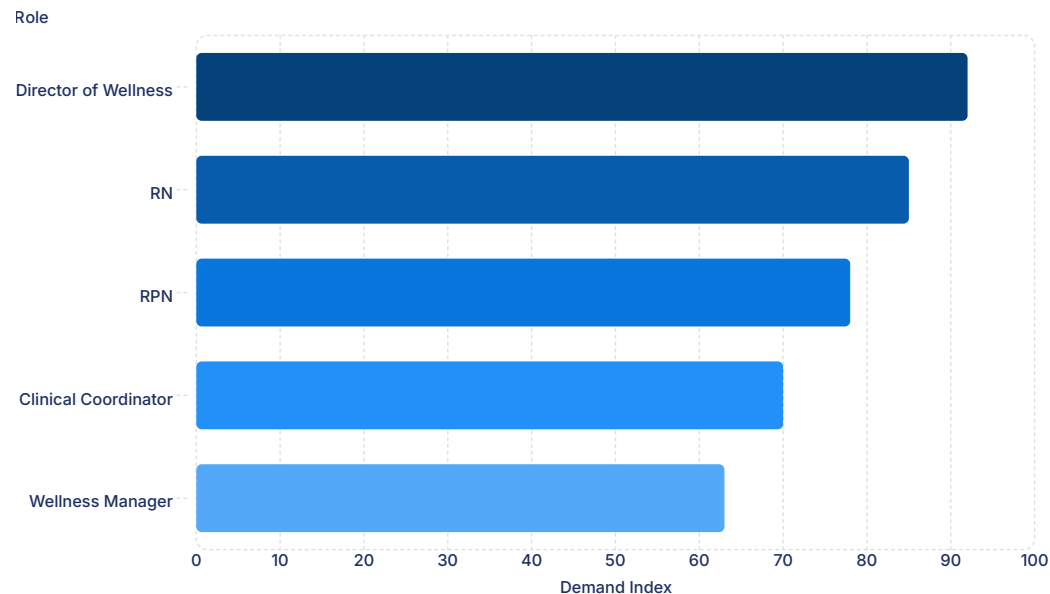
Strategic leadership of all clinical & wellness programs



Clinical Coordinators

Care planning, coordination & documentation oversight

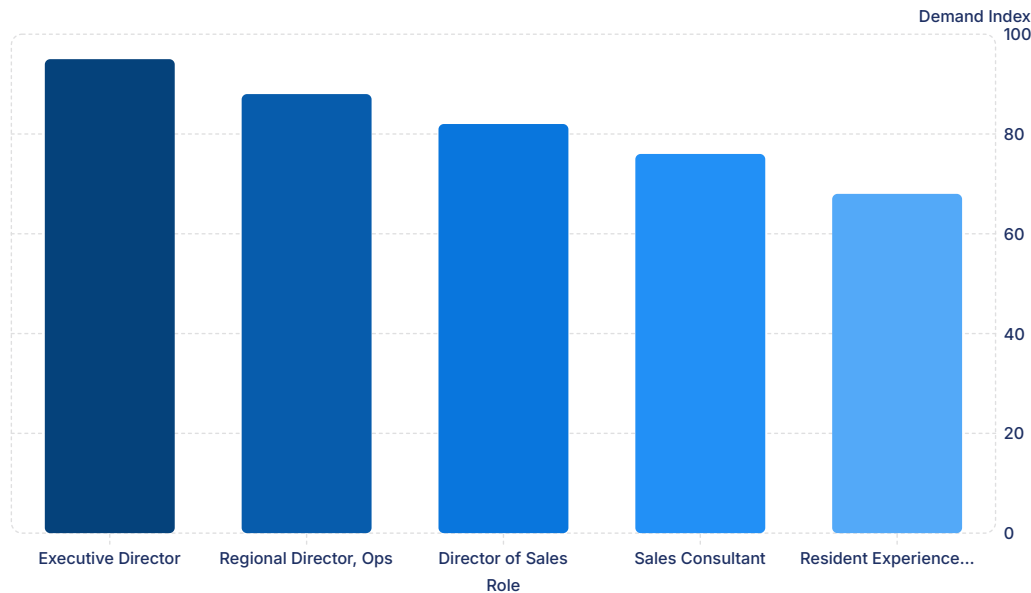
Relative Demand for Clinical Roles



The **Director of Wellness** remains the single most difficult clinical role to fill, reflecting its dual requirement for clinical credentials and strong leadership capabilities.

Leadership Roles in High Demand

Retirement communities require seasoned leadership to drive operational excellence, deliver outstanding resident experiences, and achieve occupancy targets. The following roles represent the highest-priority hiring needs across the sector — combining strategic vision with hands-on community management.



The **Executive Director** role commands the highest demand index — a reflection of both the scarcity of qualified candidates and the critical operational impact of this position.

Role Highlights

1

Executive Director

Full-site P&L ownership, team leadership, and resident satisfaction accountability

2

Regional Director of Operations

Multi-site oversight with focus on consistency, quality, and growth

3

Director of Sales

Leads occupancy strategy and community marketing to drive revenue

4

Resident Experience Manager

Champions the lifestyle programming and daily satisfaction of residents

Salary Benchmark Insights

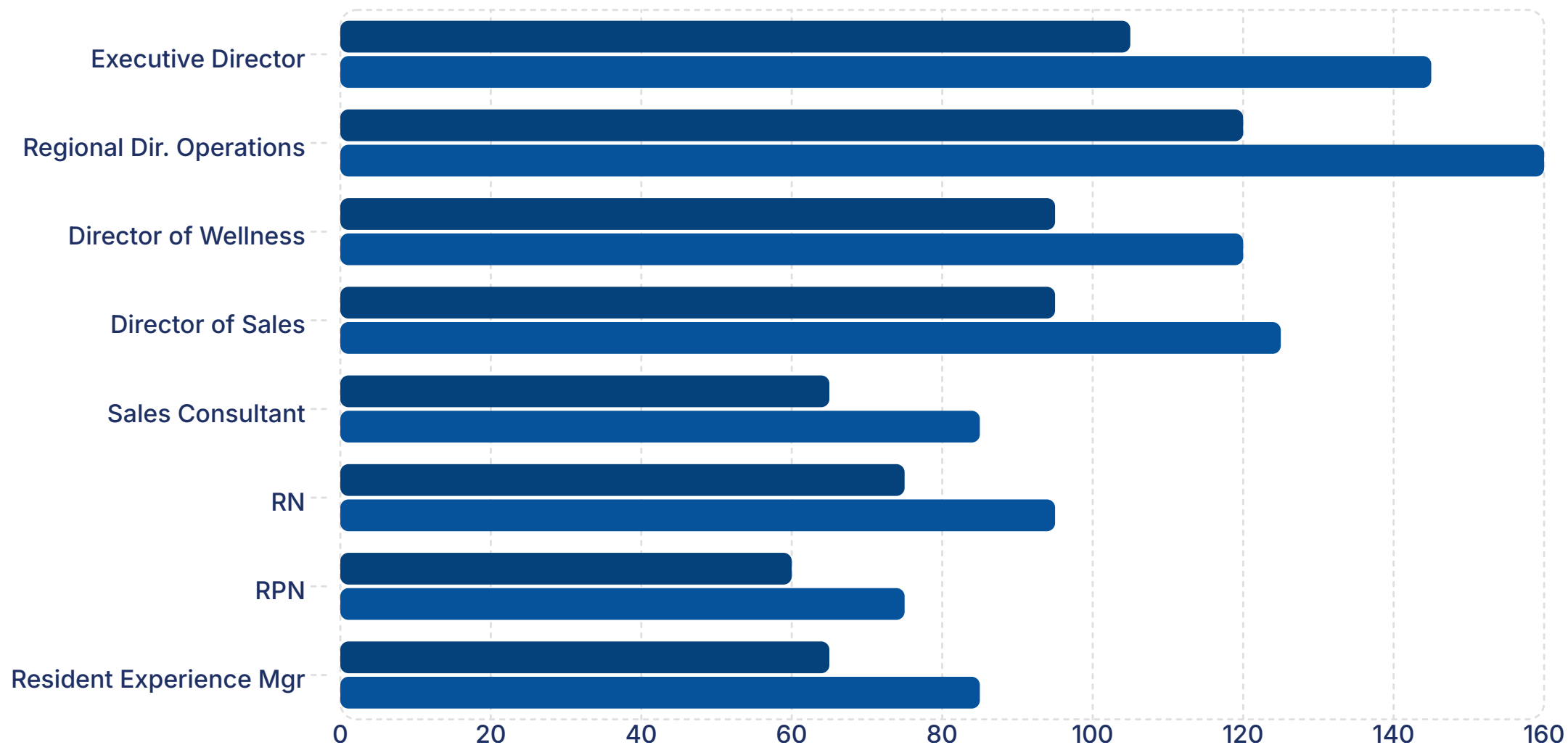
Competitive compensation is a critical lever in attracting and retaining top talent in Canada's retirement living sector. The benchmarks below reflect 2025–2026 market rates across key roles. Operators offering below-market compensation risk losing candidates to competing communities, long-term care, and home care providers.

Role	Salary Range (Canada)	Notes
Executive Director	\$105K – \$145K	Full P&L responsibility
Regional Director of Operations	\$120K – \$160K	Multi-site leadership
Director of Wellness	\$95K – \$120K	Clinical + leadership dual role
Director of Sales	\$95K – \$125K	Occupancy & revenue focus
Sales Consultant	\$65K – \$85K + commission	Variable pay component
Registered Nurse (RN)	\$75K – \$95K	Clinical wellness support
Registered Practical Nurse (RPN)	\$60K – \$75K	Day-to-day care coordination
Resident Experience Manager	\$65K – \$85K	Lifestyle & programming

■ Min Salary (\$K)

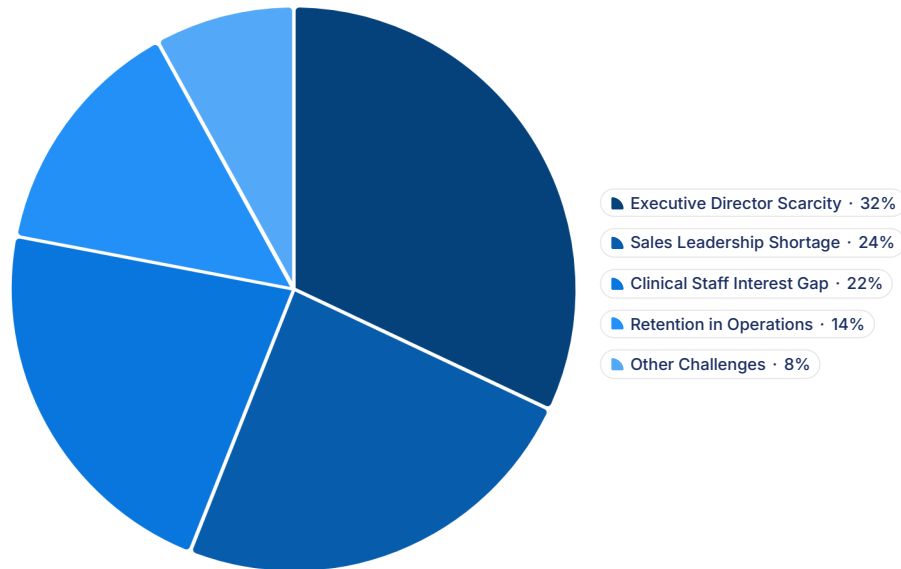
■ Max Salary (\$K)

Role



Recruitment Challenges

Retirement living operators across Canada are navigating a demanding hiring environment. A combination of talent scarcity, compensation competition, and sector perception issues is making it increasingly difficult to fill key positions — particularly at the leadership and clinical levels. Understanding these challenges is the first step toward addressing them strategically.



Over **56% of operators** identify leadership and sales recruitment as their top hiring challenge — far outpacing clinical and retention concerns.

Core Challenges Unpacked

Executive Director Scarcity

A shallow candidate pool with the right blend of operations, clinical awareness, and culture-building skills

Sales Leadership Gap

Difficulty finding sales directors who understand senior living nuances beyond traditional sales environments

Clinical Attraction

Many RNs and RPNs prefer acute care or LTC settings, limiting the retirement living talent pool

Retention in Operations

Hospitality and housekeeping roles face high turnover, impacting service consistency and team morale

Strategic Hiring Recommendations

To remain competitive in Canada's rapidly evolving retirement living sector, organizations must go beyond reactive recruiting and build proactive, strategic talent frameworks. The following recommendations are designed to help operators attract, develop, and retain the leaders and professionals they need to thrive through 2027.



Strengthen Employer Brand & Culture

Differentiate your organization by clearly articulating your mission, values, and what makes your communities great places to work. Culture is a top driver of candidate decisions.



Invest in Leadership Development

Build internal pipelines through mentorship, succession planning, and formal leadership programs — reducing reliance on external hiring for senior roles.



Offer Competitive Compensation

Benchmark salaries regularly against market data and ensure total compensation — including benefits, flexibility, and incentives — reflects the value of key roles.

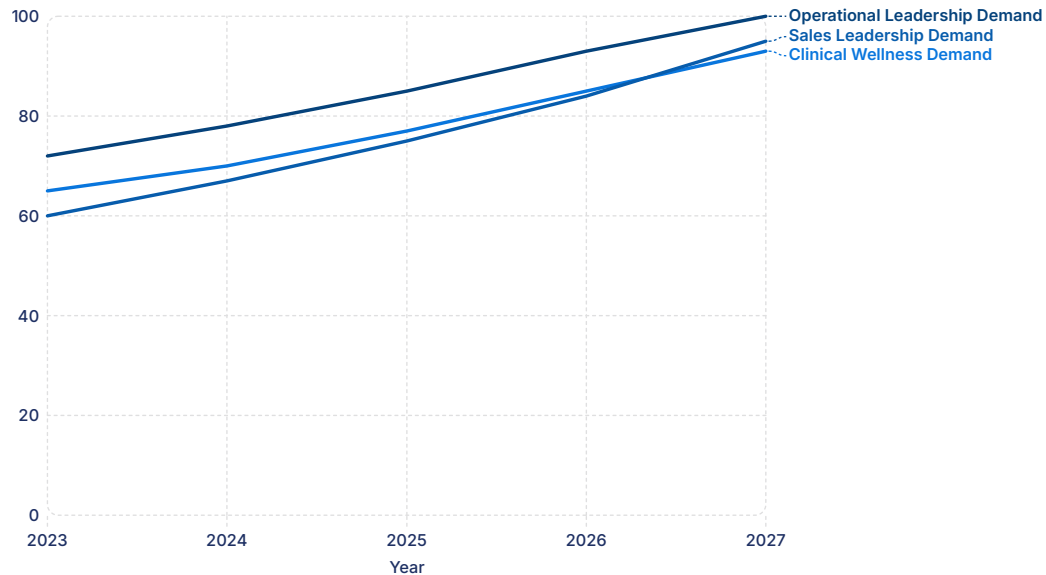


Partner with Specialized Recruiters

Build ongoing relationships with sector-specific recruitment partners who understand retirement living and can access passive candidates beyond job boards.

Future Outlook: 2026–2027

Demand for retirement living communities is projected to grow significantly through 2027 as Canada's population continues to age at an accelerating pace. Operators who act now to build strong leadership teams, clinical capacity, and sales pipelines will be best positioned to capture this growth — and deliver exceptional outcomes for residents.



All three workforce categories are projected to reach peak demand by 2027 — with **operational leadership** rising fastest due to the combined pressures of community expansion and the leadership retirement wave.

Key Growth Drivers

- Over **5.6M Canadians aged 75+** by 2030
- Continued expansion of private-pay retirement communities
- Increased complexity of resident needs requiring stronger clinical oversight
- Sales professionals critical for occupancy and revenue targets
- Succession gaps accelerating demand for mid-career leaders

Outlook Summary

Organizations that invest in recruitment strategy **today** will hold a decisive competitive advantage through 2027 and beyond.

About MedMatch Recruitment

MedMatch Recruitment is a Canadian healthcare recruitment firm dedicated to connecting exceptional talent with organizations where they can make a meaningful difference. Founded by Crystal Arsenault, MedMatch brings deep sector expertise and a commitment to building lasting relationships with both candidates and clients across the continuum of care.



Long-Term Care

Executive and clinical recruitment for LTC homes across Canada



Retirement Living

Leadership, sales, and wellness roles for independent and assisted living communities



Home Care

Matching care coordinators and clinical professionals with home care providers



Community Healthcare

Sourcing leaders and clinicians for community health organizations and agencies



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