

Tourism Sector in the Grand Erie Region

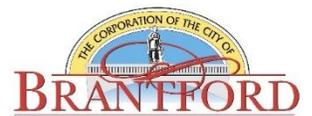


Workforce Planning Board of Grand Erie
Commission de planification de la main-d'œuvre de Grand Erie

Funded By:



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OUR VISION

A skilled, resilient workforce contributing to dynamic communities and their economies.

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Introduction

Tourism is a key industry in the Grand Erie Region which includes Brantford, Brant County, Haldimand County, Norfolk County, Six Nations of the Grand River and Mississaugas of New Credit. Tourism operators take advantage of the opportunities afforded by proximity to the Grand River and Lake Erie shoreline as well as the fertile soil and its products within the region. Across the region, economic development staff have acknowledged this region's diverse attractors and have developed strategic plans with tourism as a key priority. Each department supports local tourism operators to create engaging, award winning experiences across the sector.

Some 960 tourism employers across Grand Erie have employees, according to Canadian Business Counts data taken in December 2016. This number does not factor in the growth potential of many more businesses which are solely owned and operated. As the industry grows and tourism increases, some of these businesses may hire employees to meet demand. Local tourism employed approximately 11,800 people in 2016, an increase of 10% over 2011 (EMSI Analytics). In the upcoming years, that number has potential to grow.

Much like employers in other sectors, tourism operators face issues with attracting and retaining qualified employees. Like the employers who filled out the Employer One 2017 survey, tourism operators are not receiving enough applications and are focusing on the soft skills of their hires. The 108 tourism businesses who filled out the 2017 survey had 670 separations in 2016 and estimated hiring 719 employees in 2017. The part-time and seasonal uniqueness of the industry contributes to that employer challenges of sourcing and keeping its talent. Scheduling and staffing needs are very dependent on weather and the discretionary income of potential tourists and all of this can result in staff turnover.

Through this report, we hope to provide jobseekers and Employment Ontario service providers with accurate information about that sector and its career options. We will combine data on where and what the jobs are with employer information on what skills, knowledge and training are desirable in applicants and employees. Local trainers and educators will also be able to use this employer-sourced information to identify training opportunities for the sector. Finally, the report will provide employers with guidance and recommendations for some of their training, recruitment and attraction challenges.

Defining Tourism

After conducting a literature review of Ontario tourism studies, the project team chose to use the Statistic Canada's model of analysis for tourism with some revisions. The team included the following North America Industry Classification System (NAICS) sectors and subsectors:

72 Accommodations and Food Services

71 Arts, Entertainment and Recreation

44-45 Retail Trade

48-49 Transportation and Warehousing

Travel Services from 56 Administrative and Support, Waste Management and Remediation

Breweries, Wineries and Distilleries from 31-33 Manufacturing

Purpose

The purpose of the research study for the Tourism Sector is to identify the job opportunities, education needs, skills gaps and human resources challenges that face the tourism businesses. This information will help job seekers transitioning into the sector.

Each of the region's economic development offices has identified Tourism as a sector of growth and opportunity. The area contains the natural water features of the Grand River and Lake Erie along with an agri-tourism industry that is focused on the area's farmland. The geography of the area provides opportunities to engage tourists, domestically and internationally. To maintain and grow this sector, businesses need staff to meet the accommodation, food and entertainment needs of these visitors.

Training for jobseekers in the industry is available locally or provided on-the-job. Customer service skills are invaluable in the industry but have some variations employer to employer.

Value

This sector research used data from a number of resources, including industry and occupational data, job postings data and employer and economic development interviews, to better understand:

1. Which occupations are growing and retracting,
2. Attracting and retaining new entrants and job seekers into tourism occupations,
3. Identifying local education and training programs used by employers,
4. Opportunities to develop and market skills programs and resources,
5. Help employers advance the skills of their existing workforce.

Key Findings

These are some of the key takeaways contained within this report.

Local Industry

- Tourism in Grand Erie region employed approximately **11,800** people in 2016.
- The industry is diverse with young workers bringing energy and seasonal support while older workers bring skills, experience and a steady workforce.

Recruitment

- Employers use social media to build their brand and to showcase opportunities to potential applicants who are already engaged with their company.
- Employers report fewer applicants.
- Employers indicate that staff change their availability after hire, leave unexpectedly and more applicants are no-shows than ever before.
- Employers recognize that tourism positions revolve around peak seasons and that affects recruitment.

The Skills to Succeed

- Customer Service: Ability to deal with people, meet their needs and adapt to guests.
- Communication: Understand customer needs, read customer body language and control their own body language.
- Team member: Pull your own weight, show up when scheduled, do what needs to be done and respect the team.
- Move beyond the basics: Ask questions, research products and services offered locally.
- Food preparation, routine maintenance and computer skills are the top technical skills.
- Leadership training is often on-the-job. Tourism leaders need to develop their soft skills.

Employer Challenges

- Financial challenges: minimum wage increases, funding limitations and training costs.
- Retention is hard in peak seasons with high pressure environments, multiple demands and little time for creativity.
- Employers are challenged to balance their mix of full-time and part-time.
- Postsecondary student applications to businesses are declining in some areas.

Training and Connections

- Employers find success:
 - Engaging students and jobseekers in their companies through co-ops, placements (paid and volunteer) and internships
 - Using employee support such as job coaches to hire persons with disabilities
 - Connecting with their industry associations
- Employers face challenges:
 - Sourcing applicants from programs – local tourism-related education programs are not meeting employer demands
 - Promoting employment opportunities through programs

Recommendations

Based upon our conversations and our data analysis, these are recommendations that tourism stakeholders may want to consider to attract and strengthen the workforce.

For Job Seekers

- Look at what occupations are in growth mode or are hard-to-fill to gain a sense of what is in demand.
- Develop strong customer service and communications skills and be willing to own the work to create great customer experiences.
- These sought after skills should be a focus in resumés and cover letters: customer service, communication skills, problem solving, high energy/passion and organization/detail-oriented.

For Employers

- Connect with local education and employment programs to show what local tourism looks like and its many career paths.
- Consider innovative ways to connect with the workforce as many companies are seeing growth: social media connections, engagement with students, local job promotion.
- Plan for leadership roles: what skills need to be present in leaders, how will leaders be eased into the role, do a short training program at the beginning of the season. Continue with coaching and mentoring opportunities.
- Consider hiring secondary students and creating talent pipelines and pathways that engage them through their postsecondary period.
- Interview more people for a position to make up for candidate no-shows.
- Consider offering a little more than minimum wage to retain core staff and encourage applicants.
- Minimize employee turnover by hiring a core year round staff group. Employers can then supplement that core with part-time and seasonal workers during peak seasons.
- Develop succession plans for the positions in your company and include professional development in the plan.

For Local Educators, Trainers and Employment Service Providers

- Promote existing programs or develop new skills programming to assist the local tourism sector to better develop its leaders.
- Connect with employers in the industry to better understand what they want in employees.
- Offer unique recruitment/attraction opportunities to employers to connect with the workforce.

Resource Development

Employers identified that they need the following resources developed to assist them with their attraction and retention goals as well as their staff training goals. The employers considered solutions and opportunities they would like to see developed for themselves as well as for applicants. They also considered ways where they could better connect with educators and trainers to meet their goals.

Resource Development Opportunities		
Resources for Applicants	Making Connections	Resources for Employers
Recruitment program/pool for people willing to work seasonal/ 7 days a week –they receive preferential consideration	A way to better connect with postsecondary students beyond connecting with programs (not always working)	Customer Relationship Management (CRM) systems training
One stop shop for tourism jobs	Tourism courses beyond hotel and restaurant management	Creating and staffing an HR department workshop
Interview school – proper body language, what do you bring and not bring, acceptable and unacceptable behaviour	Summer jobs newsletter to schools – who is hiring and have employers pay to be profiled (good for high school and postsecondary)	Networking among small businesses and sole proprietors - where there are opportunities to support and grow business
Role of technology at work (cell phone and Social Media usage and dos and don'ts)	E-commerce and on-line booking program– how do you build, run, operate	Workshop - employer tools to support employees staying
People skills training		One stop shop for tourism jobs

Occupational Data

According to the 2016 Census, the Grand Erie Region has **126,140** people working in all occupations as defined by the National Occupational Classification (NOC).

Table 1 illustrates how employment has changed within the key NAICS that make up the tourism industry. Between 2011 and 2016, tourism added 2,597 jobs bringing the total employed in the industry to **19,351**. The recreation and amusement and retail sectors have contributed to both the growth and decline of the employment numbers. On the retail side, the growth is mostly in smaller stores while the decline may be driven by the downsizing of large department stores. New and expanding golf courses and marinas have contributed to employment growth while uncertainty around the future of OLG Brantford has been a factor in declining gambling sector employment. With new owners and a renovation announced recently for OLG Brantford, employment numbers may shift upwards.

Table 1: Employment Numbers by NAICS

NAICS	Description	2011 Jobs	2016 Jobs	2011-2016 Change
7225	Full-service restaurants and limited-service eating places	6,056	7,478	1,422
7139	Other amusement and recreation industries	797	1,161	364
4461	Health and personal care stores	1,256	1,520	264
4451	Grocery stores	2,828	3,035	207
7212	Recreational vehicle (RV) parks and recreational camps	300	444	144
4452	Specialty food stores	304	407	103
4859	Other transit and ground passenger transportation	110	189	79
4481	Clothing stores	549	626	77
4453	Beer, wine and liquor stores	229	288	59
7223	Special food services	152	207	55
7211	Traveller accommodation	443	482	39
5121	Motion picture and video industries	36	73	37
7121	Heritage institutions	83	111	28
7113	Promoters of performing arts, sports and similar events	93	120	27
4471	Gasoline stations	502	526	24
5615	Travel arrangement and reservation services	168	191	23
4412	Other motor vehicle dealers	81	94	13
4821	Rail transportation	41	54	13
4511	Sporting goods, hobby and musical instrument stores	260	270	10
4852	Interurban and rural bus transportation	14	22	8
4831	Deep sea, coastal and Great Lakes water transportation	10	16	6
5321	Automotive equipment rental and leasing	70	76	6
7111	Performing arts companies	24	29	5
7112	Spectator sports	52	56	4
3121	Beverage manufacturing	12	15	3
4811	Scheduled air transportation	10	12	2
4851	Urban transit systems	39	40	1
7131	Amusement parks and arcades	13	14	1
4812	Non-scheduled air transportation	11	10	(1)
4853	Taxi and limousine service	75	59	(16)

7224	Drinking places (alcoholic beverages)	86	70	(16)
4532	Office supplies, stationery and gift stores	101	69	(32)
7132	Gambling industries	885	785	(100)
4521	Department stores	1,058	795	(263)
4855	Charter bus industry	<10	<10	Insf. Data
TOTALS		16,754	19,351	2,597

Source: EMSI Analytics, Q1 2017

In Table 2, we looked at NOC occupations within the tourism sector to determine which positions had people employed in them and where there was growth and decline. The restaurant sector has done much of the hiring within the tourism sector over the past 5 years. However, restaurant service managers have declined, a sign that perhaps companies have chosen to have one manager oversee more people. The industry has also reduced its food and beverage servers. The server's primary job is to focus on customers, and hosts, food runners and bussers are now bringing food, doing clean-up and performing other duties that used to be part of a server's job. Occupational decline in cleaners, accountants and labourers is probably connected to declines in other sectors.

Table 2: Growth of Tourism Jobs Between 2011 and 2016

NOC	Description	2016	2011	# Change
6322	Cooks	1,454	990	464
6411	Sales and account representatives - wholesale trade (non-technical)	1,888	1,572	316
8612	Landscaping and grounds maintenance labourers	879	576	303
6722	Operators and attendants in amusement, recreation and sport	411	159	252
6511	Maîtres d'hôtel and hosts/hostesses	503	361	142
6512	Bartenders	323	210	113
6332	Bakers	455	380	75
6321	Chefs	347	277	70
6313	Accommodation, travel, tourism and related services supervisors	242	178	64
6541	Security guards and related security service occupations	577	514	63
6711	Food counter attendants, kitchen helpers and related support occupations	2,547	2,486	61
6421	Retail salespersons	3,267	3,244	23
1226	Conference and event planners	101	82	19
5125	Translators, terminologists and interpreters	36	21	15
8431	General farm workers	724	716	8
6315	Cleaning supervisors	125	125	0
5212	Tech occupations related to museums and art galleries	11	12	(1)
2121	Biologists and related scientists	41	44	(3)
6741	Dry cleaning, laundry and related occupations	88	96	(8)
0632	Accommodation service managers	41	50	(9)
6731	Light duty cleaners	794	808	(14)
6742	Other service support occupations, n.e.c.	105	138	(33)
0631	Restaurant and food service managers	234	321	(87)
9617	Labourers in food, beverage and associated products processing	566	682	(116)

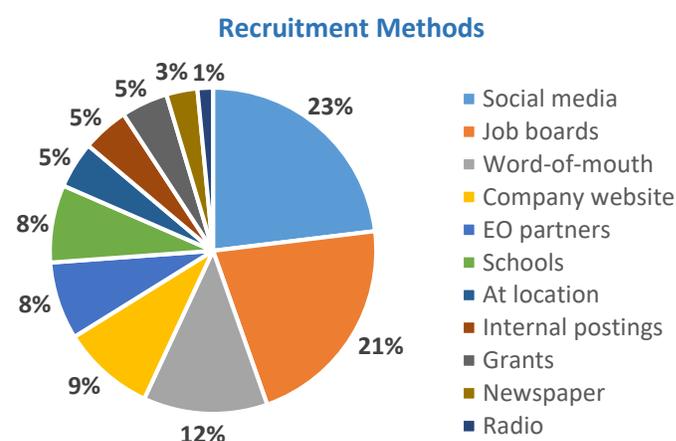
1111	Financial auditors and accountants	752	904	(152)
6513	Food and beverage servers	957	1,219	(262)
5112	Conservators and curators	13	<10	Insf. Data
0511	Library, archive, museum and art gallery managers	<10	13	Insf. Data
6531	Tour and travel guides	<10	23	Insf. Data
6532	Outdoor sport and recreational guides	0	<10	Insf. Data
	TOTALS	17,492	16,213	1,279

Source: EMSI Analytics 2016

Recruitment Practices

Employers indicated that the top three recruitment methods are social media, with Facebook being the most common, web-based job boards like Indeed and word of mouth. Employers connect with Employment Ontario partners and schools when they are interested in a specific program. Employers rarely use the Government of Canada Job Bank because the posting process has too many barriers: an active employer account needed, no ability to describe jobs and a time consuming approval process.

More employers have started using social media as a recruitment tool. Employers target their customer base and use them as a talent pool and as recruiters for their company. It is a cost effective way to get word out that an employer is hiring while creating buzz for their business.



Recruitment Challenges

Tourism employers face a number of challenges hiring new staff. The most common challenge is the lack of applicants.

- Employers report that applicant numbers are in decline.
- In the rural areas, the decline is in applications from postsecondary students, a common source of seasonal workers.
- This decline in postsecondary applicants is most pronounced in Haldimand.

Employers also indicate that potential and new staff often limit their work availability. Staff will express comfort with working weekends prior to hire then become unavailable once hired or leave early into their shift. Employees also are calling in sick or quitting.

Finding people who have local knowledge is one of the recruiting challenges employers face. Various employers need people who are knowledgeable about:

- Six Nations history and Haudenosaunee culture
- On-line booking systems
- County and City history
- Area attractions in and beyond the Region
- Beer and wine industry
- Biology and education

Tourism operators realize that the seasonal nature of their work makes it difficult to find and keep employees. Staffing needs will vary with the weather, and shift changes make it difficult for staff to anticipate their pay and schedule. When it is busy, staff cannot get the time they want off and may quit. This has led to employers being desperate at peak times.

Employers also identified that their business dynamics are a retention challenge.

- Minimum wage positions often do not attract a lot of candidates.
- Peak times can make their businesses very high pressure with multiple demands and little time for creativity.
- Staffing shortages make peak situations harder to navigate.
- Rural physical locations are harder to get to and fewer people have licenses.

Employers admit that finding people is partly due to the nature of the industry and how businesses are set-up.

Skills for Success in Tourism

Customer Service Skills - Tourism employers want staff with “customer service skills” which means skills and experience dealing with people. Staff listen to customers and meet their needs, are friendly and know how to adapt to different types of customers. They want these skills to transfer to team members as well.

Communication Skills - Staff must be able to speak to people to meet their needs and must be aware of their own body language when interacting with others, as well as be aware of the body language of customers.

Willingness to work hard and take ownership of the job – Team members needs to do their share to make a great experience, see what needs to be done and do it. As well, employers encourage their staff to move beyond the basics, ask questions and find information about the products and services being offered locally.

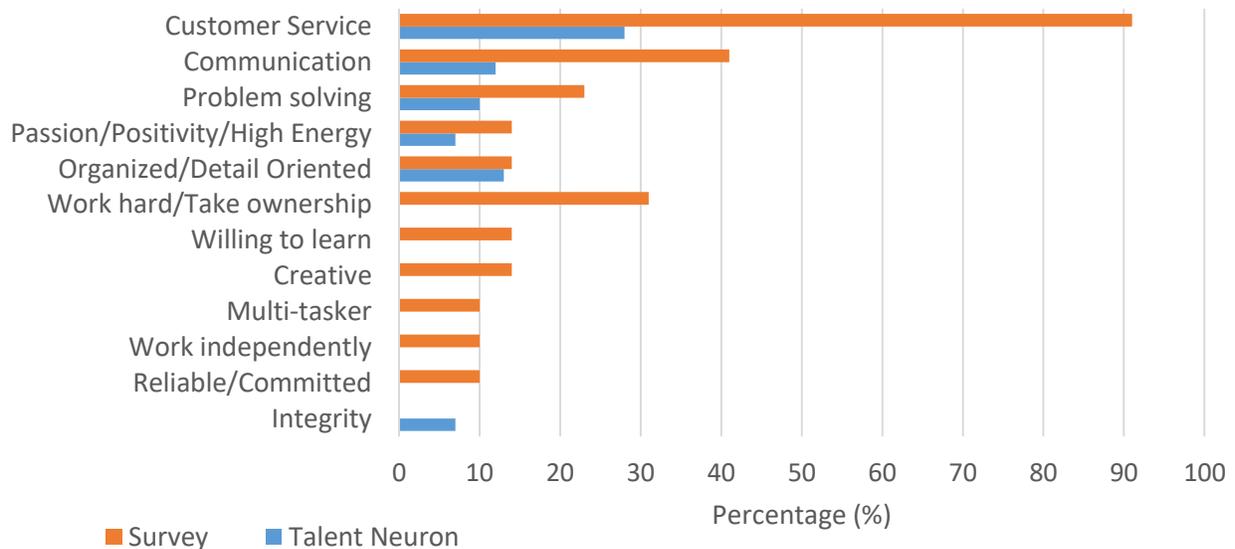
Chart 1 depicts the soft skills necessary for tourism positions. The orange bars are the percentage of interviewed employers who said the skill was important. The blue bars represent what percentage of on-line job postings, between April 1, 2017 and September 30, 2017, listed the skill. The first 5 skills in the list were identified by both employer groups.



Tourism workers in their teens and 20's

- Part-time or Returning Seasonal, including students
- Energetic Willing to work long hours and late into the night
- Areas where they work: Restaurant, kitchen and banquet services

Chart 1: Soft Skills for Success in Tourism



Tourism employers also seek a variety of technical skills in candidates that reflect their operations and the positions within those operations.



Tourism workers in their 30's & 40's

- Responsible
- Do what needs to be done and help where help is needed
- More skills and experience
- Areas where they work: Spa, dining rooms, retail

Table 3: Technical Skills in Tourism

Skill	What it entails	Employer input
Food preparation skills	Knife skills Comfort with grills and fryers Ability to present food in an appetizing way	Skills vary from small seasonal food stands to permanent food venues
Computer skills	iPad ordering Running a cash register Typing skills Social media usage On-line research	Be comfortable with technology
Maintenance skills	Drywalling Painting Turf care and water management Working with tools and machines Driver's License	Experience is key not education or certification

Rounding out the technical skills in the survey, event coordination and cost control skills are valuable with employers who offer experiences to tourists.

Leadership Development

Tourism businesses need leaders to support business goals and staff. Almost two-thirds of employers develop their leaders in-house and on-the-job through adding responsibilities and undertaking positive reinforcement through modelling, coaching and mentoring. At the same time, very few companies had plans in place to develop their leaders beyond identifying who was interested and who had been there the longest.

However, employers did identify where there are leadership skills gaps. Overwhelmingly, soft skills were mentioned the most which may link back to the model that businesses are using to choose their leaders. Employers feel their leaders needed to develop the following skills: communication, decision making, multi-tasking, critical thinking and people skills as well as a willingness to learn new skills and pay attention to detail. When it comes to more specific skills, employers are seeking customer service, hospitality, human resources and financial management as well as cultural knowledge. These skills are often developed in postsecondary and on-the-job training.

Workforce Age in the Industry

Tourism is seen as an industry that has a young workforce, but this is a misconception. In the EmployerOne 2017 survey, the 108 local tourism businesses reported that 32% of their workforce was under the age of 25 while 55% of their workforce was over 55.

Across the board, employers see benefits and challenges employing people within each age group. Worker availability is what drives the hiring of a broad age range. When employers get busier, their older part-time staff are often not interested in longer, full-time hours for the season.

Employers use this opportunity to engage and employ younger workers in their 20s who are looking for full-time hours for the season. It is a competitive advantage to value older and younger workers and their roles in tourism.



Tourism workers older than 50 years

- Part-time – looking to retirement or retired Interested in the job and coming to work
- Bring knowledge and skills from a lifetime of work
- Areas where they work: Bakery staff, turf care and property management, supervisory

The Challenge of Seasonal and Part-Time Work

Tourism's seasonal and part-time jobs have created retention issues. One challenge is balancing the mix of full-time and part-time staff. Employers report that it is difficult to retain part-time staff who are often seeking full-time employment and finding it outside of the industry. It is also hard to keep the customer experience consistent when the part-time staff leave. Part-time staff also require more managing than full-time workers as they are not always aware of changes.

Postsecondary students have historically been the tourism workforce during peak periods. In some areas, these numbers are shrinking as students are only available at set times of the year. Employers report that many cannot afford to take employment that is inconsistent due to weather or contract based due to government funding. This mismatch of student expectations and sector realities has seen fewer postsecondary students applying for positions in some areas.

The biggest challenge to attraction and retention is financial demands and limits. Employers in some sectors report that they rely on government funding for operations which translates into a defined season, regardless of weather and opportunity. The ability to lengthen seasons with improved weather would help with employee retention and reduce downtime between seasons. Employers are also concerned with their labour costs and how new minimum wage increases will affect their businesses. Finally, employers are concerned about investing significant dollars into training staff and not being able to ensure year-to-year retention.

Training Connections

Of the 22 employers interviewed, many identified general training that they are seeking in applicants. These courses are valuable across the sector and across tourism products. They include standard first aid/CPR, customer service, workplace ethics training and health and safety/WHMIS.



Only 6 were not seeking any targeted training and 4 were more focused on experience than training. These respondents often did their training in-house and that met their business needs.

Employer training needs are diverse, and specific training programs differ from sector to sector and employer to employer. Employers in these sectors identified external training programs.

Food and Accommodation

Local: Food handling, Accounting, Chef Red Seal, Smart Serve (on-line as well)

Out of Region: Event coordination, Hospitality Management, Natural Resources

Arts and Culture

Local: Haudenosaunee cultural training, Docent training (internal)

Out of Region: Bird banding, Biology, Education, Museum studies

Recreation, Sports and Amusement

Local: Outdoor adventure programs, Paddle Canada certification (local instructors)

Out of Region: Turf care and water management

Employers use a variety of means to connect with people who are interested in or undergoing training. They are connecting with schools and trainers, as well as employment services, to advertise their jobs and to engage jobseekers in their companies through internship, volunteer and co-operative education placements and sharing what tourism is beyond food and hospitality. Some are working with organizations to support applicants, such as job coaches who work with persons with disabilities. Employers are also looking to their industry associations, such as Tourism Industry Association of Ontario, for resources.

While employers are engaged with local educators and trainers, there are some challenges that need to be addressed. Employers have attempted to recruit from local programs and found that the students all had employment or that they had little response to their recruitment efforts. In one extreme case, an employer approached a specific program with a job opening, received no applicants but ended up hiring someone from that program who heard about the opportunity through Indeed rather through school.

Employers do believe resources are need to better support industry recruitment efforts. In Table 4 are some suggestions for what local employers would like to see developed in their communities.

Table 4: Resource Development Opportunities

Resources for Applicants	Making Connections	Resources for Employers
Recruitment program/pool for people willing to work seasonal/ 7 days a week –they receive preferential consideration	A way to better connect with postsecondary students beyond connecting with programs (this has not worked)	Customer Relationship Management (CRM) systems training
One stop shop for tourism jobs	Tourism course beyond hotel and restaurant management	Creating and staffing an HR department
Interview school – proper body language, what do you bring and not bring, acceptable and unacceptable behaviour	Summer jobs newsletter to schools – who is hiring and have employers pay to be profiled (good for high school and postsecondary)	Networking among small and sole proprietors - where there are opportunities to support and grow business
Role of technology at work (cell phone and Social Media usage and dos and don'ts)	E-commerce and on-line booking program– how do you build, run, operate	Workshop - employers tools to support employees staying
People skills training		One stop shop for tourism jobs

Appendix A: Methodology

The Tourism Research Study combines both quantitative (data driven) and qualitative (community based) data to identify the sectors' opportunities for employment which jobseekers can use to map out potential career options within the larger industry.

To gain an understanding of the tourism industries, its occupations, skills needs and demands, we have conducted the following research activities:

Literature Review: Examined existing research from key tourism groups locally, provincially and federally to understand how tourism is defined, what types of research had been done and what some of the results and actions had been.

Labour Market Analysis: Relied on statistical data sources such as 2011 National Household Survey (NHS), 2016 Census, Economic Modeling Specialists Intl. (EMSI) Analytics 2016 and CEB TalentNeuron.

Community Consultation

- **Regional Tourism Organization Partnership Meetings:** Hosted a meeting with tourism partners around local issues and potential survey questions, any needs of the local RTOs around skills development, best means and times for communication.
- **Employer Interviews and Surveys:** One-to-one business interviews and an on-line survey provided detailed information about skill requirements, recruitment and retention challenges, industry-education ties and skills development.
- **EmployerOne Survey:** Extracted the answers of local tourism employers who provided input in January 2017 on their labour supply and demand conditions historically for 2016 and looking forward to 2017.

Appendix B: Resources to Support Tourism Employers and Candidates

Education and Training

The offerings at each postsecondary school and training organizations are current as of report finalization. Please contact the trainer for more details.

Fanshawe College, Simcoe Phone: 519-426-8260

Adventure Expeditions and Interpretive Leadership

Esthetics Certificate

Continuing Education Courses in:

Customer Service and Communication Skills

Food Preparation and Service

Management Skills

Food Handler Certification

Conestoga College, Brantford Phone: 519-756-8228 ext. 5491

Six Nations Polytechnic, Ohsweken and Brantford

Ohsweken: 519-445-0023 Brantford: 226-493-1245

Ecotourism (in conjunction with Canadore College)

Hodinohso:ni Ambassador Program

Liaison College South Coast, Brantford Phone: 519-304-5558

Cook Basic – Level I

Cook Advanced – Level II

Chef de Cuisine

Red Seal Examination Certificate

Grand Erie District School Board Phone: 519-756-6301

Brant Haldimand Norfolk Catholic District School Board Phone: 519-756-6369

Specialist High Skills Major is a secondary school program with tailored classroom courses, workplace experiences and sector certifications for students. Relevant tourism industry ones include:

Arts and Culture

Business

Environment

Health and Wellness

Hospitality and Tourism

Sports

Employment Support

Local Employment Ontario service providers can help you find a job or the training you need to succeed in tourism. If you are an employer, they can help you find the workforce you need and access dollars to provide training to the staff you have.

Organization	Location	Phone	E-mail
CareerLink	Brantford	519-759-1412	
Community Resource & Employment Service	Brantford	519-751-4357 ext.312	info@crs-help.ca
Grand River Employment and Training	Ohsweken	519-445-2222	info@greatsn.com
Fanshawe Community Career & Employment Services	Simcoe	519-428-1135 ext. 230	cces@fanshawec.ca
St Leonard's Community Services	Brantford Caledonia Dunnville	Brantford: 519-756-7665 Caledonia: 289-285-0133 Dunnville: 905-774-7501	

Financial Support

There are a number of financial supports that employers and jobseekers can access. As mentioned above, Employment Ontario providers offer incentives to employers who are looking to recruit and hire staff or are seeking to upgrade the skills of their current staff.

Dollars and Sense, a guide to employment services, tax and training credits, incentives and supports for employers, provides information to employers on hiring and training supports available. It includes general hiring for year round as well as apprenticeship information. The guide can be found at <http://workforceplanningboard.org/wp-content/uploads/2016/07/dollars-sense-employers-for-website-clickable.pdf>

Acknowledgements

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Magnolia Hospitality

Best Western Brantford Hotel and Conference Centre

Long Point Eco-Adventures

Chiefswood National Historic Site

Brantwood Farms

Ruthven Park National Historic Site

Ramblin Road

Stillwaters Plate and Pour/Cobblestone Pub

City of Brantford, Tourism

Cider Keg

Rock Point Provincial Park

Snyder's Sweet Corn

Wholesome Pickins Market and Bakery

Woodland Cultural Centre

Ride the Bine

Dover Coast

Kayanase

Haldimand County Museum and Archives

GO Norfolk

Norfolk County Economic Development and Tourism



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