

Industry 9 – Tourism

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1.0 Current Employees

1.1 Provincial Overview

1.1 Provincial Overview (N=1,035)

Most commonly, businesses operating in the tourism industry employ cooks (42%, n=438).

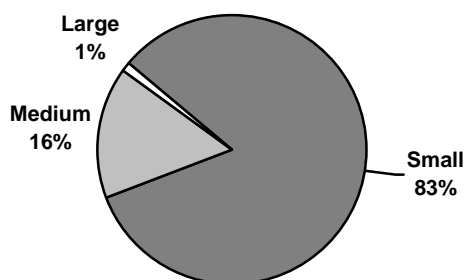
Table E1: Top Five Occupations of Surveyed Businesses* - Tourism - Provincial Overview

NOC Code	Occupation Name	n	% (N=1,035)
6242	Cooks	438	42.3
0631	Restaurant and food service managers	368	35.5
6453	Food and beverage servers	358	34.6
6641	Food counter attendants, kitchen helpers and related occupations	302	29.2
6611	Cashiers	229	22.1

*Multiple responses allowed.

On average, tourism businesses employ 16 paid employees. Furthermore, surveyed businesses employ a total of 17,822 employees¹. Most businesses are small, employing one to 19 employees (83%, n=854).

Figure E1: Business Size - Tourism - Provincial Overview (N=1,035)



The large majority of employees among surveyed businesses (83%) are permanent. Of permanent employees, over one-half (59%) are employed on a full-time basis.

Table E2: Profile of Employees – Tourism - Provincial Overview

Employee Classification	n	%
Permanent	14,732	82.7
Casual/Contract	1,761	9.9
Seasonal	1,329	7.5
Employee Total	17,822	100.0
Business Total	1,018	-

Status of Permanent Positions	n	%
Full-time	8,710	59.2
Part-time	6,013	40.8
Employee Total	14,723	100.0
Business Total	909²	-

¹ Businesses with missing data were excluded from this analysis.

² Businesses with missing data were excluded from this analysis.

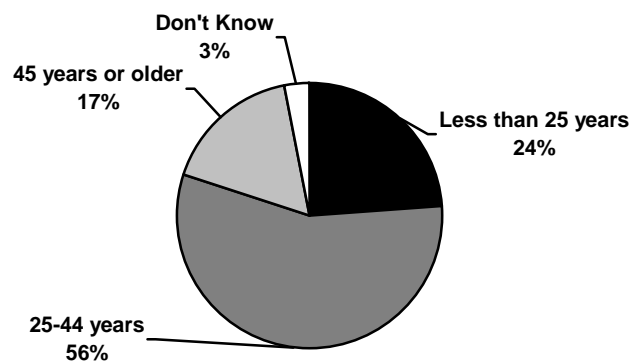
Over one-half of employees (57%) from surveyed businesses have a high school diploma as their highest level of education.

Table E3: Highest Education Level of Employees – Tourism - Provincial Overview

	<i>n</i>	%
University degree	2,229	12.5
Journey person certification	425	2.4
College certificate or diploma	1,770	9.9
High school	10,106	56.7
Less than high school	3,292	18.5
Employee Total	17,822	100.0
Business Total	1,018	-

Just over one-half of businesses in the tourism industry (56%, n=582) report their employees to be, on average, between the ages of 25 and 44 years. Approximately one-quarter (24%, n=247) report an average age of less than 25 years.

Figure E2: Average Age of Workforce - Tourism - Provincial Overview (N=1,035)



1.2 Urban/Rural Subdivision

1.2.1 Urban Subdivision

1.2.2 Rural Subdivision

1.2.1 Urban Subdivision (N=592)

Most commonly, urban businesses operating in the tourism industry employ cooks (42%, n=249).

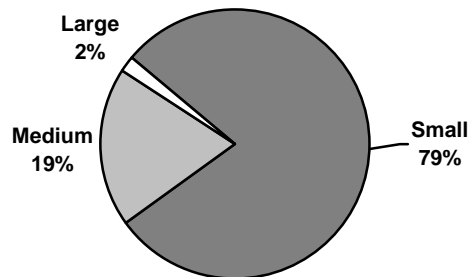
Table E4: Top Five Occupations of Surveyed Businesses* - Tourism – Urban Subdivision

NOC Code	Occupation Name	n	% (N=592)
6242	Cooks	249	42.1
0631	Restaurant and food service managers	236	39.9
6453	Food and beverage servers	205	34.6
6641	Food counter attendants, kitchen helpers and related occupations	201	34.0
6611	Cashiers	150	25.3

*Multiple responses allowed.

On average, tourism businesses in urban areas employ 18 paid employees. Furthermore, surveyed businesses employ a total of 12,629 employees³. Most businesses are small, employing one to 19 employees (79%, n=469).

Figure E3: Business Size – Tourism – Urban Subdivision (N=592)



Among surveyed businesses, the large majority of employees (84%) are permanent. Of permanent employees, 60% are employed on a full-time basis.

Table E5: Profile of Employees – Tourism – Urban Subdivision

Employee Classification	n	%
Permanent	10,630	84.2
Casual/Contract	1,345	10.7
Seasonal	654	5.2
Employee Total	12,629	100.0
Business Total	589	-

Status of Permanent Positions	n	%
Full-time	6,363	59.9
Part-time	4,262	40.1
Employee Total	10,625	100.0
Business Total	547⁴	-

³ Businesses with missing data were excluded from this analysis.

⁴ Businesses with missing data were excluded from this analysis.

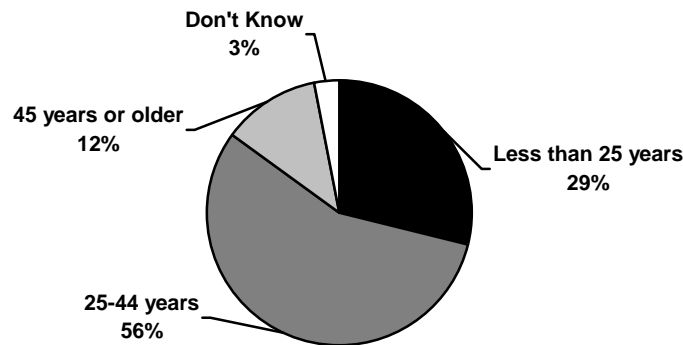
Over one-half of employees (57%) from surveyed businesses have a high school diploma as their highest level of education.

Table E6: Highest Education Level of Employees – Tourism – Urban Subdivision

	<i>n</i>	%
University degree	1,706	13.5
Journey person certification	303	2.4
College certificate or diploma	1,358	10.8
High school	7,158	56.7
Less than high school	2,104	16.7
Employee Total	12,629	100.0
Business Total	589	-

Just over one-half of urban businesses in the tourism industry (56%, n=331) report their employees to be, on average, between the ages of 25 and 44 years. Just over one-quarter (29%, n=170) report an average age of less than 25 years.

Figure E4: Average Age of Workforce – Tourism – Urban Subdivision (N=592)



1.2.2 Rural Subdivision (N=434)

Most commonly, rural businesses operating in the tourism industry employ cooks (43%, n=186).

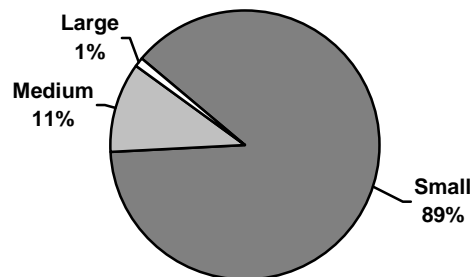
Table E7: Top Five Occupations of Surveyed Businesses* - Tourism – Rural Subdivision

NOC Code	Occupation Name	n	% (N=434)
6242	Cooks	186	42.9
6453	Food and beverage servers	150	34.6
0631	Restaurant and food service managers	120	27.6
6641	Food counter attendants, kitchen helpers and related occupations	89	20.5
6661	Light duty cleaners	77	17.7

*Multiple responses allowed.

On average, tourism businesses in rural areas employ ten paid employees. Furthermore, surveyed businesses employ a total of 4,253 employees⁵. Most businesses are small, employing one to 19 employees (89%, n=384).

Figure E5: Business Size – Tourism – Rural Subdivision (N=434)



Among surveyed businesses, just over three-quarters of employees (77%) are permanent. Of permanent employees, just over one-half (56%) are employed on a full-time basis.

Table E8: Profile of Employees – Tourism – Rural Subdivision

Employee Classification	n	%
Permanent	3,264	76.7
Casual/Contract	292	6.9
Seasonal	697	16.4
Employee Total	4,253	100.0
Business Total	418	-

Status of Permanent Positions	n	%
Full-time	1,826	56.0
Part-time	1,434	44.0
Employee Total	3,260	100.0
Business Total	345⁶	-

⁵ Businesses with missing data were excluded from this analysis.

⁶ Businesses with missing data were excluded from this analysis.

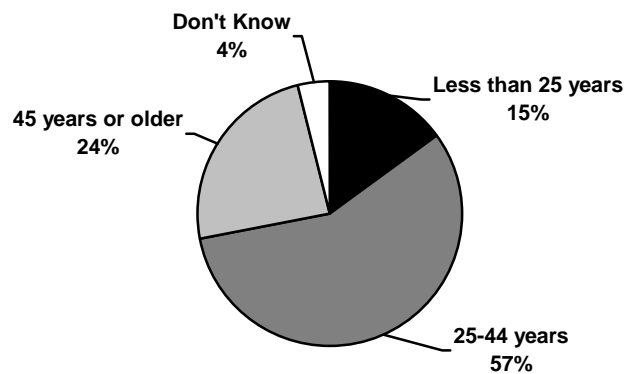
Over one-half of employees (57%) from surveyed businesses have a high school diploma as their highest level of education, while 26% have less than high school.

Table E9: Highest Education Level of Employees – Tourism – Rural Subdivision

	<i>n</i>	%
University degree	365	8.6
Journey person certification	99	2.3
College certificate or diploma	285	6.7
High school	2,416	56.8
Less than high school	1,088	25.6
Employee Total	4,253	100.0
Business Total	418	-

Over one-half of rural businesses in the tourism industry (57%, n=247) report their employees to be, on average, between the ages of 25 and 44 years. Approximately one-quarter (24%, n=105) report an average age of 45 years or older.

Figure E6: Average Age of Workforce – Tourism – Rural Subdivision (N=434)



1.3 Economic Regions

- 1.3.1 Central Region**
- 1.3.2 Northeast Region**
- 1.3.3 Northwest Region**
- 1.3.4 Southeast Region**
- 1.3.5 Southwest Region**

1.3.1 Central Region (N=204)

Most commonly, Central New Brunswick businesses operating in the tourism industry employ cooks (43%, n=88).

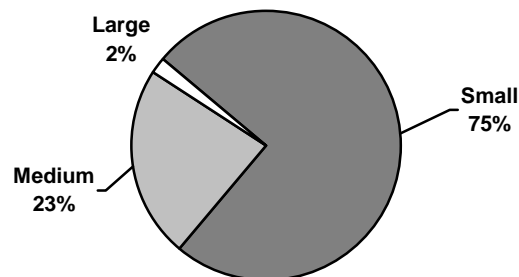
Table E10: Top Five Occupations of Surveyed Businesses* - Tourism - Central Region

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=204)</i>
6242	Cooks	88	42.9
0631	Restaurant and food service managers	73	35.8
6453	Food and beverage servers	69	33.6
6641	Food counter attendants, kitchen helpers and related occupations	68	33.2
6611	Cashiers	48	23.5

*Multiple responses allowed.

On average, tourism businesses in Central New Brunswick employ 18 paid employees. Furthermore, surveyed businesses employ a total of 3,672 employees⁷. Three-quarters of businesses are small, employing one to 19 employees (75%, n=154).

Figure E7: Business Size – Tourism - Central Region (N=204)



Among surveyed businesses, the large majority of employees (84%) are employed on a permanent basis. Of permanent employees, just over one-half (56%) are employed full-time.

Table E11: Profile of Employees – Tourism - Central Region

<i>Employee Classification</i>	<i>n</i>	<i>%</i>
Permanent	3,099	84.4
Casual/Contract	215	5.9
Seasonal	357	9.7
Employee Total	3,672	100.0
Business Total	203	-

<i>Status of Permanent Positions</i>	<i>n</i>	<i>%</i>
Full-time	1,717	55.5
Part-time	1,376	44.5
Employee Total	3,093⁸	100.0
Business Total	182	-

⁷ Businesses with missing data were excluded from this analysis.

⁸ Businesses with missing data were excluded from this analysis.

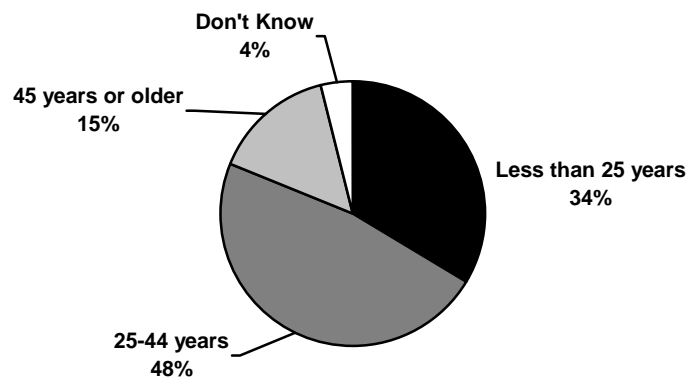
Just over one-half of employees (55%) from surveyed businesses have a high school diploma as their highest level of education.

Table E12: Highest Education Level of Employees – Tourism - Central Region

	<i>n</i>	%
University degree	555	15.1
Journey person certification	100	2.7
College certificate or diploma	390	10.6
High school	2,011	54.8
Less than high school	616	16.8
Employee Total	3,672	100.0
Business Total	203	-

Almost one-half of Central area businesses in the tourism industry (48%, n=97) report their employees to be, on average, between the ages of 25 and 44 years. Approximately one-third (34%, n=70) report an average age of less than 25 years.

Figure E8: Average Age of Workforce – Tourism - Central Region (N=204)



1.3.2 Northeast Region (N=234)

Most commonly, Northeast New Brunswick businesses operating in the tourism industry employ cooks (45%, n=105).

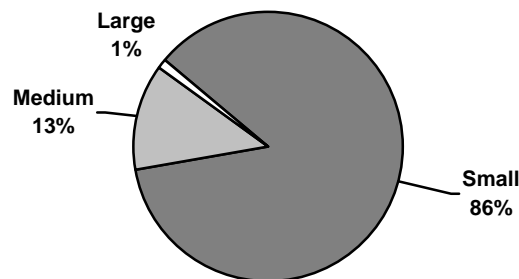
Table E13: Top Five Occupations of Surveyed Businesses* - Tourism - Northeast Region

NOC Code	Occupation Name	n	% (N=234)
6242	Cooks	105	44.8
6453	Food and beverage servers	82	35.1
0631	Restaurant and food service managers	70	29.7
6641	Food counter attendants, kitchen helpers and related occupations	52	22.1
6611	Cashiers	46	19.6

*Multiple responses allowed.

On average, tourism businesses in Northeast New Brunswick employ 11 paid employees. Furthermore, surveyed businesses employ a total of 4,288 employees⁹. Most businesses are small, employing one to 19 employees (86%, n=202).

Figure E9: Business Size – Tourism – Northeast Region (N=234)



Among surveyed businesses, approximately three-quarters of employees (76%) are employed on a permanent basis. Of permanent employees, almost three-quarters (71%) are employed full-time.

Table E14: Profile of Employees – Tourism - Northeast Region

Employee Classification	n	%
Permanent	3,256	75.9
Casual/Contract	785	18.3
Seasonal	248	5.8
Employee Total	4,288	100.0
Business Total	231	-

Status of Permanent Positions	n	%
Full-time	2,294	70.5
Part-time	961	29.5
Employee Total	3,256	100.0
Business Total	199	-

⁹ Businesses with missing data were excluded from this analysis.

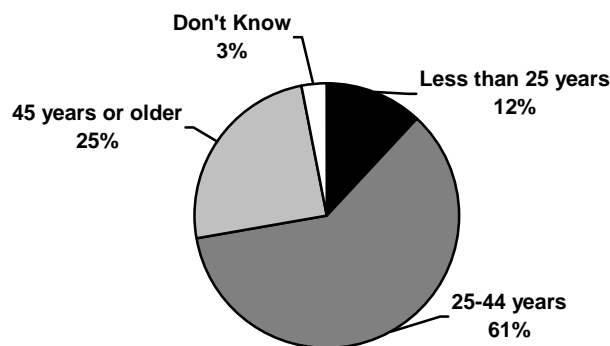
Over one-half of employees (59%) from surveyed businesses have a high school diploma as their highest level of education.

Table E15: Highest Education Level of Employees – Tourism - Northeast Region

	<i>n</i>	%
University degree	596	13.9
Journey person certification	60	1.4
College certificate or diploma	393	9.2
High school	2,520	58.8
Less than high school	718	16.7
Employee Total	4,288	100.0
Business Total	231	-

Almost two-thirds of Northeast area businesses in the tourism industry (61%, n=142) report their employees to be, on average, between the ages of 25 and 44 years. One-quarter (25%, n=58) report an average age of 45 years or older.

Figure E10: Average Age of Workforce – Tourism - Northeast Region (N=234)



1.3.3 Northwest Region (N=120)

Most commonly, Northwest New Brunswick businesses operating in the tourism industry employ cooks (43%, n=51).

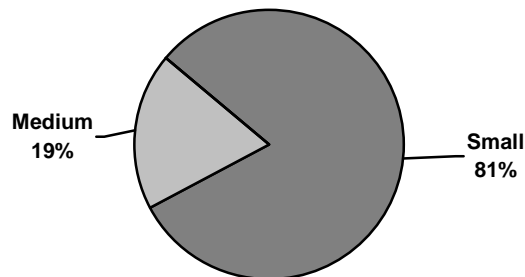
Table E16: Top Five Occupations of Surveyed Businesses* - Tourism - Northwest Region

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=120)</i>
6242	Cooks	51	43.0
6453	Food and beverage servers	47	39.4
0631	Restaurant and food service managers	41	34.4
6641	Food counter attendants, kitchen helpers and related occupations	27	22.4
6452	Bartenders	19	15.6

*Multiple responses allowed.

On average, tourism businesses in Northwest New Brunswick employ 12 paid employees. Furthermore, surveyed businesses employ a total of 1,396 employees¹⁰. Most businesses are small, employing one to 19 employees (81%, n=97).

Figure E11: Business Size – Tourism – Northwest Region (N=120)



Among surveyed businesses, three-quarters of employees (75%) are employed on a permanent basis. Of permanent employees, 58% are employed full-time.

Table E17: Profile of Employees – Tourism - Northwest Region

<i>Employee Classification</i>	<i>n</i>	<i>%</i>
Permanent	1,047	75.0
Casual/Contract	154	11.0
Seasonal	195	14.0
Employee Total	1,396	100.0
Business Total	118	-

<i>Status of Permanent Positions</i>	<i>n</i>	<i>%</i>
Full-time	608	58.1
Part-time	439	41.9
Employee Total	1,047	100.0
Business Total	101	-

¹⁰ Businesses with missing data were excluded from this analysis.

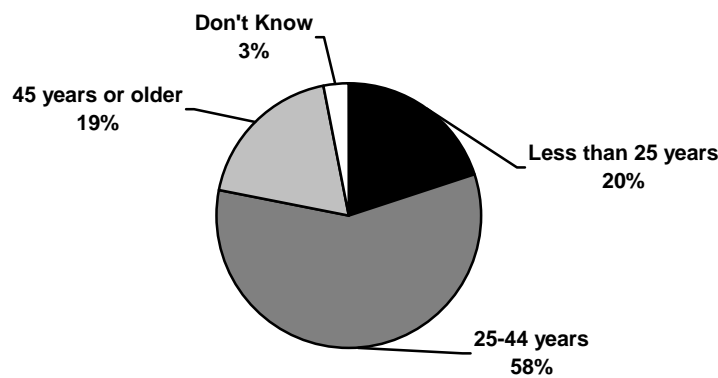
Almost two-thirds of employees (62%) from surveyed businesses have a high school diploma as their highest level of education, while 19% have less than high school.

Table E18: Highest Education Level of Employees – Tourism - Northwest Region

	<i>n</i>	%
University degree	103	7.4
Journey person certification	66	4.7
College certificate or diploma	92	6.6
High school	866	62.0
Less than high school	269	19.3
Employee Total	1,396	100.0
Business Total	118	-

Over one-half of Northwest area businesses in the tourism industry (58%, n=70) report their employees to be, on average, between the ages of 25 and 44 years. Twenty percent (n=23) report an average age of less than 25 years, while 19% (n=23) report an average age of 45 years or older.

Figure E12: Average Age of Workforce – Tourism - Northwest Region (N=120)



1.3.4 Southeast Region (N=243)

Most commonly, Southeast New Brunswick businesses operating in the tourism industry employ cooks (42%, n=101) and restaurant and food service managers (40%, n=98).

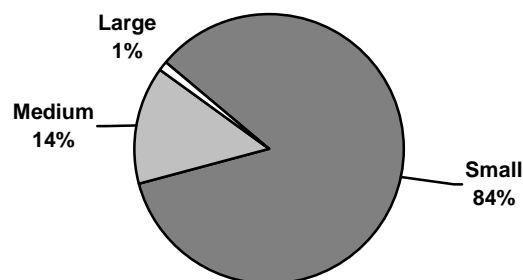
Table E19: Top Five Occupations of Surveyed Businesses* - Tourism - Southeast Region

NOC Code	Occupation Name	n	% (N=243)
6242	Cooks	101	41.8
0631	Restaurant and food service managers	98	40.3
6453	Food and beverage servers	82	33.9
6641	Food counter attendants, kitchen helpers and related occupations	80	32.8
6611	Cashiers	67	27.5

*Multiple responses allowed.

On average, tourism businesses in Southeast New Brunswick employ 19 paid employees. Furthermore, surveyed businesses employ a total of 4,773 employees¹¹. Most businesses are small, employing one to 19 employees (84%, n=205).

Figure E13: Business Size – Tourism – Southeast Region (N=243)



Among surveyed businesses, the large majority of employees (86%) are employed on a permanent basis. Of permanent employees, 58% are employed full-time.

Table E20: Profile of Employees – Tourism - Southeast Region

Employee Classification	n	%
Permanent	4,098	85.9
Casual/Contract	330	6.9
Seasonal	345	7.2
Employee Total	4,773	100.0
Business Total	237	-

Status of Permanent Positions	n	%
Full-time	2,356	57.5
Part-time	1,740	42.5
Employee Total	4,095¹²	100.0
Business Total	213	-

¹¹ Businesses with missing data were excluded from this analysis.

¹² Businesses with missing data were excluded from this analysis.

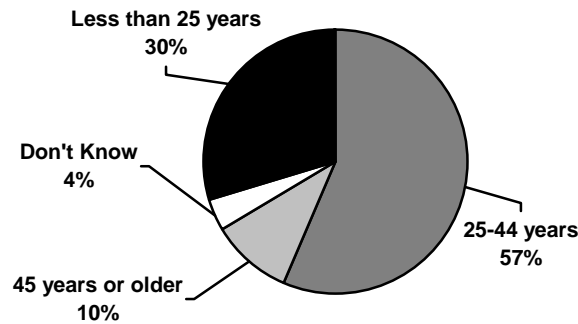
Approximately one-half of employees (51%) from surveyed businesses have a high school diploma as their highest level of education, while 21% have less than high school.

Table E21: Highest Education Level of Employees – Tourism - Southeast Region

	<i>n</i>	%
University degree	595	12.5
Journey person certification	124	2.6
College certificate or diploma	613	12.8
High school	2,450	51.3
Less than high school	992	20.8
Employee Total	4,773	100.0
Business Total	237	-

Over one-half of Southeast area businesses in the tourism industry (57%, n=138) report their employees to be, on average, between the ages of 25 and 44 years. Almost one-third (30%, n=72) report an average age of less than 25 years.

Figure E14: Average Age of Workforce – Tourism - Southeast Region (N=243)



1.3.5 Southwest Region (N=234)

Most commonly, Southwest New Brunswick businesses operating in the tourism industry employ cooks (40%, n=93).

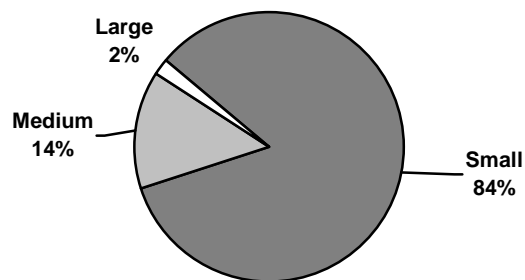
Table E22: Top Five Occupations of Surveyed Businesses* - Tourism - Southwest Region

NOC Code	Occupation Name	n	% (N=234)
6242	Cooks	93	39.7
0631	Restaurant and food service managers	86	36.6
6453	Food and beverage servers	78	33.3
6641	Food counter attendants, kitchen helpers and related occupations	75	32.3
6611	Cashiers	51	21.9

*Multiple responses allowed.

On average, tourism businesses in Southwest New Brunswick employ 16 paid employees. Furthermore, surveyed businesses employ a total of 3,693 employees¹³. Most businesses are small, employing one to 19 employees (84%, n=197).

Figure E15: Business Size – Tourism – Southwest Region (N=234)



Among surveyed businesses, the large majority of employees (88%) are employed on a permanent basis. Of permanent employees, 54% are employed full-time, while 46% are employed part-time.

Table E23: Profile of Employees – Tourism - Southwest Region

Employee Classification	n	%
Permanent	3,232	87.5
Casual/Contract	276	7.5
Seasonal	184	5.0
Employee Total	3,693	100.0
Business Total	228	-

Status of Permanent Positions	n	%
Full-time	1,735	53.7
Part-time	1,498	46.3
Employee Total	3,232	100.0
Business Total	214	-

¹³ Businesses with missing data were excluded from this analysis.

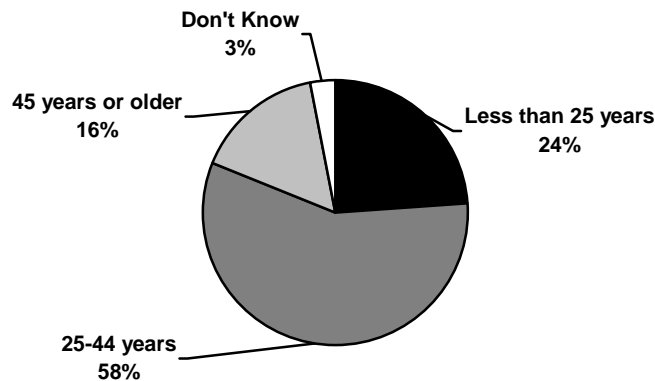
Almost two-thirds of employees (61%) from surveyed businesses have a high school diploma as their highest level of education.

Table E24: Highest Education Level of Employees – Tourism - Southwest Region

	<i>n</i>	%
University degree	380	10.3
Journeyperson certification	75	2.0
College certificate or diploma	282	7.6
High school	2,258	61.1
Less than high school	697	18.9
Employee Total	3,693	100.0
Business Total	228	-

Over one-half of Southwest area businesses in the tourism industry (58%, n=136) report their employees to be, on average, between the ages of 25 and 44 years. Approximately one-quarter (24%, n=55) report an average age of less than 25 years.

Figure E16: Average Age of Workforce – Tourism - Southwest Region (N=234)



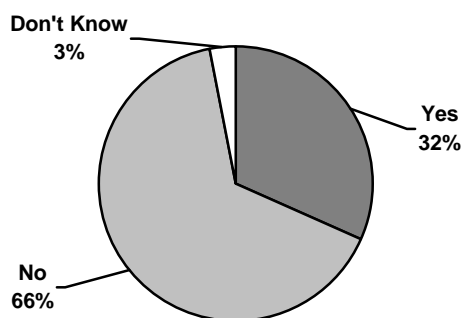
2.0 Hiring and Recruitment Practices

2.1 Provincial Overview

2.1 Provincial Overview (N=1,035)

Overall, almost one-third of businesses in the tourism industry (32%, n=329) have a formal human resources plan, that is, a written plan including key elements such as recruitment, retention, compensation and benefits, training, and safety.

Figure E17: Businesses with a Formal Human Resources Plan - Tourism - Provincial Overview (N=1,035)



Almost three-quarters of businesses in this industry (72%, n=748) hired at least one new employee over the past 12 months. Of those who hired (n=748), an average of eight new employees were hired. Furthermore, these surveyed businesses hired a total of 7,161 employees.

Cooks (33%, n=248) was the top occupation hired over the past 12 months.

Table E25: Top Five Occupations Hired in the Past 12 Months* - Tourism - Provincial Overview

NOC Code	Occupation Name	n	% (N=748)
6242	Cooks	248	33.1
6453	Food and beverage servers	212	28.4
6641	Food counter attendants, kitchen helpers and related occupations	200	26.7
6611	Cashiers	153	20.4
6661	Light duty cleaners	76	10.2

*Multiple responses allowed.

Of those who hired new employees over the past 12 months (n=748), 54% (n=405) were fully satisfied with their new hires.

Those not satisfied with at least one employee (n=343) reported, on average, that they were not satisfied with 31% of the new employees they hired. A minority of businesses (3%, n=10) were not satisfied with all new employees hired over the past 12 months.

The primary reason identified for dissatisfaction was new employees lacking work ethic/motivation (41%, n=141).

Table E26: Primary Reason for Dissatisfaction with New Employees - Tourism – Provincial Overview

	<i>n</i>	<i>% (N=343)</i>
Lacking work ethic/motivation	141	41.0
Unreliable	44	12.7
Unhappy with performance	31	9.0
Difficulty adapting to position	18	5.3
Lacking adequate training/skills	16	4.6
Not suited/qualified for position	14	3.9
Too young	12	3.4
Poor attitude	10	3.0
Inexperienced	6	1.8
Not a good fit within the company	6	1.7
Untrustworthy/dishonest	5	1.6
Other	32	9.4
Don't know	9	2.6

Of the 7,161 new employees hired by surveyed businesses over the past 12 months, a large proportion (85%) have high school or less than high school as their highest level of education.

Table E27: Highest Education Level of New Employees – Tourism - Provincial Overview

	<i>n</i>	<i>%</i>
University	476	6.6
Public Community College	434	6.1
Private Training Institution	164	2.3
High School	3,894	54.4
Less than High School	2,194	30.6
New Employee Total	7,161	100.0
Business Total	748	-

Businesses that hired at least one employee from the various educational categories were asked to rate the overall job readiness of the employees from each category.

As shown below, the majority of businesses rated the job readiness of new employees as excellent or good, regardless of employees' education level:

- University graduates (n=130) – 36% of employers (n=47) rated job readiness as excellent, 56% (n=73) rated it as good, 7% (n=9) rated it as fair, and 2% (n=2) were unsure.
- Public Community College graduates (n=132) – 24% of employers (n=32) rated job readiness as excellent, 60% (n=79) rated it as good, 12% (n=16) rated it as fair, 2% (n=2) rated it as poor, and 2% (n=3) were unsure.
- Private Training Institution graduates (n=62) – 24% of employers (n=15) rated job readiness as excellent, 54% (n=34) rated it as good, 19% (n=12) rated it as fair, one rated it as poor and one was unsure.
- High School graduates (n=585) – 15% of employers (n=87) rated job readiness as excellent, 52% (n=306) rated it as good, 23% (n=136) rated it as fair, 5% (n=31) rated it as poor, and 4% (n=25) were unsure.

Among surveyed businesses in the tourism industry that hired new employees over the past 12 months, a total of 8% were hired from each of the groups shown below.

Table E28: Classifications of New Employees - Tourism – Provincial Overview

	<i>n</i>	%
Immigrants	226	3.3
Co-op students hired for work placement	92	1.3
Persons with disabilities	94	1.4
Aboriginals	117	1.7
New Employee Total	6,952	7.7
Business Total	737¹⁴	-

Businesses were asked to identify, in general, the methods they use to fill staffing vacancies that occur. Overall, the most popular method used is word of mouth/employee referrals (45%, n=470).

Table E29: Methods Used to Fill Staffing Vacancies* - Tourism - Provincial Overview

	<i>n</i>	% (<i>N=1,035</i>)
Use word of mouth/employee referrals	470	45.4
Place ad/use Service Canada Employment Centre	378	36.5
Place ad in newspaper	370	35.7
Use unsolicited resumes	219	21.1
Post internally in your company/organization	153	14.8
Place ad on or check internet/websites	152	14.7
Signs, flyers, pamphlets	75	7.3
Place ad on bulletin boards in local community	70	6.8
Place ad in student employment centres at colleges/universities	52	5.0
Radio	38	3.7
Use an employment agency/headhunter	20	1.9
Place ad in trade/professional/association journals	6	0.6
Other	52	4.9
Don't know	21	2.0

*Multiple responses allowed.

Over the past 12 months, 65% of businesses in the tourism industry (n=675) have had at least one vacant position available. Those with at least one vacancy (n=675) reported an average of seven vacancies. Furthermore, among these surveyed businesses, there were a total of 5,277 vacant positions.

Of the 5,277 vacant positions available among these surveyed businesses, 1,572 or 30% of positions were vacant more than once throughout the past 12 months.

Furthermore, among these surveyed businesses, almost three-quarters (71%) of the positions available were permanent.

Table E30: Classification of Vacancies - Tourism – Provincial Overview

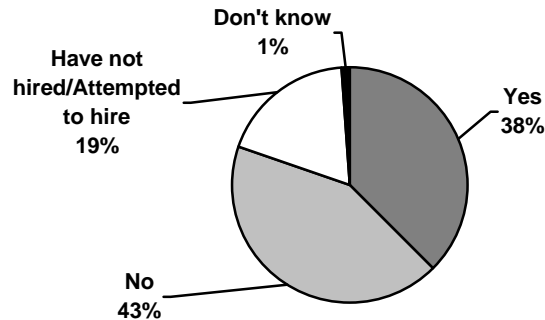
	<i>n</i>	%
Permanent	3,717	70.5
Casual/Contract	670	12.7
Seasonal	886	16.8
Vacancy Total	5,273	100.0
Business Total	674¹⁵	-

¹⁴ Businesses with missing data were excluded from this analysis.

¹⁵ Businesses with missing data were excluded from this analysis.

Businesses were asked if they have experienced any difficulty in filling vacancies. Over one-third (38%, n=395) have experienced difficulty, 43% (n=444) have not, and 19% (n=194) have not hired or attempted to hire.

Figure E18: Businesses Experiencing Difficulty Filling Vacancies - Tourism - Provincial Overview (N=1,035)



The most common reasons for experiencing difficulty in filling vacancies were potential hires lacking experience (25%, n=98) and a workforce shortage (25%, n=97).

Table E31: Main Reason for Experiencing Difficulty in Filling Vacancies* - Tourism - Provincial Overview

	<i>n</i>	<i>% (N=395)</i>
Salary expectations too high	98	24.8
Workforce shortage	97	24.6
Lacking experience	76	19.2
Difficult working conditions	73	18.5
Lacking soft skills (such as communication/teamwork)	54	13.8
Lacking educational/training qualifications	51	12.9
Lacking specific technical skills	32	8.1
Position did not provide enough hours	31	7.9
People not interested in employment	17	4.3
Location	11	2.8
Lacking bilingual skills	7	1.8
Lacking proper license/permit	4	1.1
Other	27	6.9
Don't know	8	2.1

*Multiple responses allowed.

Among businesses experiencing difficulty in filling vacancies (n=395), cooks (41%, n=161) was the most difficult occupation to fill over the past 12 months.

Table E32: Top Five Occupations That Were Difficult to Fill Over the Past 12 Months* - Tourism - Provincial Overview

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=395)</i>
6242	Cooks	161	40.7
6641	Food counter attendants, kitchen helpers and related occupations	77	19.6
6453	Food and beverage servers	61	15.5
6611	Cashiers	56	14.1
6661	Light duty cleaners	34	8.7

*Multiple responses allowed.

The large majority of businesses in the tourism industry (94%, n=971) did not have any employees retire over the past 12 months. Of the surveyed businesses that did experience retirement (n=64), a total of 119 employees retired, averaging one employee per business.

Of businesses that experienced employee retirement over the past 12 months (n=64), food and beverage servers (24%, n=15) was the top occupation from which employees retired.

Table E33: Top Three Occupations From Which Employees Retired Over the Past 12 Months* - Tourism - Provincial Overview

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=64)</i>
6453	Food and beverage servers	15	23.6
6242	Cooks	14	22.4
6611	Cashiers	10	15.3

*Multiple responses allowed.

Two-thirds of businesses in this industry (67%, n=693) do not expect any employees to retire in the next five years. Of the surveyed businesses that expect employee retirement over this period (n=342), an average of two employees are expected to retire, with retirement totaling 852 employees.

Most commonly, employees are expected to retire from the cooks occupation (23%, n=77).

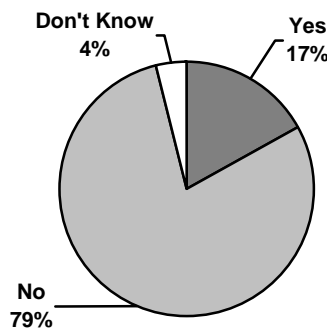
Table E34: Top Three Occupations From Which Employees Are Expected to Retire Over the Next Five Years* - Tourism - Provincial Overview

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=342)</i>
6242	Cooks	77	22.6
6453	Food and beverage servers	54	15.8
0631	Restaurant and food service managers	43	12.7

*Multiple responses allowed.

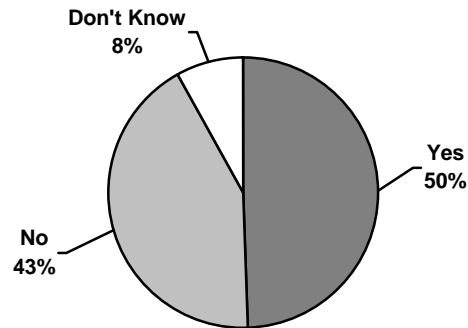
Seventeen percent of businesses in the tourism industry (n=176) expect their owner/manager/CEO to retire within the next five years.

Figure E19: Businesses Expecting Owner/Manager/CEO to Retire in Next Five Years - Tourism - Provincial Overview (N=1,035)



Of businesses that expect their owner/manager/CEO to retire within the next five years (n=176), one-half (50%, n=88) have a formal or informal succession plan in place.

Figure E20: Businesses with a Succession Plan - Tourism - Provincial Overview (N=176)



2.2 Urban/Rural Subdivision

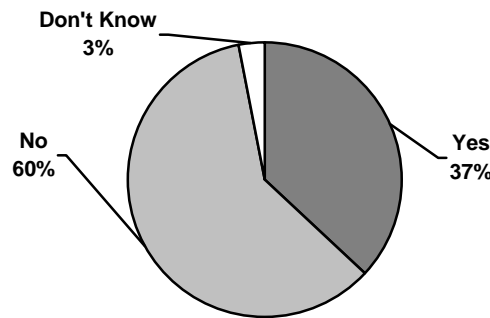
2.2.1 Urban Subdivision

2.2.2 Rural Subdivision

2.2.1 Urban Subdivision (N=592)

Over one-third of urban businesses in the tourism industry (37%, n=218) have a formal human resources plan, that is, a written plan including key elements such as recruitment, retention, compensation and benefits, training, and safety.

Figure E21: Businesses with a Formal Human Resources Plan - Tourism – Urban Subdivision (N=592)



Just over three-quarters of urban businesses in this industry (77%, n=458) hired at least one new employee over the past 12 months. Of those who hired (n=458), an average of nine new employees were hired. Furthermore, these surveyed businesses hired a total of 4,983 employees.

Cooks (31%, n=144) was the top occupation hired over the past 12 months.

Table E35: Top Five Occupations Hired in the Past 12 Months* - Tourism - Urban Subdivision

NOC Code	Occupation Name	n	% (N=458)
6242	Cooks	144	31.4
6641	Food counter attendants, kitchen helpers and related occupations	136	29.7
6453	Food and beverage servers	132	28.8
6611	Cashiers	105	22.9
6661	Light duty cleaners	42	9.2

*Multiple responses allowed.

Of those who hired new employees over the past 12 months (n=458), 49% (n=225) were fully satisfied with their new hires.

Those not satisfied with at least one employee (n=233) reported, on average, that they were not satisfied with 31% of the new employees they hired. A minority (3%, n=6) were not satisfied with all new employees hired over the past 12 months.

The primary reason identified for dissatisfaction was new employees lacking work ethic/motivation (43%, n=100).

Table E36: Primary Reason for Dissatisfaction with New Employees - Tourism – Urban Subdivision

	<i>n</i>	<i>% (N=233)</i>
Lacking work ethic/motivation	100	42.9
Unreliable	29	12.4
Unhappy with performance	23	9.9
Lacking adequate training/skills	11	4.7
Difficulty adapting to position	11	4.7
Not suited/qualified for position	9	3.9
Too young	8	3.4
Poor attitude	6	2.6
Untrustworthy/dishonest	4	1.7
Inexperienced	4	1.7
Not a good fit within the company	3	1.3
Other	21	9.0
Don't know	4	1.7

Of the 4,983 new employees hired by surveyed businesses over the past 12 months, the large majority (85%) have high school or less than high school as their highest level of education.

Table E37: Highest Education Level of New Employees - Tourism – Urban Subdivision

	<i>n</i>	<i>%</i>
University	343	6.9
Public Community College	292	5.9
Private Training Institution	106	2.1
High School	2,738	54.9
Less than High School	1,504	30.2
New Employee Total	4,983	100.0
Business Total	458	-

Businesses that hired at least one employee from the various educational categories were asked to rate the overall job readiness of the employees from each category.

The majority of businesses rated the job readiness of new employees as excellent or good, regardless of employees' education level:

- University graduates (n=88) – 34% of employers (n=30) rated job readiness as excellent, 58% (n=51) rated it as good, 6% (n=5) rated it as fair, and 2% (n=2) were unsure.
- Public Community College graduates (n=86) – 20% of employers (n=17) rated job readiness as excellent, 63% (n=54) rated it as good, 14% (n=12) rated it as fair, one rated it as poor and 2% (n=2) were unsure.
- Private Training Institution graduates (n=44) – 23% of employers (n=10) rated job readiness as excellent, 55% (n=24) rated it as good, 21% (n=9) rated it as fair, and one rated it as poor.
- High School graduates (n=373) – 12% of employers (n=46) rated job readiness as excellent, 53% (n=198) rated it as good, 24% (n=88) rated it as fair, 6% (n=23) rated it as poor and 5% (n=18) were unsure.

Among surveyed businesses that hired new employees over the past 12 months, a total of 8% were hired from each of the groups shown below.

Table E38: Classifications of New Employees - Tourism – Urban Subdivision

	<i>n</i>	%
Immigrants	184	3.8
Co-op students hired for work placement	65	1.4
Persons with disabilities	68	1.4
Aboriginals	89	1.8
New Employee Total	4,812	8.4
Business Total	449¹⁶	-

Businesses were asked to identify, in general, the methods they use to fill staffing vacancies that occur. In urban areas, the most popular methods used include word of mouth/employee referrals (42%, n=250) and placing an ad in or using the Service Canada Employment Centre (42%, n=247).

Table E39: Methods Used to Fill Staffing Vacancies* - Tourism - Urban Subdivision

	<i>n</i>	% (<i>N=592</i>)
Use word of mouth/employee referrals	250	42.2
Place ad/use Service Canada Employment Centre	247	41.7
Place ad in newspaper	229	38.7
Use unsolicited resumes	125	21.1
Place ad on or check internet/websites	109	18.4
Post internally in your company/organization	97	16.4
Signs, flyers, pamphlets	52	8.8
Place ad on bulletin board in local community	41	6.9
Place ad in student employment centres at colleges/universities	24	4.1
Radio	21	3.5
Use an employment agency/headhunter	11	1.9
Other	30	5.2
Don't know	8	1.4

*Multiple responses allowed.

Over the past 12 months, 70% of urban businesses in the tourism industry (n=413) have had at least one vacant position available. Those with at least one vacancy (n=413) reported an average of eight vacancies. Furthermore, among these surveyed businesses, there were a total of 3,525 vacant positions.

Of the 3,525 vacant positions available among these surveyed businesses, 1,074 positions or 30% were vacant more than once throughout the past 12 months.

Furthermore, among these surveyed businesses, just over three-quarters (79%) of the positions available were permanent.

Table E40: Classification of Vacancies - Tourism – Urban Subdivision

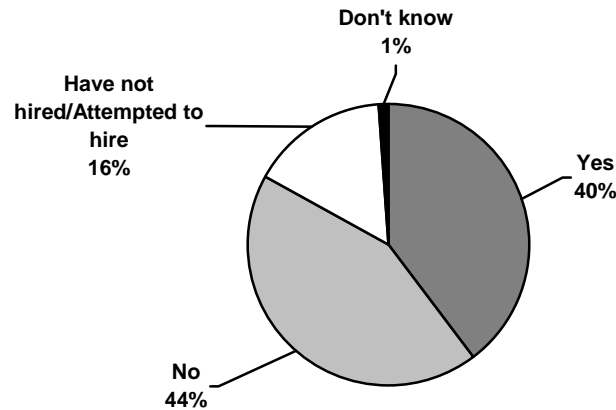
	<i>n</i>	%
Permanent	2,768	78.6
Casual/Contract	342	9.7
Seasonal	412	11.7
Vacancy Total	3,522	100.0
Business Total	412¹⁷	-

¹⁶ Businesses with missing data were excluded from this analysis.

¹⁷ Businesses with missing data were excluded from this analysis.

Businesses were asked if they have experienced any difficulty in filling vacancies. Forty percent (n=239) have experienced difficulty, 44% (n=259) have not, and 16% (n=92) have not hired or attempted to hire.

Figure E22: Businesses Experiencing Difficulty Filling Vacancies - Tourism – Urban Subdivision (N=592)



The most common reasons for experiencing difficulty in filling vacancies were a workforce shortage (27%, n=65) and salary expectations being too high (25%, n=59).

Table E41: Main Reason for Experiencing Difficulty in Filling Vacancies* - Tourism - Urban Subdivision

	<i>n</i>	<i>% (N=239)</i>
Workforce shortage	65	27.2
Salary expectations too high	59	24.7
Difficult working conditions	46	19.2
Lacking experience	41	17.2
Lacking soft skills (such as communication/teamwork)	34	14.2
Lacking educational/training qualifications	31	13.0
Lacking specific technical skills	23	9.6
Position did not provide enough hours	17	7.1
People not interested in employment	9	3.8
Location	6	2.5
Lacking bilingual skills	4	1.7
Lacking proper license/permit	3	1.3
Other	13	5.4
Don't know	5	2.1

*Multiple responses allowed.

Among businesses experiencing difficulty in filling vacancies (n=239), cooks (37%, n=89) was the most difficult occupation to fill over the past 12 months.

Table E42: Top Five Occupations That Were Difficult to Fill Over the Past 12 Months* - Tourism - Urban Subdivision

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=239)</i>
6242	Cooks	89	37.2
6641	Food counter attendants, kitchen helpers and related occupations	55	23.0
6453	Food and beverage servers	37	15.5
6611	Cashiers	36	15.1
6661	Light duty cleaners	17	7.1

*Multiple responses allowed.

The large majority of businesses in the tourism industry (93%, n=553) did not have any employees retire over the past 12 months. Of the surveyed businesses that did experience retirement (n=39), a total of 88 employees retired, averaging one employee per business.

Of businesses that experienced employee retirement over the past 12 months (n=39), food and beverage servers (31%, n=12) was the top occupation from which employees retired.

Table E43: Top Three Occupations From Which Employees Retired Over the Past 12 Months* - Tourism – Urban Subdivision

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=39)</i>
6453	Food and beverage servers	12	30.8
6611	Cashiers	8	20.5
6242	Cooks	6	15.4

*Multiple responses allowed.

Just over two-thirds of businesses in this industry (68%, n=400) do not expect any employees to retire in the next five years. Of the surveyed businesses that expect employee retirement over this period (n=192), an average of two employees are expected to retire, with retirement totaling 556 employees.

Most commonly, employees are expected to retire from the cooks occupation (21%, n=40).

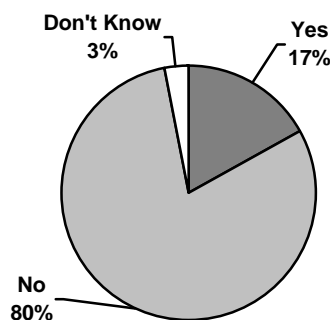
Table E44: Top Five Occupations From Which Employees Are Expected to Retire Over the Next Five Years* - Tourism - Urban Subdivision

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=192)</i>
6242	Cooks	40	20.8
6453	Food and beverage servers	30	15.6
0631	Restaurant and food service managers	25	13.0
6611	Cashiers	22	11.5
6641	Food counter attendants, kitchen helpers and related occupations	21	10.9

*Multiple responses allowed.

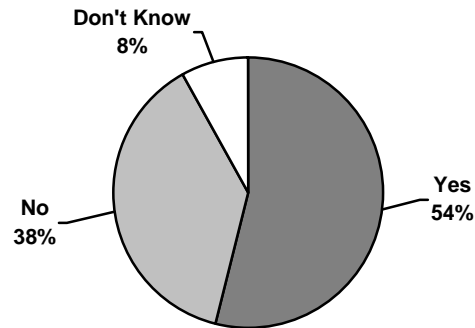
Seventeen percent of urban businesses in the tourism industry (n=98) expect their owner/manager/CEO to retire within the next five years.

Figure E23: Businesses Expecting Owner/Manager/CEO to Retire in Next Five Years - Tourism – Urban Subdivision (N=592)



Of businesses that expect their owner/manager/CEO to retire within the next five years (n=98), 54% (n=53) have a formal or informal succession plan in place.

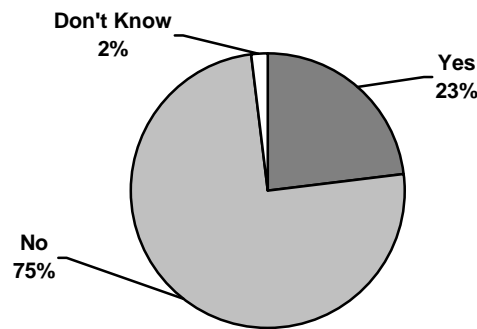
Figure E24: Businesses with a Succession Plan - Tourism – Urban Subdivision (N=98)



2.2.2 Rural Subdivision (N=434)

Twenty-three percent of rural businesses in the tourism industry (n=98) have a formal human resources plan, that is, a written plan including key elements such as recruitment, retention, compensation and benefits, training, and safety.

Figure E25: Businesses with a Formal Human Resources Plan - Tourism – Rural Subdivision (N=434)



Almost two-thirds of rural businesses in this industry (63%, n=274) hired at least one new employee over the past 12 months. Of those who hired (n=274), an average of six new employees were hired. Furthermore, these surveyed businesses hired a total of 1,830 employees.

Cooks (37%, n=101) was the top occupation hired over the past 12 months.

Table E45: Top Four Occupations Hired in the Past 12 Months* - Tourism - Rural Subdivision

NOC Code	Occupation Name	n	% (N=274)
6242	Cooks	101	36.9
6453	Food and beverage servers	75	27.4
6641	Food counter attendants, kitchen helpers and related occupations	55	20.1
6611	Cashiers	41	15.0

*Multiple responses allowed.

Of those who hired new employees over the past 12 months (n=274), 65% (n=179) were fully satisfied with their new hires.

Those not satisfied with at least one employee (n=95) reported, on average, that they were not satisfied with 30% of the new employees they hired. A minority of businesses (4%, n=4) were not satisfied with all new employees hired over the past 12 months.

The primary reason identified for dissatisfaction was new employees lacking work ethic/motivation (35%, n=33).

Table E46: Primary Reason for Dissatisfaction with New Employees – Tourism – Rural Subdivision

	<i>n</i>	% (<i>N=95</i>)
Lacking work ethic/motivation	33	34.7
Unreliable	13	13.7
Difficulty adapting to position	7	7.4
Unhappy with performance	6	6.3
Lacking adequate training/skills	4	4.2
Not suited/qualified for position	4	4.2
Poor attitude	4	4.2
Too young	3	3.2
Not a good fit within the company	3	3.2
Inexperienced	2	2.1
Untrustworthy/dishonest	1	1.1
Other	10	10.5
Don't know	5	5.3

Of the 1,830 new employees hired by surveyed businesses over the past 12 months, the large majority (85%) have high school or less than high school as their highest level of education.

Table E47: Highest Education Level of New Employees - Tourism – Rural Subdivision

	<i>n</i>	%
University	106	5.8
Public Community College	124	6.8
Private Training Institution	53	2.9
High School	957	52.3
Less than High School	590	32.2
New Employee Total	1,830	100.0
Business Total	274	-

Businesses that hired at least one employee from the various educational categories were asked to rate the overall job readiness of the employees from each category.

The majority of businesses rated the job readiness of new employees as excellent or good, regardless of employees' education level:

- University graduates (n=37) – 41% of employers (n=15) rated job readiness as excellent, 49% (n=18) rated it as good, and 11% (n=4) rated it as fair.
- Public Community College graduates (n=42) – 36% of employers (n=15) rated job readiness as excellent, 52% (n=22) rated it as good, 7% (n=3) rated it as fair, one rated it as poor and one was unsure.
- Private Training Institution graduates (n=15) – Four employers rated job readiness as excellent, eight rated it as good, two rated it as fair and one was unsure.
- High School graduates (n=195) – 21% of employers (n=41) rated job readiness as excellent, 50% (n=98) rated it as good, 23% (n=44) rated it as fair, 3% (n=6) rated it as poor, and 3% (n=6) were unsure.

Among surveyed businesses that hired new employees over the past 12 months, a total of 5% were hired from each of the groups shown below.

Table E48: Classifications of New Employees – Tourism – Rural Subdivision

	<i>n</i>	%
Immigrants	22	1.2
Co-op students hired for work placement	22	1.2
Persons with disabilities	21	1.2
Aboriginals	20	1.1
New Employee Total	1,810	4.7
Business Total	273¹⁸	-

Businesses were asked to identify, in general, the methods they use to fill staffing vacancies that occur. In rural areas, the most popular method used is word of mouth/employee referrals (51%, n=222).

Table E49: Methods Used to Fill Staffing Vacancies* - Tourism - Rural Subdivision

	<i>n</i>	% (N=434)
Use word of mouth/employee referrals	222	51.2
Place ad in newspaper	132	30.4
Place ad/use Service Canada Employment Centre	118	27.2
Use unsolicited resumes	92	21.2
Post internally in your company/organization	52	12.0
Place ad on or check internet/websites	35	8.1
Place ad in student employment centres at colleges/universities	29	6.7
Place ad on bulletin boards in local community	28	6.5
Signs, flyers, pamphlets	20	4.6
Radio	17	3.9
Use an employment agency/headhunter	9	2.1
Don't hire/never have vacancies/self-employed	6	1.4
Place ad in trade/professional/association journals	3	0.7
Other	19	4.4
Don't know	14	3.2

*Multiple responses allowed.

Over the past 12 months, 57% of rural businesses in the tourism industry (n=247) have had at least one vacant position available. Those with at least one vacancy (n=247) reported an average of five vacancies. Furthermore, these surveyed businesses reported a total of 1,542 vacant positions.

Of the 1,542 vacant positions available among these surveyed businesses, 428 positions or 28% were vacant more than once throughout the past 12 months.

Furthermore, almost one-half (46%) of the positions available among these surveyed businesses were permanent, while 32% were seasonal and 22% were casual/contract.

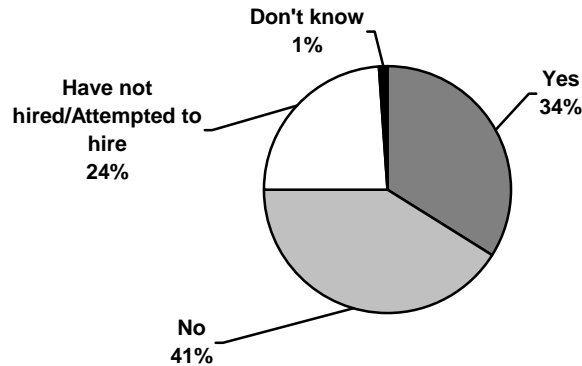
Table E50: Classification of Vacancies - Tourism – Rural Subdivision

	<i>n</i>	%
Permanent	710	46.0
Casual/Contract	335	21.7
Seasonal	497	32.2
Vacancy Total	1,542	100.0
Business Total	247	-

¹⁸ Businesses with missing data were excluded from this analysis.

Businesses were asked if they have experienced any difficulty in filling vacancies. Approximately one-third (34%, n=148) have experienced difficulty, 41% (n=179) have not, and 24% (n=106) have not hired or attempted to hire.

Figure E26: Businesses Experiencing Difficulty Filling Vacancies - Tourism – Rural Subdivision (N=434)



The most common reasons for experiencing difficulty in filling vacancies were salary expectations being too high (25%, n=37) and potential hires lacking experience (24%, n=35).

Table E51: Main Reason for Experiencing Difficulty in Filling Vacancies* - Tourism - Rural Subdivision

	<i>n</i>	<i>% (N=148)</i>
Salary expectations too high	37	25.0
Lacking experience	35	23.6
Workforce shortage	28	18.9
Difficult working conditions	25	16.9
Lacking educational/training qualifications	19	12.8
Lacking soft skills (such as communication/teamwork)	19	12.8
Position did not provide enough hours	14	9.5
People not interested in employment	8	5.4
Lacking specific technical skills	7	4.7
Location	5	3.4
Lacking bilingual skills	3	2.0
Lacking proper license/permit	1	0.7
Other	15	10.1
Don't know	3	2.0

*Multiple responses allowed.

Among businesses experiencing difficulty in filling vacancies (n=148), cooks (48%, n=71) was the most difficult occupation to fill over the past 12 months.

Table E52: Top Five Occupations That Were Difficult to Fill Over the Past 12 Months* - Tourism - Rural Subdivision

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=148)</i>
6242	Cooks	71	48.0
6453	Food and beverage servers	23	15.5
6641	Food counter attendants, kitchen helpers and related occupations	18	12.2
6611	Cashiers	18	12.2
6661	Light duty cleaners	18	12.2

*Multiple responses allowed.

The large majority of businesses in the tourism industry (95%, n=410) did not have any employees retire over the past 12 months. Of the surveyed businesses that did experience retirement (n=24), a total of 24 employees retired, averaging one employee per business.

Of businesses that experienced employee retirement over the past 12 months (n=24), cooks (n=9) was the top occupation from which employees retired¹⁹.

Two-thirds of businesses in this industry (66%, n=286) do not expect any employees to retire in the next five years. Of the surveyed businesses that expect employee retirement over this period (n=148), an average of two employees are expected to retire, with retirement totaling 266 employees.

Most commonly, employees are expected to retire from the cooks occupation (26%, n=38).

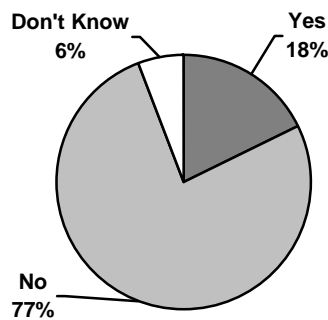
Table E53: Top Five Occupations From Which Employees Are Expected to Retire Over the Next Five Years* - Tourism - Rural Subdivision

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=148)</i>
6242	Cooks	38	25.7
6453	Food and beverage servers	24	16.2
0631	Restaurant and food service managers	18	12.2
6661	Light duty cleaners	14	9.5
6641	Food counter attendants, kitchen helpers and related occupations	12	8.1

*Multiple responses allowed.

Eighteen percent of rural businesses in the tourism industry (n=77) expect their owner/manager/CEO to retire within the next five years.

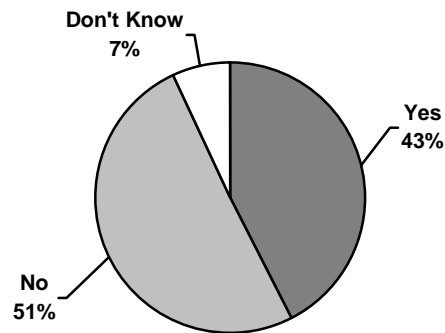
Figure E27: Businesses Expecting Owner/Manager/CEO to Retire in Next Five Years - Tourism – Rural Subdivision (N=434)



¹⁹ Multiple responses allowed.

Of businesses that expect their owner/manager/CEO to retire within the next five years (n=77), almost one-half (43%, n=33) have a formal or informal succession plan in place.

Figure E28: Businesses with a Succession Plan - Tourism – Rural Subdivision (N=77)



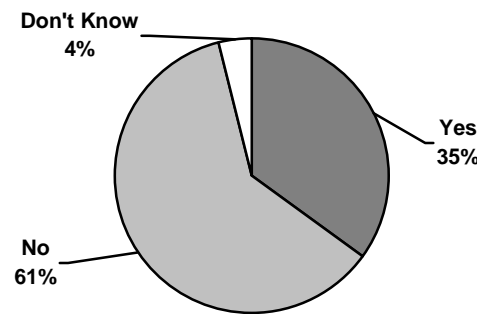
2.3 Economic Regions

- 2.3.1 Central Region**
- 2.3.2 Northeast Region**
- 2.3.3 Northwest Region**
- 2.3.4 Southeast Region**
- 2.3.5 Southwest Region**

2.3.1 Central Region (N=204)

Just over one-third of Central area businesses in the tourism industry (35%, n=72) have a formal human resources plan, that is, a written plan including key elements such as recruitment, retention, compensation and benefits, training, and safety.

Figure E29: Businesses with a Formal Human Resources Plan - Tourism – Central Region (N=204)



Three-quarters of Central area businesses in this industry (75%, n=153) hired at least one new employee over the past 12 months. Of those who hired (n=153), an average of ten new employees were hired. Furthermore, these surveyed businesses hired a total of 1,802 employees.

Cooks (33%, n=51) was the top occupation hired over the past 12 months.

Table E54: Top Five Occupations Hired in the Past 12 Months* - Tourism – Central Region

NOC Code	Occupation Name	n	% (N=153)
6242	Cooks	51	33.4
6641	Food counter attendants, kitchen helpers and related occupations	48	31.1
6453	Food and beverage servers	45	29.3
6611	Cashiers	33	21.9
6661	Light duty cleaners	18	11.6

*Multiple responses allowed.

Of the businesses that hired new employees over the past 12 months (n=153), one-half (50%, n=76) were fully satisfied with their new hires.

Those not satisfied with at least one employee (n=77) reported, on average, that they were not satisfied with 33% of the new employees they hired. One business was not satisfied with all new employees hired over the past 12 months.

The primary reason identified for dissatisfaction was new employees lacking work ethic/motivation (48%, n=37).

Table E55: Primary Reason for Dissatisfaction with New Employees - Tourism – Central Region

	<i>n</i>	% (<i>N=77</i>)
Lacking work ethic/motivation	37	48.0
Unreliable	10	13.2
Unhappy with performance	6	7.3
Difficulty adapting to position	4	5.5
Not suited/qualified for position	3	4.4
Poor attitude	3	4.4
Too young	2	2.9
Inexperienced	1	1.5
Lacking adequate training/skills	1	1.5
Other	9	11.4

Of the 1,802 new employees hired by surveyed businesses over the past 12 months, the large majority (86%) have high school or less than high school as their highest level of education.

Table E56: Highest Education Level of New Employees - Tourism – Central Region

	<i>n</i>	%
University	159	8.8
Public Community College	59	3.3
Private Training Institution	35	1.9
High School	1,127	62.5
Less than High School	421	23.4
New Employee Total	1,802	100.0
Business Total	153	-

Businesses that hired at least one employee from the various educational categories were asked to rate the overall job readiness of the employees from each category.

The majority of businesses rated the job readiness of new employees as excellent or good, regardless of employees' education level:

- University graduates (n=39) – 28% of employers (n=11) rated job readiness as excellent, 59% (n=23) rated it as good, 10% (n=4) rated it as fair, and one was unsure.
- Public Community College graduates (n=28) – Five employers rated job readiness as excellent, 21 rated it as good and two rated it as fair.
- Private Training Institution graduates (n=15) – Four employers rated job readiness as excellent, eight rated it as good, and two rated it as fair.
- High School graduates (n=130) – 12% of employers (n=15) rated job readiness as excellent, 56% (n=73) rated it as good, 22% (n=28) rated it as fair, 8% (n=10) rated it as poor and 3% (n=4) were unsure.

Among surveyed businesses that hired new employees over the past 12 months, a total of 11% were hired from each of the groups shown below.

Table E57: Classifications of New Employees - Tourism – Central Region

	<i>n</i>	%
Immigrants	82	4.6
Co-op students hired for work placement	37	2.1
Persons with disabilities	22	1.2
Aboriginals	59	3.3
New Employee Total	1,777	11.2
Business Total	151²⁰	-

Businesses were asked to identify, in general, the methods they use to fill staffing vacancies that occur. The most popular method used is word of mouth/employee referrals (47%, n=97).

Table E58: Methods Used to Fill Staffing Vacancies* - Tourism - Central Region

	<i>n</i>	% (N=204)
Place ad in newspaper	97	47.4
Use word of mouth/employee referrals	79	38.6
Place ad/use Service Canada Employment Centre	78	38.3
Use unsolicited resumes	39	19.0
Place ad on or check internet/websites	36	17.6
Post internally in your company/organization	35	16.9
Signs, flyers, pamphlets	20	9.9
Place ad on bulletin boards in local community	12	5.7
Place ad in student employment centres at colleges/universities	10	5.1
Radio	4	2.2
Use an employment agency/headhunter	2	1.1
Other	9	4.6
Don't know	2	0.8

*Multiple responses allowed.

Over the past 12 months, 68% of Central area businesses in the tourism industry (n=139) have had at least one vacant position available. Those with at least one vacancy (n=139) reported an average of eight vacancies. Furthermore, among these surveyed businesses, there were a total of 1,380 vacant positions.

Of the 1,380 vacant positions available among these surveyed businesses, 293 positions or 21% were vacant more than once throughout the past 12 months.

Furthermore, among these surveyed businesses, almost three-quarters (72%) of the positions available were permanent.

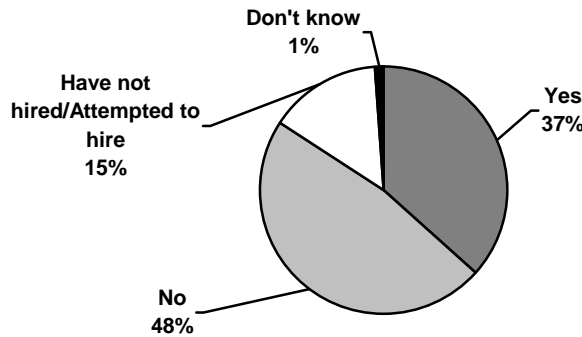
Table E59: Classification of Vacancies - Tourism – Central Region

	<i>n</i>	%
Permanent	994	72.0
Casual/Contract	84	6.1
Seasonal	303	22.0
Vacancy Total	1,380	100.0
Business Total	139	-

²⁰ Businesses with missing data were excluded from this analysis.

Businesses were asked if they have experienced any difficulty in filling vacancies. Thirty-seven percent (n=75) have experienced difficulty, 48% (n=98) have not, and 15% (n=30) have not hired or attempted to hire.

Figure E30: Businesses Experiencing Difficulty Filling Vacancies - Tourism – Central Region (N=204)



Of businesses that have experienced difficulty in filling vacancies (n=75), the main reasons for experiencing difficulty were salary expectations being too high (22%, n=17), a workforce shortage (22%, n=16), difficult working conditions (21%, n=16), and potential hires lacking experience (21%, n=16).

Table E60: Main Reason for Experiencing Difficulty in Filling Vacancies* - Tourism – Central Region

	n	% (N=75)
Salary expectations too high	17	22.4
Workforce shortage	16	21.7
Difficult working conditions	16	21.3
Lacking experience	16	20.5
Lacking educational/training qualifications	10	13.0
Lacking soft skills (such as communication/teamwork)	9	11.6
Lacking specific technical skills	9	11.6
Position did not provide enough hours	5	7.1
Location	5	6.7
People not interested in employment	2	3.0
Lacking proper license/permit	1	1.5
Lacking bilingual skills	1	1.5
Other	3	4.1

*Multiple responses allowed.

Among businesses experiencing difficulty in filling vacancies (n=75), cooks (41%, n=31) was the most difficult occupation to fill over the past 12 months.

Table E61: Top Four Occupations That Were Difficult to Fill Over the Past 12 Months* - Tourism – Central Region

NOC Code	Occupation Name	n	% (N=75)
6242	Cooks	31	41.4
6641	Food counter attendants, kitchen helpers and related occupations	18	23.5
6611	Cashiers	10	13.0
6453	Food and beverage servers	10	12.7

*Multiple responses allowed.

The large majority of businesses in the tourism industry (94%, n=192) did not have any employees retire over the past 12 months. Of the surveyed businesses that did experience retirement (n=13), a total of 15 employees retired, averaging one employee per business.

Of businesses that experienced employee retirement over the past 12 months (n=13), food and beverage servers (n=3) was the top occupation from which employees retired²¹.

Approximately three-quarters of businesses in this industry (76%, n=155) do not expect any employees to retire in the next five years. Of the surveyed businesses that expect employee retirement over this period (n=49), an average of two employees are expected to retire, with retirement totaling 94 employees.

Most commonly, employees are expected to retire from the restaurant and food service managers (15%, n=7) and cooks (14%, n=7) occupations.

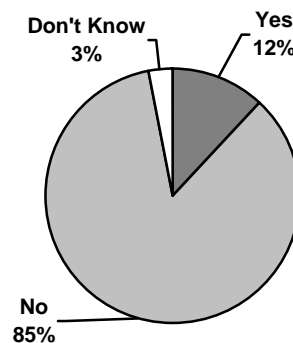
Table E62: Top Five Occupations From Which Employees Are Expected to Retire Over the Next Five Years* - Tourism - Central Region

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=49)</i>
0631	Restaurant and food service managers	7	14.9
6242	Cooks	7	14.3
6641	Food counter attendants, kitchen helpers and related occupations	6	12.0
6435	Hotel front desk clerks	4	9.1
6611	Cashiers	4	8.6

*Multiple responses allowed.

A minority of Central area businesses in the tourism industry (12%, n=25) expect their owner/manager/CEO to retire within the next five years.

Figure E31: Businesses Expecting Owner/Manager/CEO to Retire in Next Five Years - Tourism – Central Region (N=204)



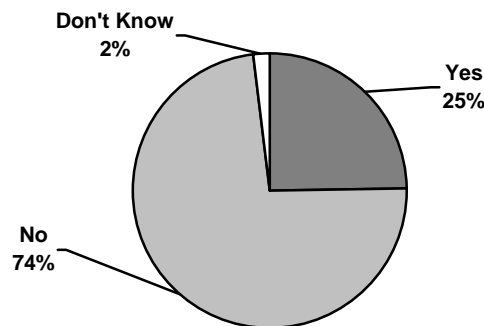
Of businesses that expect their owner/manager/CEO to retire within the next five years (n=25), almost one-half (n=12) have a formal or informal succession plan in place.

²¹ Multiple responses allowed.

2.3.2 Northeast Region (N=234)

One-quarter of Northeast area businesses in the tourism industry (25%, n=58) have a formal human resources plan, that is, a written plan including key elements such as recruitment, retention, compensation and benefits, training, and safety.

Figure E32: Businesses with a Formal Human Resources Plan - Tourism – Northeast Region (N=234)



Two-thirds of Northeast area businesses in this industry (67%, n=158) hired at least one new employee over the past 12 months. Of those who hired (n=158), an average of five new employees were hired. Furthermore, these surveyed businesses hired a total of 944 employees.

Cooks (35%, n=56) was the top occupation hired over the past 12 months.

Table E63: Top Five Occupations Hired in the Past 12 Months* - Tourism – Northeast Region

NOC Code	Occupation Name	n	% (N=158)
6242	Cooks	56	35.2
6453	Food and beverage servers	39	24.7
6641	Food counter attendants, kitchen helpers and related occupations	31	19.8
6611	Cashiers	29	18.2
6661	Light duty cleaners	10	6.4

*Multiple responses allowed.

Almost three-quarters of businesses that hired new employees over the past 12 months (70%, n=111) were fully satisfied with their new hires.

Those not satisfied with at least one employee (n=46) reported, on average, that they were not satisfied with 36% of the new employees they hired. A minority (5%, n=2) were not satisfied with all new employees hired over the past 12 months.

The primary reason identified for dissatisfaction was new employees lacking work ethic/motivation (35%, n=16).

Table E64: Primary Reason for Dissatisfaction with New Employees - Tourism – Northeast Region

	<i>n</i>	<i>% (N=46)</i>
Lacking work ethic/motivation	16	35.2
Unreliable	4	9.7
Unhappy with performance	4	9.1
Lacking adequate training/skills	4	9.1
Not suited/qualified for position	3	6.7
Too young	3	6.7
Difficulty adapting to position	1	2.4
Untrustworthy/dishonest	1	2.4
Not a good fit within the company	1	2.4
Other	7	14.5
Don't know	1	1.8

Of the 944 new employees hired by surveyed businesses over the past 12 months, the large majority (84%) have high school or less than high school as their highest level of education.

Table E65: Highest Education Level of New Employees - Tourism – Northeast Region

	<i>n</i>	<i>%</i>
University	47	5.0
Public Community College	71	7.5
Private Training Institution	37	3.9
High School	497	52.6
Less than High School	292	30.9
New Employee Total	944	100.0
Business Total	158	-

Businesses that hired at least one employee from the various educational categories were asked to rate the overall job readiness of the employees from each category.

The majority of businesses rated the job readiness of new employees as excellent or good, regardless of employees' education level:

- University graduates (n=18) – Nine employers rated job readiness as excellent, eight rated it as good, and one rated it as fair.
- Public Community College graduates (n=28) – Seven employers rated job readiness as excellent, 17 rated it as good, three rated it as fair and one was unsure.
- Private Training Institution graduates (n=9) – Two employers rated job readiness as excellent, four rated it as good, and two rated it as fair.
- High School graduates (n=109) – 13% of employers (n=14) rated job readiness as excellent, 58% (n=63) rated it as good, 24% (n=27) rated it as fair, 3% (n=3) rated it as poor, and 2% (n=2) were unsure.

Among surveyed businesses that hired new employees over the past 12 months, a total of 8% were hired from each of the groups shown below.

Table E66: Classifications of New Employees - Tourism – Northeast Region

	<i>n</i>	%
Immigrants	33	3.5
Co-op students hired for work placement	11	1.2
Persons with disabilities	11	1.2
Aboriginals	21	2.2
New Employee Total	941	8.1
Business Total	155 ²²	-

Businesses were asked to identify, in general, the methods they use to fill staffing vacancies that occur. The most popular method used is word of mouth/employee referrals (44%, n=103).

Table E67: Methods Used to Fill Staffing Vacancies* - Tourism - Northeast Region

	<i>n</i>	% (N=234)
Use word of mouth/employee referrals	103	44.0
Place ad/use Service Canada Employment Centre	80	34.0
Place ad in newspaper	65	27.6
Use unsolicited resumes	54	23.1
Place ad on or check internet/websites	23	9.8
Post internally in your company/organization	20	8.5
Signs, flyers, pamphlets	16	6.7
Place ad on bulletin board in local community	15	6.4
Radio	14	6.0
Place ad in student employment centres at colleges/universities	12	5.1
Use employment agency/headhunter	3	1.1
Other	17	6.5
Don't know	7	3.0

*Multiple responses allowed.

Over the past 12 months, 60% of Northeast area businesses in the tourism industry (n=140) have had at least one vacant position available. Those with at least one vacancy (n=140) reported an average of four vacancies. Furthermore, these surveyed businesses reported a total of 547 vacant positions.

Of the 547 vacant positions available among these surveyed businesses, 160 positions or 29% were vacant more than once throughout the past 12 months.

Furthermore, almost three-quarters (72%) of the positions available among these surveyed businesses were permanent.

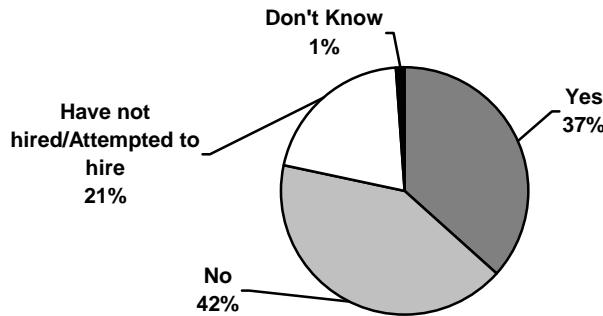
Table E68: Classification of Vacancies - Tourism – Northeast Region

	<i>n</i>	%
Permanent	393	71.8
Casual/Contract	50	9.1
Seasonal	104	19.0
Vacancy Total	547	100.0
Business Total	140	-

²² Businesses with missing data were excluded from this analysis.

Businesses were asked if they have experienced any difficulty in filling vacancies. Thirty-seven percent (n=86) have experienced difficulty, 42% (n=98) have not, and 21% (n=49) have not hired or attempted to hire.

Figure E33: Businesses Experiencing Difficulty Filling Vacancies - Tourism – Northeast Region (N=234)



Of businesses that have experienced difficulty in filling vacancies (n=86), the main reasons for experiencing difficulty were a workforce shortage (34%, n=29) and salary expectations being too high (34%, n=29).

Table E69: Main Reason for Experiencing Difficulty in Filling Vacancies* - Tourism – Northeast Region

	<i>n</i>	<i>% (N=86)</i>
Workforce shortage	29	34.2
Salary expectations too high	29	33.6
Difficult working conditions	16	18.4
Lacking experience	16	18.1
Lacking soft skills (such as communication/teamwork)	11	13.1
Lacking specific technical skills	8	9.5
Lacking educational/training qualifications	8	8.9
Position did not provide enough hours	6	6.9
People not interested in employment	3	3.3
Lacking bilingual skills	2	2.6
Lacking proper license/permit	2	2.3
Other	10	11.5
Don't know	4	4.9

*Multiple responses allowed.

Among businesses experiencing difficulty in filling vacancies (n=86), cooks (38%, n=32) was the most difficult occupation to fill over the past 12 months.

Table E70: Top Four Occupations That Were Difficult to Fill Over the Past 12 Months* - Tourism – Northeast Region

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=86)</i>
6242	Cooks	32	37.8
6611	Cashiers	16	19.1
6453	Food and beverage servers	12	14.2
6641	Food counter attendants, kitchen helpers and related occupations	10	11.2

*Multiple responses allowed.

The large majority of businesses in the tourism industry (95%, n=222) did not have any employees retire over the past 12 months. Of the surveyed businesses that did experience retirement (n=12), a total of 59 employees retired, averaging one employee per business.

Of businesses that experienced employee retirement over the past 12 months (n=12), cooks (n=4) and cashiers (n=3) were the top occupations from which employees retired²³.

The majority of businesses in this industry (60%, n=141) do not expect any employees to retire in the next five years. Of the surveyed businesses that expect employee retirement over this period (n=93), an average of two employees are expected to retire, with retirement totaling 402 employees.

Most commonly, employees are expected to retire from the cooks occupation (27%, n=25).

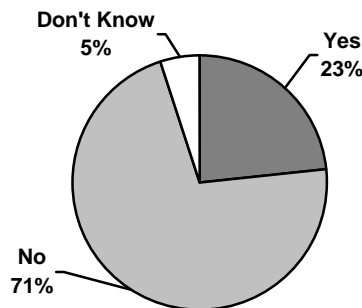
Table E71: Top Five Occupations From Which Employees Are Expected to Retire Over the Next Five Years* - Tourism - Northeast Region

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=93)</i>
6242	Cooks	25	27.4
6453	Food and beverage servers	15	16.4
0631	Restaurant and food service managers	15	16.4
6661	Light duty cleaners	9	9.4
6611	Cashiers	8	9.1

*Multiple responses allowed.

Almost one-quarter of Northeast area businesses in the tourism industry (23%, n=55) expect their owner/manager/CEO to retire within the next five years.

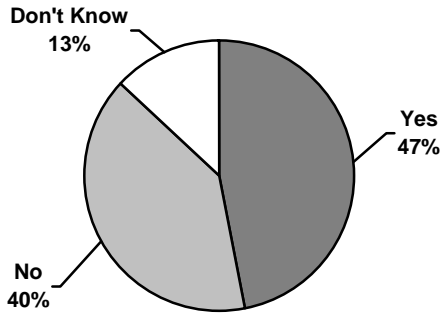
Figure E34: Businesses Expecting Owner/Manager/CEO to Retire in Next Five Years - Tourism – Northeast Region (N=234)



²³ Multiple responses allowed.

Of businesses that expect their owner/manager/CEO to retire within the next five years (n=55), 47% (n=26) have a formal or informal succession plan in place.

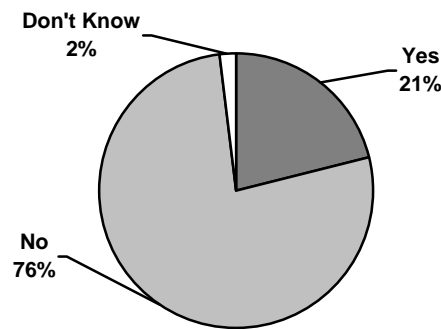
Figure E35: Businesses with a Succession Plan - Tourism – Northeast Region (N=55)



2.3.3 Northwest Region (N=120)

Almost one-quarter of Northwest area businesses in the tourism industry (21%, n=25) have a formal human resources plan, that is, a written plan including key elements such as recruitment, retention, compensation and benefits, training, and safety.

Figure E36: Businesses with a Formal Human Resources Plan - Tourism – Northwest Region (N=120)



Two-thirds of Northwest area businesses in this industry (67%, n=80) hired at least one new employee over the past 12 months. Of those who hired (n=80), an average of seven new employees were hired. Furthermore, these surveyed businesses hired a total of 575 employees.

Cooks (32%, n=26) was the top occupation hired over the past 12 months.

Table E72: Top Four Occupations Hired in the Past 12 Months* - Tourism – Northwest Region

NOC Code	Occupation Name	n	% (N=80)
6242	Cooks	26	32.2
6453	Food and beverage servers	24	30.4
6641	Food counter attendants, kitchen helpers and related occupations	20	24.4
6611	Cashiers	11	13.4

*Multiple responses allowed.

Of the businesses that hired new employees over the past 12 months (n=80), 56% (n=45) were fully satisfied with their new hires.

Those not satisfied with at least one employee (n=35) reported, on average, that they were not satisfied with 30% of the new employees they hired. A minority (6%, n=2) were not satisfied with all new employees hired over the past 12 months.

The primary reason identified for dissatisfaction was new employees lacking work ethic/motivation (28%, n=10).

Table E73: Primary Reason for Dissatisfaction with New Employees - Tourism – Northwest Region

	<i>n</i>	% (<i>N=35</i>)
Lacking work ethic/motivation	10	27.9
Unreliable	5	13.1
Difficulty adapting to position	4	12.3
Unhappy with performance	4	10.7
Not suited/qualified for position	2	5.7
Poor attitude	2	4.9
Not a good fit within company	1	3.3
Untrustworthy/dishonest	1	3.3
Inexperienced	1	2.5
Other	4	10.7
Don't know	2	5.7

Of the 575 new employees hired by surveyed businesses over the past 12 months, the large majority (93%) have high school or less than high school as their highest level of education.

Table E74: Highest Education Level of New Employees - Tourism – Northwest Region

	<i>n</i>	%
University	14	2.4
Public Community College	27	4.7
Private Training Institution	7	1.2
High School	326	57.7
Less than High School	200	34.8
New Employee Total	575	100.0
Business Total	80	-

Businesses that hired at least one employee from the various educational categories were asked to rate the overall job readiness of the employees from each category.

The majority of businesses rated the job readiness of new employees as excellent or good, regardless of employees' education level:

- University graduates (n=10) – Three employers rated job readiness as excellent, six rated it as good, and two rated it as fair.
- Public Community College graduates (n=13) – Seven employers rated job readiness as excellent, five rated it as good, and one rated it as fair.
- Private Training Institution graduates (n=5) – One employer rated job readiness as excellent, three rated it as good, one rated it as fair and one was unsure.
- High School graduates (n=63) – 28% of employers (n=18) rated job readiness as excellent, 44% (n=27) rated it as good, 23% (n=14) rated it as fair, 3% (n=2) rated it as poor and 3% (n=2) were unsure.

Among surveyed businesses that hired new employees over the past 12 months, a total of 6% were hired from each of the groups shown below.

Table E75: Classifications of New Employees - Tourism – Northwest Region

	<i>n</i>	%
Immigrants	7	1.3
Co-op students hired for work placement	6	1.1
Persons with disabilities	9	1.6
Aboriginals	12	2.2
New Employee Total	558	6.2
Business Total	79²⁴	-

Businesses were asked to identify, in general, the methods they use to fill staffing vacancies that occur. The most popular method used is word of mouth/employee referrals (42%, n=50).

Table E76: Methods Used to Fill Staffing Vacancies* - Tourism - Northwest Region

	<i>n</i>	% (N=120)
Use word of mouth/employee referrals	50	41.8
Place ad in newspaper	40	33.0
Place ad/use Service Canada Employment Centre	39	32.5
Use unsolicited resumes	36	29.9
Place ad on or check internet/websites	15	12.5
Post internally in your company/organization	14	11.8
Radio	10	8.2
Place ad on bulletin boards in local community	5	4.3
Place ad in student employment centres at colleges/universities	4	3.3
Signs, flyers, pamphlets	4	3.1
Don't hire/never have vacancies/self-employed	3	2.4
Use an employment agency/headhunter	2	1.6
Other	5	3.7
Don't know	6	4.7

*Multiple responses allowed.

Over the past 12 months, 59% of Northwest area businesses in the tourism industry (n=71) have had at least one vacant position available. Those with at least one vacancy (n=71) reported an average of six vacancies. Furthermore, these surveyed businesses reported a total of 421 vacant positions.

Of the 421 vacant positions available among these surveyed businesses, 130 positions or 31% were vacant more than once throughout the past 12 months.

Furthermore, among these surveyed businesses, 62% of the positions available were permanent.

Table E77: Classification of Vacancies - Tourism – Northwest Region

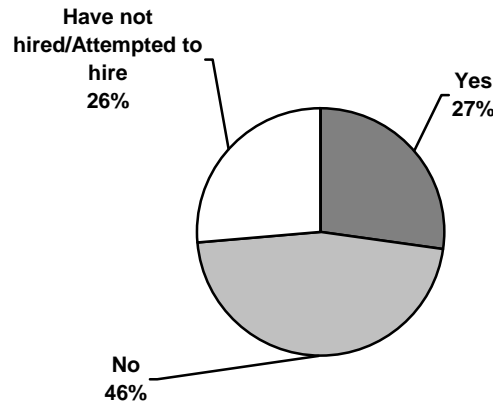
	<i>n</i>	%
Permanent	260	62.2
Casual/Contract	116	27.8
Seasonal	42	10.0
Vacancy Total	418	100.0
Business Total	70²⁵	-

²⁴ Businesses with missing data were excluded from this analysis.

²⁵ Businesses with missing data were excluded from this analysis.

Businesses were asked if they have experienced any difficulty in filling vacancies. Twenty-seven percent (n=33) have experienced difficulty, 46% (n=55) have not, and 26% (n=32) have not hired or attempted to hire.

Figure E37: Businesses Experiencing Difficulty Filling Vacancies - Tourism – Northwest Region (N=120)



Of businesses that have experienced difficulty in filling vacancies (n=33), the main reason for experiencing difficulty was potential hires lacking experience (36%, n=12).

Table E78: Main Reason for Experiencing Difficulty in Filling Vacancies* - Tourism – Northwest Region

	<i>n</i>	% (<i>N=33</i>)
Lacking experience	12	36.2
Lacking soft skills (such as communication/teamwork)	8	25.0
Workforce shortage	7	20.6
Salary expectations too high	6	19.0
Lacking educational/training qualifications	5	13.8
Difficult working conditions	2	6.0
Lacking bilingual skills	2	6.0
Lacking specific technical skills	1	2.6
Other	3	8.6
Don't know	1	2.6

*Multiple responses allowed.

Among businesses experiencing difficulty in filling vacancies (n=33), cooks (52%, n=17) was the most difficult occupation to fill over the past 12 months.

Table E79: Top Four Occupations That Were Difficult to Fill Over the Past 12 Months* - Tourism – Northwest Region

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	% (<i>N=33</i>)
6242	Cooks	17	51.8
6453	Food and beverage servers	6	18.1
5254	Program leaders and instructors in recreation and sport	3	8.6
6611	Cashiers	3	10.4

*Multiple responses allowed.

The large majority of businesses in the tourism industry (93%, n=112) did not have any employees retire over the past 12 months. Of the surveyed businesses that did experience retirement (n=8), a total of 8 employees retired, averaging one employee per business.

Of businesses that experienced employee retirement over the past 12 months (n=8), cooks (n=3) was the top occupation from which employees retired²⁶.

Just over two-thirds of businesses in this industry (69%, n=83) do not expect any employees to retire in the next five years. Of the surveyed businesses that expect employee retirement over this period (n=37), an average of two employees are expected to retire, with retirement totaling 56 employees.

Most commonly, employees are expected to retire from the cooks occupation (24%, n=9).

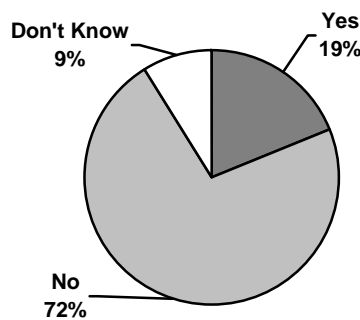
Table E80: Top Five Occupations From Which Employees Are Expected to Retire Over the Next Five Years* - Tourism - Northwest Region

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=37)</i>
6242	Cooks	9	24.4
6435	Hotel front desk clerks	5	14.5
6453	Food and beverage servers	5	13.0
6663	Janitors, caretakers and building superintendents	5	13.0
0631	Restaurant and food service managers	4	11.5

*Multiple responses allowed.

Nineteen percent of Northwest area businesses in the tourism industry (n=23) expect their owner/manager/CEO to retire within the next five years.

Figure E38: Businesses Expecting Owner/Manager/CEO to Retire in Next Five Years - Tourism – Northwest Region (N=120)



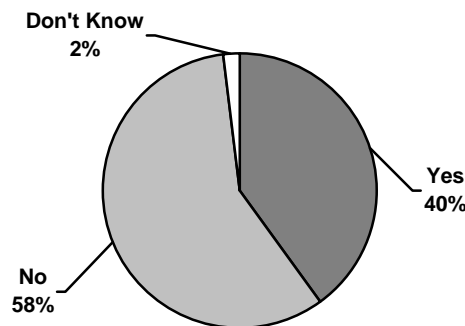
Ten of the 23 businesses that expect their owner/manager/CEO to retire within the next five years have a formal or informal succession plan in place.

²⁶ Multiple responses allowed.

2.3.4 Southeast Region (N=243)

Forty percent of Southeast area businesses in the tourism industry (n=97) have a formal human resources plan, that is, a written plan including key elements such as recruitment, retention, compensation and benefits, training, and safety.

Figure E39: Businesses with a Formal Human Resources Plan - Tourism – Southeast Region (N=243)



Approximately three-quarters of Southeast area businesses in this industry (76%, n=184) hired at least one new employee over the past 12 months. Of those who hired (n=184), an average of ten new employees were hired. Furthermore, these surveyed businesses hired a total of 2,246 employees.

Cooks (33%, n=61) was the top occupation hired over the past 12 months.

Table E81: Top Five Occupations Hired in the Past 12 Months* - Tourism – Southeast Region

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=184)</i>
6242	Cooks	61	32.9
6453	Food and beverage servers	54	29.3
6641	Food counter attendants, kitchen helpers and related occupations	49	26.5
6611	Cashiers	45	24.6
6661	Light duty cleaners	26	13.9

*Multiple responses allowed.

Of the businesses that hired new employees over the past 12 months (n=184), 44% (n=81) were fully satisfied with their new hires.

Those not satisfied with at least one employee (n=103) reported, on average, that they were not satisfied with 31% of the new employees they hired. A minority (4%, n=4) were not satisfied with all new employees hired over the past 12 months.

The primary reason identified for dissatisfaction was new employees lacking work ethic/motivation (41%, n=42).

Table E82: Primary Reason for Dissatisfaction with New Employees - Tourism – Southeast Region

	<i>n</i>	<i>% (N=103)</i>
Lacking work ethic/motivation	42	40.6
Unreliable	14	13.9
Unhappy with performance	12	11.4
Not suited/qualified for position	4	4.1
Too young	4	4.1
Lacking adequate training/skills	4	3.8
Inexperienced	3	3.3
Difficulty adapting to position	3	3.3
Not a good fit within company	2	1.6
Poor attitude	1	1.1
Untrustworthy/dishonest	1	0.8
Other	8	7.4
Don't know	5	4.6

Of the 2,246 new employees hired by surveyed businesses over the past 12 months, the large majority (85%) have high school or less than high school as their highest level of education.

Table E83: Highest Education Level of New Employees – Tourism - Southeast Region

	<i>n</i>	<i>%</i>
University	164	7.3
Public Community College	128	5.7
Private Training Institution	35	1.6
High School	1,133	50.4
Less than High School	785	35.0
New Employee Total	2,246	100.0
Business Total	184	-

Businesses that hired at least one employee from the various educational categories were asked to rate the overall job readiness of the employees from each category.

The majority of businesses rated the job readiness of new employees as excellent or good, regardless of employees' education level:

- University graduates (n=35) – 28% of employers (n=10) rated job readiness as excellent, 65% (n=23) rated it as good, and 7% (n=2) rated it as fair.
- Public Community College graduates (n=36) – 9% of employers (n=3) rated job readiness as excellent, 69% (n=25) rated it as good, and 21% (n=8) rated it as fair.
- Private Training Institution graduates (n=19) – Six employers rated job readiness as excellent, nine rated it as good, and four rated it as fair.
- High School graduates (n=138) – 13% of employers (n=18) rated job readiness as excellent, 51% (n=70) rated it as good, 23% (n=32) rated it as fair, 7% (n=10) rated it as poor and 6% (n=8) were unsure.

Among surveyed businesses that hired new employees over the past 12 months, a total of 6% were hired from each of the groups shown below.

Table E84: Classifications of New Employees - Tourism – Southeast Region

	<i>n</i>	%
Immigrants	55	2.4
Co-op students hired for work placement	19	0.8
Persons with disabilities	38	1.7
Aboriginals	21	0.9
New Employee Total	2,246	5.8
Business Total	184	-

Businesses were asked to identify, in general, the methods they use to fill staffing vacancies that occur. The most popular method used is word of mouth/employee referrals (45%, n=108).

Table E85: Methods Used to Fill Staffing Vacancies* - Tourism - Southeast Region

	<i>n</i>	% (N=243)
Use word of mouth/employee referrals	108	44.6
Place ad in newspaper	97	39.8
Place ad/use Service Canada Employment Centre	93	38.3
Use unsolicited resumes	49	20.3
Place ad on or check internet/websites	46	19.1
Post internally in your company/organization	44	18.2
Place ad on bulletin boards in local community	27	11.0
Signs, flyers, pamphlets	19	7.9
Place ad in student employment centres at colleges/universities	14	5.6
Use an employment agency/headhunter	8	3.4
Radio	7	2.8
Don't hire/never have vacancies/self-employed	4	1.6
Other	6	2.4
Don't know	3	1.3

*Multiple responses allowed.

Over the past 12 months, 70% of Southeast area businesses in the tourism industry (n=171) have had at least one vacant position available. Those with at least one vacancy (n=171) reported an average of nine vacancies. Furthermore, among these surveyed businesses, there were a total of 1,690 vacant positions.

Of the 1,690 vacant positions available among surveyed businesses, 610 positions or 36% were vacant more than once throughout the past 12 months.

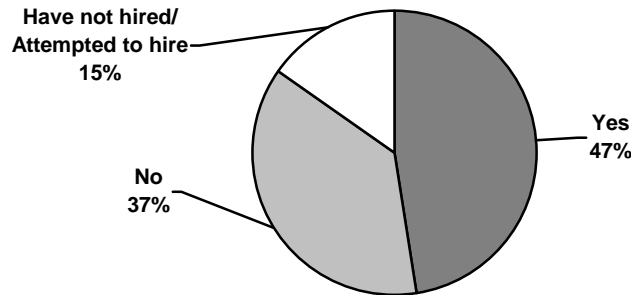
Furthermore, among surveyed businesses, 69% of the positions available were permanent.

Table E86: Classification of Vacancies - Tourism – Southeast Region

	<i>n</i>	%
Permanent	1,170	69.2
Casual/Contract	308	18.2
Seasonal	212	12.5
Vacancy Total	1,690	100.0
Business Total	171	-

Businesses were asked if they have experienced any difficulty in filling vacancies. Almost one-half (47%, n=115) have experienced difficulty, 37% (n=91) have not, and 15% (n=37) have not hired or attempted to hire.

Figure E40: Businesses Experiencing Difficulty Filling Vacancies - Tourism – Southeast Region (N=243)



Of businesses that have experienced difficulty in filling vacancies (n=115), the main reasons for experiencing difficulty were a workforce shortage (24%, n=28) and salary expectations being too high (21%, n=24).

Table E87: Main Reason for Experiencing Difficulty in Filling Vacancies* - Tourism – Southeast Region

	<i>n</i>	<i>% (N=115)</i>
Workforce shortage	28	24.3
Salary expectations too high	24	21.1
Difficult working conditions	21	18.7
Lacking experience	17	14.5
Position did not provide enough hours	15	12.8
Lacking educational/training qualifications	12	10.8
Lacking soft skills (such as communication/teamwork)	10	9.1
Lacking specific technical skills	5	4.4
People not interested in employment	4	3.4
Location	2	1.7
Lacking bilingual skills	2	1.5
Other	9	7.9
Don't know	3	2.7

*Multiple responses allowed.

Among businesses experiencing difficulty in filling vacancies (n=115), cooks (33%, n=38) was the most difficult occupation to fill over the past 12 months.

Table E88: Top Four Occupations That Were Difficult to Fill Over the Past 12 Months* - Tourism – Southeast Region

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=115)</i>
6242	Cooks	38	33.2
6641	Food counter attendants, kitchen helpers and related occupations	26	23.1
6453	Food and beverage servers	23	19.9
6611	Cashiers	19	17.0

*Multiple responses allowed.

The large majority of businesses in the tourism industry (93%, n=226) did not have any employees retire over the past 12 months. Of the surveyed businesses that did experience retirement (n=17), a total of 17 employees retired, averaging one employee per business.

Of businesses that experienced employee retirement over the past 12 months (n=17), food and beverage servers (n=5) and cooks (n=3) were the top occupations from which employees retired²⁷.

Almost two-thirds of businesses in this industry (65%, n=157) do not expect any employees to retire in the next five years. Of the surveyed businesses that expect employee retirement over this period (n=86), an average of two employees are expected to retire, with retirement totaling 154 employees.

Most commonly, employees are expected to retire from the cooks occupation (19%, n=16) and the food and beverage servers occupation (19%, n=16).

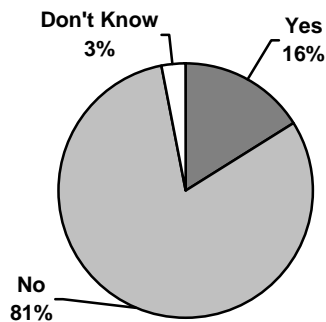
Table E89: Top Five Occupations From Which Employees Are Expected to Retire Over the Next Five Years* - Tourism - Southeast Region

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=86)</i>
6242	Cooks	16	19.0
6453	Food and beverage servers	16	18.7
6611	Cashiers	14	15.7
6661	Light duty cleaners	12	13.4
6641	Food counter attendants, kitchen helpers and related occupations	11	13.1

*Multiple responses allowed.

Sixteen percent of Southeast area businesses in the tourism industry (n=40) expect their owner/manager/CEO to retire within the next five years.

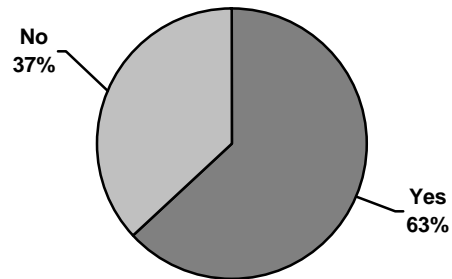
Figure E41: Businesses Expecting Owner/Manager/CEO to Retire in Next Five Years - Tourism – Southeast Region (N=243)



²⁷ Multiple responses allowed.

Almost two-thirds of businesses that expect their owner/manager/CEO to retire within the next five years (63%, n=25) have a formal or informal succession plan in place.

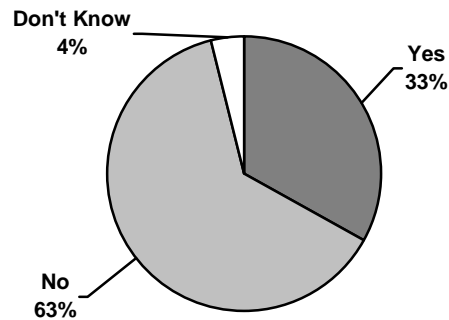
Figure E42: Businesses with a Succession Plan - Tourism – Southeast Region (N=40)



2.3.5 Southwest Region (N=234)

One-third of Southwest area businesses in the tourism industry (33%, n=77) have a formal human resources plan, that is, a written plan including key elements such as recruitment, retention, compensation and benefits, training, and safety.

Figure E43: Businesses with a Formal Human Resources Plan - Tourism – Southwest Region (N=234)



Approximately three-quarters of Southwest area businesses in this industry (74%, n=173) hired at least one new employee over the past 12 months. Of those who hired (n=173), an average of eight new employees were hired. Furthermore, these surveyed businesses hired a total of 1,595 employees.

Cooks (32%, n=55) was the top occupation hired over the past 12 months.

Table E90: Top Four Occupations Hired in the Past 12 Months* - Tourism – Southwest Region

NOC Code	Occupation Name	n	% (N=173)
6242	Cooks	55	31.7
6641	Food counter attendants, kitchen helpers and related occupations	53	30.4
6453	Food and beverage servers	50	28.9
6611	Cashiers	35	20.0

*Multiple responses allowed.

Of the businesses that hired new employees over the past 12 months (n=173), 53% (n=92) were fully satisfied with their new hires.

Those not satisfied with at least one employee (n=82) reported, on average, that they were not satisfied with 28% of the new employees they hired. One business was not satisfied with all new employees hired over the past 12 months.

The primary reason identified for dissatisfaction was new employees lacking work ethic/motivation (44%, n=36).

Table E91: Primary Reason for Dissatisfaction with New Employees - Tourism – Southwest Region

	<i>n</i>	% (<i>N=82</i>)
Lacking work ethic/motivation	36	43.8
Unreliable	10	12.4
Lacking adequate training/skills	6	7.9
Unhappy with performance	6	6.9
Difficulty adapting to position	5	6.6
Poor attitude	4	4.8
Untrustworthy/dishonest	2	2.8
Too young	2	2.4
Not a good fit within company	2	2.4
Not suited/qualified for position	1	1.0
Inexperienced	1	1.0
Other	5	6.6
Don't know	1	1.4

Of the 1,595 new employees hired by surveyed businesses over the past 12 months, the large majority (82%) have high school or less than high school as their highest level of education.

Table E92: Highest Education Level of New Employees - Tourism – Southwest Region

	<i>n</i>	%
University	91	5.7
Public Community College	149	9.3
Private Training Institution	50	3.1
High School	810	50.8
Less than High School	496	31.1
New Employee Total	1,595	100.0
Business Total	173	-

Businesses that hired at least one employee from the various educational categories were asked to rate the overall job readiness of the employees from each category.

The majority of businesses rated the job readiness of new employees as excellent or good, regardless of employees' education level:

- University graduates (n=28) – Fourteen employers rated job readiness as excellent, 13 rated it as good, and one was unsure.
- Public Community College graduates (n=27) – Nine employers rated job readiness as excellent, 12 rated it as good, two rated it as fair, two rated it as poor, and two were unsure.
- Private Training Institution graduates (n=15) – Two employers rated job readiness as excellent, nine rated it as good, two rated it as fair, and one rated it as poor.
- High School graduates (n=146) – 15% of employers (n=21) rated job readiness as excellent, 51% (n=74) rated it as good, 24% (n=35) rated it as fair, 5% (n=7) rated it as poor, and 6% (n=9) were unsure.

Among surveyed businesses that hired new employees over the past 12 months, a total of 6% were hired from each of the groups shown below.

Table E93: Classifications of New Employees - Tourism – Southwest Region

	<i>n</i>	%
Immigrants	49	3.4
Co-op students hired for work placement	19	1.3
Persons with disabilities	14	1.0
Aboriginals	5	0.3
New Employee Total	1,431	6.0
Business Total	168 ²⁸	-

Businesses were asked to identify, in general, the methods they use to fill staffing vacancies that occur. The most popular method used is word of mouth/employee referrals (56%, n=130).

Table E94: Methods Used to Fill Staffing Vacancies* - Tourism - Southwest Region

	<i>n</i>	% (N=234)
Use word of mouth/employee referrals	130	55.5
Place ad/use Service Canada Employment Centre	88	37.7
Place ad in newspaper	72	30.9
Use unsolicited resumes	41	17.4
Post internally in your company/organization	40	17.2
Place ad on or check internet/websites	32	13.7
Signs, flyers, pamphlets	17	7.1
Place ad in student employment centres at colleges/universities	12	5.1
Place ad on bulletin boards in local community	12	4.9
Use an employment agency/headhunter	5	2.2
Radio	3	1.2
Other	15	6.6
Don't know	3	1.4

*Multiple responses allowed.

Over the past 12 months, 66% of Southwest area businesses in the tourism industry (n=154) have had at least one vacant position available. Those with at least one vacancy (n=154) reported an average of seven vacancies. Furthermore, these surveyed businesses reported a total of 1,237 vacant positions.

Of the 1,237 vacant positions available among these surveyed businesses, 379 positions or 31% were vacant more than once throughout the past 12 months.

Furthermore, among these surveyed businesses, almost three-quarters (73%) of the positions available were permanent.

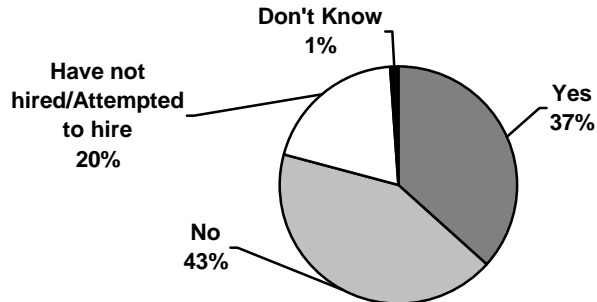
Table E95: Classification of Vacancies - Tourism – Southwest Region

	<i>n</i>	%
Permanent	899	72.7
Casual/Contract	112	9.1
Seasonal	226	18.3
Vacancy Total	1,237	100.0
Business Total	154	-

²⁸ Businesses with missing data were excluded from this analysis.

Businesses were asked if they have experienced any difficulty in filling vacancies. Over one-third (37%, n=86) have experienced difficulty, 43% (n=101) have not, and 20% (n=46) have not hired or attempted to hire.

Figure E44: Businesses Experiencing Difficulty Filling Vacancies - Tourism – Southwest Region (N=234)



Of businesses that have experienced difficulty in filling vacancies (n=86), the main reason for experiencing difficulty was salary expectations being too high (25%, n=22).

Table E96: Main Reason for Experiencing Difficulty in Filling Vacancies* - Tourism – Southwest Region

	<i>n</i>	<i>% (N=86)</i>
Salary expectations too high	22	25.2
Difficult working conditions	18	20.7
Lacking educational/training qualifications	17	19.3
Workforce shortage	17	19.3
Lacking experience	16	19.0
Lacking soft skills (such as communication/teamwork)	16	18.4
Lacking specific technical skills	9	10.5
People not interested in employment	8	9.2
Position did not provide enough hours	5	5.9
Location	3	3.3
Lacking proper license/permit	1	1.3
Other	4	4.3

*Multiple responses allowed.

Among businesses experiencing difficulty in filling vacancies (n=86), cooks (49%, n=42) was the most difficult occupation to fill over the past 12 months.

Table E97: Top Four Occupations That Were Difficult to Fill Over the Past 12 Months* - Tourism – Southwest Region

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=86)</i>
6242	Cooks	42	48.5
6641	Food counter attendants, kitchen helpers and related occupations	21	24.9
6453	Food and beverage servers	11	12.4
6661	Light duty cleaners	9	10.2

*Multiple responses allowed.

The large majority of businesses in the tourism industry (94%, n=220) did not have any employees retire over the past 12 months. Of the surveyed businesses that did experience retirement (n=14), a total of 21 employees retired, averaging one employee per business.

Of businesses that experienced employee retirement over the past 12 months (n=14), food and beverage servers (n=4) and cooks (n=3) were the top occupations from which employees retired²⁹.

Two-thirds of businesses in this industry (67%, n=157) do not expect any employees to retire in the next five years. Of the surveyed businesses that expect employee retirement over this period (n=77), an average of two employees are expected to retire, with retirement totaling 146 employees.

Most commonly, employees are expected to retire from the cooks occupations (25%, n=19).

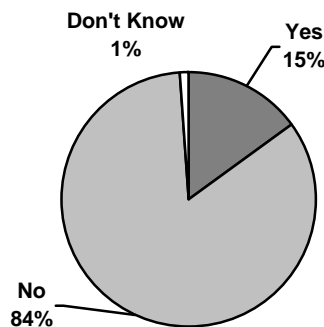
Table E98: Top Four Occupations From Which Employees Are Expected to Retire Over the Next Five Years* - Tourism - Southwest Region

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=77)</i>
6242	Cooks	19	25.4
6453	Food and beverage servers	15	19.1
6641	Food counter attendants, kitchen helpers and related occupations	8	10.7
6661	Light duty cleaners	8	9.9

*Multiple responses allowed.

A minority of Southwest area businesses in the tourism industry (15%, n=34) expect their owner/manager/CEO to retire within the next five years.

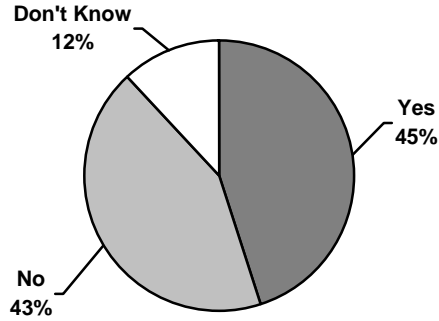
Figure E45: Businesses Expecting Owner/Manager/CEO to Retire in Next Five Years - Tourism – Southwest Region (N=234)



²⁹ Multiple responses allowed.

Almost one-half of businesses that expect their owner/manager/CEO to retire within the next five years (45%, n=15) have a formal or informal succession plan in place.

Figure E46: Businesses with a Succession Plan - Tourism – Southwest Region (N=34)



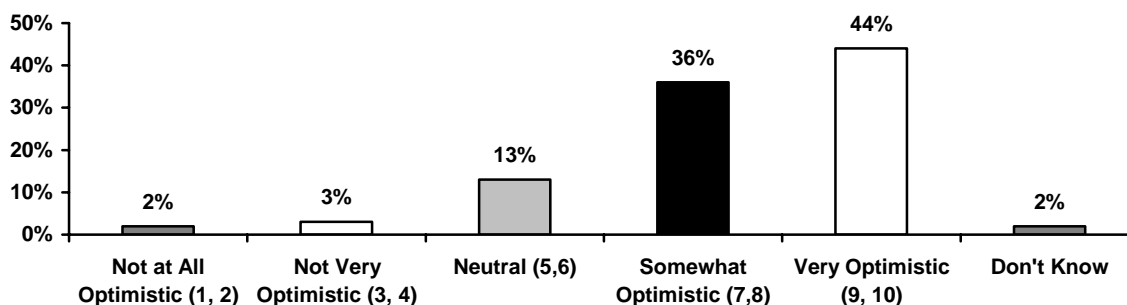
3.0 Business Outlook and Confidence

3.1 Provincial Overview

3.1 Provincial Overview (N=1,035)

Businesses operating in this industry were generally optimistic about the future, providing a mean rating of 8.0 on a scale of 1 to 10, where 1 was “not at all optimistic” and 10 was “very optimistic”. The majority of businesses provided a somewhat optimistic (36%, n=377) or very optimistic (44%, n=453) outlook toward the future.

Figure E47: Level of Optimism About the Future - Tourism – Provincial Overview (N=1,035)



Businesses that provided an optimistic rating (7 or higher out of 10, n=830) explained their positive outlook by their business doing well (41%, n=341).

Businesses with a neutral rating (5 or 6 out of 10, n=132) mainly indicated that the economy is unstable (20%, n=26) or the business is not doing well (20%, n=26), while businesses that provided a pessimistic rating (4 or lower out of 10, n=55) indicated that the future is uncertain (30%, n=16).

Table E99: Reasons for Rating Provided* - Tourism – Provincial Overview

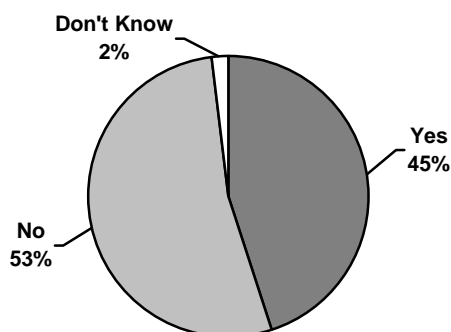
Optimistic	n	% (N=830)
Business is doing well	341	41.1
Growing industry/company	187	22.5
Well established company	145	17.5
Future is uncertain	27	3.2
Economy is unstable	19	2.3
Business is not doing well	17	2.0
Increase in operating costs	13	1.6
Increase in competition	11	1.3
Workforce shortage	8	1.0
Other	117	14.1
Don't know/no answer	55	5.6
Neutral	n	% (N=132)
Economy is unstable	26	19.9
Business is not doing well	26	19.9
Future is uncertain	23	17.1
Workforce shortage	13	9.8
Business is doing well	11	8.6
Increase in competition	6	4.9
Increase in operating costs	5	3.9
Business relies on limited outside funding	4	3.0
Growing industry/company	3	2.6
Well established company	2	1.5
Change in exchange rates	2	1.3
Other	20	15.2
Don't know/no answer	12	9.2

Pessimistic	n	% (N=55)
Future is uncertain	16	30.0
Workforce shortage	13	23.3
Economy is unstable	11	20.7
Business is not doing well	10	17.7
Increase in operating costs	7	12.9
Change in exchange rates	3	5.2
Business relies on limited outside funding	1	1.6
Other	10	18.7

*Multiple responses allowed.

Almost one-half of businesses operating in the tourism industry (45%, n=465) have experienced significant changes to their external operating environment over the past two years.

Figure E48: Experienced Significant Change to External Operating Environment Over the Past Two Years - Tourism – Provincial Overview (N=1,035)



Businesses that experienced changes (n=465) identified the biggest change as an increase in fuel prices (52%, n=240).

Table E100: Changes Experienced* - Tourism – Provincial Overview

	n	% (N=465)
Increase in fuel prices	240	51.6
Change in exchange rates	119	25.6
Increase in cost of supplies/overhead	98	21.0
Decline in particular industries	75	16.1
Minimum wage increases	57	12.2
Government legislation	54	11.7
Downturn in economy	38	8.3
Growth in economy	17	3.6
Increase in competition	16	3.5
Workforce shortage	8	1.8
Increase in insurance rates	4	0.9
Other	75	16.2
Don't know	2	0.5

*Multiple responses allowed.

3.2 Urban/Rural Subdivision

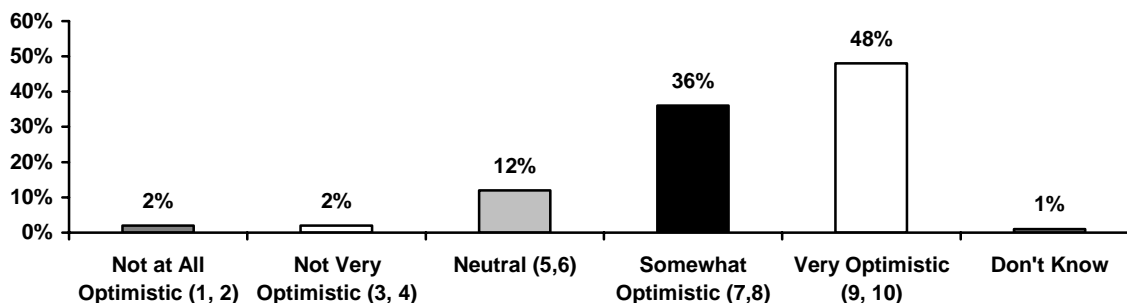
3.2.1 Urban Subdivision

3.2.2 Rural Subdivision

3.2.1 Urban Subdivision (N=592)

Urban businesses operating in this industry were generally optimistic about the future, providing a mean rating of 8.2 on a scale of 1 to 10, where 1 was “not at all optimistic” and 10 was “very optimistic”. Most often, businesses provided a somewhat optimistic (36%, n=214) or very optimistic (48%, n=283) outlook toward the future.

Figure E49: Level of Optimism About the Future - Tourism – Urban Subdivision (N=592)



Businesses that provided an optimistic rating (7 or higher out of 10, n=497) explained their positive outlook by their business doing well (41%, n=204).

Businesses with a neutral rating (5 or 6 out of 10, n=68) mainly indicated that the future is uncertain (21%, n=14), while businesses that provided a pessimistic rating (4 or lower out of 10, n=19) also indicated that the future is uncertain (n=7).

Table E101: Reasons for Rating Provided* - Tourism – Urban Subdivision

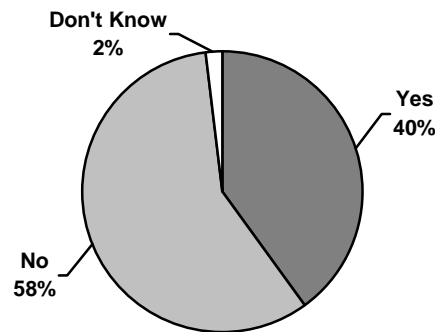
Optimistic	n	% (N=497)
Business is doing well	204	41.0
Growing industry/company	114	22.9
Well established company	96	19.3
Future is uncertain	16	3.2
Economy is unstable	11	2.2
Business is not doing well	9	1.8
Increase in operating costs	8	1.6
Increase in competition	6	1.2
Workforce shortage	5	1.0
Operating in the public sector	5	1.0
Other	58	11.7
Don't know/no answer	33	6.6
Neutral	n	% (N=68)
Future is uncertain	14	20.6
Economy is unstable	12	17.6
Business is not doing well	12	17.6
Workforce shortage	7	10.3
Business is doing well	7	10.3
Increase in competition	5	7.4
Increase in operating costs	3	4.4
Growing industry/company	3	4.4
Business relies on limited outside funding	2	2.9
Well established company	1	1.5
Other	11	16.2
Don't know/no answer	7	10.3

Pessimistic	n	% (N=19)
Future is uncertain	7	36.8
Workforce shortage	6	31.6
Increase in operating costs	4	21.1
Economy is unstable	4	21.1
Business is not doing well	1	5.3
Change in exchange rates	1	5.3
Other	3	15.8

*Multiple responses allowed.

Forty percent of urban businesses operating in the tourism industry (n=237) have experienced significant changes to their external operating environment over the past two years.

Figure E50: Experienced Significant Change to External Operating Environment Over the Past Two Years - Tourism – Urban Subdivision (N=592)



Businesses that experienced changes (n=237) identified the biggest change as an increase in fuel prices (49%, n=117).

Table E102: Changes Experienced* - Tourism – Urban Subdivision

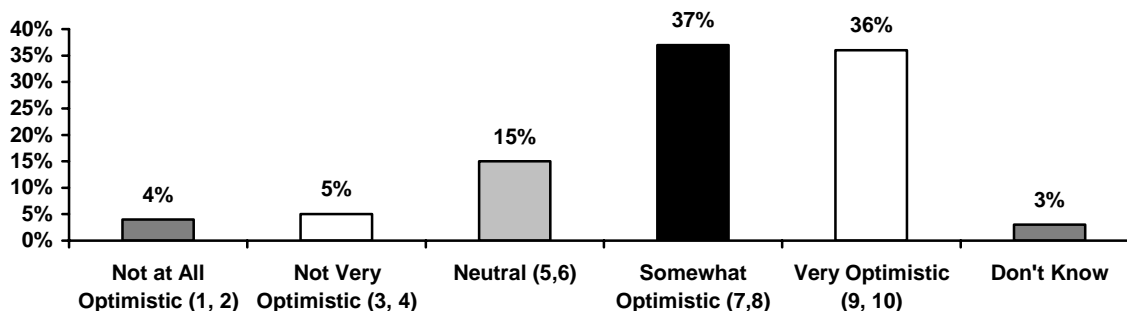
	n	% (N=237)
Increase in fuel prices	117	49.4
Change in exchange rates	55	23.2
Increase in cost of supplies/overhead	55	23.2
Minimum wage increases	39	16.5
Decline in particular industries	34	14.3
Government legislation	30	12.7
Downturn in economy	16	6.8
Growth in economy	11	4.6
Increase in competition	10	4.2
Workforce shortage	6	2.5
Increase in insurance rates	3	1.3
Other	35	14.8
Don't know	2	0.8

*Multiple responses allowed.

3.2.2 Rural Subdivision (N=434)

Rural businesses operating in this industry were somewhat optimistic about the future, providing a mean rating of 7.6 on a scale of 1 to 10, where 1 was “not at all optimistic” and 10 was “very optimistic”. Most often, businesses provided a somewhat optimistic (37%, n=160) or very optimistic (36%, n=158) outlook toward the future.

Figure E51: Level of Optimism About the Future - Tourism – Rural Subdivision (N=434)



Businesses that provided an optimistic rating (7 or higher out of 10, n=318) explained their positive outlook by their business doing well (41%, n=131).

Businesses with a neutral rating (5 or 6 out of 10, n=65) mainly indicated that the economy is unstable or the business is not doing well (23% each, n=15 each), while businesses that provided a pessimistic rating (4 or lower out of 10, n=39) indicated that the future is uncertain (26%, n=10) or the business is not doing well (26%, n=10).

Table E103: Reasons for Rating Provided* - Tourism – Rural Subdivision

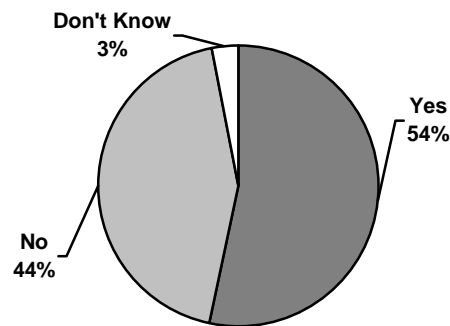
Optimistic	n	% (N=318)
Business is doing well	131	41.2
Growing industry/company	69	21.7
Well established company	44	13.8
Future is uncertain	10	3.1
Economy is unstable	8	2.5
Business is not doing well	8	2.5
Increase in competition	5	1.6
Increase in operating costs	5	1.6
Other	57	17.7
Don't know/no answer	21	6.6
Neutral	n	% (N=65)
Economy is unstable	15	23.1
Business is not doing well	15	23.1
Future is uncertain	8	12.3
Workforce shortage	6	9.2
Business is doing well	4	6.2
Increase in operating costs	2	3.1
Change in exchange rates	2	3.1
Business relies on limited outside funding	2	3.1
Increase in competition	1	1.5
Well established company	1	1.5
Other	9	13.8
Don't know/no answer	5	7.7

Pessimistic	n	% (N=39)
Future is uncertain	10	25.6
Business is not doing well	10	25.6
Economy is unstable	8	20.5
Workforce shortage	7	17.9
Increase in operating costs	3	7.7
Change in exchange rates	2	5.1
Business relies on limited outside funding	1	2.6
Growing industry/company	1	2.6
Other	7	17.9

*Multiple responses allowed.

Just over one-half of rural businesses operating in the tourism industry (54%, n=233) have experienced significant changes to their external operating environment over the past two years.

Figure E52: Experienced Significant Change to External Operating Environment Over the Past Two Years - Tourism – Rural Subdivision (N=434)



Businesses that experienced changes (n=233) identified the biggest change as an increase in fuel prices (55%, n=127).

Table E104: Changes Experienced* - Tourism – Rural Subdivision

	n	% (N=233)
Increase in fuel prices	127	54.5
Change in exchange rates	67	28.8
Decline in particular industries	43	18.5
Increase in cost of supplies/overhead	42	18.0
Downturn in economy	24	10.3
Government legislation	24	10.3
Minimum wage increases	15	6.4
Increase in competition	6	2.6
Growth in economy	5	2.1
Workforce shortage	2	0.9
Increase in insurance rates	1	0.4
Other	42	18.0

*Multiple responses allowed.

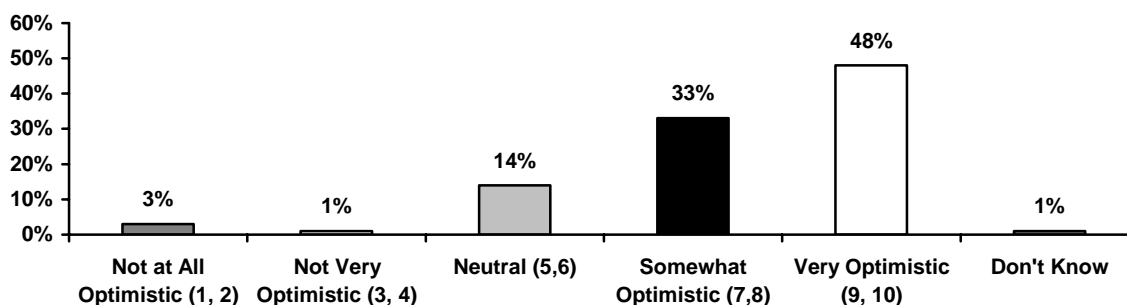
3.3 Economic Regions

- 3.3.1 Central Region**
- 3.3.2 Northeast Region**
- 3.3.3 Northwest Region**
- 3.3.4 Southeast Region**
- 3.3.5 Southwest Region**

3.3.1 Central Region (N=204)

Central region businesses operating in this industry were generally optimistic about the future, providing a mean rating of 8.1 on a scale of 1 to 10, where 1 was “not at all optimistic” and 10 was “very optimistic”. Most often, businesses provided a somewhat optimistic (33%, n=68) or very optimistic (48%, n=98) outlook toward the future.

Figure E53: Level of Optimism About the Future - Tourism – Central Region (N=204)



Businesses that provided an optimistic rating (7 or higher out of 10, n=166) explained their positive outlook by their business doing well (49%, n=82).

Businesses with a neutral rating (5 or 6 out of 10, n=28) mainly indicated a workforce shortage, that the future is uncertain, or that the business is not doing well (n=4 each), while businesses that provided a pessimistic rating (4 or lower out of 10, n=9) indicated that the economy is unstable or a workforce shortage (n=2 each).

Table E105: Reasons for Rating Provided* - Tourism – Central Region

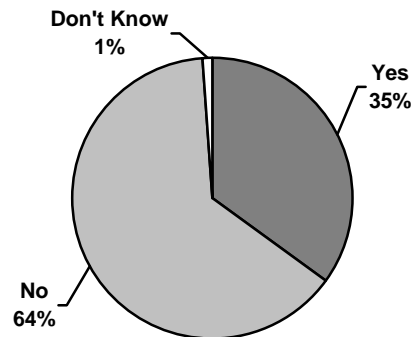
Optimistic	n	% (N=166)
Business is doing well	82	49.4
Well established company	37	22.4
Growing industry/company	30	18.2
Future is uncertain	3	1.9
Increase in operating costs	2	1.4
Economy is unstable	2	1.4
Operating in the public sector	2	1.4
Other	24	14.8
Don't know/no answer	11	6.5
Neutral	n	% (N=28)
Workforce shortage	4	15.3
Future is uncertain	4	14.3
Business is not doing well	4	13.3
Increase in competition	3	12.2
Business is doing well	2	8.1
Increase in operating costs	1	4.1
Economy is unstable	1	3.1
Business relies on limited outside funding	1	2.4
Other	10	37.7
Don't know/no answer	1	4.1

Pessimistic	n	% (N=9)
Economy is unstable	2	22.6
Workforce shortage	2	19.4
Future is uncertain	1	12.8
Increase in operating costs	1	12.8
Business is not doing well	1	9.7
Other	3	35.4

*Multiple responses allowed.

Just over one-third of Central area businesses operating in the tourism industry (35%, n=72) have experienced significant changes to their external operating environment over the past two years.

Figure E54: Experienced Significant Change to External Operating Environment Over the Past Two Years - Tourism – Central Region (N=204)



Businesses that experienced changes (n=72) identified the biggest change as an increase in fuel prices (48%, n=34).

Table E106: Changes Experienced* - Tourism – Central Region

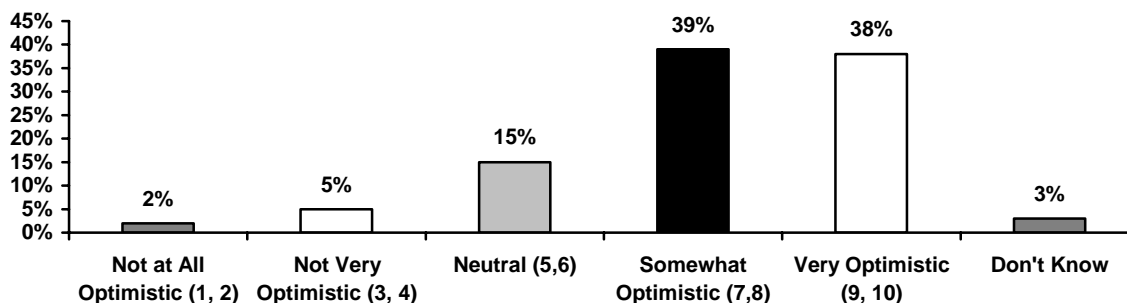
	n	% (N=72)
Increase in fuel prices	34	47.5
Change in exchange rates	17	23.9
Minimum wage increases	12	17.3
Increase in cost of supplies/overhead	10	13.7
Decline in particular industries	10	13.3
Government legislation	7	10.2
Downturn in economy	6	8.2
Increase in competition	4	6.3
Growth in economy	3	4.3
Other	13	18.4
Don't know	2	3.1

*Multiple responses allowed.

3.3.2 Northeast Region (N=234)

Northeast region businesses operating in this industry were somewhat optimistic about the future, providing a mean rating of 7.7 on a scale of 1 to 10, where 1 was “not at all optimistic” and 10 was “very optimistic”. Most often, businesses provided a somewhat optimistic (39%, n=90) or very optimistic (38%, n=88) outlook toward the future.

Figure E55: Level of Optimism About the Future - Tourism – Northeast Region (N=234)



Businesses that provided an optimistic rating (7 or higher out of 10, n=178) explained their positive outlook by their business doing well (38%, n=68).

Businesses with a neutral rating (5 or 6 out of 10, n=35) mainly indicated that the economy is unstable (34%, n=12), while businesses that provided a pessimistic rating (4 or lower out of 10, n=16) indicated that the economy is unstable, a workforce shortage, or the future is uncertain (n=4 each).

Table E107: Reasons for Rating Provided* - Tourism – Northeast Region

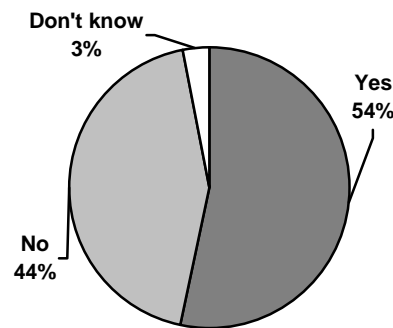
Optimistic	n	% (N=178)
Business is doing well	68	38.4
Growing industry/company	32	17.8
Well established company	29	16.2
Economy is unstable	11	6.2
Future is uncertain	9	5.1
Business is not doing well	5	2.7
Workforce shortage	5	2.7
Increase in operating costs	3	1.7
Operating in the public sector	2	1.3
Business relies on limited outside funding	2	1.1
Increase in competition	2	1.0
Other	21	11.9
Don't know/no answer	9	5.1
Neutral	n	% (N=35)
Economy is unstable	12	34.1
Business is not doing well	6	17.1
Future is uncertain	5	14.6
Workforce shortage	5	13.8
Business is doing well	3	8.9
Increase in operating costs	1	2.4
Business relies on limited outside funding	1	2.4
Other	4	10.6
Don't know/no answer	6	17.1

Pessimistic	n	% (N=16)
Economy is unstable	4	25.0
Workforce shortage	4	25.0
Future is uncertain	4	23.2
Business is not doing well	1	5.4
Growing industry/company	1	5.4
Change in exchange rates	1	5.4
Other	3	21.5

*Multiple responses allowed.

Just over one-half of Northeast area businesses operating in the tourism industry (54%, n=126) have experienced significant changes to their external operating environment over the past two years.

Figure E56: Experienced Significant Change to External Operating Environment Over the Past Two Years - Tourism – Northeast Region (N=234)



Businesses that experienced changes (n=126) identified the biggest change as an increase in fuel prices (49%, n=62).

Table E108: Changes Experienced* - Tourism – Northeast Region

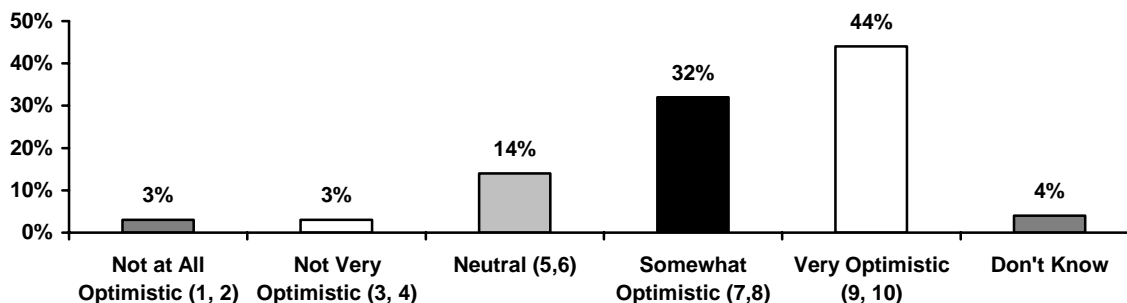
	n	% (N=126)
Increase in fuel prices	62	49.0
Increase in cost of supplies/overhead	35	28.1
Change in exchange rates	25	20.0
Decline in particular industries	24	19.1
Downturn in economy	14	11.2
Government legislation	13	10.1
Minimum wage increases	10	7.6
Growth in economy	8	6.0
Workforce shortage	3	2.2
Increase in competition	1	0.7
Increase in insurance rates	1	0.7
Other	18	13.9

*Multiple responses allowed.

3.3.3 Northwest Region (N=120)

Northwest region businesses operating in this industry were somewhat optimistic about the future, providing a mean rating of 7.9 on a scale of 1 to 10, where 1 was “not at all optimistic” and 10 was “very optimistic”. Most often, businesses provided a somewhat optimistic (32%, n=38) or very optimistic (44%, n=52) outlook toward the future.

Figure E57: Level of Optimism About the Future - Tourism – Northwest Region (N=120)



Businesses that provided an optimistic rating (7 or higher out of 10, n=91) explained their positive outlook by their business doing well (32%, n=29).

Businesses with a neutral rating (5 or 6 out of 10, n=17) mainly indicated that the economy is unstable or the future is uncertain (n=5 each), while businesses that provided a pessimistic rating (4 or lower out of 10, n=7) indicated that the future is uncertain or their business is not doing well (n=3 each).

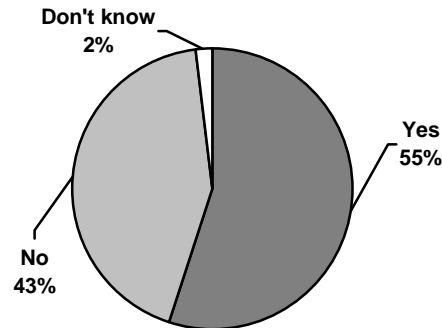
Table E109: Reasons for Rating Provided* - Tourism – Northwest Region

Optimistic	n	% (N=91)
Business is doing well	29	31.9
Growing industry/company	19	20.4
Well established company	12	13.0
Business is not doing well	6	6.5
Future is uncertain	5	5.9
Business relies on limited outside funding	2	2.2
Increase in competition	2	1.9
Operating in the public sector	2	1.9
Increase in operating costs	1	0.9
Economy is unstable	1	0.9
Other	14	15.2
Don't know/no answer	11	11.8
Neutral	n	% (N=17)
Economy is unstable	5	28.3
Future is uncertain	5	28.3
Business is doing well	3	18.3
Business is not doing well	3	16.7
Workforce shortage	1	5.0
Other	1	5.0
Don't know/no answer	1	5.0
Pessimistic	n	% (N=7)
Future is uncertain	3	37.5
Business is not doing well	3	37.5
Economy is unstable	1	12.5
Workforce shortage	1	12.5
Other	1	12.5

*Multiple responses allowed.

Just over one-half of Northwest area businesses operating in the tourism industry (55%, n=66) have experienced significant changes to their external operating environment over the past two years.

Figure E58: Experienced Significant Change to External Operating Environment Over the Past Two Years - Tourism – Northwest Region (N=120)



Businesses that experienced changes (n=66) identified the biggest change as an increase in fuel prices (50%, n=33).

Table E110: Changes Experienced* - Tourism – Northwest Region

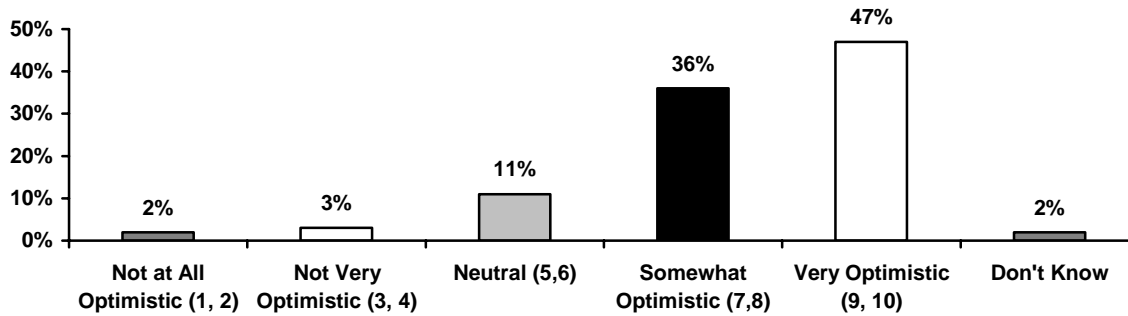
	<i>n</i>	<i>% (N=66)</i>
Increase in fuel prices	33	50.3
Change in exchange rates	18	27.9
Increase in cost of supplies/overhead	17	26.5
Decline in particular industries	12	17.6
Downturn in economy	8	11.6
Government legislation	8	11.6
Minimum wage increases	4	5.6
Increase in competition	3	5.2
Increase in insurance rates	1	1.7
Other	12	17.6

*Multiple responses allowed.

3.3.4 Southeast Region (N=243)

Southeast region businesses operating in this industry were generally optimistic about the future, providing a mean rating of 8.2 on a scale of 1 to 10, where 1 was “not at all optimistic” and 10 was “very optimistic”. Most often, businesses provided a somewhat optimistic (36%, n=86) or very optimistic (47%, n=113) outlook toward the future.

Figure E59: Level of Optimism About the Future - Tourism – Southeast Region (N=243)



Businesses that provided an optimistic rating (7 or higher out of 10, n=199) explained their positive outlook by their business doing well (40%, n=80).

Businesses with a neutral rating (5 or 6 out of 10, n=199) mainly indicated that their business is not doing well (n=8), while businesses that provided a pessimistic rating (4 or lower out of 10, n=12) indicated that the future is uncertain (n=5).

Table E111: Reasons for Rating Provided* - Tourism – Southeast Region

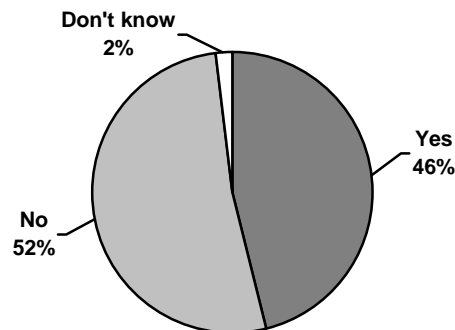
Optimistic	n	% (N=199)
Business is doing well	80	40.3
Growing industry/company	51	25.6
Well established company	32	16.1
Increase in operating costs	6	3.0
Increase in competition	5	2.7
Business is not doing well	4	2.1
Economy is unstable	3	1.6
Future is uncertain	3	1.4
Offering an essential service	1	0.4
Other	28	13.9
Don't know/no answer	14	7.1
Neutral	n	% (N=27)
Business is not doing well	8	30.8
Future is uncertain	5	20.2
Economy is unstable	4	15.9
Increase in competition	2	8.5
Workforce shortage	2	7.5
Change in exchange rates	2	6.4
Increase in operating costs	1	4.2
Business relies on limited outside funding	1	3.2
Well established company	1	3.2
Other	3	11.7
Don't know/no answer	1	4.2

Pessimistic	n	% (N=12)
Future is uncertain	5	41.5
Workforce shortage	4	34.1
Increase in operating costs	4	34.1
Business is not doing well	4	31.8
Change in exchange rates	1	9.7
Economy is unstable	1	7.3
Business relies on limited outside funding	1	7.3
Other	2	17.1

*Multiple responses allowed.

Almost one-half of Southeast area businesses operating in the tourism industry (46%, n=113) have experienced significant changes to their external operating environment over the past two years.

Figure E60: Experienced Significant Change to External Operating Environment Over the Past Two Years - Tourism – Southeast Region (N=243)



Businesses that experienced changes (n=113) identified the biggest change as an increase in fuel prices (58%, n=65).

Table E112: Changes Experienced* - Tourism – Southeast Region

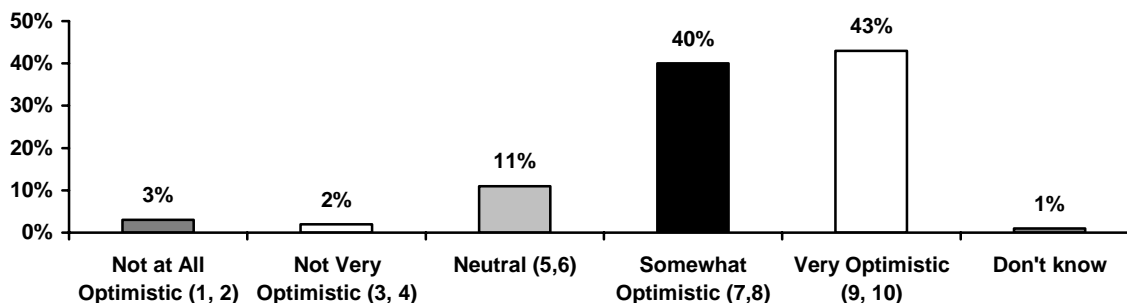
	n	% (N=113)
Increase in fuel prices	65	57.9
Change in exchange rates	30	27.1
Increase in cost of supplies/overhead	19	17.0
Decline in particular industries	19	16.8
Minimum wage increases	16	14.0
Government legislation	14	12.0
Increase in competition	8	6.8
Downturn in economy	4	3.5
Growth in economy	2	2.0
Increase in insurance rates	1	1.0
Workforce shortage	1	1.0
Other	16	13.8

*Multiple responses allowed.

3.3.5 Southwest Region (N=234)

Southwest region businesses operating in this industry were generally optimistic about the future, providing a mean rating of 8.0 on a scale of 1 to 10, where 1 was “not at all optimistic” and 10 was “very optimistic”. Most often, businesses provided a somewhat optimistic (40%, n=95) or very optimistic (43%, n=101) outlook toward the future.

Figure E61: Level of Optimism About the Future - Tourism – Southwest Region (N=234)



Businesses that provided an optimistic rating (7 or higher out of 10, n=195) explained their positive outlook by their business doing well (42%, n=81).

Businesses with a neutral rating (5 or 6 out of 10, n=26) indicated that their business is not doing well (n=6), while businesses that provided a pessimistic rating (4 or lower out of 10, n=12) indicated that the future is uncertain or the economy is unstable (n=4 each).

Table E113: Reasons for Rating Provided* - Tourism – Southwest Region

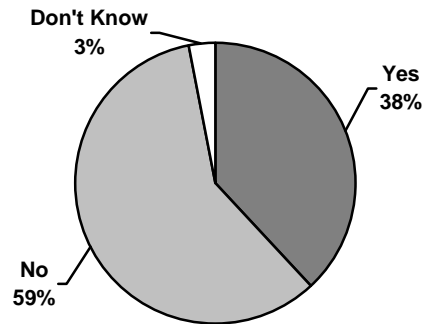
Optimistic	n	% (N=195)
Business is doing well	81	41.6
Growing industry/company	56	28.4
Well established company	35	18.2
Future is uncertain	6	3.2
Workforce shortage	2	1.2
Offering an essential service	2	1.2
Economy is unstable	2	1.0
Business is not doing well	2	1.0
Change in exchange rates	2	0.9
Increase in competition	1	0.6
Increase in operating costs	1	0.6
Operating in the public sector	1	0.6
Business relies on limited outside funding	1	0.4
Other	15	7.7
Don't know/no answer	10	5.3
Neutral	n	% (N=26)
Business is not doing well	6	21.8
Economy is unstable	5	17.4
Future is uncertain	3	13.0
Growing industry/company	3	13.0
Business is doing well	3	10.9
Increase in operating costs	2	7.6
Workforce shortage	1	4.3
Well established company	1	4.3
Business relies on limited outside funding	1	4.3
Increase in competition	1	3.3
Other	2	7.6
Don't know/no answer	3	11.9

Pessimistic	n	% (N=12)
Future is uncertain	4	36.6
Economy is unstable	4	31.8
Workforce shortage	2	19.4
Increase in operating costs	2	17.1
Business is not doing well	2	14.7
Change in exchange rates	1	7.3

*Multiple responses allowed.

Over one-third of Southwest area businesses operating in the tourism industry (38%, n=89) have experienced significant changes to their external operating environment over the past two years.

Figure E62: Experienced Significant Change to External Operating Environment Over the Past Two Years - Tourism – Southwest Region (N=234)



Businesses that experienced changes (n=89) identified the biggest change as an increase in fuel prices (51%, n=46).

Table E114: Changes Experienced* - Tourism – Southwest Region

	n	% (N=89)
Increase in fuel prices	46	51.4
Change in exchange rates	28	31.2
Increase in cost of supplies/overhead	16	17.8
Minimum wage increases	15	17.1
Government legislation	13	14.6
Decline in particular industries	11	12.1
Downturn in economy	7	7.6
Workforce shortage	4	5.1
Growth in economy	4	4.1
Increase in insurance rates	1	1.3
Other	17	19.4

*Multiple responses allowed.

4.0 Training and Employment Development

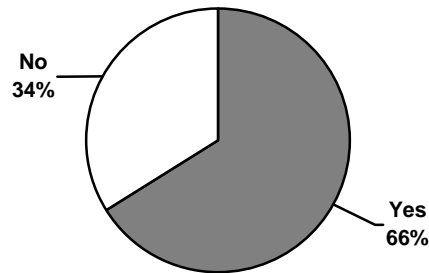
4.1 Provincial Overview

4.1 Provincial Overview (N=1,035)

Among businesses in the tourism industry, two-thirds (66%, n=680) have offered some form of informal or formal training to their employees over the past two years.

Of those businesses that made training available to their employees (n=680), 43% (n=294) did not offer formal training, while the remaining 57% (n=387) made formal training available.

Figure E63: Percentage of Businesses that Offered Informal or Formal Training Over the Past Two Years - Tourism - Provincial Overview (N=1,035)



Of businesses that offered formal training to their employees (n=387), the most common source of formal, structured training was internal staff (77%, n=296).

Overall, formal training sessions account for approximately 6% of these businesses' overall operating budgets.

Table E115: Sources of Formal, Structured Training* - Tourism - Provincial Overview

	<i>n</i>	<i>% (N=387)</i>
Internal staff	296	76.6
A non-profit organization/professional association	75	19.4
A private training institution	28	7.2
NBCC or CCNB	19	4.9
Various tourism agencies and associations	17	4.3
Another public educational institution	16	4.2
Courses offered by government	14	3.6
Franchise people/videos	13	3.3
Private consultant	12	3.0
Manufacturers training/new equipment training	11	2.8
Conferences, seminars, trade shows	9	2.3
Online/internet	2	0.5
Workers compensation	2	0.4
Other	40	10.4
Don't know	3	0.7

*Multiple responses allowed.

4.2 Urban/Rural Subdivision

4.2.1 Urban Subdivision

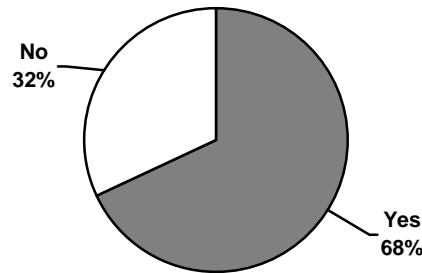
4.2.2 Rural Subdivision

4.2.1 Urban Subdivision (N=592)

Among urban businesses in the tourism industry, just over two-thirds (68%, n=402) have offered some form of informal or formal training to their employees over the past two years.

Of those businesses that made training available to their employees (n=402), 42% (n=168) did not offer formal training, while the remaining 58% (n=234) made formal training available.

Figure E64: Percentage of Businesses that Offered Informal or Formal Training Over the Past Two Years - Tourism – Urban Subdivision (N=592)



Of businesses that offered formal training to their employees (n=234), the most common source of formal, structured training was internal staff (81%, n=190).

Overall, formal training sessions account for approximately 5% of these businesses' overall operating budgets.

Table E116: Sources of Formal, Structured Training* - Tourism - Urban Subdivision

	<i>n</i>	<i>% (N=234)</i>
Internal staff	190	81.2
A non-profit organization/professional association	37	15.8
A private training institution	18	7.7
Another public educational institution	12	5.1
NBCC or CCNB	10	4.3
Manufacturers training/new equipment training	9	3.8
Franchise people/videos	9	3.8
Private consultant	8	3.4
Courses offered by government	7	3.0
Various tourism agencies and associations	5	2.1
Conferences, seminars, trade shows	4	1.7
Other	23	9.8
Don't know	1	0.4

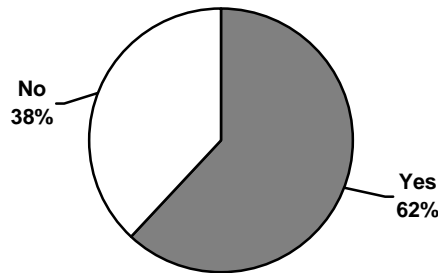
*Multiple responses allowed.

4.2.2 Rural Subdivision (N=434)

Among rural businesses in the tourism industry, almost two-thirds (62%, n=268) have offered some form of informal or formal training to their employees over the past two years.

Of those businesses that made training available to their employees (n=268), 46% (n=123) did not offer formal training, while the remaining 54% (n=145) made formal training available.

Figure E65: Percentage of Businesses that Offered Informal or Formal Training Over the Past Two Years - Tourism – Rural Subdivision (N=434)



Of businesses that offered formal training to their employees (n=145), the most common source of formal, structured training was internal staff (67%, n=97).

Overall, formal training sessions account for approximately 8% of these businesses' overall operating budgets.

Table E117: Sources of Formal, Structured Training* - Tourism - Rural Subdivision

	<i>n</i>	<i>% (N=145)</i>
Internal staff	97	66.9
A non-profit organization/professional association	39	26.9
Various tourism agencies and associations	13	9.0
A private training institution	9	6.2
NBCC or CCNB	9	6.2
Courses offered by government	7	4.8
Conferences, seminars, trade shows	5	3.4
Another public educational institution	3	2.1
Private consultant	3	2.1
Franchise people/videos	3	2.1
Workers compensation	2	1.4
Manufacturers training/new equipment training	1	0.7
Online/internet	1	0.7
Other	18	12.4
Don't know	2	1.4

*Multiple responses allowed.

4.3 Economic Regions

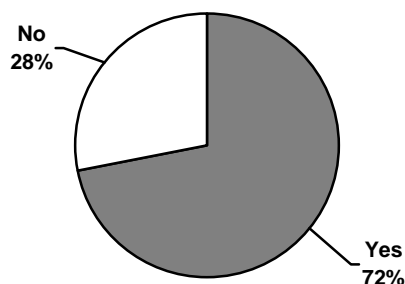
- 4.3.1 Central Region**
- 4.3.2 Northeast Region**
- 4.3.3 Northwest Region**
- 4.3.4 Southeast Region**
- 4.3.5 Southwest Region**

4.3.1 Central Region (N=204)

Almost three-quarters of businesses in the tourism industry in Central New Brunswick (72%, n=147) have offered informal or formal training to their employees over the past two years.

Of those businesses that made training available to their employees (n=147), 42% (n=62) did not offer formal training, while the remaining 58% (n=85) made formal training available.

Figure E66: Percentage of Businesses that Offered Informal or Formal Training Over the Past Two Years - Tourism – Central Region (N=204)



Of businesses that offered formal training to their employees (n=85), the most common source of formal, structured training was internal staff (84%, n=71).

Overall, formal training sessions account for approximately 7% of these businesses' overall operating budgets.

Table E118: Sources of Formal, Structured Training* - Tourism - Central Region

	<i>n</i>	<i>% (N=85)</i>
Internal staff	71	83.5
A non-profit organization/professional association	14	15.9
A private training institution	8	8.9
Manufacturers training/new equipment training	4	5.3
Private consultant	3	4.0
Another public educational institution	2	2.6
Various tourism agencies and associations	2	2.3
Courses offered by government	2	2.3
Conferences, seminars, trade shows	1	1.3
NBCC or CCNB	1	1.0
Other	7	8.3
Don't know	1	1.3

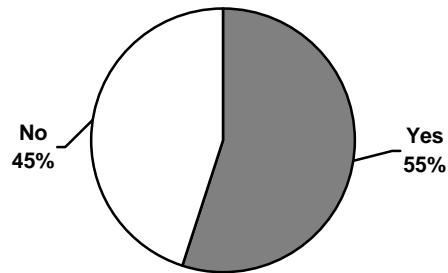
*Multiple responses allowed.

4.3.2 Northeast Region (N=234)

Just over one-half of businesses in the tourism industry in Northeast New Brunswick (55%, n=130) have offered informal or formal training to their employees over the past two years.

Of those businesses that made training available to their employees (n=130), 36% (n=47) did not offer formal training, while the remaining 64% (n=82) made formal training available.

Figure E67: Percentage of Businesses that Offered Informal or Formal Training Over the Past Two Years - Tourism – Northeast Region (N=234)



Of businesses that offered formal training to their employees (n=82), the most common source of formal, structured training was internal staff (67%, n=55).

Overall, formal training sessions account for approximately 6% of these businesses' overall operating budgets.

Table E119: Sources of Formal, Structured Training* - Tourism - Northeast Region

	<i>n</i>	<i>% (N=82)</i>
Internal staff	55	66.7
A non-profit organization/professional association	14	17.1
Various tourism agencies and associations	7	8.6
A private training institution	6	7.6
NBCC or CCNB	6	6.9
Another public educational institution	4	4.8
Franchise people/videos	4	4.8
Courses offered by government	4	4.8
Private consultant	3	3.8
Conferences, seminars, trade shows	2	2.1
Workers compensation	1	1.0
Other	8	10.3

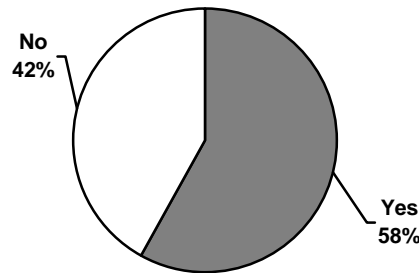
*Multiple responses allowed.

4.3.3 Northwest Region (N=120)

Among businesses in the tourism industry in Northwest New Brunswick, 58% (n=70) have offered some form of informal or formal training to their employees over the past two years.

Of those businesses that made training available to their employees (n=70), 43% (n=30) did not offer formal training, while the remaining 57% (n=40) made formal training available.

Figure E68: Percentage of Businesses that Offered Informal or Formal Training Over the Past Two Years - Tourism – Northwest Region (N=120)



Of businesses that offered formal training to their employees (n=40), the most common source of formal, structured training was internal staff (77%, n=31).

Overall, formal training sessions account for approximately 7% of these businesses' overall operating budgets.

Table E120: Sources of Formal, Structured Training* - Tourism - Northwest Region

	<i>n</i>	<i>% (N=40)</i>
Internal staff	31	77.3
A non-profit organization/professional association	10	24.1
NBCC or CCNB	6	14.2
A private training institution	2	5.6
Franchise people/videos	2	5.6
Another public educational institution	2	5.0
Conferences, seminars, trade shows	2	4.3
Courses offered by government	2	4.3
Manufacturers training/new equipment training	1	2.8
Workers compensation	1	2.1
Online/internet	1	2.1
Other	4	9.2
Don't know	1	2.1

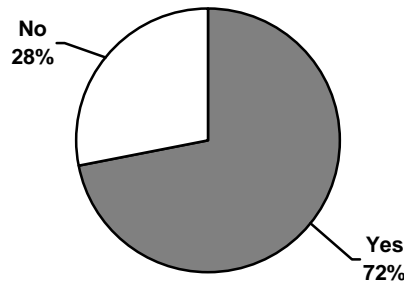
*Multiple responses allowed.

4.3.4 Southeast Region (N=243)

Among businesses in the tourism industry in Southeast New Brunswick, almost three-quarters (72%, n=174) have offered some form of informal or formal training to their employees over the past two years.

Of those businesses that made training available to their employees (n=174), 43% (n=74) did not offer formal training, while the remaining 57% (n=101) made formal training available.

Figure E69: Percentage of Businesses that Offered Informal or Formal Training Over the Past Two Years - Tourism – Southeast Region (N=243)



Of businesses that offered formal training to their employees (n=101), the most common source of formal, structured training was internal staff (77%, n=78).

Overall, formal training sessions account for approximately 5% of these businesses' overall operating budgets.

Table E121: Sources of Formal, Structured Training* - Tourism - Southeast Region

	<i>n</i>	<i>% (N=101)</i>
Internal staff	78	77.1
A non-profit organization/professional association	19	19.3
A private training institution	7	6.7
Various tourism agencies and associations	7	6.4
Courses offered by government	5	5.0
NBCC or CCNB	4	4.5
Another public educational institution	4	4.5
Private consultant	4	4.2
Franchise people/videos	4	4.2
Conferences, seminars, trade shows	3	3.1
Manufacturers training/new equipment training	2	2.0
Other	12	12.0
Don't know	1	0.8

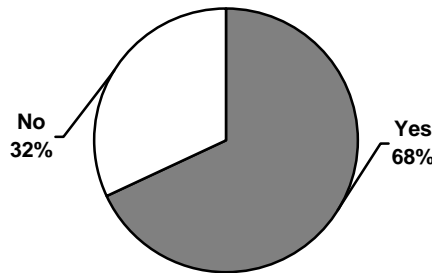
*Multiple responses allowed.

4.3.5 Southwest Region (N=234)

Among businesses in the tourism industry in Southwest New Brunswick, just over two-thirds (68%, n=159) have offered some form of informal or formal training to their employees over the past two years.

Of those businesses that made training available to their employees (n=159), 50% (n=80) did not offer formal training, while the remaining 50% (n=78) made formal training available.

Figure E70: Percentage of Businesses that Offered Informal or Formal Training Over the Past Two Years - Tourism – Southwest Region (N=234)



Of businesses that offered formal training to their employees (n=78), the most common source of formal, structured training was internal staff (79%, n=62).

Overall, formal training sessions account for approximately 6% of these businesses' overall operating budgets.

Table E122: Sources of Formal, Structured Training* - Tourism - Southwest Region

	<i>n</i>	<i>% (N=78)</i>
Internal staff	62	78.8
A non-profit organization/professional association	18	23.1
A private training institution	5	6.5
Manufacturers training/new equipment training	3	4.3
Another public educational institution	3	4.3
NBCC or CCNB	2	2.9
Franchise people/videos	2	2.9
Various tourism agencies and associations	1	1.4
Conferences, seminars, trade shows	1	1.4
Online/internet	1	1.4
Courses offered by government	1	1.4
Private consultant	1	1.1
Other	9	11.1

*Multiple responses allowed.

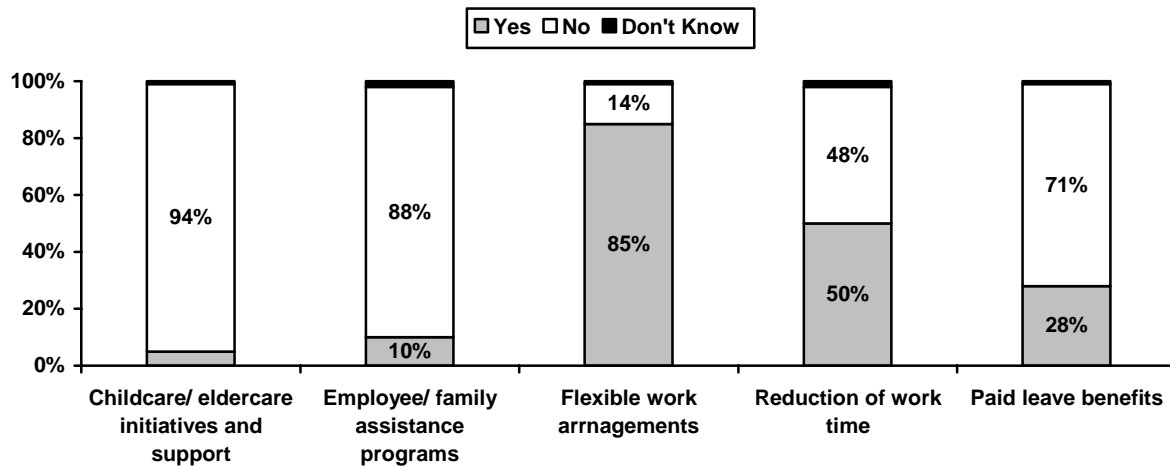
5.0 Family Friendly Policies and Procedures

5.1 Provincial Overview

5.1 Provincial Overview (N=1,035)

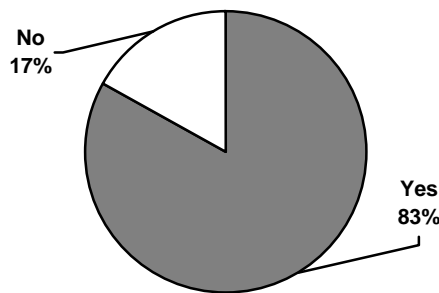
Among businesses in the tourism industry, the most common form of family-oriented benefits offered is flexible work arrangements (85%, n=882).

Figure E71: Types of Family-Friendly Benefits Offered by Businesses - Tourism – Provincial Overview (N=1,035)



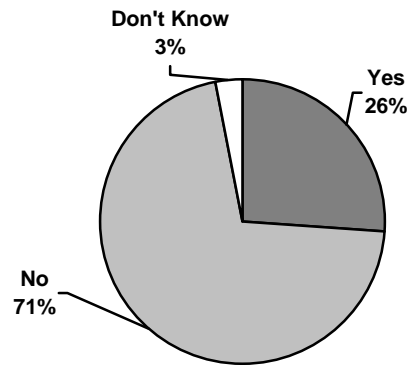
The large majority of businesses in this industry (83%, n=857) employ women in key decision-making positions such as positions at the management and senior management level. Within these businesses (n=857), women account for an average of 68% of all key decision-making positions.

Figure E72: Percentage of Businesses that Employ Women in Key Decision-Making Positions - Tourism - Provincial Overview (N=1,035)



To ensure that jobs of equal value earn equal pay, approximately one-quarter of businesses in this industry (26%, n=272) have developed and implemented a written, formal gender-neutral process for job evaluation based on skill level, effort, responsibility and working conditions.

Figure E73: Percentage of Businesses/Organization that have a Written, Formal Gender-Neutral Process of Job Evaluation - Tourism – Provincial Overview (N=1,035)



5.2 Urban/Rural Subdivision

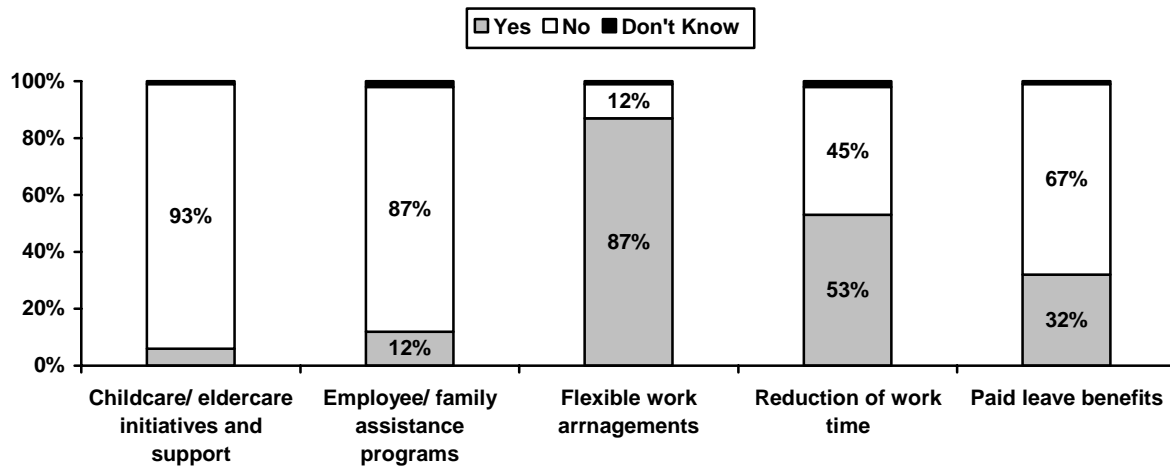
5.2.1 Urban Subdivision

5.2.2 Rural Subdivision

5.2.1 Urban Subdivision (N=592)

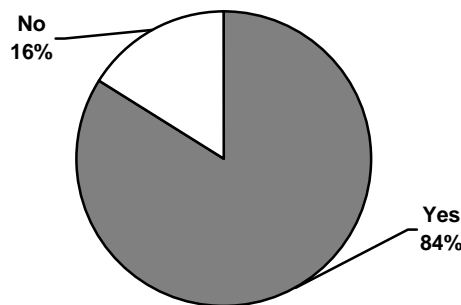
Among urban businesses in the tourism industry, the most common form of family-oriented benefits offered is flexible work arrangements (87%, n=517).

Figure E74: Types of Family-Friendly Benefits Offered by Businesses - Tourism – Urban Subdivision (N=592)



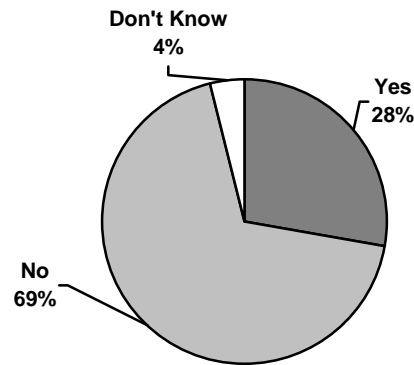
The large majority of urban businesses in this industry (84%, n=496) employ women in key decision-making positions such as positions at the management and senior management level. Within these businesses (n=496), women account for an average of 66% of all key decision-making positions.

Figure E75: Percentage of Businesses that Employ Women in Key Decision-Making Positions - Tourism – Urban Subdivision (N=592)



To ensure that jobs of equal value earn equal pay, just over one-quarter of urban businesses in this industry (28%, n=165) have developed and implemented a written, formal gender-neutral process for job evaluation based on skill level, effort, responsibility and working conditions.

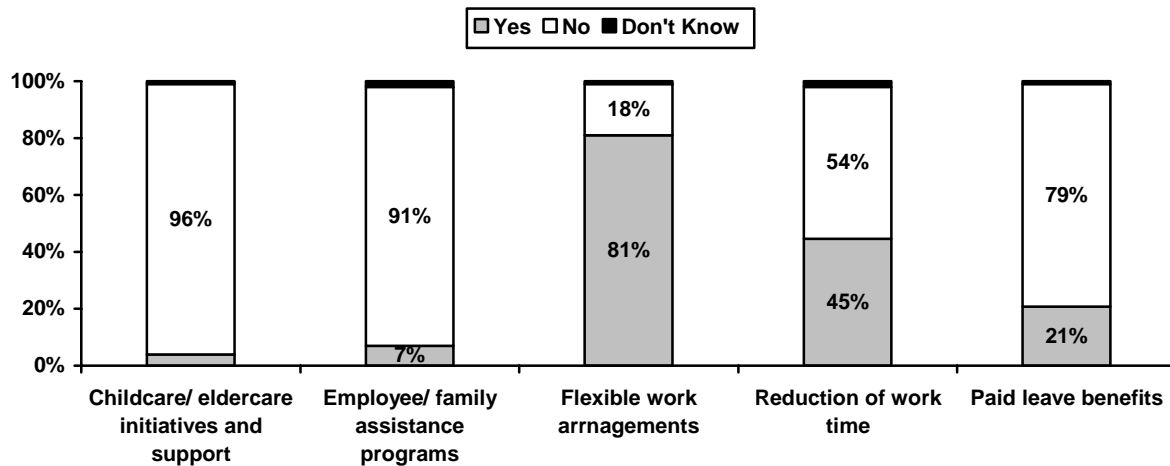
Figure E76: Percentage of Businesses/Organization that have a Written, Formal Gender-Neutral Process of Job Evaluation - Tourism – Urban Subdivision (N=592)



5.2.2 Rural Subdivision (N=434)

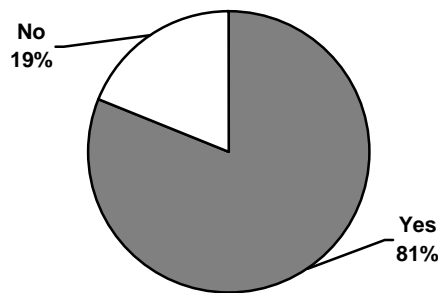
Among rural businesses in the tourism industry, the most common form of family-oriented benefits offered is flexible work arrangements (81%, n=353).

Figure E77: Types of Family-Friendly Benefits Offered by Businesses - Tourism – Rural Subdivision (N=434)



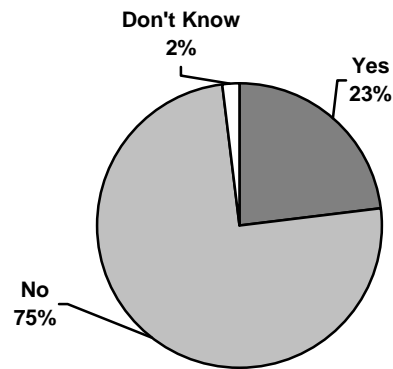
The large majority of rural businesses in this industry (81%, n=351) employ women in key decision-making positions such as positions at the management and senior management level. Within these businesses (n=351), women account for an average of 71% of all key decision-making positions.

Figure E78: Percentage of Businesses that Employ Women in Key Decision-Making Positions - Tourism – Rural Subdivision (N=434)



To ensure that jobs of equal value earn equal pay, 23% of rural businesses in this industry (n=101) have developed and implemented a written, formal gender-neutral process for job evaluation based on skill level, effort, responsibility and working conditions.

Figure E79: Percentage of Businesses/Organization that have a Written, Formal Gender-Neutral Process of Job Evaluation - Tourism – Rural Subdivision (N=434)



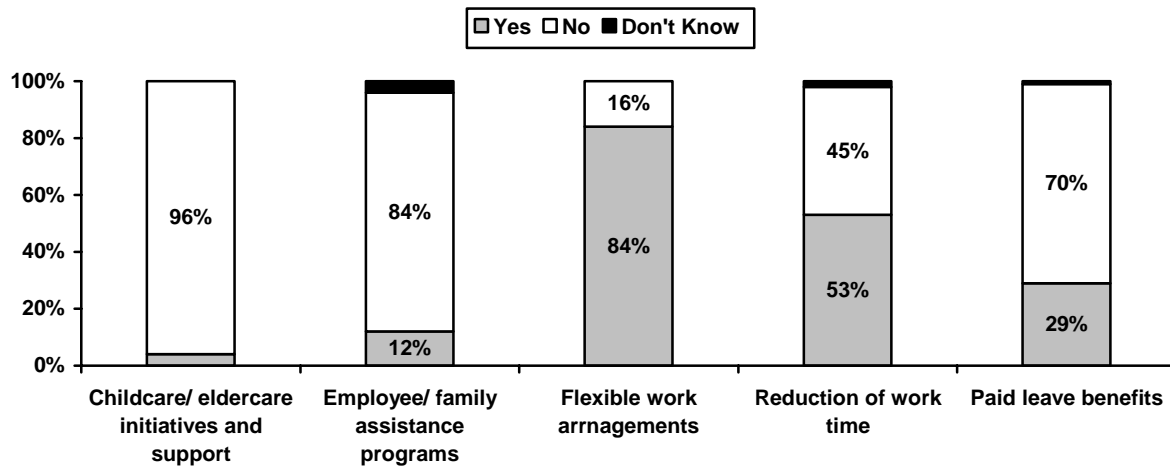
5.3 Economic Regions

- 5.3.1 Central Region**
- 5.3.2 Northeast Region**
- 5.3.3 Northwest Region**
- 5.3.4 Southeast Region**
- 5.3.5 Southwest Region**

5.3.1 Central Region (N=204)

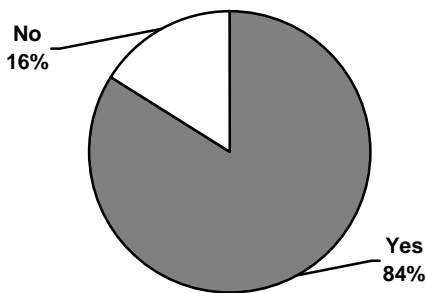
Among Central area businesses in the tourism industry, the most common form of family-oriented benefits offered is flexible work arrangements (84%, n=171).

Figure E80: Types of Family-Friendly Benefits Offered by Businesses - Tourism – Central Region (N=204)



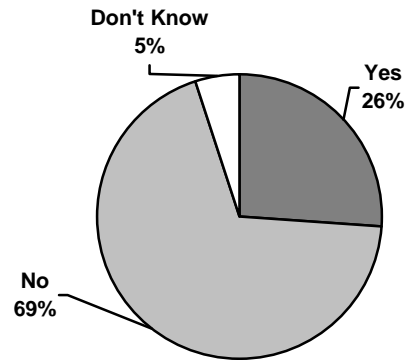
The large majority of businesses in this industry (84%, n=172) employ women in key decision-making positions such as positions at the management and senior management level. Within these businesses (n=172), women account for an average of 67% of all key decision-making positions.

Figure E81: Percentage of Businesses that Employ Women in Key Decision-Making Positions - Tourism – Central Region (N=204)



To ensure that jobs of equal value earn equal pay, 26% of Central area businesses in this industry (n=53) have developed and implemented a written, formal gender-neutral process for job evaluation based on skill level, effort, responsibility and working conditions.

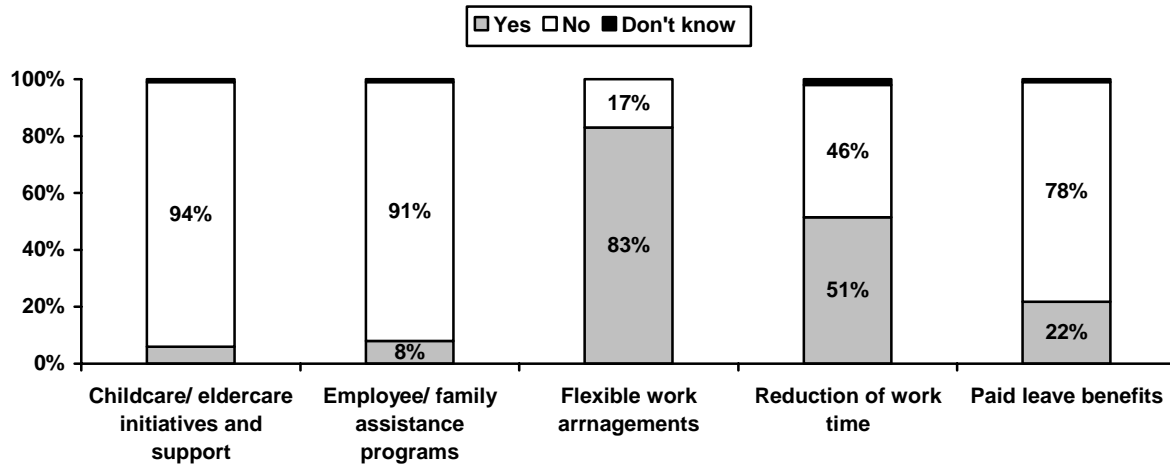
Figure E82: Percentage of Businesses/Organization that have a Written, Formal Gender-Neutral Process of Job Evaluation - Tourism – Central Region (N=204)



5.3.2 Northeast Region (N=234)

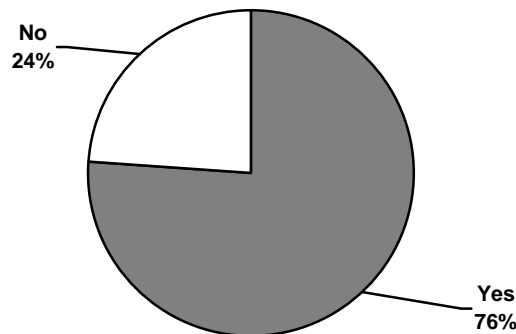
Among Northeast area businesses in the tourism industry, the most common form of family-oriented benefits offered is flexible work arrangements (83%, n=194).

Figure E83: Types of Family-Friendly Benefits Offered by Businesses - Tourism – Northeast Region (N=234)



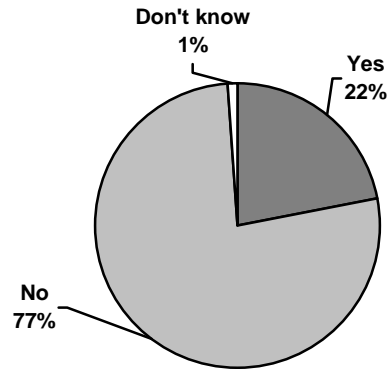
Approximately three-quarters of businesses in this industry (76%, n=177) employ women in key decision-making positions such as positions at the management and senior management level. Within these businesses (n=177), women account for an average of 71% of all key decision-making positions.

Figure E84: Percentage of Businesses that Employ Women in Key Decision-Making Positions - Tourism – Northeast Region (N=234)



To ensure that jobs of equal value earn equal pay, 22% of Northeast area businesses in this industry (n=51) have developed and implemented a written, formal gender-neutral process for job evaluation based on skill level, effort, responsibility and working conditions.

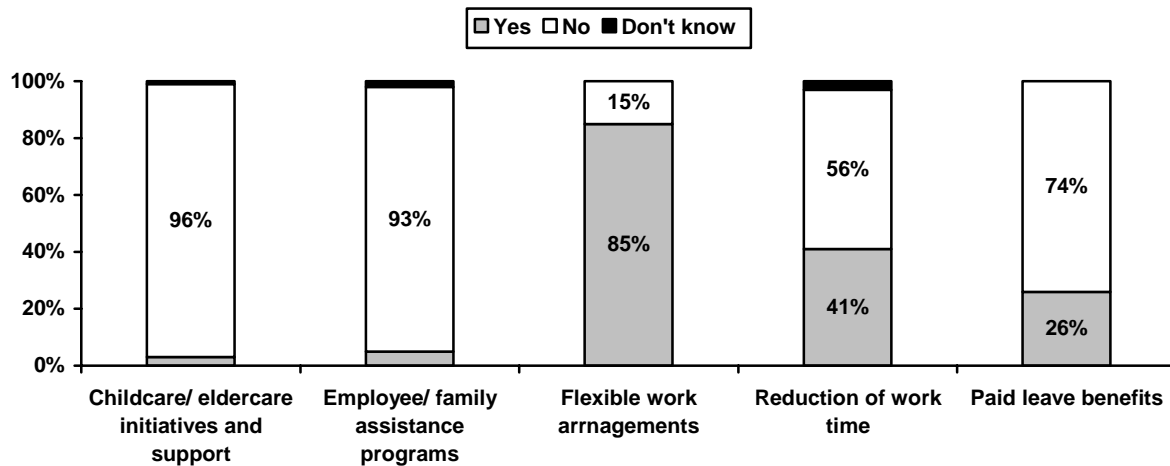
Figure E85: Percentage of Businesses/Organization that have a Written, Formal Gender-Neutral Process of Job Evaluation - Tourism – Northeast Region (N=234)



5.3.3 Northwest Region (N=120)

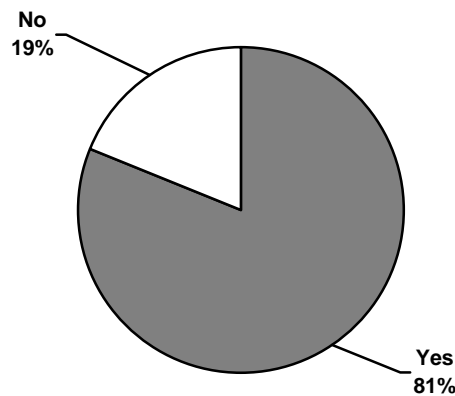
Among Northwest area businesses in the tourism industry, the most common form of family-oriented benefits offered is flexible work arrangements (85%, n=102).

Figure E86: Types of Family-Friendly Benefits Offered by Businesses - Tourism – Northwest Region (N=120)



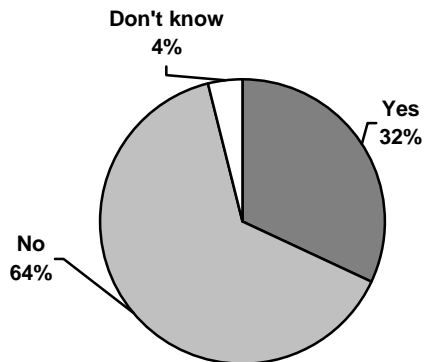
The large majority of businesses in this industry (81%, n=97) employ women in key decision-making positions such as positions at the management and senior management level. Within these businesses (n=97), women account for an average of 71% of all key decision-making positions.

Figure E87: Percentage of Businesses that Employ Women in Key Decision-Making Positions - Tourism – Northwest Region (N=120)



To ensure that jobs of equal value earn equal pay, 32% of Northwest area businesses in this industry (n=39) have developed and implemented a written, formal gender-neutral process for job evaluation based on skill level, effort, responsibility and working conditions.

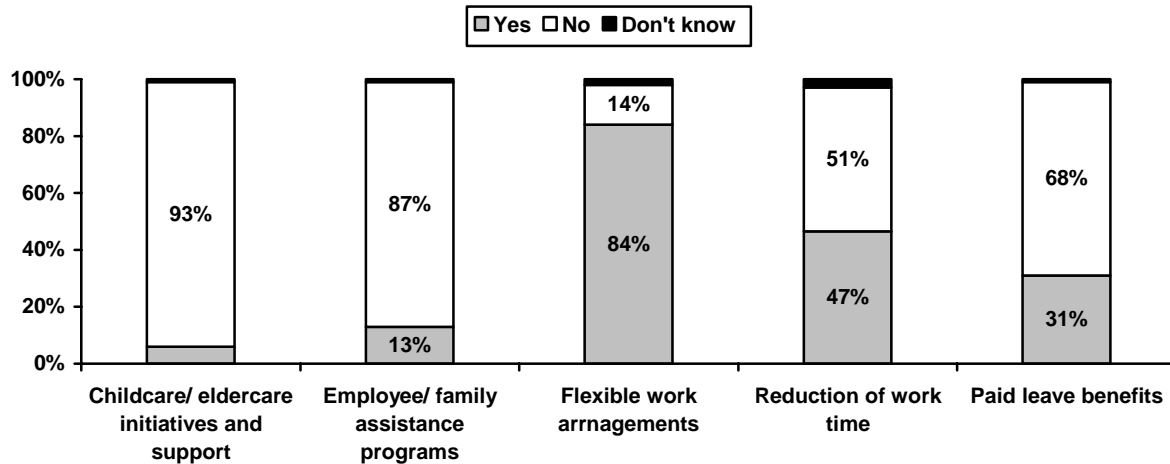
Figure E88: Percentage of Businesses/Organization that have a Written, Formal Gender-Neutral Process of Job Evaluation - Tourism – Northwest Region (N=120)



5.3.4 Southeast Region (N=243)

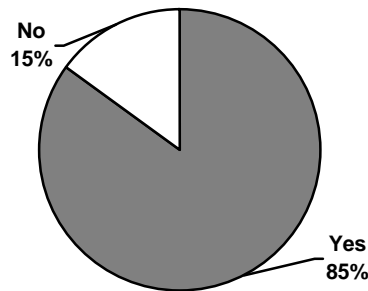
Among Southeast area businesses in the tourism industry, the most common form of family-oriented benefits offered is flexible work arrangements (84%, n=205).

Figure E89: Types of Family-Friendly Benefits Offered by Businesses - Tourism – Southeast Region (N=243)



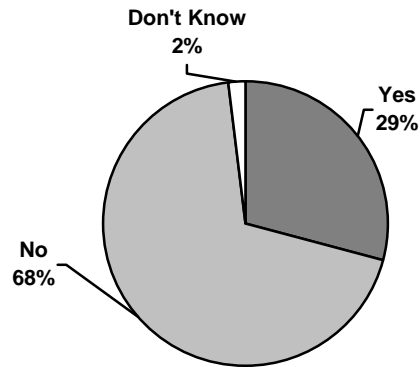
The large majority of businesses in this industry (85%, n=207) employ women in key decision-making positions such as positions at the management and senior management level. Within these businesses (n=207), women account for an average of 65% of all key decision-making positions.

Figure E90: Percentage of Businesses that Employ Women in Key Decision-Making Positions - Tourism – Southeast Region (N=243)



To ensure that jobs of equal value earn equal pay, 29% of Southeast area businesses in this industry (n=71) have developed and implemented a written, formal gender-neutral process for job evaluation based on skill level, effort, responsibility and working conditions.

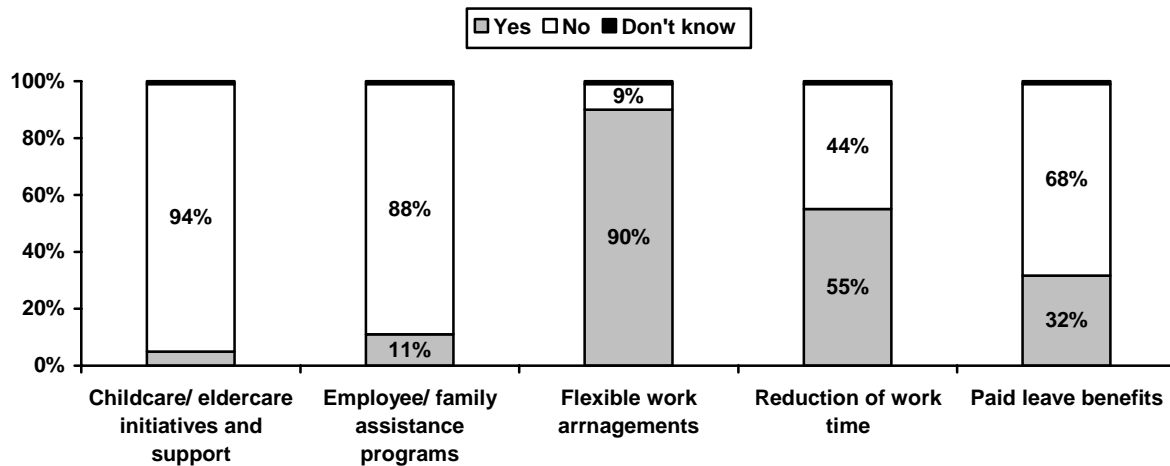
Figure E91: Percentage of Businesses/Organization that have a Written, Formal Gender-Neutral Process of Job Evaluation - Tourism – Southeast Region (N=243)



5.3.5 Southwest Region (N=234)

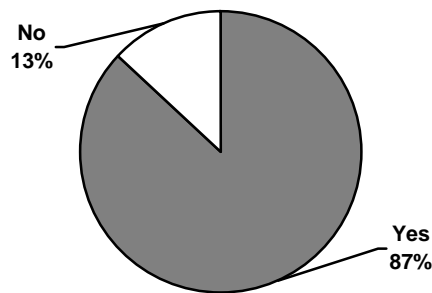
Among Southwest area businesses in the tourism industry, the most common form of family-oriented benefits offered is flexible work arrangements (90%, n=210).

Figure E92: Types of Family-Friendly Benefits Offered by Businesses - Tourism – Southwest Region (N=234)



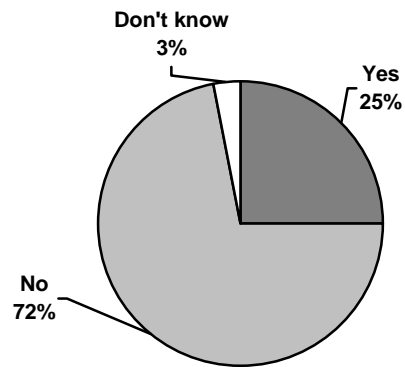
The large majority of businesses in this industry (87%, n=204) employ women in key decision-making positions such as positions at the management and senior management level. Within these businesses (n=204), women account for an average of 68% of all key decision-making positions.

Figure E93: Percentage of Businesses that Employ Women in Key Decision-Making Positions - Tourism – Southwest Region (N=234)



To ensure that jobs of equal value earn equal pay, 25% of Southwest area businesses in this industry (n=58) have developed and implemented a written, formal gender-neutral process for job evaluation based on skill level, effort, responsibility and working conditions.

Figure E94: Percentage of Businesses/Organization that have a Written, Formal Gender-Neutral Process of Job Evaluation - Tourism – Southwest Region (N=234)



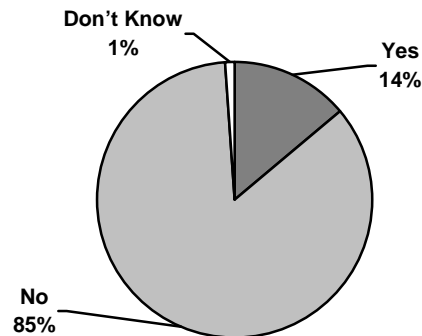
6.0 Literacy

6.1 Provincial Overview

6.1 Provincial Overview (N=1,035)

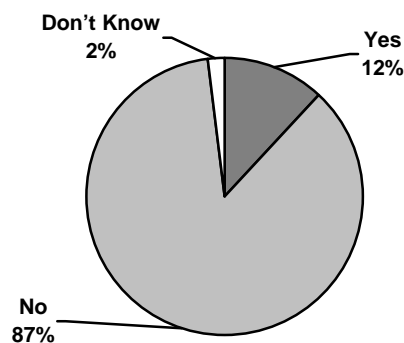
Overall, a minority of businesses in the tourism industry (14%, n=141) report having at least one employee who has difficulty reading and subsequently applying what was read to his/her job. Among these businesses (n=141), it is estimated that an average of 12% of employees experience this problem.

Figure E95: Percentage of Businesses With Employees Who Have Difficulty Reading, Understanding or Applying What They Have Read to Their Jobs - Tourism - Provincial Overview (N=1,035)



Furthermore, a minority of businesses (12%, n=121) report having at least one employee who has difficulty working with numbers in his/her job, including difficulty in measuring, calculating, or observing or recording results. Among these businesses (n=121), it is estimated that an average of 16% of employees experience this problem.

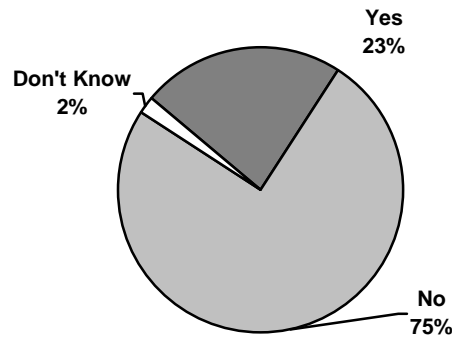
Figure E96: Percentage of Businesses With Employees Who Have Difficulty Working With Numbers in Their Jobs - Tourism – Provincial Overview (N=1,035)



Businesses in this industry with at least one employee who experiences a reading or numeracy difficulty (n=181) were asked if they have any initiatives or programs in place to support these employees.

Three-quarters of these businesses (75%, n=136) do not have any initiatives or programs in place.

Figure E97: Percentage of Businesses With Initiatives/Programs to Support Employees With Reading/Numeracy Difficulties - Tourism - Provincial Overview (N=181)



Businesses that have such initiatives or programs in place (n=41) were asked to describe them. The most popular initiatives/programs include internal training opportunities (51%, n=21) and paying for educational upgrades/courses (27%, n=11)³⁰.

³⁰ Multiple responses allowed.

6.2 Urban/Rural Subdivision

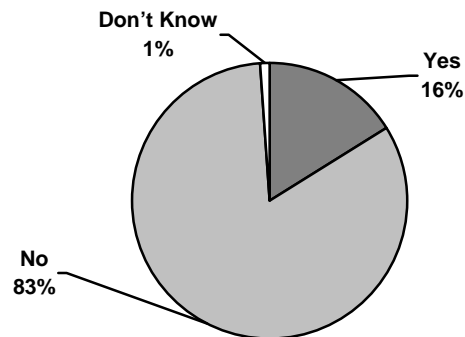
6.2.1 Urban Subdivision

6.2.2 Rural Subdivision

6.2.1 Urban Subdivision (N=592)

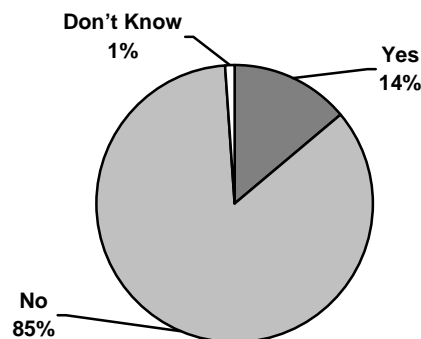
Overall, 16% of urban businesses in the tourism industry (n=94) report having at least one employee who has difficulty reading and subsequently applying what was read to his/her job. Among these businesses (n=94), it estimated that an average of 10% of employees experience this problem.

Figure E98: Percentage of Businesses With Employees Who Have Difficulty Reading, Understanding or Applying What They Have Read to Their Jobs - Tourism – Urban Subdivision (N=592)



Furthermore, a minority of urban businesses (14%, n=84) report having at least one employee who has difficulty working with numbers in his/her job, including difficulty in measuring, calculating, or observing or recording results. Among these businesses (n=84), it is estimated that an average of 14% of employees experience this problem.

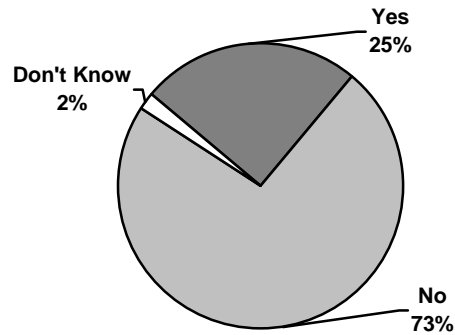
Figure E99: Percentage of Businesses With Employees Who Have Difficulty Working With Numbers in Their Jobs - Tourism – Urban Subdivision (N=592)



Urban businesses in this industry with at least one employee who experiences a reading or numeracy difficulty (n=121) were asked if they have any initiatives or programs in place to support these employees.

Almost three-quarters of these businesses (73%, n=88) do not have any initiatives or programs in place.

Figure E100: Percentage of Businesses With Initiatives/Programs to Support Employees With Reading/Numeracy Difficulties - Tourism – Urban Subdivision (N=121)



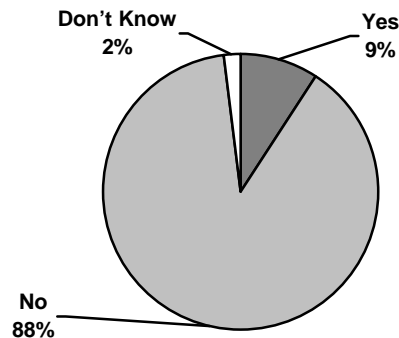
The businesses that do have initiatives/programs in place (n=31) most commonly offer internal training opportunities (45%, n=14) and paying for educational upgrades/courses (29%, n=9)³¹.

³¹ Multiple responses allowed.

6.2.2 Rural Subdivision (N=434)

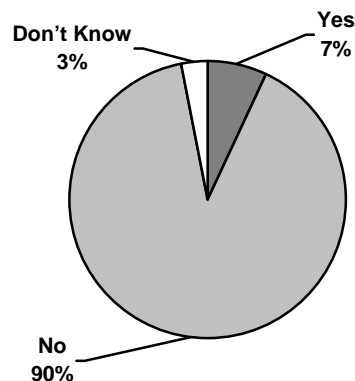
Overall, a minority of rural businesses in the tourism industry (9%, n=41) report having at least one employee who has difficulty reading and subsequently applying what was read to his/her job. Among these businesses (n=41), it estimated that an average of 17% of employees experience this problem.

Figure E101: Percentage of Businesses With Employees Who Have Difficulty Reading, Understanding or Applying What They Have Read to Their Jobs - Tourism – Rural Subdivision (N=434)



Furthermore, a minority of rural businesses (7%, n=31) report having at least one employee who has difficulty working with numbers in his/her job, including difficulty in measuring, calculating, or observing or recording results. Among these businesses (n=31), it is estimated that an average of 20% of employees experience this problem.

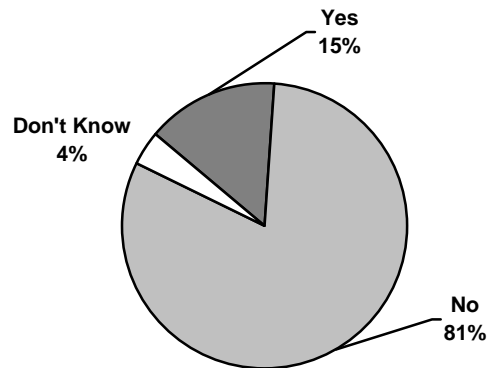
Figure E102: Percentage of Businesses With Employees Who Have Difficulty Working With Numbers in Their Jobs - Tourism – Rural Subdivision (N=434)



Rural businesses in this industry with at least one employee who experiences a reading or numeracy difficulty (n=53) were asked if they have any initiatives or programs in place to support these employees.

The large majority of these businesses (81%, n=43) do not have any initiatives or programs in place.

Figure E103: Percentage of Businesses With Initiatives/Programs to Support Employees With Reading/Numeracy Difficulties - Tourism – Rural Subdivision (N=53)



Businesses that have such initiatives or programs in place (n=9) were asked to describe them. These businesses most commonly offer internal training opportunities (n=6)³².

³² Multiple responses allowed.

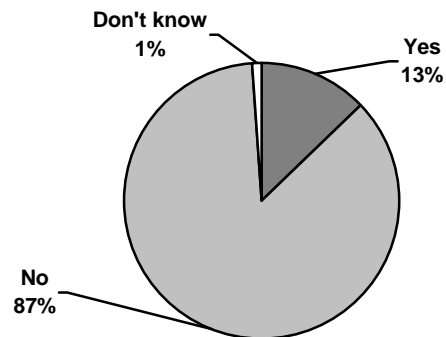
6.3 Economic Regions

- 6.3.1 Central Region**
- 6.3.2 Northeast Region**
- 6.3.3 Northwest Region**
- 6.3.4 Southeast Region**
- 6.3.5 Southwest Region**

6.3.1 Central Region (N=204)

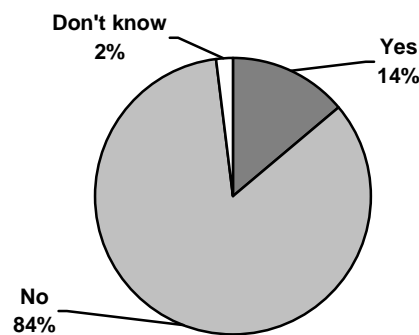
Overall, a minority of Central area businesses in the tourism industry (13%, n=26) report having at least one employee who has difficulty reading and subsequently applying what was read to his/her job. Among these businesses (n=26), it is estimated that an average of 8% of employees experience this problem.

Figure E104: Percentage of Businesses With Employees Who Have Difficulty Reading, Understanding or Applying What They Have Read to Their Jobs - Tourism – Central Region (N=204)



Furthermore, a minority of Central area businesses (14%, n=29) report having at least one employee who has difficulty working with numbers in his/her job, including difficulty in measuring, calculating, or observing or recording results. Among these businesses (n=29), it is estimated that an average of 10% of employees experience this problem.

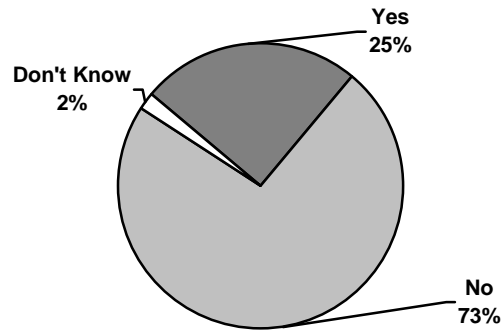
Figure E105: Percentage of Businesses With Employees Who Have Difficulty Working With Numbers in Their Jobs - Tourism – Central Region (N=204)



Businesses in this industry with at least one employee who experiences a reading or numeracy difficulty (n=39) were asked if they have any initiatives or programs in place to support these employees.

Almost three-quarters of these businesses (73%, n=29) do not have any initiatives or programs in place.

Figure E106: Percentage of Businesses With Initiatives/Programs to Support Employees With Reading/Numeracy Difficulties - Tourism – Central Region (N=39)



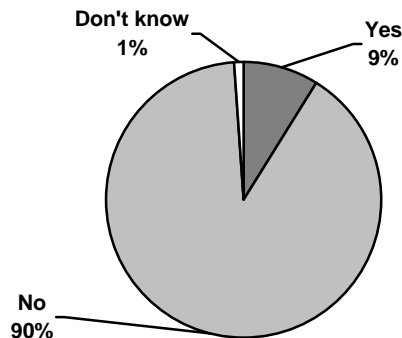
The businesses that have initiatives/programs in place (n=9) most commonly offer internal training opportunities (n=5) and paying for educational upgrades/courses (n=4)³³.

³³ Multiple responses allowed.

6.3.2 Northeast Region (N=234)

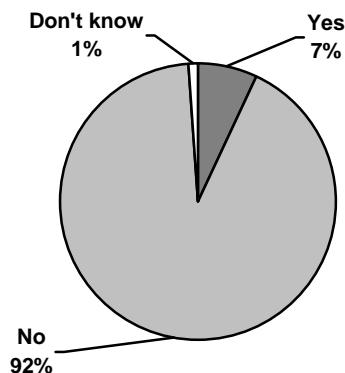
Overall, 9% of Northeast area businesses in the tourism industry (n=20) report having at least one employee who has difficulty reading and subsequently applying what was read to his/her job. Among these businesses (n=20), it is estimated that an average of 10% of employees experience this problem.

Figure E107: Percentage of Businesses With Employees Who Have Difficulty Reading, Understanding or Applying What They Have Read to Their Jobs - Tourism – Northeast Region (N=234)



Furthermore, a minority of Northeast area businesses (7%, n=15) report having at least one employee who has difficulty working with numbers in his/her job, including difficulty in measuring, calculating, or observing or recording results. Among these businesses (n=15), it is estimated that an average of 13% of employees experience this problem.

Figure E108: Percentage of Businesses With Employees Who Have Difficulty Working With Numbers in Their Jobs - Tourism – Northeast Region (N=234)



Businesses in this industry with at least one employee who experiences a reading or numeracy difficulty (n=23) were asked if they have any initiatives or programs in place to support these employees. Eighteen of these 23 businesses do not have any initiatives or programs in place.

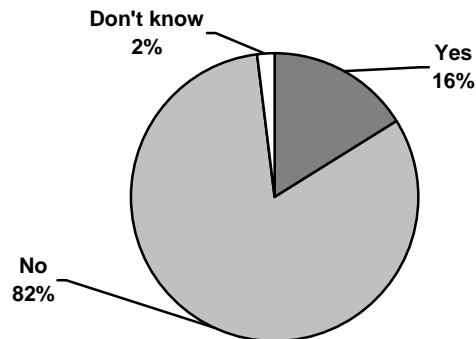
Businesses that have such initiatives or programs in place (n=5) were asked to describe them. Two of these businesses offer internal training opportunities, one business offers to pay for educational upgrades/courses and the other business offers other initiatives³⁴.

³⁴ Multiple responses allowed.

6.3.3 Northwest Region (N=120)

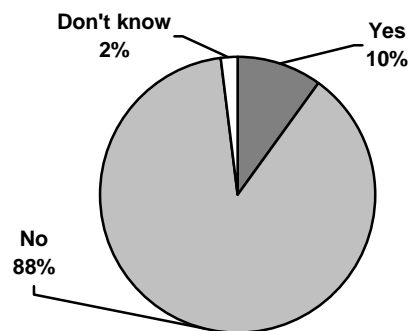
Overall, 16% of Northwest area businesses in the tourism industry (n=19) report having at least one employee who has difficulty reading and subsequently applying what was read to his/her job. Among these businesses (n=19), it is estimated that an average of 14% of employees experience this problem.

Figure E109: Percentage of Businesses With Employees Who Have Difficulty Reading, Understanding or Applying What They Have Read to Their Jobs - Tourism – Northwest Region (N=120)



Furthermore, a minority of Northwest area businesses (10%, n=12) report having at least one employee who has difficulty working with numbers in his/her job, including difficulty in measuring, calculating, or observing or recording results. Among these businesses (n=12), it is estimated that an average of 16% of employees experience this problem.

Figure E110: Percentage of Businesses With Employees Who Have Difficulty Working With Numbers in Their Jobs - Tourism – Northwest Region (N=120)



Businesses in this industry with at least one employee who experiences a reading or numeracy difficulty (n=20) were asked if they have any initiatives or programs in place to support these employees. Seventeen of these 20 businesses do not have any initiatives or programs in place.

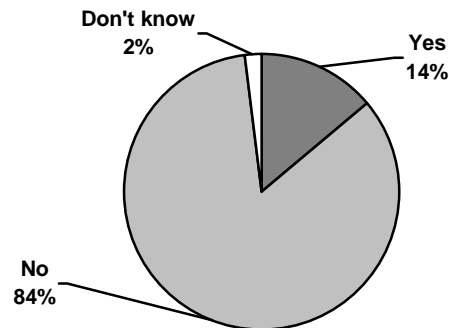
The two businesses that have initiatives/programs in place offer to pay for educational upgrades/courses (n=2) and internal training opportunities (n=1)³⁵.

³⁵ Multiple responses allowed.

6.3.4 Southeast Region (N=243)

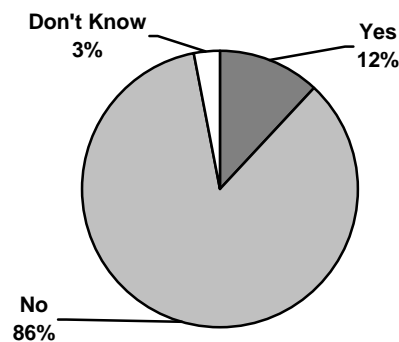
Overall, 14% of Southeast area businesses in the tourism industry (n=33) report having at least one employee who has difficulty reading and subsequently applying what was read to his/her job. Among these businesses (n=33), it is estimated that an average of 12% of employees experience this problem.

Figure E111: Percentage of Businesses With Employees Who Have Difficulty Reading, Understanding or Applying What They Have Read to Their Jobs - Tourism – Southeast Region (N=243)



Furthermore, 12% of Southeast area businesses (n=28) report having at least one employee who has difficulty working with numbers in his/her job, including difficulty in measuring, calculating, or observing or recording results. Among these businesses (n=28), it is estimated that an average of 17% of employees experience this problem.

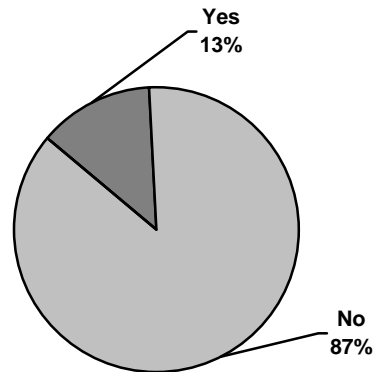
Figure E112: Percentage of Businesses With Employees Who Have Difficulty Working With Numbers in Their Jobs - Tourism – Southeast Region (N=243)



Businesses in this industry with at least one employee who experiences a reading or numeracy difficulty (n=44) were asked if they have any initiatives or programs in place to support these employees.

The large majority of these businesses (87%, n=38) do not have any initiatives or programs in place.

Figure E113: Percentage of Businesses With Initiatives/Programs to Support Employees With Reading/Numeracy Difficulties - Tourism – Southeast Region (N=44)



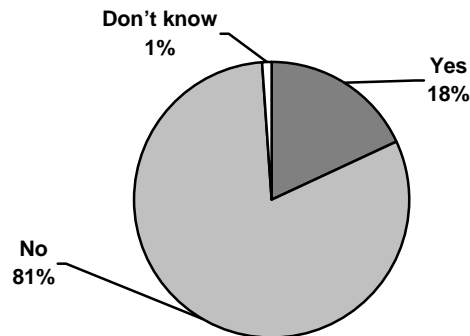
The businesses that have initiatives/programs in place (n=6) most commonly offer internal training opportunities (n=4)³⁶.

³⁶ Multiple responses allowed.

6.3.5 Southwest Region (N=234)

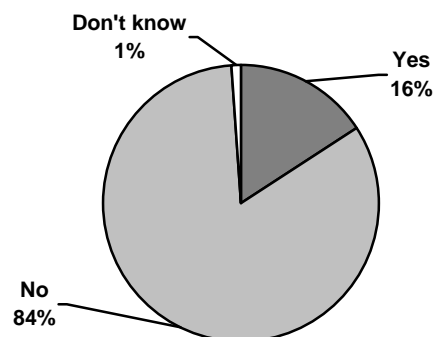
Overall, 18% of Southwest area businesses in the tourism industry (n=43) report having at least one employee who has difficulty reading and subsequently applying what was read to his/her job. Among these businesses (n=43), it is estimated that an average of 13% of employees experience this problem.

Figure E114: Percentage of Businesses With Employees Who Have Difficulty Reading, Understanding or Applying What They Have Read to Their Jobs - Tourism – Southwest Region (N=234)



Furthermore, 16% of Southwest area businesses (n=36) report having at least one employee who has difficulty working with numbers in his/her job, including difficulty in measuring, calculating, or observing or recording results. Among these businesses (n=36), it is estimated that an average of 20% of employees experience this problem.

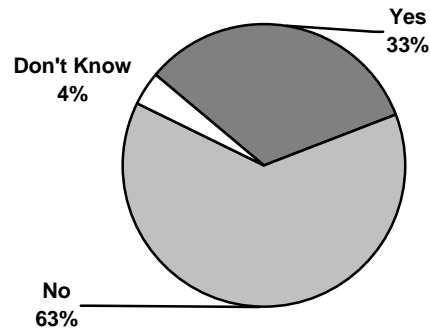
Figure E115: Percentage of Businesses With Employees Who Have Difficulty Working With Numbers in Their Jobs - Tourism – Southwest Region (N=234)



Businesses in this industry with at least one employee who experiences a reading or numeracy difficulty (n=55) were asked if they have any initiatives or programs in place to support these employees.

Almost two-thirds of these businesses (63%, n=35) do not have any initiatives or programs in place.

Figure E116: Percentage of Businesses With Initiatives/Programs to Support Employees With Reading/Numeracy Difficulties - Tourism – Southwest Region (N=55)



Of the businesses that do have initiatives or programs in place (n=18), internal training opportunities (n=9) is most commonly offered.