

Whistler Housing Authority Employer Housing Needs Assessment

2016 FINAL Report



Prepared for
Whistler Housing Authority



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July 2016

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1.0 INTRODUCTION

This report presents the results of the 2016 Whistler Employer Housing Needs Assessment conducted by InterVISTAS Consulting on behalf of the Whistler Housing Authority (WHA). The study uses information collected from a comprehensive survey of Whistler businesses to assess the employment characteristics and housing needs of Whistler's workforce. This 2016 report marks the nineteenth consecutive year that this research program has been conducted.

The report is organized as follows:

- Section 2 describes the survey approach used;
- Section 3 presents the key findings; and
- Section 4 summarizes the main conclusions emerging from the study.

2.0 APPROACH

A survey of Whistler businesses was conducted from April 22 to June 17, 2016 inclusive. The survey instrument included questions regarding:

- Employment levels for the 2015/16 winter season;
- Seasonal employment levels for the 2015/16 winter season;
- Projected employment levels for the upcoming 2016 summer and 2016/17 winter season;
- Share of workforce living within Whistler municipal boundaries;
- Share of seasonal workforce living within Whistler municipal boundaries;
- Employee shortages in the 2015/16 winter season and expected shortages in the 2016 summer season;
- Information on employer-provided housing in Whistler, including the number of beds, housing type and occupancy rates.

A copy of the full questionnaire used in 2016 is included in Appendix A.

2.1 SURVEY POPULATION

This year, an additional 207 businesses were added to the list of businesses targeted for this survey. Of the 207 additions, 42 firms completed the survey. This brings the survey target population up to 618 businesses that are registered with the Resort Municipality of Whistler (RMOW). These companies are primarily resident businesses, as non-resident businesses typically do not employ staff within the Whistler area. All business names and contact information were provided by the WHA.

2.2 DATA COLLECTION

Phase 1

All businesses were initially contacted by e-mail and invited to participate in the 2016 Whistler Employer Housing Needs Assessment. Following a brief introduction to the study, recipients were directed to a 12 question online survey tool designed by InterVISTAS Consulting in association with the Whistler Housing Authority (see Appendix A). The survey questions were relatively consistent with the survey questions used in recent years. Additional detail was requested regarding the expected reasons for unfilled positions, as well as the number of hours worked by full-time staff.

Completion rates were closely monitored in an effort to meet a target sample of 80% of the workforce. Two reminder e-mails were sent to businesses from April 22 to May 4, 2016 to maximize the response rates.

Phase 2

Non-responding firms representing a significant portion of FTE positions were targeted for follow-up in Phase 2 of data collection. From May 13 to June 17, selected businesses were reached by telephone and email and encouraged to participate in the survey. Telephone calls and emails were conducted by staff of the Whistler Housing Authority. Most respondents were business owners and managers who were contacted during business hours.

2.3 SAMPLE SIZE

A total of 212 completed surveys were returned by Whistler businesses.

Figure 2-1: Survey response rates, 2015/16 winter season

	# of Businesses	# of Responses	Response Rates
Small (0-5 Employees)	275	85	31%
Medium (6-19 Employees)	212	58	27%
Large (20+ Employees)	131	69	53%
TOTAL	618	212	34%

These surveyed businesses employed approximately 78% of Whistler's workforce in the 2015/16 winter season. A complete list of survey participants is included in Appendix B.

The results of the survey can be expected to be accurate within a margin of error of plus or minus 6.0%, 19 times out of 20.

Figure 2-2: Survey responses, 2015/16 winter season

Survey Response Generation	Sample Size	% of Responses	% of Total FTE Positions
Phase 1 (April 22 – May 13)	189	91%	40%
E-mail Campaign	189	91%	40%
Phase 2 (May 13 – Jun 17)	23	11%	60%
E-mail Campaign	11	5%	4%
Direct Contact Campaign	12	6%	56%
TOTAL	212	100%	100%

2.4 FULL-TIME EQUIVALENT CALCULATIONS

The total workforce was calculated by summing the number of full-time employees and the full-time equivalent (FTE) positions created by the part-time workforce. That is:

$$\text{Total employees} = \text{Full-time employees} + \text{Full-time equivalent positions created by part-time employees}$$

Full-time workforce. The classification of full-time workers follows the Statistics Canada definition of full-time employment which includes persons who usually work 30 hours or more per week, at their main or only job. Full-time employees count as 1 FTE.

Part-time workforce. Full-time equivalent positions created by the part-time workforce are calculated as:

$$\text{Full-time equivalent positions} = \text{Number of part-time employees} \times \text{Average part-time hours per week} \div 40 \text{ hours}$$

The part-time workforce was converted to FTE positions to avoid double-counting employees who held more than one part-time job and to standardize all part-time employees by equal working hours.

2.5 DATA ANALYSIS

Survey data were analyzed using the Statistical Package for the Social Sciences (SPSS) software. As in past years, businesses were segmented by three size categories: large, medium and small. Large businesses were defined as those employing 20 or more people, medium businesses were defined as employing 6 to 19 people, and small businesses were defined as employing 5 or fewer people.

The results presented in the report have been scaled up to the entire target population of 618 businesses. This approach was taken using information from past studies to estimate the workforce for the 406 businesses not included in this year's survey results. These estimates were then combined with the survey data to generate an overall profile of Whistler's workforce. As with previous years, results have been rounded to the nearest 10 or the nearest 100. It should be noted that 2015 results displayed in this report are combined results from both the 488 surveyed businesses registered with the Resort Municipality and the 88 new businesses that participated in the study in 2015.

The unadjusted survey results can be found in Appendix E.

3.0 RESULTS

3.1 WHISTLER'S WINTER WORKFORCE

WORKFORCE TOTALS FOR THE 2015/16 WINTER SEASON

Whistler's workforce represented approximately 14,500 FTE employees in the 2015/16 winter season. The workforce includes approximately 12,800 full-time positions and 1,800 full-time equivalent positions created by the part-time workforce. Of the 1,300 new FTEs for the 2015/16 winter season, approximately 73% can be attributed to the growth of previously surveyed firms in the municipality.

Figure 3-1: Total workforce in Whistler, 2015/16 winter season

	# of Businesses	Total FTE Positions	Full-time Positions	Part-time FTE Positions
Small (0-5 Employees)	275	660*	520*	140*
Medium (6-19 Employees)	212	2,000**	1,600**	400*
Large (20+ Employees)	131	11,900**	10,600**	1,300**
TOTAL	618	14,500**	12,800**	1,800**

* Rounded to the nearest ten.

** Rounded to the nearest hundred.

Note: Totals may not sum due to rounding

Whistler's seasonal workforce consisted of approximately 6,200 FTE employees in the 2015/16 winter season, which accounts for 43% of the total Whistler workforce. The seasonal workforce includes approximately 5,100 full-time positions and 1,000 full-time equivalent positions created by the part-time workforce.

Figure 3-2: Total seasonal workforce in Whistler, 2015/16 winter season

	# of Businesses	Total Seasonal FTE Positions	Seasonal Full-time Positions	Seasonal Part-time FTE Positions
Small (0-5 Employees)	275	90*	60*	30*
Medium (6-19 Employees)	212	500**	300**	200**
Large (20+ Employees)	131	5,600**	4,800**	800**
TOTAL	618	6,200**	5,100**	1,000**

* Rounded to the nearest ten.

** Rounded to the nearest hundred.

Note: Totals may not sum due to rounding

PROJECTED WORKFORCE TOTALS FOR THE 2016/17 WINTER SEASON

Overall, Whistler’s workforce is projected to total approximately 15,000 FTE employees in the 2016/17 winter season, representing an increase of 3.2% from 2015/16 employment levels. The 2016/17 workforce is projected to include 13,600 full-time positions and 1,400 full-time equivalent positions created by the part-time workforce.

Figure 3-3: Projected workforce totals for 2016/17 winter season

	# of Businesses	Projected FTE Positions, 2015/16	Full-time Positions	Part-time FTE Positions	% Change from 2015/16
Small (0-5 Employees)	275	680*	540*	140*	2.7% ↑
Medium (6-19 Employees)	212	2,000**	1,600**	400*	0.7% ↑
Large (20+ Employees)	131	12,300**	11,400**	900**	3.6% ↑
TOTAL	618	15,000**	13,600**	1,400**	3.2% ↑

* Rounded to the nearest ten.

** Rounded to the nearest hundred.

Only 39 businesses were unsure of projected employee numbers for the 2016/17 season. Thirty-eight percent of businesses that were unsure of projected employee numbers anticipate that their employee numbers will remain the same, while 59% anticipate an increase in their employee count. The remaining 3% of businesses expect a decrease in their employee totals.

Figure 3-4: Projected change in employee numbers from unsure respondents (39 businesses)

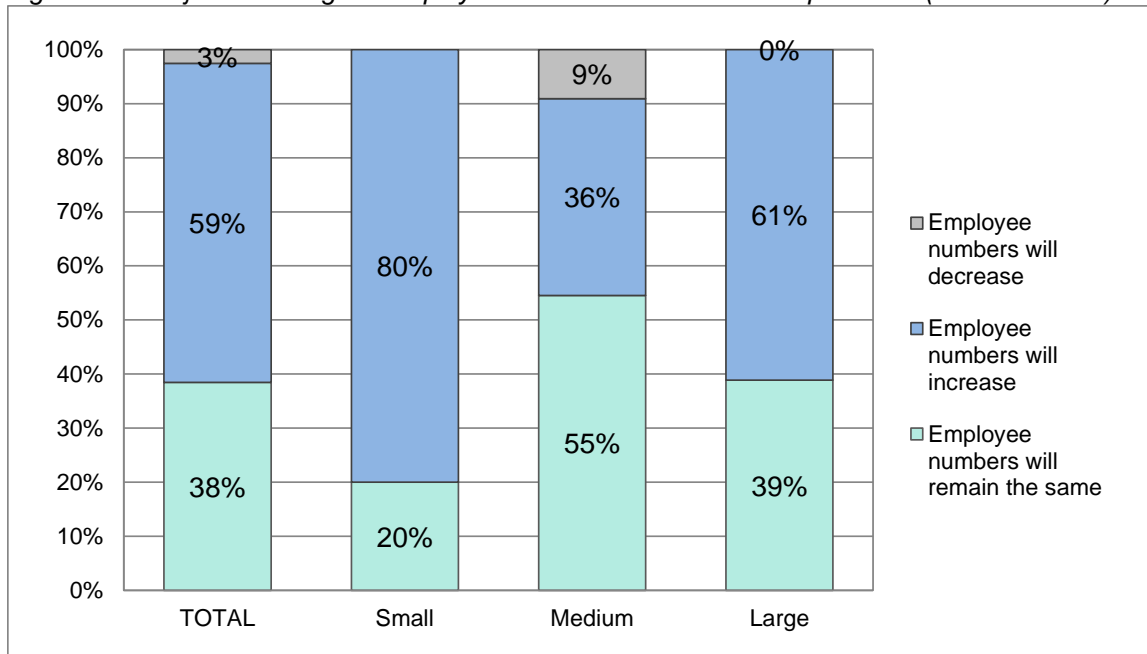
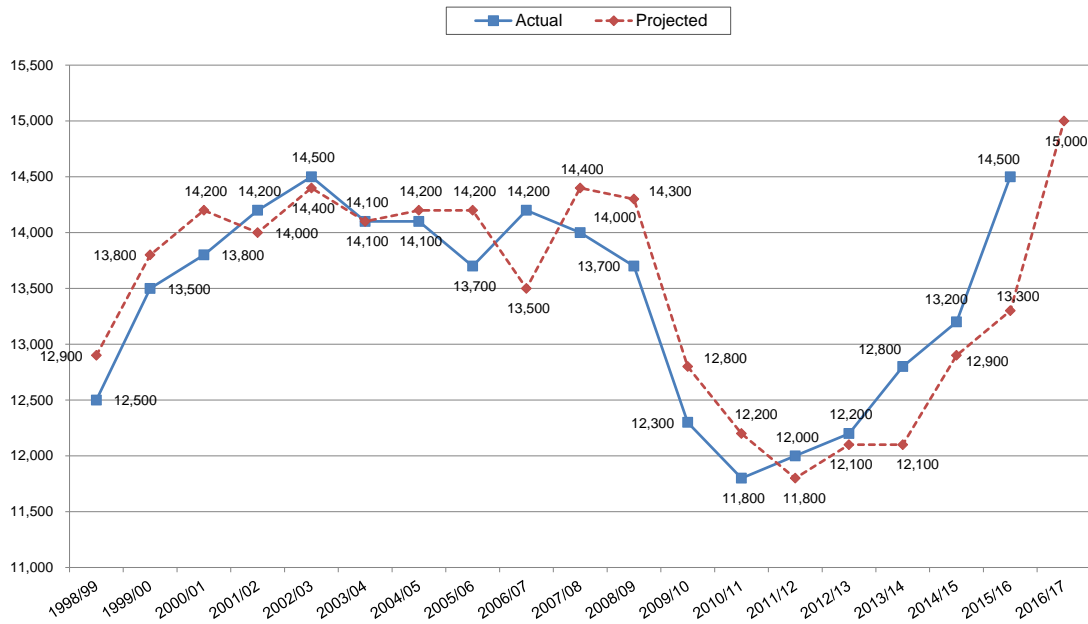


Figure 3-5 compares actual versus projected employee numbers from 1998/99 to 2016/17. As illustrated, the actual total workforce in the 2015/16 winter season increased by 1,300 FTE employees from the 2014/15. This growth is significant, and is in part due to the growing workforce of large Whistler employers. Also contributing to the level increase in the actual and projected workforce is the additional 42 businesses that completed the survey in 2016.

Figure 3-5: Actual vs. projected workforce*



*The results of the survey can be expected to be accurate within a margin of error of plus or minus 6.0%, 19 times out of 20.

3.2 WHISTLER'S SUMMER WORKFORCE

PROJECTED WORKFORCE TOTALS FOR THE 2016 SUMMER SEASON

Whistler's employers are projected to retain approximately 12,400 winter FTE employees for the 2016 summer season, an 85% retention rate of the total 2015/16 winter season staff for summer season. The summer workforce is projected to include 11,000 full-time positions and 1,400 full-time equivalent positions created by the part-time workforce.

Figure 3-6: Projected workforce totals in Whistler, 2016 summer season

	# of Businesses	Projected FTE Positions, 2016	Full-time Positions	Part-time FTE Positions	% Change from Winter 2015/16
Small (0-5 Employees)	275	890*	700*	190*	34% ↑
Medium (6-19 Employees)	212	2,000**	1,600**	400*	0.4% ↓
Large (20+ Employees)	131	9,500**	8,700**	800**	20% ↓
TOTAL	618	12,400**	11,000**	1,400**	15% ↓

* Rounded to the nearest ten.

** Rounded to the nearest hundred.

3.3 WHISTLER'S WORKFORCE PROFILE

RESIDENCE

Just over 11,100 FTE employees, or 76% of the workforce, resided within Whistler municipal boundaries during the 2015/16 winter season. The remaining positions (approximately 3,400) were held by workers living outside Whistler. The total number of FTE employees living in Whistler has increased by 700 FTE employees from the 2014/15 winter season, when 10,400 FTE employees resided within municipal boundaries.

Figure 3-7: Employee residency, 2015/16 winter season

	Total Workforce Living in Whistler (FTE Positions)	% Living in Whistler
Small (0-5 Employees)	600*	90%
Medium (6-19 Employees)	1,700**	82%
Large (20+ Employees)	8,900**	75%
TOTAL	11,100**	76%

* Rounded to the nearest ten.

** Rounded to the nearest hundred.

Among Whistler's seasonal workforce, approximately 5,200 seasonal FTE employees (84%) lived in the Resort Municipality of Whistler in the 2015/16 winter season. This is an increase of approximately 300 seasonal FTE employees living in Whistler, as compared to the 2014/2015 winter season.

Figure 3-8: Seasonal employee residency, 2015/16 winter season

	Total Seasonal Workforce Living in Whistler (FTE Positions)	% Seasonal Living in Whistler
Small (0-5 Employees)	80*	88%
Medium (6-19 Employees)	500*	94%
Large (20+ Employees)	4,700**	84%
TOTAL	5,200**	84%

* Rounded to the nearest ten.

** Rounded to the nearest hundred.

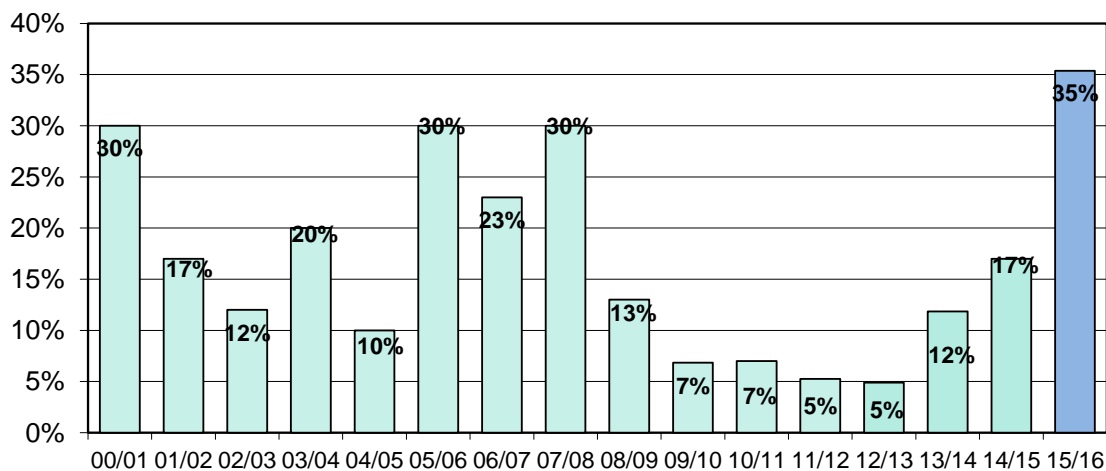
3.4 WHISTLER'S WINTER EMPLOYEE SHORTAGES

WINTER EMPLOYEE SHORTAGES

Thirty-five percent of Whistler's employers were unable to meet their staffing requirements during the 2015/16 winter season. Small sized businesses had more success than medium and large sized businesses in achieving full staffing levels this past winter season (81% of small sized businesses achieved full staffing levels versus 57% and 51% of medium sized and large sized businesses respectively).

This is the third consecutive year that there has been an increase in staffing shortages.

Figure 3-9: Businesses unable to achieve full staffing levels, 2015/16 winter season



Eight hundred and twenty FTE positions went unfilled in Whistler during the 2015/16 winter season, compared to 300 FTE shortages reported for the 2014/15 winter season. Had these 2015/16 vacancies been staffed, the overall workforce would have increased by 5.7%.

Figure 3-10: Reported employee shortages, 2015/16 winter season

	Estimated Employee Shortages for Entire Workforce (FTE Positions)*	% Change in Workforce had Positions been Filled
Small (0-5 Employees)	50*	7.6%
Medium (6-19 Employees)	260*	12.9%
Large (20+ Employees)	510**	4.3%
TOTAL	820**	5.7%

* Rounded to the nearest ten.

** Rounded to the nearest hundred.

MAIN REASONS FOR WINTER EMPLOYEE SHORTAGES

A total of 73 firms provided reasons for why they had employee shortages, over double the number of responses (35) received in 2014/15. The most common reason noted for why positions were left unfilled was the lack of job applications with 55 responses, followed by no company staff housing (36) and salary expectations (18).

Figure 3-11: Reasons for employee shortages, 2015/16 winter season

	Frequency	Percentage
Lack of Job Applications	55	75%
No Company Staff Housing	36	49%
Salary Expectations	18	25%
Workforce Retention/Transient Nature of Workforce (working visa)	15	21%
Work Location & Public Transit Issues	8	11%
Lack of Career Advancement	4	5%
Lack of Employment Hours	3	4%
TOTAL RESPONSES	73	190%

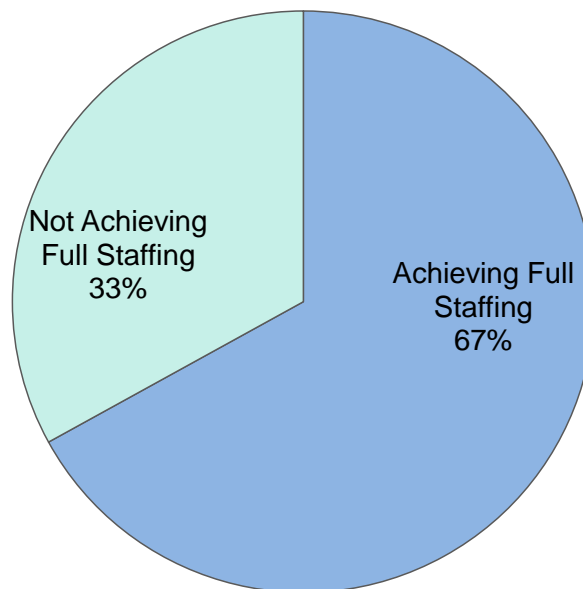
Note: Percentage sums to above 100% due to multiple responses.

3.5 WHISTLER'S SUMMER EMPLOYEE SHORTAGES

SUMMER EMPLOYEE SHORTAGE

Thirty-three percent of businesses this year anticipate that they will not be able to meet their staffing requirements for the 2016 summer season. Similar to the winter season, small businesses had more success achieving full staffing levels (84% for small businesses versus 64% for medium sized and 49% for large sized businesses).

Figure 3-12: Anticipated percentage of businesses that will not be able to achieve full staffing levels, 2016 summer season



Over 700 positions are expected to go unfilled during the 2016 summer season. If these positions were filled, staffing would have increased by 4.8%.

Figure 3-13: Reported employee shortages, 2016 summer season

	Estimated Employee Shortages for Entire Workforce (FTE Positions)*	% Change in Workforce had Positions been Filled
Small (0-5 Employees)	40*	6.1%
Medium (6-19 Employees)	200*	9.9%
Large (20+ Employees)	450**	3.8%
TOTAL	700**	4.8%

* Rounded to the nearest ten.

** Rounded to the nearest hundred.

MAIN REASONS FOR SUMMER EMPLOYEE SHORTAGES

Sixty-nine companies provided responses on why they will have employee shortages. The most common reason noted for unfilled job positions in the summer of 2015 is due to a lack of job applications (54 responses). The next highest reason stated for anticipated employee shortages was the lack of company staff housing (26), followed by salary expectations (15).

Figure 3-14: Reasons for employee shortages, 2016 summer season

	Frequency	Percentage
Lack of Job Applications	54	78%
No Company Staff Housing	26	38%
Salary Expectations	15	22%
Lack of Employment Hours	2	3%
TOTAL RESPONSES	69	141%

Note: Percentage sums to above 100% due to multiple responses.

3.6 EMPLOYER-PROVIDED HOUSING IN WHISTLER

EMPLOYER-PROVIDED HOUSING

Approximately 21% of businesses provided housing for their employees during the 2015/2016 winter season. This proportion is higher than the 13% of businesses that reported supplying housing during the 2014/15 winter season. Consistent with past Whistler Housing Authority studies, large businesses were more likely to supply employee housing than were medium and small businesses.

Figure 3-15: Businesses that supply housing, 2015/16 winter season

	# of Businesses	# of Businesses that Supply Housing	% of Businesses that Supply Housing
Small (0-5 Employees)	275	23	8%
Medium (6-19 Employees)	212	33	16%
Large (20+ Employees)	131	53	41%
TOTAL	618	109	21%

The Whistler businesses that did supply housing for their employees provided approximately 3,000 beds in total year-round. Of the 3,000 beds provided, approximately 2,500 beds were reserved for seasonal winter employees and 1,300 beds for seasonal summer employees. Large businesses continued to supply the vast majority of beds for both year-round and seasonal employees.

Figure 3-16: Number of beds provided for staff year-round

	# of Businesses that Supply Housing	# of Year-Round Beds Provided for Staff	# of Winter Beds Provided for Staff	# of Summer Beds Provided for Staff
Small (0-5 Employees)	23	40*	0*	10*
Medium (6-19 Employees)	33	70*	20*	30*
Large (20+ Employees)	53	2,900**	2,400**	1,300**
TOTAL	109	3,000**	2,500**	1,300**

* Rounded to the nearest ten.

** Rounded to the nearest hundred.

Note: Totals may not sum due to rounding.

Approximately 2,600 of the 3,000 year-round staff beds provided by employers were occupied year round (88% occupancy rate). Year-round occupancy rates are highest for large sized businesses (89% occupancy rate).

Figure 3-17: Average occupancy rate for year-round beds provided by employers, 2015/16

	# of Year-Round Beds Provided for Staff	# of Year-Round Beds Occupied by Staff	Average Occupancy Rate of Beds
Small (0-5 Employees)	40*	20*	62%
Medium (6-19 Employees)	70*	50*	72%
Large (20+ Employees)	2,900**	2,500*	89%
TOTAL	3,000**	2,600**	88%

* Rounded to the nearest ten.

** Rounded to the nearest hundred.

Occupancy rates for seasonal winter staff beds were significantly higher than year-round staff beds, averaging a 97% occupancy rate overall. Almost all of the 2,400 seasonal winter staff beds provided by employers were occupied during the 2015/16 winter season.

Figure 3-18: Average occupancy rate for winter beds provided by employers, 2015/16

	# of Winter Beds Provided for Staff	# of Winter Beds Occupied by Staff	Average Occupancy Rate of Beds
Small (0-5 Employees)	0*	0*	100%
Medium (6-19 Employees)	20*	10*	68%
Large (20+ Employees)	2,400**	2,400*	97%
TOTAL	2,500**	2,400*	97%

* Rounded to the nearest ten.

** Rounded to the nearest hundred.

Note: Totals may not sum due to rounding.

Approximately 1,200 of the 1,300 seasonal summer staff beds provided by employers were occupied during the 2015 summer season. Occupancy rates for seasonal summer staff beds were lower than seasonal winter staff beds, averaging a 91% occupancy rate versus 97% in the winter.

Figure 3-19: Average occupancy rate for summer beds provided by employers, 2015

	# of Summer Beds Provided for Staff	# of Summer Beds Occupied by Staff	Average Occupancy Rate of Beds
Small (0-5 Employees)	10*	10*	76%
Medium (6-19 Employees)	30*	30*	83%
Large (20+ Employees)	1,300**	1,200**	91%
TOTAL	1,300**	1,200**	91%

*Rounded to the nearest ten.

** Rounded to the nearest hundred.

Note: Totals may not sum due to rounding.

Approximately 37% of those businesses that supply housing in Whistler rent the property year-round. A further 33% own their accommodations, while 17% of businesses own resident restricted real estate. The remaining 14% of the businesses that supply housing in Whistler rent their staff accommodations seasonally.

Figure 3-20: Type of housing supplied by employers, 2015/16 winter season

	Frequency	Percentage
Rented year-round by the company	16	37%
Market real estate owned by the company	14	33%
Resident restricted real estate owned by company	7	16%
Rented seasonally by the company	6	14%
TOTAL RESPONSES	43	100%

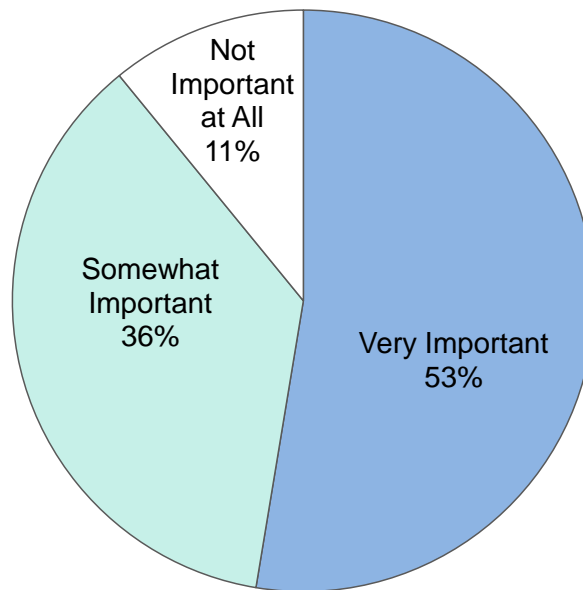
Note: Respondents were asked to select one response only from the list above.

3.7 EMPLOYER PERSPECTIVES ON EMPLOYEE HOUSING IN WHISTLER

IMPORTANCE TO BUSINESSES FOR EMPLOYEES TO LIVE IN WHISTLER

More than half of employers surveyed (53%) feel it is very important for their employees to live directly in Whistler. Another 36% of employers believe it is somewhat important for their staff to live in Whistler, while the remaining 11% feel that it is not important at all for their staff to live in Whistler.

Figure 3-21: Importance of employee housing to businesses, 2015/16 winter season



4.0 CONCLUSIONS

The key findings of this study are:

- Whistler's workforce represented approximately 14,500 FTE employees in the 2015/16 winter season. The workforce includes approximately 12,800 full-time positions and 1,800 full-time equivalent positions created by the part-time workforce.
- Whistler's employers are projected to retain approximately 12,400 winter FTE employees for the 2016 summer season. The summer workforce is projected to include 11,000 full-time positions and 1,400 full-time equivalent positions created by the part-time workforce.
- Approximately 76% of Whistler's total workforce resided in Whistler in the 2015/16 winter season. The size of the resident workforce (11,100 FTE employees) has increased from the 2014/15 season, when approximately 10,400 FTE employees (79%) lived in Whistler.
- Approximately 35% of Whistler's employers were unable to meet their staffing requirements during the 2015/16 winter season, resulting in a shortage of 820 FTEs. The most common reason noted for why positions were left unfilled was the lack of job applications.
- This year, 33% of businesses were unable to meet their staffing requirements during the 2016 summer season, equating to a shortage of 700 FTEs. Similar to the winter season, small businesses had more success achieving full staffing levels (84% for small businesses versus 64% for medium sized and 49% for large sized businesses). The most common reason noted for why positions were left unfilled was also a lack of job applications.
- Approximately 21% of businesses provided housing for their employees during the 2015/2016 winter season. This proportion is higher than the percentage of businesses that reported supplying housing during the 2014/15 winter season (13%).
- Over half of employers surveyed (53%) feel it is very important for their employees to live directly in Whistler. Another 36% of employers believe it is somewhat important for their staff to live in Whistler, while the remaining 11% feel that it is not important at all for their staff to live in Whistler.

Appendix A: Survey Instrument

Survey Instrument



2016 WHISTLER HOUSING NEEDS ASSESSMENT SURVEY

InterVISTAS has been retained by the Whistler Housing Authority (WHA) to assist in updating a housing needs assessment for Whistler's workforce. The WHA has identified you/your organization as an important participant in this process. We would appreciate a few minutes of your time to provide feedback on your employee characteristics via the following brief survey. Please note that you/your organization's confidentiality and anonymity is assured, as all responses will be presented in summary form. We value your input and look forward to receiving your comments.

Please provide the following contact information below. Be assured that this information is for administrative purposes only, and will not be identified or linked to your responses.

Name: _____	Company: _____
Tel No: _____	Email: _____

1. Does your business operate:

Year round

Winter season only

Summer season only

2. What sector would you classify your business under?

3. Is your company owned by a parent company or another affiliated company?

Yes (*Go to Q3a*) No (*Go to 4a*)

3a. Who is your parent company?

4a. How many **total employees**, including management/owners, did your business

have during the **2015-2016 WINTER SEASON** (Dec '15-Apr '16)?

Full time_____

Part time_____

4b. How many hours per week on average did each of your employees work during the **2015-2016 WINTER SEASON** (Dec '15-Apr '16)?

Average # of hours per week worked by Full-time Employees_____

Average # of hours per week worked by Part-time Employees _____

4c. How many of your **total employees**, including management were **SEASONAL EMPLOYEES** during the **2015-2016 WINTER SEASON** (Dec '15-Apr '16)?

***Definition Seasonal / Employee:** a short term employee working in Whistler for approximately 6 months or less of the year (winter season only) and living elsewhere the rest of the year.*

Full-time _____

Part-time_____

5a. Were you able to achieve full staffing levels in the **2015-2016 WINTER SEASON** (Dec '15-Apr '16)?

Yes ([Go to Q6a](#)) No ([Go to Q5b](#))

5b. How many employees were you short? (*Please enter 0 if applicable*)

Full time_____

Part time_____

5c. In your view, what are the main reasons why your company had unfilled positions in the **2015-2016 WINTER SEASON** (Dec '15-Apr '16)? (*Please select all that apply*)

Lack of job applications being submitted to company

OR

- Salary expectations (i.e. company wages & benefits not high enough)
- Not enough flexibility in employment hours
- Not enough employment hours available
- Company does not provide staff housing
- Location of work in relation to public transit for commuting
- Lack of career advancement opportunities with company
- Applicant's work visa not compatible with positions available

6a. How many **total employees**, including management/owners, will your business employ during the **2016 SUMMER SEASON** (May-Sep '16)?

Full-time_____

Part-time_____

6b. How many hours per week on average will each of your **summer employees** work?

Average # of hours per week to be worked by Full-time Employees _____

Average # of hours per week to be worked by Part-time Employees _____

6c. How many of your **total employees** including management do you anticipate will be **SEASONAL EMPLOYEES** during the **2016 SUMMER SEASON** (May-Sep '16)?

Definition Seasonal Employee: a short term employee working in Whistler for approximately 6 months or less of the year (summer season only) and living elsewhere the rest of the year .

Full-time _____

Part-time _____

7a. Do you anticipate that you will be able to achieve full staffing levels in the **2016 SUMMER SEASON** (May-Sep '16)?

Yes (*Go to Q8a*) No (*Go to Q7b*)

7b. How many employees will you be short during **2016 SUMMER SEASON** (May-Sep '16)? (*Please enter 0 if applicable*)

Full time ____

Part time ____

7c. In your view, what is the main reason your company will have unfilled positions in the **2016 SUMMERSEASON** (May-Sep '16)? (*Please select all that apply*)

Lack of job applications being submitted to company

OR

Salary expectations (i.e. company wages & benefits not high enough)

Not enough flexibility in employment hours

Not enough employment hours available

Company does not provide staff housing

Location of work in relation to public transit for commuting

Lack of career advancement opportunities with company

Applicant's work visa not compatible with positions available

8a. How many of your **total employees**, including management/owners, lived in Whistler during the **2015-2016 WINTER SEASON** (Dec '15-Apr '16)? (*Please enter 0 if applicable*)

Full-time _____

Part-time _____

8b. How many of your **SEASONAL EMPLOYEES**, including management/owners, lived in Whistler during the **2015-2016 WINTER SEASON** (Dec '15-Apr '16)? *(Please enter 0 if applicable)*

Definition Seasonal Employee: a short term employee working in Whistler for approximately 6 months or less of the year (winter season only) and living elsewhere the rest of the year.

Full-time _____

Part-time _____

9a. How many **total employees**, including management/owners, do you expect to employ for the **2016-2017 WINTER SEASON** (Dec '16-Apr '17)? *(Please enter 0 if applicable)*

Full time _____

Part time _____

Unsure of approximate projected numbers at this time ([Go to 9b](#))

9b. If unsure of projected numbers, do you expect the number of your full-time and part time employees to remain the same, increase or decrease during the **2016-2017**

WINTER SEASON (Dec '16-Apr '17)?

Employee numbers will remain the same

Employee numbers will increase

Employee numbers will decrease

10a. Does your company currently provide any housing for your employees?

Yes ([Go to Q10b](#)) No ([Go to Q11a](#))

10b. How many beds does your company currently provide for staff?

_____ Year-round beds
_____ Winter seasonal beds
_____ Summer seasonal beds

10c. How many of you company's employee housing beds are:

Rented year-round by the company _____
Rented seasonally by the company _____
Market real estate owned by the company _____
Resident Restricted real estate owned by the company _____

10d. What is the average occupancy in your employee housing?

Winter season occupancy rate _____%
Summer season occupancy rate _____%
Annual occupancy rate _____%

11a. Is your company planning on providing any new housing for your employees in the next 1-2 years?

Yes ([Go to Q11b](#)) No ([Go to Q12](#))

11b. For your company's new employee housing, will the additional beds be:

- Rented year-round by the company
- Rented seasonally by the company
- Market real estate owned by the company
- Resident Restricted real estate owned by the company
- Resident Restricted real estate rented by the company

12. How important is it to your business for your employees to live directly in Whistler?

- Very important
- Somewhat important

Not important at all

Thank you for your time and consideration in completing the survey. We value your contribution to this important program.

Final results will be made available to the community in September 2016. If you have any further questions on this research program or have additional suggestions about housing in Whistler, please contact Jessica Averiss at the Whistler Housing Authority at 604-905-4688 (extension 3#).

Appendix B: Survey Participants

21 Steps Kitchen & Bar	Couloir Consulting	Hy's Steakhouse
Aava Whistler Hotel Limited	Services Couloir Project Mgmt Ltd.	IGA Marketplace
Adara Hotel- Trilogy Management	Crepe Montagne	Innovation Building Group Ltd.
Affinity	Crystal Lodge	Intrawest Resort Club Group
Aloha Whistler Accommodations	Dave Boyle Construction	James Stewart Sculpture
Alpine Cleaning/LRS Services Ltd.	Dc Roofing Inc.	Jamie A. Martin Design Ltd.
Alpine Lock And Safe	Delish Café & Catering	Japanada Enterprises Inc.(Whistler Gifts)
Alpine Meadows Market	Delta Whistler Village Suites	Josee Glass Art 2
Alpine West Systems Electrical	Diamond Tip Roofing	JTB International
Alta Lake Painting	Dihedral Designs	Just Cleaning
Araxi Ristorante	Donald Barr Consulting Ltd.	Jyko Plbg & Htg
Avco Restorations Inc.	Double Diamond Law	Karnoor Enterprises Inc. DbA Whistler Husky Market
Avis Rent A Car	Dubh Linn Gate	Kaze Sushi
B. A. Blackwell And Associates	Earls Whistler	Keg At The Mountain
BDO Dunwoody	Ecosign Mountain Recreation Planners Ltd.	Keir Fine Jeweler
Chartered Accountants	Edward Jones	Kier Fine Jewelry
Best Western Listel Whistler Hotel	Eggleton, Dan	Kyber Developments Ltd.
Bg Urban Grill Whistler	Dan's Electrical Trade Service	Lewin Ledgers
Black Ohm Tattoos	EI Furniture Restaurant	Lionsgate Laser Clinic Inc.
Blackcomb Chimney Patrol	Eleni Floral Design & Decor	Live Food Bar, The
Blackcomb Liquor Store And Fitzsimmons Pub	EVR Fine Homes	Lost Lake Cross Country Connection
Blackcomb Lodge (The)	Excess Clothing & Accessories	MacDougall Construction & Renovations
Blackcomb Roofing	Fairmont Chateau Whistler	Magic Clean
Black's Pub & Restaurant	Fanatyk Co Ski & Cycle	Mclean & Company Law Offices
Blue Highways Clinic & Spa	Farfalla Hair & Esthetics	Mexican Corner Restaurant
Boston Pizza – Whistler	Flow Irrigation Sales & Service Ltd.	Milestones
Brian Ayearst Contracting	Four Seasons Resort Whistler	Millar Creek Developments
Burnt Stew Computer Solutions Inc.	Gershon & Co. Accounting And Tax Ltd.	Misty Mountain Pizza
Canadian Adventure Tours Inc.	Gibbons Hospitality	Mit Painting
Canstar Restorations	Glacier Creek Contracting	Mountain Country Property Management
Cardinal Concrete Ltd.	Gonzalez Accounting Service Inc.	Mountain Law Corporation
Carlberg	Happy Hot Tub And Home Services	Mountainside Lodge
Carleton Lodge	HI Whistler	Murdoch & Co.
Cascade Environmental	High Country Appliances	Need Brophy Services Ltd.
Chalet Luise Pension Inn	Hilton Whistler Resort & Spa	
Coastal Mountain Excavations Ltd.		

Nesters Market	Shoppers Drug Mart	Whistler Community Services Society
Nita Lake Lodge	Sidecut Enterprises Inc.	Whistler Connection
North Shore Credit Union (Village Gate Location Only From 2008 Onward)	Skids Production Inc.	Whistler Cooks Catering
O&R Entertainment	Splitz Grill Inc.	Whistler Day Spa
Old Spaghetti Factory	Spring Creek Community School	Whistler Fotosource
Olympic Quality Cleaning Ltd	Stark Contracting & Management	Whistler Health Care Centre
Oracle At Whistler	Sterling Property Services	Whistler Landscaping Limited
Pan Pacific Whistler	Stonesedge Kitchen	Whistler Limousine Ltd.
Paradise Machine Corp	Summit Lodge	Whistler Mechanical Ltd.
Payless Auto Towing Ltd.	Sundial Hotel	Whistler Medical Marijuana Corp.
Peak Product Development	Susan Krieger, CGA	Whistler Overtime Account Services
Pinnacle Hotel	Sushi Village	Whistler Racquet Club
Pipeline Plumbing & Heating Ltd	Switchback Entertainment Inc.	Whistler Retreats
Pique Publishing Inc.	Tandoori Grill	Whistler Smile Gift
Plaza Galleries	Tantalus Resort Lodge	Whistler Transit Ltd.
Precision Painting	TD Canada Trust	Whistler Village Inn + Suites (Also Powder Lodge)
Pure Bread	The Adventure Group	Whistler Village Sports
Quattro At Whistler	The Grocery Store	Whistler Waldorf School
Race And Company	The Loft Salon Ltd.	Whistler Welding Services Ltd.
Rainbow Electric (2007) Ltd	The Westin Resort And Spa	Whistler-Blackcomb Chalet Care
RDC Fine Homes	The Whistler Real Estate Co	Wide Open Welding Ltd.
Re/Max Sea To Sky Real Estate, Whistler	Tiger's Paw Dog Treats	Wildflower Lodging Co
Reactive Design Inc.	Tim Hortons	Window Cleaning Whistler
Redpoint Mechanical Services	Toad Hall Studios	Yes Tours Inc.
Resort Cinemas Of Whistler ULC- Village 8 Cinemas	Tom Barratt Landscaping	Ziptrek Ecotours Inc.
Resort Municipality Of Whistler	Tourism Whistler	
Resortquest Whistler	Training Innovations	
Rexall (Village)	Upper Village Market	
Rocky Mountain Chocolate Factory	Valley Business Centre	
Rogers Chocolates	VIP Service Mountain Holidays	
Roland Ventures	Visco Design	
Ross' Gold	Vision Pacific Contracting & Design	
Royal Bank Of Canada	West Coast Float	
Ruby Tuesday Accessories Ltd	Whistler 2010 Sport Legacies Society	
Sabre Group	Whistler All-Star Hockey Inc.	
Sargent, Lisa	Whistler Arts Council	
Sea To Sky Security	Whistler Blackcomb	
Senka Florist	Whistler Brewing Co.	
Shaw Carpet And Floor Centre	Whistler Chamber Of Commerce	
	Whistler Children's Centre	
	Whistler Chiropractic	

Appendix C: Comparison with Previous Reports

Figure A-1: Comparison with previous reports

	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
Total Workforce in Whistler (FTE Positions)	14,000	14,100	13,700	14,200	14,000	13,700	12,300	11,800	12,000	12,200	12,800	13,200	14,500
Projected Workforce for Next Year (FTE Positions)	14,200	14,300	13,500	14,400	14,300	12,800	12,200	11,800	12,100	12,100	12,900	13,300	15,000
Workforce Living in Whistler (FTE Positions)	10,800	10,900	10,800	11,000	11,100	10,600	9,300	9,600	9,800	9,700	10,200	10,400	11,100
Workforce Living in Whistler (%)	76%	76%	79%	78%	79%	77%	76%	82%	82%	80%	81%	79%	76%
Businesses able to Achieve Full Staffing Levels in Winter Season (%)	80%	90%	70%	77%	70%	87%	93%	93%	95%	95%	87%	83%	65%
Winter Season Employee Shortages for Entire Workforce (FTE Positions)	300	100	500	400	600	100	100	30~	n/a	50~	100	300	820
Businesses able to Achieve Full Staffing Levels in Summer Season (%)	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	78%	67%
Employee Shortages for Entire Workforce for Summer Season (FTE Positions)	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	300	700
Businesses that Supply Housing (%)	24%	15%	17%	17%	17%	22%	18%	15%	15%	13%	12%	13%	21%

* Annual survey results can expect to have a respective margin of error to reflect the confidence in the accuracy of the data.

~ Due to the small employee shortages reported for the 2010/11 and 2012/13 winter seasons, figures have been rounded to the nearest ten, while figures for previous years have been rounded to the nearest hundred.

n/a – Data not available as question was not asked in this survey year.

Appendix D: Respondent Profile

Figure A-2: Industry Sectors in sample, 2014/15 winter season

	Freq.	%
81 - other services (except public admin)	32	15%
72 - accommodation and food services	48	23%
72111 - hotels and motels	20	9%
722511 - full service restaurants	17	8%
722513 - limited service restaurants	6	3%
7223 - food service contractors, caterers	4	2%
72241 - drinking places	1	<1%
23 - construction	26	12%
44 - retail trade	37	17%
54 - professional, scientific and technical	13	6%
71 - arts, entertainment and recreation	12	6%
71399 - all other recreation industries	5	2%
71392 - skiing facilities	3	1%
71394 - fitness and recreational sports centres	2	1%
711 - theatre, dance, spectator sports	2	1%
52 - finance and insurance	9	4%
53 - real estate rental & leasing	4	2%
62 - health care and social assistance	8	4%
48 - transportation and warehousing	3	1%
61 - education services	4	2%
31 - manufacturing	3	1%
42 - wholesale trade	2	1%
11 - agriculture, forestry, fishing & hunting	1	<1%
55 - management of companies & enterprises	4	2%
92 - public administration	2	1%
21 - mining	0	0%
22 - utilities	2	1%
51 - information	2	1%
56 - administrative and support and waste management and remediation	0	0%
TOTAL RESPONSES	212	100%

Appendix E: Actual Survey Results

This appendix includes the survey results for all closed-ended questions.

Figure A-1: Total workforce in Whistler, 2015/16 winter season

	# of Businesses	Total FTE Positions	Full-time Positions	Part-time FTE Positions
Small (0-5 Employees)	85	203	159	44
Medium (6-19 Employees)	58	595	479	116
Large (20+ Employees)	69	9,442	8,446	996
TOTAL	212	10,240	9,084	1,156

Figure A-2: Total seasonal workforce in Whistler, 2015/16 winter season

	# of Businesses	Total Seasonal FTE Positions	Seasonal Full-time Positions	Seasonal Part-time FTE Positions
Small (0-5 Employees)	85	27	19	8
Medium (6-19 Employees)	58	142	80	62
Large (20+ Employees)	69	4,446	3,833	613
TOTAL	212	4,615	3,932	683

Figure A-3: Projected workforce totals for 2016/17 winter season

	# of Businesses	FTE Positions, 2015/16	Projected FTE Positions, 2016/17	% Change from 2015/16
Small (0-5 Employees)	85	203	203	0.0%
Medium (6-19 Employees)	58	595	537	9.7% ↓
Large (20+ Employees)	69	9,442	8,916	5.6% ↓
TOTAL	212	10,240	9,657	5.7% ↓

Figure A-4: Projected workforce totals for 2016 summer season

	# of Businesses	FTE Positions, 2015/16	Projected FTE Positions, 2016	% Change from 2015/16
Small (0-5 Employees)	85	203	272	34% ↑
Medium (6-19 Employees)	58	595	592	0.5% ↓
Large (20+ Employees)	69	9,442	7,564	20% ↓
TOTAL	212	10,240	8,429	18% ↓

Figure A-5: Employee residency, 2015/16 winter season

	# of Businesses	Total FTE Positions	# Living in Whistler	% Living in Whistler
Small (0-5 Employees)	85	203	182	90%
Medium (6-19 Employees)	58	595	487	82%
Large (20+ Employees)	69	9,442	7,053	75%
TOTAL	212	10,240	7,722	75%

Figure A-6: Seasonal employee residency, 2015/16 winter season

	# of Businesses	Total Seasonal FTE Positions	# Seasonal Living in Whistler	% Seasonal Living in Whistler
Small (0-5 Employees)	85	27	24	88%
Medium (6-19 Employees)	58	142	133	94%
Large (20+ Employees)	69	4,446	3,714	84%
TOTAL	212	4,615	3,871	84%

Figure A-7: Businesses able to achieve full staffing levels, 2015/16 winter season

	# of Businesses	# Achieving Full Staffing	% Achieving Full Staffing
Small (0-5 Employees)	85	69	81%
Medium (6-19 Employees)	58	33	57%
Large (20+ Employees)	69	35	51%
TOTAL	212	137	65%

Figure A-8: Reported employee shortages, 2015/16 winter season

	# of Businesses	Total FTE Positions	Estimated Employee Shortages	% Change in Workforce had Positions been Filled
Small (0-5 Employees)	85	203	16	7.8%
Medium (6-19 Employees)	58	595	77	13.0%
Large (20+ Employees)	69	9,442	404	4.3%
TOTAL	212	10,240	497	4.9%

Figure A-9: Reasons for employee shortages, 2015/16 winter season

	Frequency	Percentage
Lack of Job Applications	54	78%
No Company Staff Housing	26	38%
Salary Expectations	15	22%
Lack of Employment Hours	2	3%
Workforce Retention/Transient Nature of Workforce (working visa)	0	0%
Work Location & Public Transit Issues	0	0%
Lack of Career Advancements	0	0%
TOTAL RESPONSES	69	141%

Note: Respondents were allowed to select multiple responses

Figure A-10: Businesses expecting to achieve full staffing levels, 2016 summer season

	# of Businesses	# Achieving Full Staffing	% Achieving Full Staffing
Small (0-5 Employees)	85	71	84%
Medium (6-19 Employees)	58	37	64%
Large (20+ Employees)	69	34	49%
TOTAL	212	142	67%

Figure A-11: Expected employee shortages, 2016 summer season

	# of Businesses	Projected FTE Positions	Estimated Employee Shortages	% Change in Workforce had Positions been Filled
Small (0-5 Employees)	85	203	14	6.7%
Medium (6-19 Employees)	58	595	58	9.8%
Large (20+ Employees)	69	9,442	361	3.8%
TOTAL	212	10,240	433	4.2%

Figure A-10: Reasons for employee shortages, 2016 summer season

	Frequency	Percentage
Lack of Job Applications	55	75%
No Company Staff Housing	36	49%
Salary Expectations	18	25%
Workforce Retention/Transient Nature of Workforce (working visa)	15	21%
Work Location & Public Transit Issues	8	11%
Lack of Career Advancements	4	5%
Lack of Employment Hours	3	4%
TOTAL RESPONSES	73	190%

Note: Respondents were allowed to select multiple responses

Figure A-11: Businesses that supply housing, 2015/16 winter season

	# of Businesses	# of Businesses that Supply Housing	% of Businesses that Supply Housing
Small (0-5 Employees)	85	7	8%
Medium (6-19 Employees)	58	9	16%
Large (20+ Employees)	69	28	41%
TOTAL	212	44	21%

Figure A-12: Number of beds provided for staff, year-round, 2015/16 winter season, 2016 summer season

	# of Businesses that Supply Housing	# of Year-Round Beds Provided for Staff	# of Winter Beds Provided for Staff	# of Summer Beds Provided for Staff
Small (0-5 Employees)	7	12	1	4
Medium (6-19 Employees)	9	18	6	9
Large (20+ Employees)	28	1,514	1,285	676
TOTAL	44	1,544	1,292	689

Figure A-13: Type of housing supplied by employers, 2015/16 winter season

	Frequency	Percentage
Rented year-round by the company	16	37%
Market real estate owned by the company	14	33%
Resident restricted real estate owned by company	7	16%
Rented seasonally by the company	6	14%
TOTAL RESPONSES	43	100%

Note: Respondents were asked to select one response only from the list above.

Figure A-14: Average occupancy rate for year-round beds provided by employers, 2015/16

	# of Year-Round Beds Provided for Staff	# of Year-Round Beds Occupied by Staff	Average Occupancy Rate of Year-Round Beds
Small (0-5 Employees)	12	7	62%
Medium (6-19 Employees)	18	13	72%
Large (20+ Employees)	1,514	1,342	89%
TOTAL	1,544	1,362	88%

Figure A-15: Average occupancy rate for winter seasonal beds provided by employers, 2015/16

	# of Winter Beds Provided for Staff	# of Winter Beds Occupied by Staff	Average Occupancy Rate of Winter Beds
Small (0-5 Employees)	1	1	100%
Medium (6-19 Employees)	6	4	68%
Large (20+ Employees)	1,285	1,243	97%
TOTAL	1,292	1,248	97%

Figure A-16: Average occupancy rate for summer seasonal beds provided by employers, 2016

	# of Summer Beds Provided for Staff	# of Summer Beds Occupied by Staff	Average Occupancy Rate of Summer Beds
Small (0-5 Employees)	4	3	76%
Medium (6-19 Employees)	9	7	83%
Large (20+ Employees)	676	618	91%
TOTAL	689	629	91%

Figure A-17: Importance of employee housing to businesses, 2015/16 winter season

	Frequency	Percentage
Very Important	111	53%
Somewhat Important	77	36%
Not Important at all	23	11%
TOTAL	211	100%