

Whistler Housing Authority Employer Housing Needs Assessment

2017 Final Report



Prepared for
Whistler Housing Authority



Prepared by
InterVISTAS Consulting Inc.
August 2017

Table of Contents

1.0	Introduction	1
2.0	Approach	1
2.1	Survey Population	1
2.2	Data Collection	2
2.3	Sample Size	2
2.4	Full-time Equivalent Calculations.....	3
2.5	Data Analysis	3
3.0	Results	4
3.1	Whistler’s Winter Workforce.....	4
	Workforce totals for the 2016/17 winter season.....	4
	Projected workforce totals for the 2017/18 winter season	5
3.2	Whistler’s Summer Workforce.....	7
	Projected workforce totals for the 2017 summer season	7
3.3	Whistler’s Workforce Profile.....	7
	Residence.....	7
3.4	Whistler’s Winter Employee Shortages	8
	Winter Employee shortages	8
	Main reasons for Winter employee shortages	9
3.5	Whistler’s Summer Employee Shortages	10
	Summer Employee shortage.....	10
	Main reasons for Summer employee shortages	11
3.6	Employer Perspectives on Business Change in Whistler	12
	Business Change in the Past Two years	12
3.7	Employer-Provided Housing in Whistler.....	13
	Employer-provided housing.....	13
	Reasons For Not Providing Employee Housing.....	15
	Share of Businesses That Subsidize Housing	16
	Plans to Provide Additional Housing	16
	Types of Additional Housing to be Offered	16
3.8	Importance to Businesses for Employees to Live in Whistler	17
4.0	Conclusions.....	18

Appendix A: Survey Instrument 19
 2017 Whistler Housing Needs Assessment Survey..... 19

Appendix B: Survey Participants 25

Appendix C: Comparison with Previous Reports 28

Appendix D: Respondent Profile 29

Appendix E: Actual Survey Results 30

Table of Figures

<i>Figure 2-1: Survey response rates, 2016/17 winter season</i>	2
<i>Figure 2-2: Survey responses, 2016/17 winter season</i>	3
<i>Figure 3-1: Total workforce in Whistler, 2016/17 winter season</i>	4
<i>Figure 3-2: Historical Breakdown of Part-time and Full-time Employment</i>	4
<i>Figure 3-3: Total seasonal workforce in Whistler, 2016/17 winter season</i>	5
<i>Figure 3-4: Projected workforce totals for 2017/18 winter season</i>	5
<i>Figure 3-5: Projected change in employee numbers from unsure respondents (39 businesses)</i>	6
<i>Figure 3-6: Actual vs. projected workforce*</i>	6
<i>Figure 3-7: Projected workforce totals in Whistler, 2017 summer season</i>	7
<i>Figure 3-8: Employee residency, 2016/17 winter season</i>	7
<i>Figure 3-9: Seasonal employee residency, 2016/17 winter season</i>	8
<i>Figure 3-10: Businesses unable to achieve full staffing levels, 2016/17 winter season</i>	8
<i>Figure 3-11: Reported employee shortages, 2016/17 winter season</i>	9
<i>Figure 3-12: Reasons for employee shortages, 2016/17 winter season</i>	9
<i>Figure 3-13: Anticipated percentage of businesses that will not be able to achieve full staffing levels, 2017 summer season</i>	10
<i>Figure 3-14: Reported employee shortages, 2017 summer season</i>	10
<i>Figure 3-15: Reasons for employee shortages, 2017 summer season</i>	11
<i>Figure 3-16: How business has changed in the past two years</i>	12
<i>Figure 3-17: Businesses that supply housing, 2016/17 winter season</i>	13
<i>Figure 3-18: Number of beds provided for staff year-round</i>	13
<i>Figure 3-19: Average occupancy rate for year-round beds provided by employers, 2016/17</i>	14
<i>Figure 3-20: Average occupancy rate for winter beds provided by employers, 2016/17</i> 14	
<i>Figure 3-21: Average occupancy rate for summer beds provided by employers, 2017..</i> 14	
<i>Figure 3-22: Type of housing supplied by employers, 2016/17 winter season</i>	15
<i>Figure 3-23: Reasons for not providing employee housing</i>	15
<i>Figure 3-24: Share of Whistler businesses that subsidize employee housing</i>	16
<i>Figure 3-25: Plans to provide additional housing in the next 1-2 years</i>	16
<i>Figure 3-26: Types of additional housing to be offered in the next 1-2 years</i>	16
<i>Figure 3-27: Importance of employees to live directly in Whistler, 2016/17 winter season</i>	17

1.0 INTRODUCTION

This report presents the results of the 2017 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 2017 report marks the twentieth 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 May 30 to August 11, 2017 inclusive. The survey instrument included questions regarding:

- Employment levels for the 2016/17 winter season;
- Seasonal employment levels for the 2016/17 winter season;
- Projected employment levels for the upcoming 2017 summer and 2017/18 winter season;
- Share of workforce living within Whistler municipal boundaries;
- Share of seasonal workforce living within Whistler municipal boundaries;
- Employee shortages in the 2016/17 winter season and expected shortages in the 2017 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 2017 is included in Appendix A.

2.1 SURVEY POPULATION

This year, an additional 28 businesses were added to the list of businesses targeted for this survey. Of the 28 additions, six firms completed the survey. This brings the survey target population up to 639 businesses that are registered with the Resort Municipality of Whistler (RMOW). These companies are primarily resident businesses, as non-resident businesses typically do not consistently 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 2017 Whistler Employer Housing Needs Assessment. Following a brief introduction to the study, recipients were directed to a 13 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 general business growth or decline in the past two years, as well as whether or not organizations are planning to provide additional staff housing in the next 1-2 years.

Completion rates were closely monitored in an effort to meet a target sample of 80% of the workforce.

Phase 2

Non-responding firms representing a significant portion of FTE positions were targeted for follow-up in Phase 2 of data collection. Two reminder e-mails were sent to businesses on June 27 and July 24, 2017 to maximize the response rates. From July 24th to August 11th, 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 255 completed surveys were returned by Whistler businesses in the 2017 study. This is a 20% increase in survey completions versus the 212 surveys completed in 2016. Additionally, the 2017 study generated a 40% response rate among all Whistler businesses (255 firms participated from a total of 639 businesses). This response rate was a notable increase over the 34% response rate achieved in the 2016 study (212 firms participated from a total of 618 businesses approached).

Figure 2-1: Survey response rates, 2016/17 winter season

	# of Businesses	# of Responses	Response Rates
Small (0-5 Employees)	257	98	38%
Medium (6-19 Employees)	245	85	35%
Large (20+ Employees)	137	72	53%
TOTAL	639	255	40%

These surveyed businesses employed approximately 76% of Whistler's workforce in the 2016/17 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 5.4%, 19 times out of 20.

Figure 2-2: Survey responses, 2016/17 winter season

Survey Response Generation	Sample Size	% of Responses	% of Total FTE Positions
Phase 1 (May 30 – June 27)	171	67%	86%
E-mail Campaign	171	67%	86%
Phase 2 (June 27 – August 11)	84	33%	14%
E-mail Campaign	77	30%	9%
Direct Contact Campaign	7	3%	5%
TOTAL	255	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 639 businesses. This approach was taken using information from past studies to estimate the workforce for the 384 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 2016 results displayed in this report are combined results from both the 411 surveyed businesses registered with the Resort Municipality and the 207 new businesses that participated in the study in 2016.

The unadjusted survey results can be found in Appendix E.

3.0 RESULTS

3.1 WHISTLER'S WINTER WORKFORCE

WORKFORCE TOTALS FOR THE 2016/17 WINTER SEASON

Whistler's workforce represented approximately 15,800 FTE employees in the 2016/17 winter season. The workforce includes approximately 13,800 full-time positions and 2,000 full-time equivalent positions created by the part-time workforce. Of the 1,300 new FTEs for the 2016/17 winter season, approximately 98% can be attributed to the growth of previously surveyed firms in the municipality.

Figure 3-1: Total workforce in Whistler, 2016/17 winter season

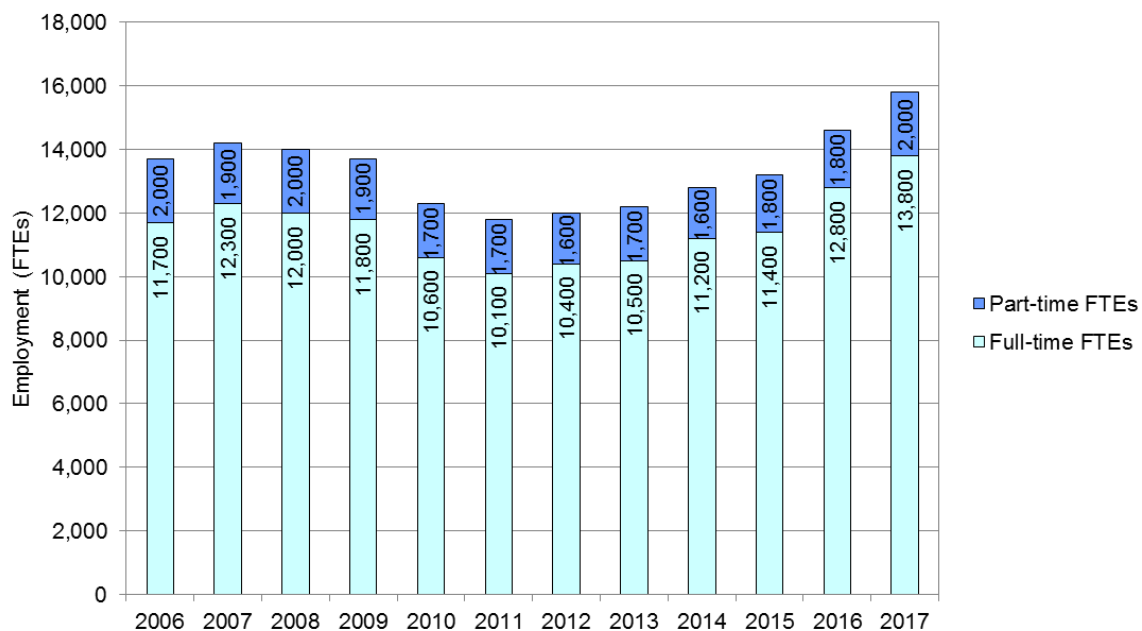
	# of Businesses	Total FTE Positions	Full-time Positions	Part-time FTE Positions
Small (0-5 Employees)	257	590*	460*	130*
Medium (6-19 Employees)	245	2,400**	2,000**	450*
Large (20+ Employees)	137	12,800**	11,400**	1,400**
TOTAL	639	15,800**	13,800**	2,000**

* Rounded to the nearest ten.

** Rounded to the nearest hundred.

Note: Totals may not sum due to rounding

Figure 3-2: Historical Breakdown of Part-time and Full-time Employment



Whistler's seasonal workforce consisted of approximately 6,500 FTE employees in the 2016/17 winter season, which accounts for 41% of the total Whistler workforce. The seasonal workforce includes approximately 5,600 full-time positions and 900 full-time equivalent positions created by the part-time workforce.

Figure 3-3: Total seasonal workforce in Whistler, 2016/17 winter season

	# of Businesses	Total Seasonal FTE Positions	Seasonal Full-time Positions	Seasonal Part-time FTE Positions
Small (0-5 Employees)	257	100*	80*	20*
Medium (6-19 Employees)	245	470**	200**	200**
Large (20+ Employees)	137	5,900**	5,300**	600**
TOTAL	639	6,500**	5,600**	900**

* Rounded to the nearest ten.

** Rounded to the nearest hundred.

Note: Totals may not sum due to rounding

PROJECTED WORKFORCE TOTALS FOR THE 2017/18 WINTER SEASON

Overall, Whistler's workforce is projected to total approximately 16,000 FTE employees in the 2017/18 winter season, representing an increase of 1.2% from 2016/17 winter season employment levels. The 2017/18 workforce is projected to include 14,200 full-time positions and 1,800 full-time equivalent positions created by the part-time workforce.

Figure 3-4: Projected workforce totals for 2017/18 winter season

	# of Businesses	Projected FTE Positions, 2017/18	Full-time Positions	Part-time FTE Positions	% Change from 2016/17
Small (0-5 Employees)	257	590*	470*	120*	0.1% ↑
Medium (6-19 Employees)	245	2,500**	2,100**	400*	3.3% ↑
Large (20+ Employees)	137	12,900**	11,600**	1,300**	0.9% ↑
TOTAL	639	16,000**	14,200**	1,800**	1.2% ↑

* Rounded to the nearest ten.

** Rounded to the nearest hundred.

Only 39 businesses were unsure of projected employee numbers for the 2017/18 season. Fifty-six percent of businesses that were unsure of projected employee numbers anticipate that their employee numbers will remain the same, while 33% anticipate an increase in their employee count. The remaining 11% of businesses expect a decrease in their employee totals.

Figure 3-5: Projected change in employee numbers from unsure respondents (39 businesses)

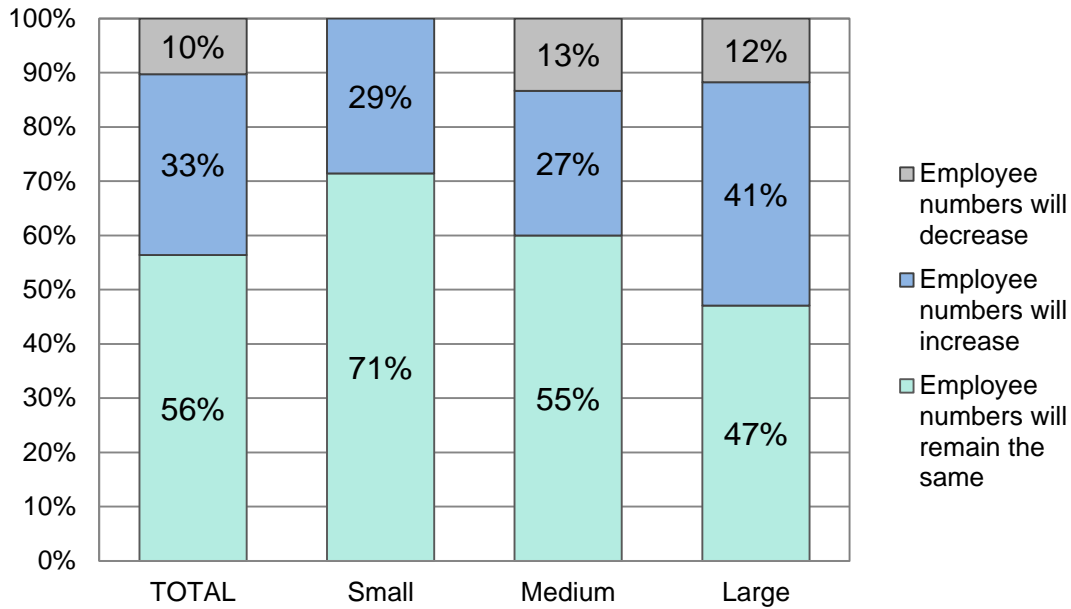
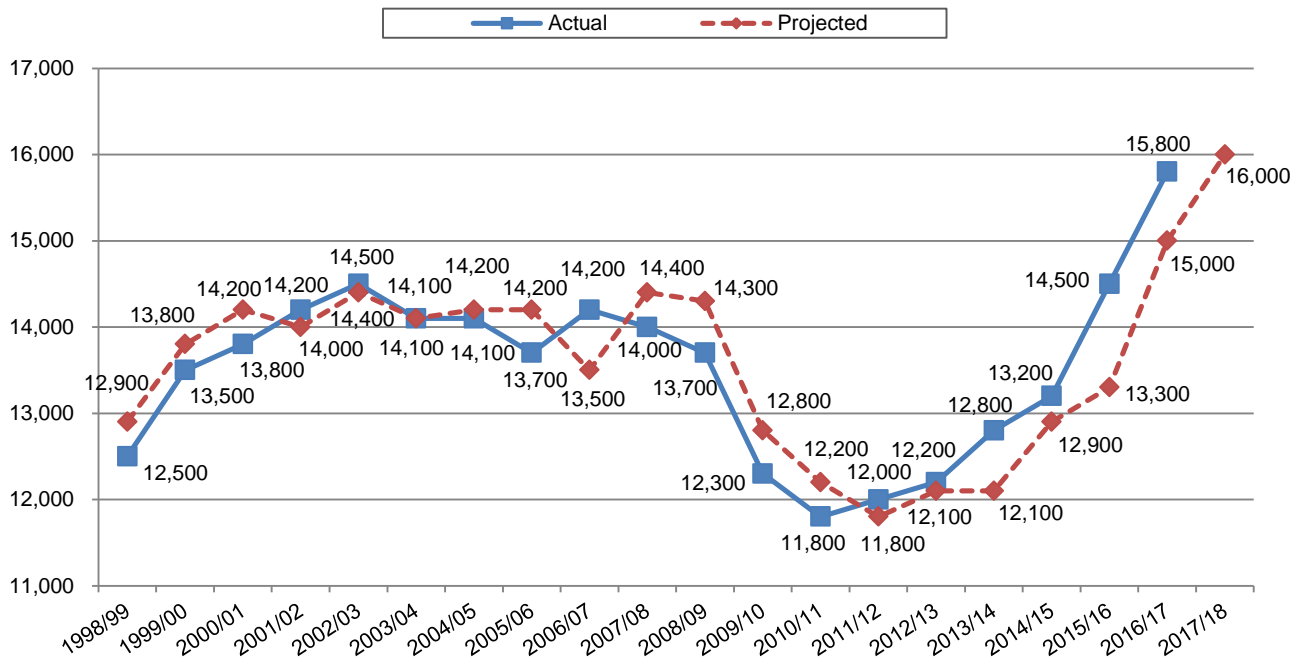


Figure 3-5 compares actual versus projected employee numbers from 1998/99 to 2017/18. As illustrated, the actual total workforce in the 2016/17 winter season increased by 1,300 FTE employees from the 2015/16 winter season. This growth is significant, and is in part due to the growing workforce of large Whistler employers.

Figure 3-6: Actual vs. projected workforce*



*The results of the survey can be expected to be accurate within a margin of error of plus or minus 5.4%, 19 times out of 20.

3.2 WHISTLER'S SUMMER WORKFORCE

PROJECTED WORKFORCE TOTALS FOR THE 2017 SUMMER SEASON

Whistler's employers are projected to retain approximately 14,700 winter FTE employees for the 2017 summer season, a 93% retention rate of the total 2016/17 winter season staff for summer season. The summer workforce is projected to include 13,200 full-time positions and 1,500 full-time equivalent positions created by the part-time workforce.

Figure 3-7: Projected workforce totals in Whistler, 2017 summer season

	# of Businesses	Projected FTE Positions, 2017	Full-time Positions	Part-time FTE Positions	% Change from Winter 2016/17
Small (0-5 Employees)	257	980*	800*	180*	67% ↑
Medium (6-19 Employees)	245	2,600**	2,300**	350*	8.6% ↑
Large (20+ Employees)	137	11,100**	10,100**	950**	14% ↓
TOTAL	639	14,700**	13,200**	1,500**	7.2% ↓

* Rounded to the nearest ten.

** Rounded to the nearest hundred.

3.3 WHISTLER'S WORKFORCE PROFILE

RESIDENCE

Just over 12,300 FTE employees, or 78% of the workforce, resided within Whistler municipal boundaries during the 2016/17 winter season. The remaining positions (approximately 3,500) were held by workers living outside Whistler. The total number of FTE employees living in Whistler has increased by 1,200 FTE employees from the 2015/16 winter season, when 11,100 FTE employees resided within municipal boundaries.

Figure 3-8: Employee residency, 2016/17 winter season

	Total Workforce Living in Whistler (FTE Positions)	% Living in Whistler
Small (0-5 Employees)	500*	86%
Medium (6-19 Employees)	1,700**	69%
Large (20+ Employees)	10,100**	79%
TOTAL	12,300**	78%

* Rounded to the nearest ten.

** Rounded to the nearest hundred.

Among Whistler's seasonal workforce, approximately 5,700 seasonal FTE employees (87%) lived in the Resort Municipality of Whistler in the 2016/17 winter season. This is an increase of approximately 500 seasonal FTE employees living in Whistler, as compared to the 2015/2016 winter season.

Figure 3-9: Seasonal employee residency, 2016/17 winter season

	Total Seasonal Workforce Living in Whistler (FTE Positions)	% Seasonal Living in Whistler
Small (0-5 Employees)	60*	58%
Medium (6-19 Employees)	400*	95%
Large (20+ Employees)	5,200**	87%
TOTAL	5,700**	87%

* Rounded to the nearest ten.

** Rounded to the nearest hundred.

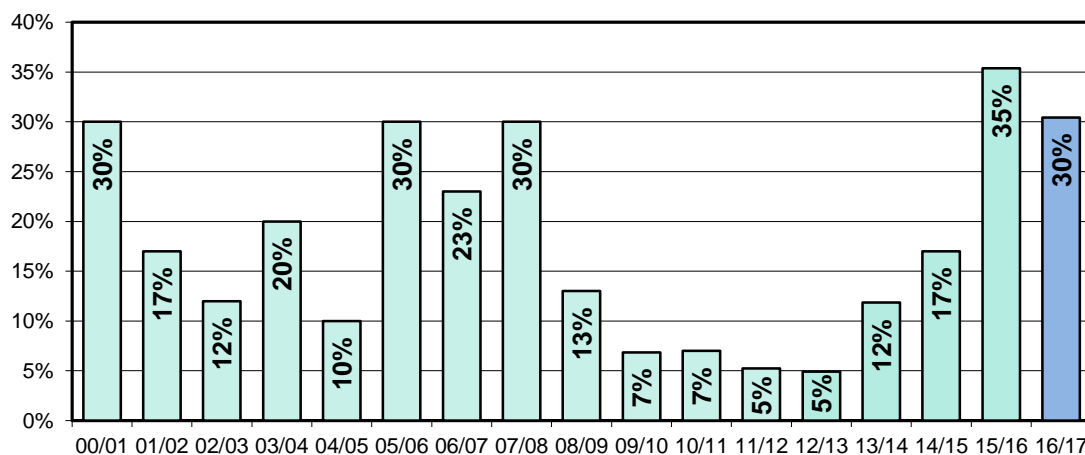
3.4 WHISTLER'S WINTER EMPLOYEE SHORTAGES

WINTER EMPLOYEE SHORTAGES

Thirty percent of Whistler's employers were unable to meet their staffing requirements during the 2016/17 winter season. Small-sized businesses had more success than medium and large-sized businesses in achieving full staffing levels this past winter season (82% of small-sized businesses achieved full staffing levels versus 65% and 56% of medium-sized and large-sized businesses respectively).

This is the first year that there has been a percentage decrease in staffing shortages following three consecutive years of increases.

Figure 3-10: Businesses unable to achieve full staffing levels, 2016/17 winter season



Seven hundred and forty FTE positions went unfilled in Whistler during the 2016/17 winter season, compared to 820 FTE shortages reported for the 2015/16 winter season.

Had these 2016/17 vacancies been staffed, the overall workforce would have increased by 4.7%.

Figure 3-11: Reported employee shortages, 2016/17 winter season

	Estimated Employee Shortages for Entire Workforce (FTE Positions)*	% Change in Workforce had Positions been Filled
Small (0-5 Employees)	50*	8.4%
Medium (6-19 Employees)	270*	11.2%
Large (20+ Employees)	410**	3.2%
TOTAL	740**	4.7%

* Rounded to the nearest ten.

** Rounded to the nearest hundred.

MAIN REASONS FOR WINTER EMPLOYEE SHORTAGES

A total of 81 businesses provided reasons for why they had employee shortages, higher than the number of responses (73) received in 2015/16. The most common reason noted for why positions were left unfilled was the lack of job applications with 56 responses, followed by no company staff housing (49) and salary expectations (22).

Figure 3-12: Reasons for employee shortages, 2016/17 winter season

	Frequency	Percentage
Lack of Job Applications	56	69%
No Company Staff Housing	49	60%
Salary Expectations	22	27%
Workforce Retention/Transient Nature of Workforce (working visa)	15	19%
Work Location & Public Transit Issues	10	12%
Lack of Career Advancement	3	4%
Lack of Employment Hours	2	2%
TOTAL RESPONSES	81	194%

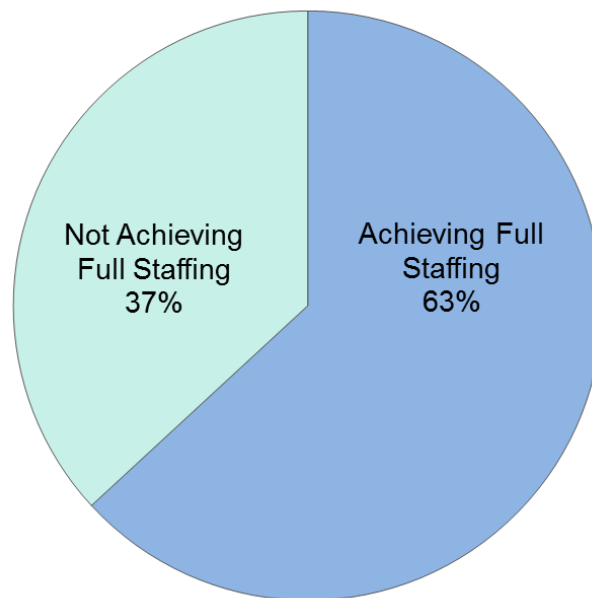
Note: Percentage sums to above 100% due to multiple responses.

3.5 WHISTLER'S SUMMER EMPLOYEE SHORTAGES

SUMMER EMPLOYEE SHORTAGE

Thirty-seven percent of businesses this year anticipate that they will not be able to meet their staffing requirements for the 2017 summer season. Similar to the winter season, small businesses had more success achieving full staffing levels (71% for small businesses versus 61% for medium-sized and 54% for large-sized businesses).

Figure 3-13: Anticipated percentage of businesses that will not be able to achieve full staffing levels, 2017 summer season



Over 800 positions are expected to go unfilled during the 2017 summer season. If these positions were filled, staffing would have increased by 5.5%.

Figure 3-14: Reported employee shortages, 2017 summer season

	Estimated Employee Shortages for Entire Workforce (FTE Positions)*	% Change in Workforce had Positions been Filled
Small (0-5 Employees)	80*	8.0%
Medium (6-19 Employees)	310*	11.8%
Large (20+ Employees)	420*	3.8%
TOTAL	810*	5.5%

* Rounded to the nearest ten.

MAIN REASONS FOR SUMMER EMPLOYEE SHORTAGES

Eighty-two companies provided responses on why they will have employee shortages. The most common reason noted for unfilled job positions in the summer of 2017 is due to a lack of job applications (60 responses). The next highest reason stated for anticipated employee shortages was the lack of company staff housing (49), followed by salary expectations (15).

Figure 3-15: Reasons for employee shortages, 2017 summer season

	Frequency	Percentage
Lack of Job Applications	60	73%
No Company Staff Housing	49	60%
Salary Expectations	15	18%
Workforce Retention/Transient Nature of Workforce (working visa)	12	15%
Work Location & Public Transit Issues	7	9%
Lack of Career Advancements	2	2%
Lack of Employment Hours	2	2%
TOTAL RESPONSES	82	179%

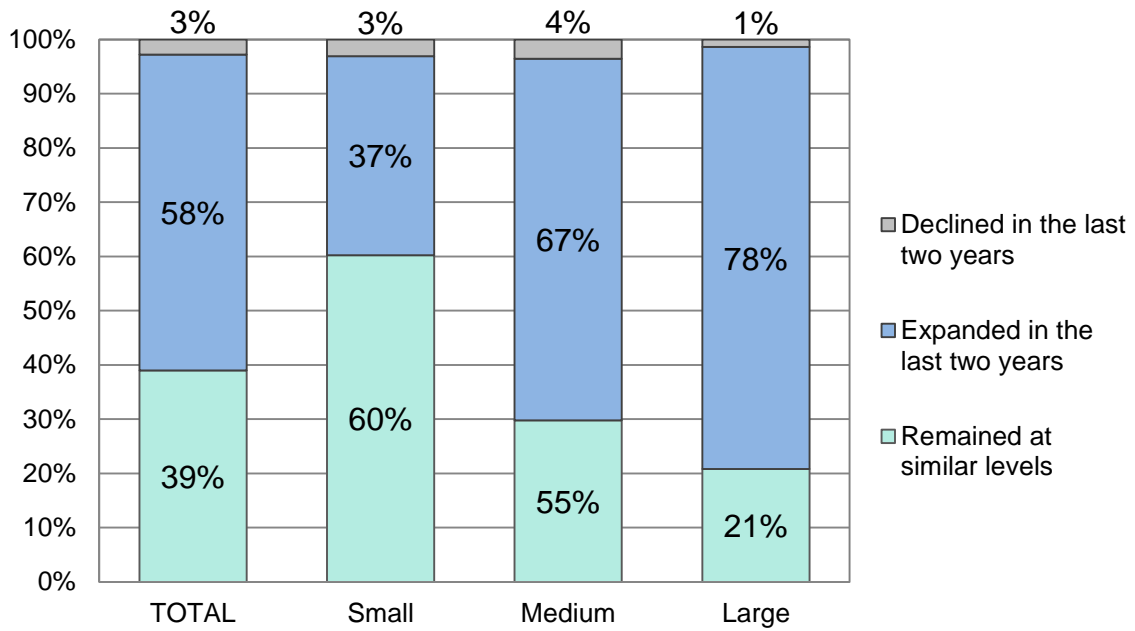
Note: Percentage sums to above 100% due to multiple responses.

3.6 EMPLOYER PERSPECTIVES ON BUSINESS CHANGE IN WHISTLER

BUSINESS CHANGE IN THE PAST TWO YEARS

Over half of the employers surveyed (58%) noted that their businesses have expanded in the last two years. Another 39% of employers responded that business has stayed constant, while only 3% indicated a business decline in the past couple of years.

Figure 3-16: How business has changed in the past two years



3.7 EMPLOYER-PROVIDED HOUSING IN WHISTLER

EMPLOYER-PROVIDED HOUSING

Approximately 19% of businesses provided housing for their employees during the 2016/2017 winter season. This proportion is in range with the 18% of businesses that reported supplying housing during the 2015/16 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 3-17: Businesses that supply housing, 2016/17 winter season

	# of Businesses	# of Businesses that Supply Housing	% of Businesses that Supply Housing
Small (0-5 Employees)	257	34	13%
Medium (6-19 Employees)	245	23	9%
Large (20+ Employees)	137	65	47%
TOTAL	639	122	19%

The Whistler businesses that did supply housing for their employees provided approximately 3,500 beds in total year-round. Of the 3,500 beds provided, approximately 2,700 beds were reserved for seasonal winter employees and 1,500 beds for seasonal summer employees. Large businesses continued to supply the vast majority of beds for both year-round and seasonal employees. In addition, it was noted that a greater proportion of large businesses supplied housing over previous annual totals.

Figure 3-18: 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)	18	50*	20*	40*
Medium (6-19 Employees)	20	60*	10*	40*
Large (20+ Employees)	61	3,400**	2,700**	1,400**
TOTAL	99	3,500**	2,700**	1,500**

* Rounded to the nearest ten.

** Rounded to the nearest hundred.

Note: Totals may not sum due to rounding.

Approximately 2,900 of the 3,500 year-round staff beds provided by employers were occupied year round (84% occupancy rate). Year-round occupancy rates are highest for medium-sized businesses (98% occupancy rate).

Figure 3-19: Average occupancy rate for year-round beds provided by employers, 2016/17

	# of Year-Round Beds Provided for Staff	# of Year-Round Beds Occupied by Staff	Average Occupancy Rate of Beds
Small (0-5 Employees)	50*	30*	69%
Medium (6-19 Employees)	60*	50*	98%
Large (20+ Employees)	3,400**	2,900**	86%
TOTAL	3,500**	2,900**	84%

* 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 95% occupancy rate overall. Over 2,500 of the 2,700 seasonal winter staff beds provided by employers were occupied during the 2016/17 winter season.

Figure 3-20: Average occupancy rate for winter beds provided by employers, 2016/17

	# of Winter Beds Provided for Staff	# of Winter Beds Occupied by Staff	Average Occupancy Rate of Beds
Small (0-5 Employees)	20*	20*	92%
Medium (6-19 Employees)	10*	10*	99%
Large (20+ Employees)	2,700**	2,500*	95%
TOTAL	2,700**	2,500*	95%

* Rounded to the nearest ten.

** Rounded to the nearest hundred.

Note: Totals may not sum due to rounding.

Approximately 1,300 of the 1,500 seasonal summer staff beds provided by employers were occupied during the 2017 summer season. Occupancy rates for seasonal summer staff beds were lower than seasonal winter staff beds, averaging an 86% occupancy rate versus 95% in the winter.

Figure 3-21: Average occupancy rate for summer beds provided by employers, 2017

	# of Summer Beds Provided for Staff	# of Summer Beds Occupied by Staff	Average Occupancy Rate of Beds
Small (0-5 Employees)	40*	30*	78%
Medium (6-19 Employees)	40*	40*	96%
Large (20+ Employees)	1,400**	1,200**	86%
TOTAL	1,500**	1,300**	86%

* Rounded to the nearest ten.

** Rounded to the nearest hundred.

Note: Totals may not sum due to rounding.

Approximately 40% of those businesses that supply housing in Whistler own their accommodations. A further 38% rent property year-round, while 13% of businesses rent their staff accommodations seasonally. The remaining 9% of the businesses that supply housing in Whistler own resident-restricted real estate.

Figure 3-22: Type of housing supplied by employers, 2016/17 winter season

	Frequency	Percentage
Market real estate owned by the company	21	40%
Rented year-round by the company	20	38%
Rented seasonally by the company	7	13%
Resident-restricted real estate owned by company	5	9%
TOTAL RESPONSES	53	100%

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

REASONS FOR NOT PROVIDING EMPLOYEE HOUSING

A total of 166 companies provided responses with regards to why they do not supply staff housing. The most common reason noted was the inability of organizations to afford to provide housing, with 77 responses. The next highest reason stated was that it is the employee's responsibility to secure housing (69), followed by responses indicating that housing is not needed by employees (43).

Figure 3-23: Reasons for not providing employee housing

	Frequency	Percentage
Cannot Afford to Provide Housing	77	46%
It is the Employee's Responsibility to Secure Housing	69	42%
Housing is Not Needed by the Employees	43	26%
Past Attempts to Provide Housing Were Unsuccessful	7	4%
Provides Living Allowance Instead of Housing	3	2%
Not Allowed by Corporate Policy	3	2%
TOTAL RESPONSES	166	122%

Note: Respondents were allowed to select multiple responses

SHARE OF BUSINESSES THAT SUBSIDIZE HOUSING

Fifty-nine percent of the Whistler businesses that provide employee housing also subsidize rent for their employees. This trend is most prominent among large employers (74%), and is less common among medium-sized (50%) and small (38%) organizations.

Figure 3-24: Share of Whistler businesses that subsidize employee housing

	# of Businesses that Supply Housing	# of Businesses that Subsidize Housing	% of Businesses that Subsidize Housing
Small (0-5 Employees)	30*	10*	38%
Medium (6-19 Employees)	20*	10*	50%
Large (20+ Employees)	70*	50*	74%
TOTAL	120*	70*	59%

* Rounded to the nearest ten.

PLANS TO PROVIDE ADDITIONAL HOUSING

Approximately 21% of the businesses surveyed indicated that they intend to provide additional sources of staff housing in the next 1-2 years. Large businesses were more likely to anticipate supplying additional housing (47%) than were medium (18%) and small businesses (10%).

Figure 3-25: Plans to provide additional housing in the next 1-2 years

	# of Businesses	# of Businesses that Plan to Supply Additional Housing	% of Businesses that Plan to Supply Additional Housing
Small (0-5 Employees)	260*	30*	10%
Medium (6-19 Employees)	250*	40*	18%
Large (20+ Employees)	140*	70*	47%
TOTAL	640*	130*	21%

* Rounded to the nearest ten.

TYPES OF ADDITIONAL HOUSING TO BE OFFERED

Approximately 53% of the businesses that anticipate supplying additional staff housing during the next 1-2 years plan to rent market real estate year-round. A further 20% foresee purchasing additional market real estate, while 14% of the respondents intend to purchase resident-restricted real estate. An additional 8% of firms plan to rent market real estate seasonally and 5% aim to rent resident-restricted real estate.

Figure 3-26: Types of additional housing to be offered in the next 1-2 years

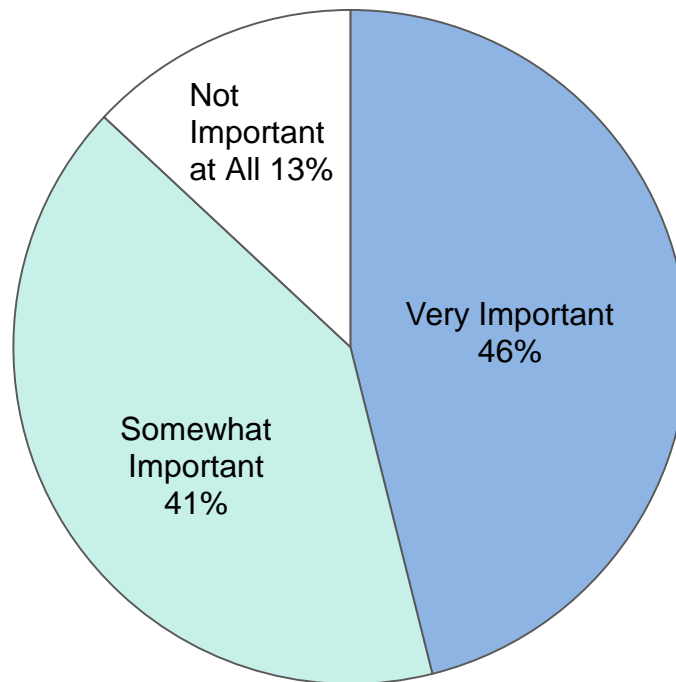
	Frequency	Percentage
Rented Year-Round by the Company	31	53%
Market Real Estate Owned by the Company	12	20%
Resident-Restricted Real Estate Owned by the Company	8	14%
Rented Seasonally by the Company	5	8%
Resident-Restricted Real Estate Rented by the Company	3	5%
TOTAL RESPONSES	59	100%

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

3.8 IMPORTANCE TO BUSINESSES FOR EMPLOYEES TO LIVE IN WHISTLER

Nearly half of employers surveyed (46%) feel it is very important for their employees to live directly in Whistler. Another 41% of employers believe it is somewhat important for their staff to live in Whistler, while the remaining 13% feel that it is not important at all for their staff to live in Whistler.

Figure 3-27: Importance of employees to live directly in Whistler, 2016/17 winter season



4.0 CONCLUSIONS

The key findings of this study are:

- Whistler's workforce represented approximately 15,800 FTE employees in the 2016/17 winter season. The workforce includes approximately 13,800 full-time positions and 2,000 full-time equivalent positions created by the part-time workforce. Whistler's employers are projected to retain approximately 14,700 winter FTE employees for the 2017 summer season. The summer workforce is projected to include 13,200 full-time positions and 1,500 full-time equivalent positions created by the part-time workforce.
- Whistler's employers are projected to retain approximately 16,000 FTE employees in the 2017/18 winter season, representing an increase of 1.2% from 2016/17 winter season employment levels. The 2017/18 workforce is projected to include 14,200 full-time positions and 1,800 full-time equivalent positions created by the part-time workforce.
- Approximately 78% of Whistler's total workforce resided in Whistler in the 2016/17 winter season. The size of the resident workforce (12,300 FTE employees) has increased from the 2015/16 season, when approximately 11,100 FTE employees (76%) lived in Whistler.
- Approximately 30% of Whistler's employers were unable to meet their staffing requirements during the 2016/17 winter season, resulting in a shortage of 740 FTEs. The most common reason noted for why positions were left unfilled was the lack of job applications.
- This year, 37% of businesses were unable to meet their staffing requirements during the 2017 summer season, equating to a shortage of 810 FTEs. Similar to the winter season, small businesses had more success achieving full staffing levels (71% for small businesses versus 61% for medium-sized and 54% for large-sized businesses). The most common reason noted for why positions were left unfilled was also a lack of job applications.
- Approximately 19% of businesses provided housing for their employees during the 2016/2017 winter season. This proportion is slightly higher than the percentage of businesses that reported supplying housing during the 2015/16 winter season (18%).
- Nearly half of employers surveyed (46%) feel it is very important for their employees to live directly in Whistler. Another 41% of employers believe it is somewhat important for their staff to live in Whistler, while the remaining 13% feel that it is not important at all for their staff to live in Whistler.

Appendix A: Survey Instrument

SURVEY INSTRUMENT



2017 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: _____

GENERAL BUSINESS QUESTIONS

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?

3b. In relation to 2015, has your business:

- Expanded in the last two years
- Remained at similar levels
- Declined in the last two years

EMPLOYEES: WINTER 2016-2017

4a. How many **total employees**, including management/owners, did your business have during the **2016-2017 WINTER SEASON** (Dec '16-Apr '17)?

Full-time _____ Part-time _____

4b. How many hours per week on average did each of your employees work during the **2016-2017 WINTER SEASON** (Dec '16-Apr '17)?

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/owners, were **SEASONAL EMPLOYEES** during the **2016-2017 WINTER SEASON** (Dec '16-Apr '17)?

Definition of Seasonal Employee: 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 **2016-2017 WINTER SEASON** (Dec '16-Apr '17)?

- 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 **2016-2017 WINTER SEASON** (Dec '16-Apr '17)? (*Please select all that apply*)

- Lack of job applications being submitted to company
- 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 of your **total employees**, including management/owners, lived in Whistler during the **2016-2017 WINTER SEASON** (Dec '16-Apr '17)?

(Please enter 0 if applicable)

Full-time _____ Part-time _____

6b. How many of your **seasonal employees**, including management/owners, lived in Whistler during the **2016-2017 WINTER SEASON** (Dec '16-Apr '17)?

(Please enter 0 if applicable)

Definition of Seasonal Employee: 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 _____

7a. How many **total employees**, including management/owners, do you expect to employ for the **2017-2018 WINTER SEASON** (Dec '17-Apr '18)? *(Please enter 0 if applicable).*

Full-time _____ Part-time _____ ([Go to 8a](#))

Unsure of approximate projected numbers at this time ([Go to 7b](#))

7b. 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 **2017-2018 WINTER SEASON** (Dec '17-Apr '18)?

- Employee numbers will remain the same
- Employee numbers will increase
- Employee numbers will decrease

EMPLOYEES: SUMMER 2017

8a. How many **total employees**, including management/owners, will your business employ during the **2017 SUMMER SEASON** (May-Sep '17)?

Full-time _____ Part-time _____

8b. 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 _____

8c. How many of your **total employees**, including management/owners, do you anticipate will be **SEASONAL EMPLOYEES** during the **2017 SUMMER SEASON** (May-Sep '17)?

Definition of Seasonal Employee: 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 _____

9a. Do you anticipate that you will be able to achieve full staffing levels in the **2017 SUMMER SEASON** (May-Sep '17)?

Yes ([Go to Q10a](#))

No ([Go to Q9b](#))

9b. How many employees will you be short during **2017 SUMMER SEASON** (May-Sep '17)? (*Please enter 0 if applicable*)

Full-time _____

Part-time _____

9c. In your view, what are the main reasons your company will have unfilled positions in the **2017 SUMMER SEASON** (May-Sep '17)? (*Please select all that apply*)

- Lack of job applications being submitted to company
- 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

EMPLOYEE HOUSING

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

Yes ([Go to Q11a](#))

No ([Go to Q10b](#))

10b. Why does your company not provide staff housing? (*Please select **one** response only, and then [Go to Q12a](#)*)

- Housing is not needed for our employees
- Our company cannot afford to provide housing for employees
- We provided housing in the past that was not successful
- Our company provides a living allowance instead of accommodation
- Corporate policies require our company to remain consistent with other locations
- It is the employee's responsibility to secure housing
- Other (please specify): _____

11a. How many beds does your company currently provide for staff?

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

11b. For your company's employee housing, are the beds:

- 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

11c. What is the average occupancy in your employee housing?

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

11d. Does your company subsidize the rent for your employee housing?

- Yes No
- Comments:

12a. Is your company planning on providing any new housing for your employees in the next 1-2 years?

- Yes ([Go to Q12b](#)) No ([Go to Q13](#))

12b. 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

13. 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 2017. If you have any further questions on this research program or have additional suggestions about housing in Whistler, please contact Allison Winkle at the Whistler Housing Authority at 604-905-4688 (extension #3).

Appendix B: Survey Participants

21 Steps Kitchen & Bar	Burnt Stew Computer Solutions Inc	Durfeld Log Construction Dvaid Inc.
3 Singing Birds	Buzzworks Creative	Earls Whistler
50 North Property Detailing	Calcium Custom Homes Ltd.	Eco Chic Spa
Acer Vacation Rentals Ltd.	Canstar Restorations	Ecosign Mountain Recreation Planners Ltd.
Adara Hotel – Trilogy Management	Cardinal Concrete Ltd.	Eleni Floral Design & Decor
Adele Campbell Fine Art Gallery	Carlberg	Escape! Whistler
Alpenglow Lodge	Caveman Grocer	Fairmont Chateau Whistler
Alpine Cleaning/Lrs Services Ltd.	Chateau Cleaning	Fanatyk Co Ski & Cycle
Alpine Lock And Safe	Clearsky Window Washing	Farfalla Hair & Esthetics
Alpine Pro	Coast Medical Whistler	Fastpark
Amos & Andes	Coast Mountain Photography	Footlocker
Araxi Ristorante	Coastal Culture	Four Seasons Insulation Ltd.
Arbutus Routes	Community Foundation Of Whistler	Four Seasons Resort Whistler
Arc'Teryx At Whistler	Comor	G Harris Contracting
Baby'S On The Go	Contract Cleaners	Garden Pro Landscape Services
Barber Media Inc.	Core Climbing & Fitness Centre	Gibbons Hospitality (Includes Longhorns, Tapley'S, Buffalo Bill'S, Fire Rock Lounge At The Westin)
BDO Canada LLP	Cow's Whistler	Glass Master Flash Enterprises Inc.
Bear Necessities Clothing Company Ltd.	CR Design And Build Corp.	Golden Dreams B&B/Golden Dreams Town Plaza
Bear Tracks Whistler Chalet	Creekbread	Gonzalez Accounting Service Inc.
Bearfoot Bistro	Creekside Dental Clinic	Gordon J. Wiber & Associates Inc.
Best Western Listel Whistler Hotel	Creekside Market	Great Glass Elevator Candy
Black Ohm Tattoos	Crepe Montagne	Green Lake Station
Blackcomb Helicopters	Crystal Lodge	Harmony Whistler Vacations
Blackcomb Peaks Accommodations	Custom Air Conditioning Ltd	Heike Designs Inc.
Black's Pub & Restaurant	Cutting Edge Sign	Hi Whistler
Blacktusk Fire And Security	David Buzzard Photography	Highwalker Earthworks
Blenz Coffee	DC Roofing Inc.	Hilton Whistler Resort & Spa
Bliss Event & Design	Deeply Rooted Landscaping	Holidays And Getaways Travel Agency
Bluebird Fine Finishing Limited	Diamondhead Door Co. Ltd.	
Bosa Development Corporation	Dihedral Designs	
Brent Harley And Associates Inc.	Donald Barr Consulting Ltd.	
Bunbury & Associates Land	Duane Jackson, Design & Development Consult	
	Dubh Linn Gate	

IGA Marketplace	Mountain Paint & Supply (Benjamin Moore)	Rexall (Village)
Imagine Cinemas	Mountainview	Ridebooker
Imperial Sign Corporation	Accommodations	Rogers Chocolates
Downing, David G	Murphy Construction	Roland Ventures
International House Whistler	Corporation	Rona
J&B Coffee (Zogs Dogs Inc.& Gone Bakery & Moguls& The Lift & Java)	Nesters Market	Rosie's House
JDL Backhoe Ltd.	Nita Lake Lodge	Royal Bank Of Canada
Joern Rohde Photography	O&R Entertainment	S.J. Bayly Properties Ltd.
John Mckimming	Old Spaghetti Factory	Sabre Rentals Ltd.
Construction	Olives On Tap Inc.	Sargent, Lisa
Jono Hair	Onboard Executive	Scandinave Spa
Josee Glass Art 2	Coaching	Schreyer Construction Ltd.
JTB International	Oracle At Whistler	Sea To Sky Mortgages
Just Cleaning	Origin Design +	Seeds Consulting
Jyko Plbg & Htg	Communications	Senka Florist
Keg At The Mountain	Pacific Quorum Sea To Sky	Sharon R. Card Iles, Chartered Accountant
Keir Fine Jewellery	Pan Pacific Whistler	Shaw Carpet And Floor Centre
Kerry Waring -Makeup Artist	Paramount Painting Ltd.	Shoppers Drug Mart 2126
Long Run Video	Patina Home Interiors	Siberian Sandbox
Productions	Paul Morrison	Skids Production Inc.
Lorimer Ridge Pension	Photography	Snowflake
Lost Lake Cross Country Connection	Peak Performance	Spark Electrical (dba)
Macdougall Construction & Renovations	Physical Therapy	Spearhead Plumbing And Heating Ltd
Magic Clean	Peak To Green	Spring Creek Community School
Mainroad Howe Sound Contracting Ltd	Accommodations	Starbucks Coffee
McColm, David L	Peaked Pies Inc	Company (Only Whistler Square Location, Does Not Include Starbucks Market Place)
McDonalds	Pedrini Construction Limited	Sterling Property Services
McElhanney Associates Land	Pinnacle Hotel	Susan Krieger, CPA
McLean & Company Law Offices	Pique Publishing Inc.	Sushi Village
Melissa A. McKay, P.Eng.	Pocklington Building Systems Ltd.	Switchback Entertainment Inc.
Mexican Corner Restaurant	Precision Painting	Tag Cycling Inc. (Academy)
Mike Crane Photography	Profile Ski And Snowboard Services	Tantalus Resort Lodge
Millar Creek Developments	Pure Bread	Taylormaid Services
Moe Joe's Restaurant	Rainbow Electric (2007) Ltd	Teppan Village Japanese Steakhouse
Mongolie Grill	RDC Fine Homes	The Grocery Store
Mount Currie Coffee Co	Re/Max Sea To Sky Real Estate, Whistler	The Loft Salon Ltd.
Mountain Country Property Management	Reactive Design Inc.	The Network Hub Whistler
Mountain Crests Inc.	Red Door Bistro	The Westin Resort And
	Redpoint Mechanical Services	
	Resort Municipality Of Whistler (Including Meadow Park Sports Center)	

Spa	Whistler Fotosource
The Whistler Real Estate Co	Whistler Furniture Co.
Tiger's Paw Dog Treats	Whistler Glass
TM Builders Inc.	Whistler Gymnastics Club
Tom Barratt Landscaping	Whistler Insurance Shoppe Ltd, The
Tourism Whistler	Whistler Landscaping Limited
Transportation Whistler	Whistler Laundry
Trattoria Di Umberto	Whistler Limousine Ltd.
Twin Trees Veterinary Clinic & Pet	Whistler Mechanical Ltd.
UPS Store	Whistler Medical Marijuana Corp.
Valley Business Centre	Whistler Platinum Reservations Ltd
Vibe Dance Centre, The	Whistler Racquet Club
Vida Wellness Corp.	Whistler Smile Gift
Viking Fire Protection Inc.	Whistler Snowboard Tours Inc.
VIP Service Mountain Holidays	Whistler Tax Solutions
Vision Pacific Contracting & Design	Whistler Transit Ltd.
Vorsprung Suspension	Whistler Village Sports
Whistler 2010 Sport Legacies Society (Incl Sliding Center, Callaghan, Athlete Center And Offices)	Whistler Waldorf School
Whistler All Time Moving Ltd	Whistler Welding Services Ltd.
Whistler All-Star Hockey Inc.	Whistler's Personnel Solutions
Whistler Arts Council	Wide Open Welding Ltd.
Whistler Blackcomb	Wildwood Lodge On Blackcomb Mountain
Whistler Central Reservations Ltd.	Winemonkey Media Inc.
Whistler Chalet Care Ltd.	WSAR
Whistler Chamber Of Commerce/Whistler Info Network/Employment Centre	Yes Tours Inc
Whistler Children's Centre	Yogacara Studios
Whistler Community Services Society	
Whistler Connection	
Whistler Construction Co.	
Whistler Cooks Catering	
Whistler Dental Office	
Whistler Excavations Ltd.	
Whistler Film Festival Society	

Appendix C: Comparison with Previous Reports

Figure A-1: Comparison with previous reports

	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17
Total Workforce in Whistler (FTE Positions)	14,100	13,700	14,200	14,000	13,700	12,300	11,800	12,000	12,200	12,800	13,200	14,500	15,800
Projected Workforce for Next Year (FTE Positions)	14,300	13,500	14,400	14,300	12,800	12,200	11,800	12,100	12,100	12,900	13,300	15,000	16,000
Workforce Living in Whistler (FTE Positions)	10,900	10,800	11,000	11,100	10,600	9,300	9,600	9,800	9,700	10,200	10,400	11,100	12,300
Workforce Living in Whistler (%)	76%	79%	78%	79%	77%	76%	82%	82%	80%	81%	79%	76%	78%
Businesses able to Achieve Full Staffing Levels in Winter Season (%)	90%	70%	77%	70%	87%	93%	93%	95%	95%	87%	83%	65%	69%
Winter Season Employee Shortages for Entire Workforce (FTE Positions)	100	500	400	600	100	100	30~	n/a	50~	100	300	820	740
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	78%	67%	63%
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	300	700	810
Businesses that Supply Housing (%)	15%	17%	17%	17%	22%	18%	15%	15%	13%	12%	13%	18%	19%

* 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, 2016/17 winter season

	Freq.	%
81 - other services (except public admin)	50	20%
72 - accommodation and food services	50	20%
72111 - hotels and motels	21	8%
722511 - full service restaurants	19	7%
722513 - limited service restaurants	4	2%
7223 - food service contractors, caterers	2	1%
72241 - drinking places	2	1%
72119 - B&Bs	2	1%
23 - construction	38	15%
44 - retail trade	37	15%
54 - professional, scientific and technical	15	6%
71 - arts, entertainment and recreation	22	9%
71399 - all other recreation industries	9	4%
71392 - skiing facilities	3	1%
71394 - fitness and recreational sports centres	5	2%
711 - theatre, dance, spectator sports	3	1%
52 - finance and insurance	8	3%
53 - real estate rental & leasing	8	3%
62 - health care and social assistance	6	2%
48 - transportation and warehousing	6	2%
61 - education services	4	2%
31 - manufacturing	2	1%
42 - wholesale trade	2	1%
11 - agriculture, forestry, fishing & hunting	2	1%
55 - management of companies & enterprises	3	1%
92 - public administration	1	<1%
21 - mining	0	0%
22 - utilities	0	0%
51 - information	1	<1%
56 - administrative and support and waste management and remediation	0	0%
TOTAL RESPONSES	255	100%

Appendix E: Actual Survey Results

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

Figure A-1: Total workforce in Whistler, 2016/17 winter season

	# of Businesses	Total FTE Positions	Full-time Positions	Part-time FTE Positions
Small (0-5 Employees)	98	215	168	47
Medium (6-19 Employees)	85	875	714	161
Large (20+ Employees)	72	9,990	8,893	1,097
TOTAL	255	11,080	9,775	1,305

Figure A-2: Total seasonal workforce in Whistler, 2016/17 winter season

	# of Businesses	Total Seasonal FTE Positions	Seasonal Full-time Positions	Seasonal Part-time FTE Positions
Small (0-5 Employees)	98	37	28	9
Medium (6-19 Employees)	85	172	86	86
Large (20+ Employees)	72	4,639	4,132	507
TOTAL	255	4,847	4,246	601

Figure A-3: Projected workforce totals for 2017/18 winter season

	# of Businesses	FTE Positions, 2016/17	Projected FTE Positions, 2017/18	% Change from 2016/17
Small (0-5 Employees)	98	215	179	16.7%↓
Medium (6-19 Employees)	85	875	738	15.7%↓
Large (20+ Employees)	72	9,990	8,917	10.7%↓
TOTAL	255	11,080	9,833	11.3%↓

Figure A-4: Projected workforce totals for 2017 summer season

	# of Businesses	FTE Positions, 2016/17	Projected FTE Positions, 2017	% Change from 2016/17
Small (0-5 Employees)	98	215	360	67% ↑
Medium (6-19 Employees)	85	875	951	8.6% ↑
Large (20+ Employees)	72	9,990	8,635	14% ↓
TOTAL	255	11,080	9,946	10% ↓

Figure A-5: Employee residency, 2016/17 winter season

	# of Businesses	Total FTE Positions	# Living in Whistler	% Living in Whistler
Small (0-5 Employees)	98	215	185	86%
Medium (6-19 Employees)	85	875	600	69%
Large (20+ Employees)	72	9,990	7,918	79%
TOTAL	255	11,080	8,704	78%

Figure A-6: Seasonal employee residency, 2016/17 winter season

	# of Businesses	Total Seasonal FTE Positions	# Seasonal Living in Whistler	% Seasonal Living in Whistler
Small (0-5 Employees)	98	37	21	58%
Medium (6-19 Employees)	85	172	162	95%
Large (20+ Employees)	72	4,639	4,053	87%
TOTAL	255	4,847	4,237	87%

Figure A-7: Businesses able to achieve full staffing levels, 2016/17 winter season

	# of Businesses	# Achieving Full Staffing	% Achieving Full Staffing
Small (0-5 Employees)	98	80	82%
Medium (6-19 Employees)	85	55	65%
Large (20+ Employees)	72	40	56%
TOTAL	255	175	69%

Figure A-8: Reported employee shortages, 2016/17 winter season

	# of Businesses	Total FTE Positions	Estimated Employee Shortages	% Change in Workforce had Positions been Filled
Small (0-5 Employees)	98	215	18	8.4%
Medium (6-19 Employees)	85	875	98	11.2%
Large (20+ Employees)	72	9,990	323	3.2%
TOTAL	255	11,080	440	4.0%

Figure A-9: Reasons for employee shortages, 2016/17 winter season

	Frequency	Percentage
Lack of Job Applications	56	69%
No Company Staff Housing	49	60%
Salary Expectations	22	27%
Workforce Retention/Transient Nature of Workforce (working visa)	15	19%
Work Location & Public Transit Issues	10	12%
Lack of Career Advancements	3	4%
Lack of Employment Hours	2	2%
TOTAL RESPONSES	81	194%

Note: Respondents were allowed to select multiple responses

Figure A-10: Businesses expecting to achieve full staffing levels, 2017 summer season

	# of Businesses	# Achieving Full Staffing	% Achieving Full Staffing
Small (0-5 Employees)	98	70	71%
Medium (6-19 Employees)	85	52	61%
Large (20+ Employees)	72	39	54%
TOTAL	255	161	63%

Figure A-11: Reported employee shortages, 2017 summer season

	# of Businesses	Projected FTE Positions	Estimated Employee Shortages	% Change in Workforce had Positions been Filled
Small (0-5 Employees)	98	360	29	8.0%
Medium (6-19 Employees)	85	951	112	11.8%
Large (20+ Employees)	72	8,635	331	3.8%
TOTAL	255	9,946	472	4.7%

Figure A-12: Reasons for employee shortages, 2017 summer season

	Frequency	Percentage
Lack of Job Applications	60	73%
No Company Staff Housing	49	60%
Salary Expectations	15	18%
Workforce Retention/Transient Nature of Workforce (working visa)	12	15%
Work Location & Public Transit Issues	7	9%
Lack of Career Advancements	2	2%
Lack of Employment Hours	2	2%
TOTAL RESPONSES	82	179%

Note: Respondents were allowed to select multiple responses

Figure A-13: How business has changed in the past two years

	Frequency	Percentage
Remained at Similar Levels	99	39%
Expanded in the Last Two Years	148	58%
Declined in the Last Two years	7	3%
TOTAL	254	100%

Figure A-14: Businesses that supply housing, 2016/17 winter season

	# of Businesses	# of Businesses that Supply Housing	% of Businesses that Supply Housing
Small (0-5 Employees)	98	13	13%
Medium (6-19 Employees)	85	8	9%
Large (20+ Employees)	72	34	47%
TOTAL	255	55	22%

Figure A-15: Number of beds provided for staff, year-round, 2016/17 winter season, 2017 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)	13	17	7	15
Medium (6-19 Employees)	8	19	2	14
Large (20+ Employees)	34	1,791	1,395	723
TOTAL	55	1,827	1,404	752

Figure A-16: Average occupancy rate for year-round beds provided by employers, 2016/17

	# 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)	17	12	69%
Medium (6-19 Employees)	19	19	98%
Large (20+ Employees)	1,791	1,540	86%
TOTAL	1,827	1,571	86%

Figure A-17: Average occupancy rate for winter seasonal beds provided by employers, 2016/17

	# of Winter Beds Provided for Staff	# of Winter Beds Occupied by Staff	Average Occupancy Rate of Winter Beds
Small (0-5 Employees)	7	7	92%
Medium (6-19 Employees)	2	2	99%
Large (20+ Employees)	1,395	1,325	95%
TOTAL	1,404	1,334	95%

Figure A-18: Average occupancy rate for summer seasonal beds provided by employers, 2017

	# of Summer Beds Provided for Staff	# of Summer Beds Occupied by Staff	Average Occupancy Rate of Summer Beds
Small (0-5 Employees)	15	12	78%
Medium (6-19 Employees)	14	13	96%
Large (20+ Employees)	1,390	1,195	86%
TOTAL	1,419	1,220	86%

Figure A-19: Type of housing supplied by employers, 2016/17 winter season

	Frequency	Percentage
Market real estate owned by the company	21	40%
Rented year-round by the company	20	38%
Rented seasonally by the company	7	13%
Resident Restricted real estate owned by the company	5	9%
TOTAL RESPONSES	53	100%

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

Figure A-20: Reasons for not providing employee housing

	Frequency	Percentage
Cannot Afford to Provide Housing	77	46%
It is the Employee's Responsibility to Secure Housing	69	42%
Housing is Not Needed by the Employees	43	26%
Past Attempts to Provide Housing Were Unsuccessful	7	4%
Provides Living Allowance Instead of Housing	3	2%
Not Allowed by Corporate Policy	3	2%
TOTAL RESPONSES	166	122%

Note: Respondents were allowed to select multiple responses

Figure A-21: Share of Whistler Businesses that Subsidize Employee Housing

	# of Businesses that Supply Housing	# of Businesses that Subsidize Housing	% of Businesses that Subsidize Housing
Small (0-5 Employees)	13	5	38%
Medium (6-19 Employees)	8	4	50%
Large (20+ Employees)	34	25	74%
TOTAL	55	34	62%

Figure A-22: Plans to provide additional housing in the next 1-2 years

	# of Businesses	# of Businesses that Plan to Supply Additional Housing	% of Businesses that Plan to Supply Additional Housing
Small (0-5 Employees)	98	10	10%
Medium (6-19 Employees)	85	15	18%
Large (20+ Employees)	72	34	47%
TOTAL	255	59	23%

Figure A-23: Types of additional housing to be offered in the next 1-2 years

	Frequency	Percentage
Rented Year-Round by the Company	31	53%
Market Real Estate Owned by the Company	12	20%
Resident-Restricted Real Estate Owned by the Company	8	14%
Rented Seasonally by the Company	5	8%
Resident-Restricted Real Estate Rented by the Company	3	5%
TOTAL RESPONSES	59	100%

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

Figure A-24: Importance of employee housing to businesses, 2016/17 winter season

	Frequency	Percentage
Very Important	106	46%
Somewhat Important	94	41%
Not Important at all	30	13%
TOTAL	230	100%