

# Whistler Housing Authority Employer Housing Needs Assessment 2018 Final Report



**Prepared for**  
Whistler Housing Authority



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## 1.0 INTRODUCTION

This report presents the results of the 2018 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 2018 report marks the twenty-first 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 of the study.

## 2.0 APPROACH

A survey of Whistler businesses was conducted from May 15 to July 19, 2018 inclusive. The survey instrument included questions regarding:

- Employment levels for the 2017/18 winter season;
- Seasonal employment levels for the 2017/18 winter season;
- Projected employment levels for the 2018 summer and 2018/19 winter season;
- Share of workforce living within Whistler municipal boundaries;
- Share of seasonal workforce living within Whistler municipal boundaries;
- Position shortages in the 2017/18 winter season and expected shortages in the 2018 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 2018 is included in Appendix A.

### 2.1 SURVEY POPULATION

This year, an additional 21 businesses were added to the annual list of businesses targeted for this survey. This brings the survey target population up to 637 businesses 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 who sourced from the RMOW Business License Registry.

## 2.2 DATA COLLECTION

### Phase 1

All businesses were initially contacted by e-mail and invited to participate in the 2018 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 May 15 and May 25, 2018 to maximize the response rates. From May 25 to July 19 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 244 surveys were completed by Whistler businesses in the 2018 study. This represents a 4% decrease in survey completions versus the 255 surveys received in 2017, yet is a 15% increase over the 212 survey completions collected in 2016. The 2018 study generated a 38% response rate among all Whistler businesses (244 firms participated from a total of 637 businesses). This response rate was lower than the 40% response rate achieved in the 2017 study (255 firms participated from a total of 639 businesses approached).

Figure 2-1: Survey response rates, 2017/18 winter season

	# of Businesses	# of Responses	Response Rates
<b>Small (0-5 Employees)</b>	246	87	35%
<b>Medium (6-19 Employees)</b>	250	84	34%
<b>Large (20+ Employees)</b>	141	73	52%
<b>TOTAL</b>	<b>637</b>	<b>244</b>	<b>38%</b>

These surveyed businesses employed approximately 72% of Whistler's workforce in the 2017/18 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 5.5%, 19 times out of 20.

Figure 2-2: Survey responses, 2017/18 winter season

Survey Response Generation	Sample Size	% of Responses	% of Total FTE Positions
<b>Phase 1 (May 15 – May 25)</b>	<b>152</b>	<b>62%</b>	<b>35%</b>
E-mail Campaign	152	62%	35%
<b>Phase 2 (May 25 – July 19)</b>	<b>92</b>	<b>38%</b>	<b>65%</b>
E-mail Campaign/Direct Contact Campaign	92	38%	65%
<b>TOTAL</b>	<b>244</b>	<b>100%</b>	<b>100%</b>

## 2.4 FULL-TIME EQUIVALENT CALCULATIONS

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

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

**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. One full-time employee counts as 1 FTE position.

**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 637 businesses. This approach was taken using information from past studies to estimate the workforce for the 431 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.

The unadjusted survey results can be found in Appendix E.



## 3.0 RESULTS

### 3.1 WHISTLER'S WINTER WORKFORCE

#### WORKFORCE TOTALS FOR THE 2017/18 WINTER SEASON

Whistler's workforce represented approximately 16,300 FTE positions in the 2017/18 winter season. The workforce includes approximately 13,500 full-time positions and 2,800 full-time equivalent positions created by the part-time workforce. Of the 500 new FTEs for the 2017/18 winter season, approximately 82% can be attributed to the growth of previously surveyed firms in the municipality.

Figure 3-1: Total workforce in Whistler, 2017/18 winter season

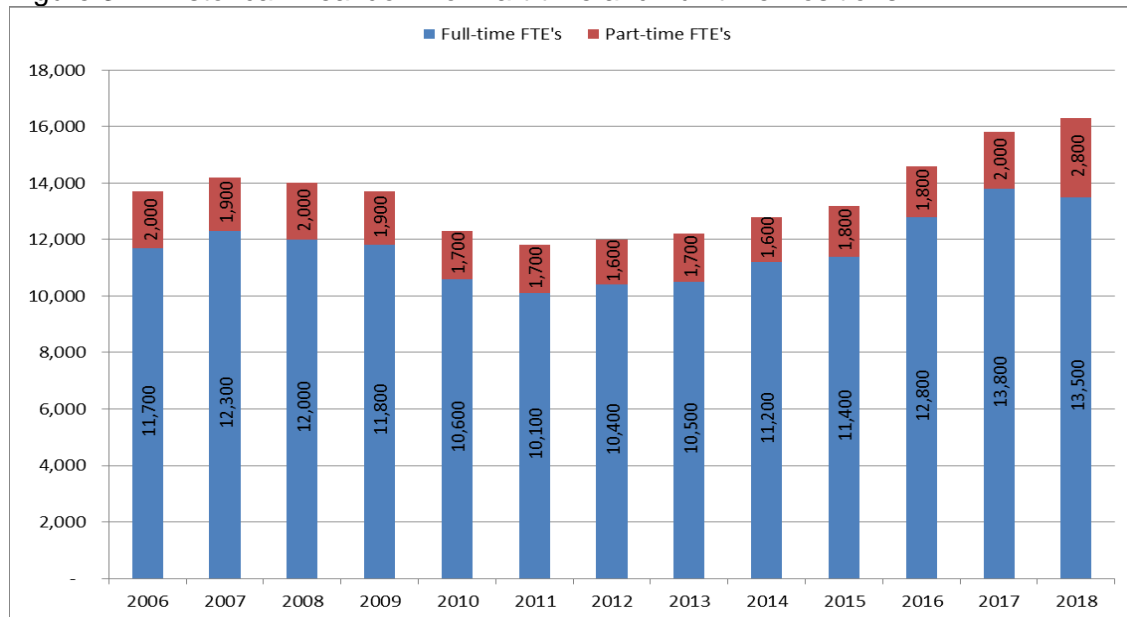
	# of Businesses	Total FTE Positions	Full-time Positions	Part-time FTE Positions
<b>Small (0-5 Employees)</b>	246	560*	430*	120*
<b>Medium (6-19 Employees)</b>	250	2,400**	1,900**	500*
<b>Large (20+ Employees)</b>	141	13,300**	11,200**	2,100**
<b>TOTAL</b>	<b>637</b>	<b>16,300**</b>	<b>13,500**</b>	<b>2,800**</b>

\* 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 Positions



Whistler's seasonal workforce consisted of approximately 7,600 FTE positions in the



2017/18 winter season, which accounts for 47% of the total Whistler workforce. The seasonal workforce includes approximately 6,000 full-time positions and 1,700 full-time equivalent positions created by the part-time workforce.

Figure 3-3: Total seasonal workforce in Whistler, 2017/18 winter season

	# of Businesses	Total Seasonal FTE Positions	Seasonal Full-time Positions	Seasonal Part-time FTE Positions
<b>Small (0-5 Employees)</b>	246	100*	80*	20*
<b>Medium (6-19 Employees)</b>	250	700**	400**	300**
<b>Large (20+ Employees)</b>	141	6,900**	5,500**	1,400**
<b>TOTAL</b>	<b>637</b>	<b>7,600**</b>	<b>6,000**</b>	<b>1,700**</b>

\* Rounded to the nearest ten.

\*\* Rounded to the nearest hundred.

Note: Totals may not sum due to rounding

### PROJECTED WORKFORCE TOTALS FOR THE 2018/19 WINTER SEASON

Overall, Whistler's workforce is projected to total approximately 16,700 FTE positions in the 2018/19 winter season, representing an increase of 2.4 % from 2017/18 winter season employment levels. The 2018/19 workforce is projected to include 13,800 full-time positions and 2,900 full-time equivalent positions created by the part-time workforce.

Figure 3-4: Projected workforce totals for 2018/19 winter season

	# of Businesses	Projected FTE Positions, 2018/19	Full-time Positions	Part-time FTE Positions	% Change from 2017/18
<b>Small (0-5 Employees)</b>	241	560*	450*	120*	0.9% ↑
<b>Medium (6-19 Employees)</b>	232	2,500**	2,000**	500*	1.9% ↑
<b>Large (20+ Employees)</b>	125	13,600**	11,400**	2,300**	2.6% ↑
<b>TOTAL</b>	<b>598</b>	<b>16,700**</b>	<b>13,800**</b>	<b>2,900**</b>	<b>2.4% ↑</b>

\* Rounded to the nearest ten.

\*\* Rounded to the nearest hundred.

Only 39 businesses were unsure of projected employee numbers for the 2018/19 season. Forty-one percent of businesses that were unsure of projected employee numbers anticipate that their employee numbers will remain the same, while 51% anticipate an increase in their employee count. The remaining 8% of businesses unsure of specific employee totals expect a decrease in their employee numbers overall.

Figure 3-5: Businesses who provided projected numbers for 2018/19 winter season

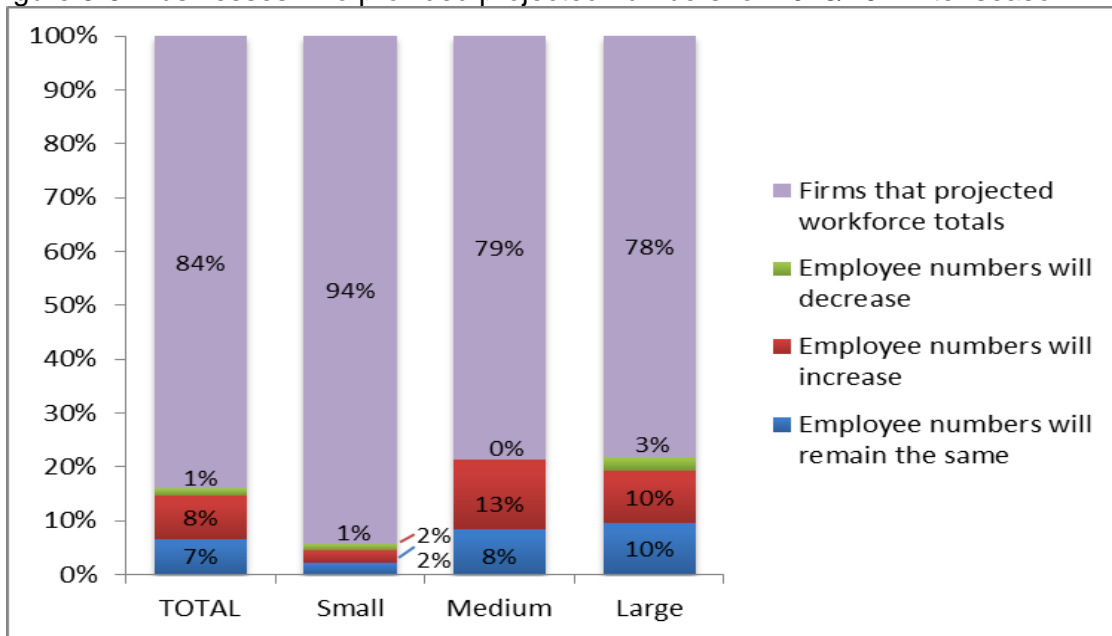
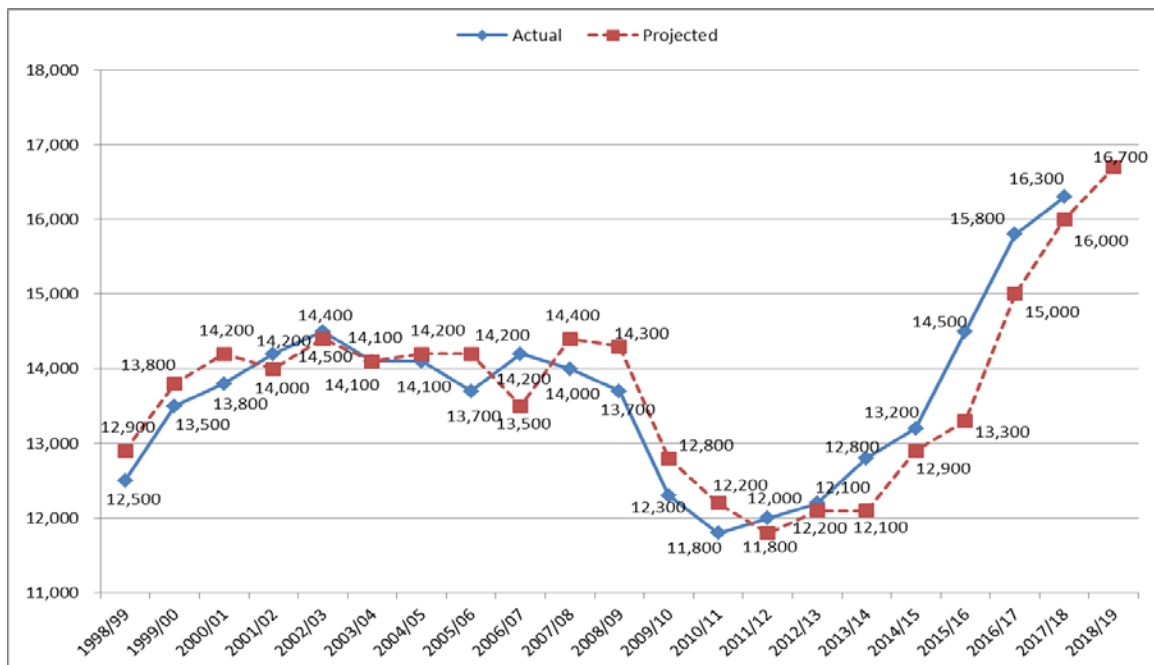


Figure 3-6 compares actual versus projected employee numbers from 1998/99 to 2018/19. As illustrated, the actual total workforce in the 2017/18 winter season increased by 500 FTE positions from the 2016/17 winter season. This growth is significant, and is in part due to the increasing number of FTE positions created by the large Whistler businesses.

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 5.5%, 19 times out of 20.

## 3.2 WHISTLER'S SUMMER WORKFORCE

### PROJECTED WORKFORCE TOTALS FOR THE 2018 SUMMER SEASON

Whistler's employers are projected to retain approximately 14,600 winter FTE positions for the 2018 summer season, a 90% retention rate of the total 2017/18 winter season staff for summer season. The summer workforce is projected to include 12,300 full-time positions and 2,300 full-time equivalent positions created by the part-time workforce.

Figure 3-7: Projected workforce totals in Whistler, 2018 summer season

	# of Businesses	Projected FTE Positions, 2018	Full-time Positions	Part-time FTE Positions	% Change from Winter 2017/18
<b>Small (0-5 Employees)</b>	246	850*	700*	150*	51.5% ↑
<b>Medium (6-19 Employees)</b>	250	2,700**	2,200**	500*	13.1% ↑
<b>Large (20+ Employees)</b>	141	11,000**	9,400**	1600*	17.2% ↓
<b>TOTAL</b>	<b>637</b>	<b>14,600**</b>	<b>12,300**</b>	<b>2,300**</b>	<b>10.3% ↓</b>

\* Rounded to the nearest ten.

\*\* Rounded to the nearest hundred.

## 3.3 WHISTLER'S WORKFORCE PROFILE

### RESIDENCE

Just over 13,100 FTE positions, or 81% of the workforce, were held by employees who resided within Whistler municipal boundaries during the 2017/18 winter season. The remaining positions (approximately 3,150) were held by workers living outside Whistler. The total number of FTE positions in Whistler has increased by 800 FTE positions from the 2017/18 winter season, when 12,300 FTE positions were held within municipal boundaries.

Figure 3-8: Employee residency, 2017/18 winter season

	Total Workforce Living in Whistler (FTE Positions)	% Living in Whistler
<b>Small (0-5 Employees)</b>	450*	81%
<b>Medium (6-19 Employees)</b>	1,700**	72%
<b>Large (20+ Employees)</b>	10,900**	82%
<b>TOTAL</b>	<b>13,100**</b>	<b>81%</b>

\* Rounded to the nearest ten.

\*\* Rounded to the nearest hundred.

Among Whistler's seasonal workforce, approximately 6,400 seasonal FTE positions (83%) were held in the Resort Municipality of Whistler in the 2017/18 winter season.

This is an increase of approximately 400 seasonal FTE positions in Whistler, as compared to the 2016/17 winter season.

Figure 3-9: Seasonal employee residency, 2017/18 winter season

	Total Seasonal Workforce Living in Whistler (FTE Positions)	% of Seasonal Workforce Living in Whistler
<b>Small (0-5 Employees)</b>	40*	42%
<b>Medium (6-19 Employees)</b>	400*	63%
<b>Large (20+ Employees)</b>	5,900**	86%
<b>TOTAL</b>	<b>6,400**</b>	<b>83%</b>

\* Rounded to the nearest ten.

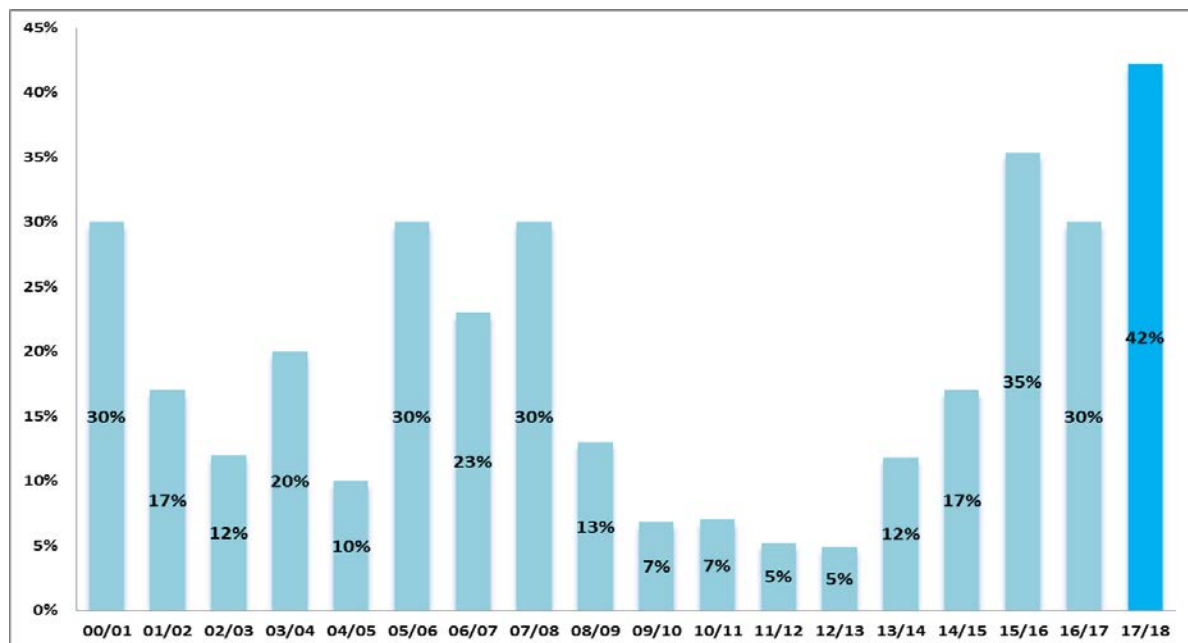
\*\* Rounded to the nearest hundred.

### 3.4 WHISTLER'S WINTER EMPLOYEE SHORTAGES

#### WINTER EMPLOYEE SHORTAGES

Small-sized businesses had more success than medium and large-sized businesses in achieving full staffing levels this past winter season (77% of small-sized businesses achieved full staffing levels versus 55% and 38% of medium-sized and large-sized businesses respectively). Forty-two percent of Whistler's employers were unable to achieve their desired staffing level during the 2017/18 winter season.

Figure 3-10: Businesses unable to achieve full staffing levels, 2017/18 winter season



Nine hundred FTE positions went unfilled in Whistler during the 2017/18 winter season, compared to 740 FTE shortages reported for the 2017/18 winter season. Had these 2017/18 positions been staffed, the overall workforce would have increased by 5.5%.

Figure 3-11: Reported employee shortages, 2017/18 winter season

	Estimated Employee Shortages for Entire Workforce (FTE Positions)*	% Change in Workforce had Positions been Filled
<b>Small (0-5 Employees)</b>	80*	14.3%
<b>Medium (6-19 Employees)</b>	260*	10.7%
<b>Large (20+ Employees)</b>	560**	4.2%
<b>TOTAL</b>	<b>900**</b>	<b>5.5%</b>

\* Rounded to the nearest ten.

\*\* Rounded to the nearest hundred.

### MAIN REASONS FOR WINTER EMPLOYEE SHORTAGES

A total of 98 businesses provided reasons for why they had employee shortages, higher than the number of responses (81) received in 2017/18. The most common reason noted for why positions were left unfilled was the lack of job applications (75 responses), followed by no company staff housing (53 responses) and salary expectations (25 responses).

Figure 3-12: Reasons for employee shortages, 2017/18 winter season

	Frequency	Percentage
<b>Lack of Job Applications</b>	75	77%
<b>No Company Staff Housing</b>	53	54%
<b>Salary Expectations</b>	25	26%
<b>Workforce Retention/Transient Nature of Workforce (Working Visa)</b>	11	11%
<b>Work Location &amp; Public Transit Issues</b>	13	13%
<b>Lack of Career Advancement</b>	4	4%
<b>Lack of Employment Hours</b>	5	5%
<b>TOTAL RESPONSES</b>	<b>98</b>	<b>190%</b>

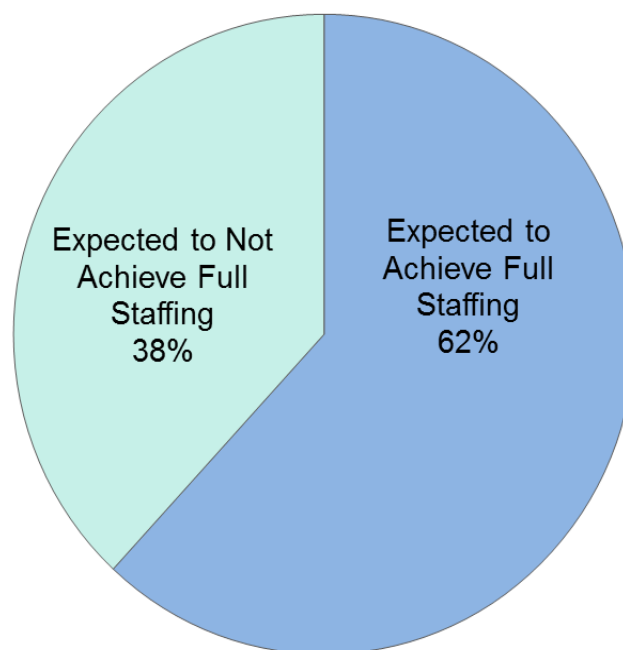
Note: Percentage sums to above 100% due to multiple responses.

### 3.5 WHISTLER'S SUMMER EMPLOYEE SHORTAGES

#### SUMMER EMPLOYEE SHORTAGE

Thirty-eight percent of businesses this year anticipate that they will not be able to meet their staffing requirements for the 2018 summer season. This finding was similar to the 2017 summer season situation, when 37% of businesses expected they would not be able to achieve their full staffing requirements. Unlike the winter season, medium-sized businesses had more success achieving full staffing levels (69% for medium-sized businesses, versus 67% for small businesses and 47% for large-sized businesses).

Figure 3-13: Anticipated staffing levels for 2018 Summer Season



Over 900 positions are expected to go unfilled during the 2018 summer season. If these positions were filled, staffing would have increased by 6.2%.

Figure 3-14: Reported employee shortages, 2018 summer season

	Estimated Employee Shortages for Entire Workforce (FTE Positions)*	% Change in Workforce had Positions been Filled
Small (0-5 Employees)	80*	9.4%
Medium (6-19 Employees)	260*	9.5%
Large (20+ Employees)	560*	5.1%
<b>TOTAL</b>	<b>900*</b>	<b>6.2%</b>

\* Rounded to the nearest ten.

## MAIN REASONS FOR SUMMER EMPLOYEE SHORTAGES

Eighty-one companies provided responses on why they will have employee shortages. The most common reason noted for unfilled job positions in the summer of 2018 is due to a lack of job applications (58 responses). The next highest reason stated for anticipated employee shortages was the lack of company staff housing (46 responses), followed by salary expectations (21 responses).

Figure 3-15: Reasons for employee shortages, 2018 summer season

	Frequency	Percentage
<b>Lack of Job Applications</b>	58	72%
<b>No Company Staff Housing</b>	46	57%
<b>Salary Expectations</b>	21	26%
<b>Workforce Retention/Transient Nature of Workforce (Working Visa)</b>	11	14%
<b>Work Location &amp; Public Transit Issues</b>	11	14%
<b>Lack of Career Advancements</b>	2	2%
<b>Lack of Employment Hours</b>	4	5%
<b>TOTAL RESPONSES</b>	<b>81</b>	<b>189%</b>

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

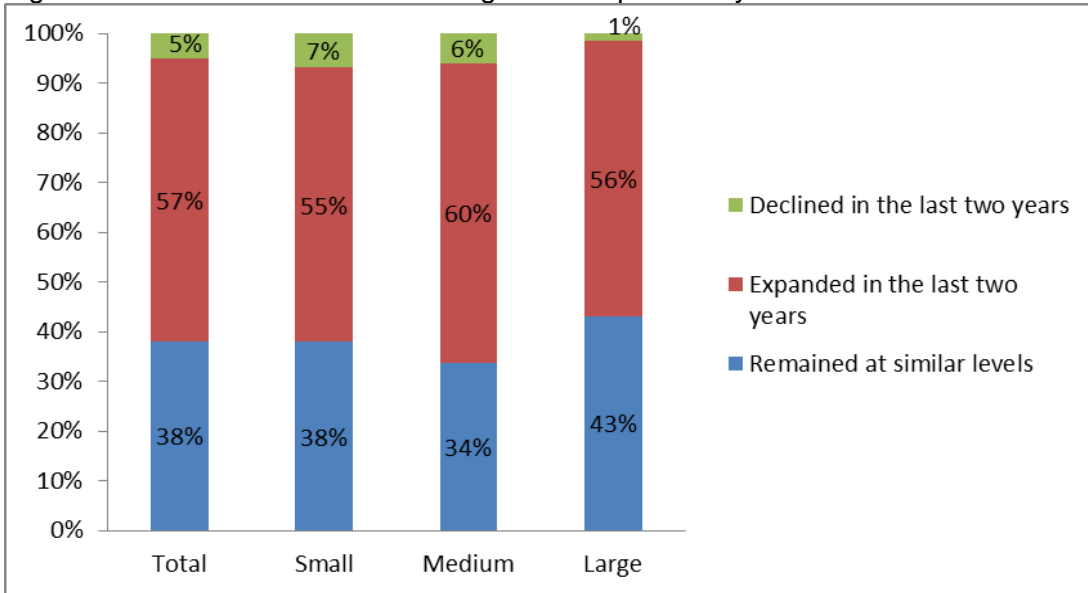


### 3.6 EMPLOYER PERSPECTIVES ON BUSINESS CHANGE IN WHISTLER

#### BUSINESS CHANGE IN THE PAST TWO YEARS

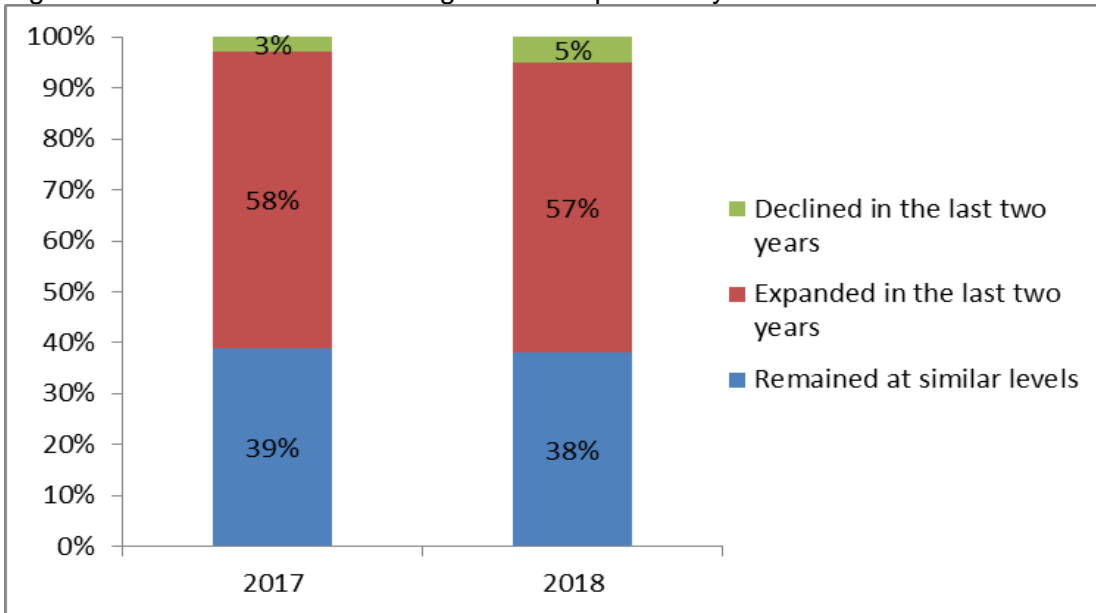
Over half of all employers surveyed (57%), noted that their businesses have expanded in the last two years. Another 38% of employers responded that business has stayed constant, while 5% indicated a business decline in the past couple of years.

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



Employer’s input on the level of business change over the past two years has remained relatively consistent to 2017 findings.

Figure 3-17: Total business change over the past two years



### 3.7 EMPLOYER-PROVIDED HOUSING IN WHISTLER

#### EMPLOYER-PROVIDED HOUSING

Approximately 20% of businesses provided housing for their employees during the 2017/2018 winter season. This proportion is in range with the 19% of businesses that reported supplying housing during the 2016/17 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 3-18: Businesses that supply housing, 2017/18 winter season

	# of Businesses	# of Businesses that Supply Housing	% of Businesses that Supply Housing
<b>Small (0-5 Employees)</b>	246	34	14%
<b>Medium (6-19 Employees)</b>	250	24	10%
<b>Large (20+ Employees)</b>	141	71	51%
<b>TOTAL</b>	<b>637</b>	<b>129</b>	<b>20%</b>

The Whistler businesses that did supply housing for their employees provided approximately 4,800 beds in total year-round. Of the 4,800 beds provided, approximately 2,900 beds were reserved for seasonal winter employees and 1,600 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 and number of large businesses supplied housing over previous annual totals.

Figure 3-19: Number of beds provided for staff year-round

	# of Businesses that Provide Beds for Staff	# of Year-Round Beds Provided for Staff	# of Winter Beds Provided for Staff	# of Summer Beds Provided for Staff
<b>Small (0-5 Employees)</b>	25	50*	10*	20*
<b>Medium (6-19 Employees)</b>	24	90*	20*	40*
<b>Large (20+ Employees)</b>	66	4,600**	2,900**	1,600**
<b>TOTAL</b>	<b>115</b>	<b>4,800**</b>	<b>2,900**</b>	<b>1,600**</b>

\* Rounded to the nearest ten.

\*\* Rounded to the nearest hundred.

Note: Totals may not sum due to rounding.

Approximately 4,300 of the 4,800 year-round staff beds provided by employers were occupied year round (90% occupancy rate). Year-round occupancy rates are highest for small-sized businesses (98% occupancy rate).

Figure 3-20: Average occupancy rate for year-round beds provided by employers, 2017/18

	# of Year-Round Beds Provided for Staff	# of Year-Round Beds Occupied by Staff	Average Occupancy Rate of Beds
<b>Small (0-5 Employees)</b>	50*	50*	98%
<b>Medium (6-19 Employees)</b>	90*	70*	83%
<b>Large (20+ Employees)</b>	4,600**	4,100**	90%
<b>TOTAL</b>	<b>4,800**</b>	<b>4,300**</b>	<b>90%</b>

\* Rounded to the nearest ten.

\*\* Rounded to the nearest hundred.

Occupancy rates for seasonal winter staff beds were higher than year-round staff beds, averaging a 95% occupancy rate overall. Over 2,800 of the 2,900 seasonal winter staff beds provided by employers were occupied during the 2017/18 winter season.

Figure 3-21: Average occupancy rate for winter beds provided by employers, 2017/18

	# of Winter Beds Provided for Staff	# of Winter Beds Occupied by Staff	Average Occupancy Rate of Beds
<b>Small (0-5 Employees)</b>	10*	10*	100%
<b>Medium (6-19 Employees)</b>	20*	20*	86%
<b>Large (20+ Employees)</b>	2,900**	2,700**	96%
<b>TOTAL</b>	<b>2,900**</b>	<b>2,800**</b>	<b>95%</b>

\* Rounded to the nearest ten.

\*\* Rounded to the nearest hundred.

Note: Totals may not sum due to rounding.

Approximately 1,400 of the 1,600 seasonal summer staff beds provided by employers were occupied during the 2018 summer season. Occupancy rates for seasonal summer staff beds were lower than seasonal winter staff beds, averaging an 89% occupancy rate versus 95% in the winter.

Figure 3-22: Average occupancy rate for summer beds provided by employers, 2018

	# of Summer Beds Provided for Staff	# of Summer Beds Occupied by Staff	Average Occupancy Rate of Beds
<b>Small (0-5 Employees)</b>	20*	20*	97%
<b>Medium (6-19 Employees)</b>	40*	30*	81%
<b>Large (20+ Employees)</b>	1,600**	1,400**	88%
<b>TOTAL</b>	<b>1,600**</b>	<b>1,400**</b>	<b>89%</b>

\* Rounded to the nearest ten.

\*\* Rounded to the nearest hundred.

Note: Totals may not sum due to rounding.

Of the businesses that supply staff housing in Whistler and who responded to the question, 40% of those businesses in Whistler rent property year-round. A further 27% own market real estate, while 20% of businesses own resident-restricted real estate. The remaining 13% of the businesses that supply housing in Whistler rent their staff accommodations seasonally.

Figure 3-23: Type of housing supplied by employers, 2017/18 winter season

	Frequency	Percentage
<b>Rented year-round by the company</b>	18	40%
<b>Market real estate owned by the company</b>	12	27%
<b>Resident Restricted real estate owned by the company</b>	9	20%
<b>Rented seasonally by the company</b>	6	13%
<b>TOTAL RESPONSES</b>	<b>45</b>	<b>100%</b>

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

### REASONS FOR NOT PROVIDING EMPLOYEE HOUSING

A total of 148 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 81 responses. The next highest reason stated was that it is the employee's responsibility to secure housing (59 responses), followed by responses indicating that housing is not needed by employees (35 responses).

Figure 3-24: Reasons for not providing employee housing

	Frequency	Percentage
<b>Cannot Afford to Provide Housing</b>	81	55%
<b>It is the Employee's Responsibility to Secure Housing</b>	59	40%
<b>Housing is Not Needed by the Employees</b>	35	24%
<b>Past Attempts to Provide Housing Were Unsuccessful</b>	11	7%
<b>Not Allowed by Corporate</b>	8	5%
<b>Policy Provides Living Allowance Instead of Housing</b>	3	2%
<b>TOTAL RESPONSES</b>	<b>148</b>	<b>133%</b>

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

## SHARE OF BUSINESSES THAT SUBSIDIZE HOUSING

Fifty-eight percent of the Whistler businesses that provide employee housing also subsidize rent for their employees. This trend is most prominent among small employers (92%), significant among medium-sized organizations (88%) and less common among large organizations (32%).

Figure 3-25: Share of Whistler businesses that subsidize employee housing

	# of Businesses that Supply Housing	# of Businesses that Subsidize Housing	% of Businesses that Subsidize Housing
<b>Small (0-5 Employees)</b>	30*	30*	92%
<b>Medium (6-19 Employees)</b>	20*	20*	88%
<b>Large (20+ Employees)</b>	70*	20*	32%
<b>TOTAL</b>	<b>130*</b>	<b>80*</b>	<b>58%</b>

\* Rounded to the nearest ten.

## PLANS TO PROVIDE ADDITIONAL HOUSING

Approximately 16% of the businesses surveyed indicated that they intend to provide additional sources of staff housing in the next 1-2 years. Medium-sized businesses were more likely to anticipate supplying additional housing (19%) than were large (18%) and small businesses (11%).

Figure 3-26: 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
<b>Small (0-5 Employees)</b>	246	30*	11%
<b>Medium (6-19 Employees)</b>	250	50*	19%
<b>Large (20+ Employees)</b>	141	30*	18%
<b>TOTAL</b>	<b>637</b>	<b>100*</b>	<b>16%</b>

\* Rounded to the nearest ten.

## TYPES OF ADDITIONAL HOUSING TO BE OFFERED

Approximately 63% 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 12% foresee purchasing additional market real estate, while 15% of the respondents intend to purchase resident-restricted real estate. An additional 10% of firms plan to rent market real estate seasonally and 5% aim to rent resident-restricted real estate.

Figure 3-27: Types of additional housing to be offered in the next 1-2 years

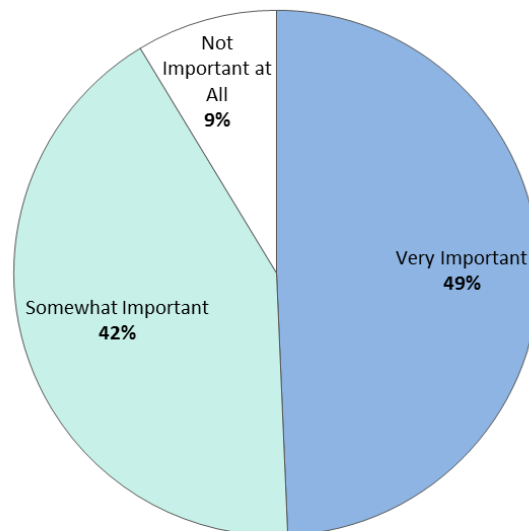
	Frequency	Percentage
<b>Rented Year-Round by the Company</b>	26	63%
<b>Market Real Estate Owned by the Company</b>	5	12%
<b>Resident-Restricted Real Estate Owned by the Company</b>	6	15%
<b>Rented Seasonally by the Company</b>	4	10%
<b>Resident-Restricted Real Estate Rented by the Company</b>	0	0%
<b>TOTAL RESPONSES</b>	<b>41</b>	<b>100%</b>

*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 (49%) feel it is very important for their employees to live directly in Whistler. Another 42% of employers believe it is somewhat important for their staff to live in Whistler, while the remaining 9% feel that it is not important at all for their staff to live in Whistler.

Figure 3-28: Importance of employees to live directly in Whistler



## 4.0 CONCLUSIONS

The key findings of this study are:

- Whistler's workforce represented approximately 16,300 FTE positions in the 2017/18 winter season. The workforce includes approximately 13,500 full-time positions and 2,800 full-time equivalent positions created by the part-time workforce. Whistler's employers are projected to retain approximately 14,600 winter FTE positions for the 2018 summer season. The summer workforce is projected to include 12,300 full-time positions and 2,300 full-time equivalent positions created by the part-time workforce.
- Whistler's employers are projected to employ approximately 16,700 FTE positions in the 2018/19 winter season, representing an increase of 2.4% from 2017/18 winter season employment levels. The 2018/19 workforce is projected to include 13,800 full-time positions and 2,900 full-time equivalent positions created by the part-time workforce.
- Approximately 81% of Whistler's total workforce resided in Whistler in the 2017/18 winter season. The size of the resident workforce (13,100 FTE positions) has increased from the 2016/17 season, when approximately 12,300 FTE positions (78%) were held in Whistler.
- 42% of Whistler's employers were unable to meet their staffing requirements during the 2017/18 winter season, resulting in a shortage of 900 FTEs. The most common reason noted for why positions were left unfilled was the lack of job applications.
- This year, 38% of businesses indicated that they were unable to meet their staffing requirements during the 2018 summer season. This equates to a projected 900 FTE summer positions that would be left unfulfilled. Medium-sized businesses had more success achieving full staffing levels (68% for small businesses versus 69% for medium-sized and 47% for large-sized businesses). The most common reason noted for why positions were left unfilled was a lack of job applications.
- Approximately 20% of businesses provided housing for their employees during the 2017/2018 winter season. This proportion is slightly higher than the percentage of businesses that reported supplying housing during the 2016/17 winter season (19%).
- Nearly half of employers surveyed (49%) feel it is very important for their employees to live directly in Whistler. Another 42% of employers believe it is somewhat important for their staff to live in Whistler, while the remaining 9% feel that it is not important at all for their staff to live in Whistler.



## Appendix A: Survey Instrument

### SURVEY INSTRUMENT



### 2018 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. While the WHA/RMOW may have access to individual responses, all survey results will be presented to the community 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.

<b>Name:</b> _____	<b>Company:</b> _____
<b>Tel No:</b> _____	<b>Email:</b> _____

### 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 2016, has your business:

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

### EMPLOYEES: WINTER 2017-2018

4a. How many **total employees**, including management/owners, did your business have during the **2017-2018 WINTER SEASON** (Dec '17-Apr '18)?

Full-time \_\_\_\_\_ Part-time \_\_\_\_\_

4b. How many hours per week on average did each of your employees work during the **2017-2018 WINTER SEASON** (Dec '17-Apr '18)?

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

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

- 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 **2017-2018 WINTER SEASON** (Dec '17-Apr '18)? (*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 **2017-2018 WINTER SEASON** (Dec '17-Apr '18)?  
(Please enter 0 if applicable)

Full-time \_\_\_\_\_ Part-time \_\_\_\_\_

6b. How many of your **seasonal employees**, including management/owners, lived in Whistler during the **2017-2018 WINTER SEASON** (Dec '17-Apr '18)?  
(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 **2018-2019 WINTER SEASON** (Dec '18-Apr '19)? (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 **2018-2019 WINTER SEASON** (Dec '18-Apr '19)?

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

### EMPLOYEES: SUMMER 2018

8a. How many **total employees**, including management/owners, will your business employ during the **2018 SUMMER SEASON** (May-Sep '18)?

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 **2018 SUMMER SEASON** (May-Sep '18)?

*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 **2018 SUMMER SEASON** (May-Sep '18)?

Yes ([Go to Q10a](#))

No ([Go to Q9b](#))

9b. How many employees will you be short during **2018 SUMMER SEASON** (May-Sep '18)? (*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 **2018 SUMMER SEASON** (May-Sep '18)? (*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 2018. 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	Camp Lifestyle And Coffee Co	Four Seasons Resort Whistler
99 Cleaning Solutions Ltd	Canadian Outback Rafting Company Ltd	Gavan Construction Company Ltd
AC&M Enterprises Ltd	Canadian Snowmobile Adventures Ltd.	Get the Goods General Supply Company LTD.
Ace Camps Travel Company (Ace Camps Inc.)	Canstar Restorations	Gibbons Hospitality Group
Acer Vacation Rentals Ltd.	Cardinal Concrete Ltd.	Glassmasterflash
Adara Hotel	Cascade Environmental Resource Group Ltd.	gogglesoc
Adele Campbell Fine Art Gallery	Chateau Cleaning	Gonzalez Accounting Service Inc
ADR Consulting Ltd.	Circle Skate And Snowboard Shop- Including Circle Kids	Green Lake Station Ltd.
alluradirect.com Vacation Rentals	Clear Sky Window Washing	Greenside Services Ltd
Alpine Lock and Safe	Coastal Culture	HandleBar Cafe and Apres
Amos & Andes	Co-Operators Insurance Agency (formerly North Shore Insurance)	Harmony Home and Commercial Care
Arbutus Routes	Core Climbing & Fitness Centre	Harmony Whistler Vacations
Audain Art Museum	Corona Excavations	Hatley Get Clothes to Nature
Avalanche Appliance Service	Cow's Whistler	Highwalker Earthworks
Avello Spa and Health Club	Creekside Dental	Hilton Whistler Resort & Spa
AWARE - Association of Whistler Area Residents for the Environment	Cross Country Connection	HI-Whistler
Back in Action Physiotherapy and Massage	Cross Designs	Holidays And Getaways Travel Agency
Barron And Sons Painting	Crystal Lodge	Howe Sound Women's Centre Society
Bartle & Gibson Co. Ltd.	Custom Air Conditioning Ltd	Hy's Steakhouse
BDO Canada LLP	Delta Whistler Village Suites	VIP Whistler
Bear Necessities Clothing Company Ltd.	Diamond Head Sports Inc.	IGA Marketplace
Bearfoot Bistro	Dihedral Designs	Infinity Enterprises Group LTD
BG Urban Grill Whistler	Donald Barr Consulting Ltd.	Innovation Building Group Ltd.
Black Tie Ski Rentals	Dubh Linn Gate	International House Whistler
Blackcomb Glass Ltd.	Earls Whistler	Intuto Canada Inc.
Blackcomb Peaks Accomodations	Eco Chic Spa	Joern Rohde Photography
Blackcomb Roofing	Ecole La Passerelle	Jono Hair
Blacks Pub & Restaurant	Ecosign Mountain Recreation Planners Ltd.	JSB Enterprises / Burj Enterprises
Black's Pub & Restaurant	El Furniture Restaurant	Jtb International
Blue Highways	Elaine Rempel Design	Just Cleaning
Blue Shore Financial (formerly North Shore Credit Union)	Escape Route	Kahuna Paddleboards Inc.
Brent Harley and Associates Inc.	Escape! Whistler	Keir Fine Jewellery
Bunbury & Associates Land	Evr Construction Inc. DbA Evr Fine Homes	Kerry Waring -Makeup Artist
Buzzworks Creative	Extremely Canadian	Lakeshore Mechanical Ltd
Cambridge Cleaning	Fairmont Chateau Whistler	Lauren Bramley & Partners
	fastPark Ltd	Lewin Ledgers



Lionsgate Laser Clinic Inc.	Services	Summit Lodge
Listel Whistler Hotel	Pure Bread	Switchback Entertainment Inc.
Long Run Video Productions	Race and Company	Tantalus Lodge
Lorimer Ridge Lodge	Rainbow Electric (2007) Ltd	Taylormaid Services
Magic Clean	RDC Fine Homes	The Grocery Store, Delish Café and Catering
Mark Richards Gallery	Reactive Design Inc.	The Old Spaghetti Factory & Crystal Lounge
Maven Luxury Home Services Inc.	Redpoint Mechanical Services	The Oracle at Whistler
Mcelhanney Associates Land Surveying Ltd	Regional Recycling DBA Whistler Bottle Depot	The Trading Post at Whistler
MD Cleaning and Managing Co.	Resort Municipality of Whistler (Including Meadow Park Sports Center)	The Westin Resort and Spa
Millar Creek Developments	Revolution Distribution & Repair	The Whistler Bike Co.
Moe Joe's Nightclub	Rexall (MarketPlace)	Tim Hortons
Mongolie Grill	Rexall (Village Square)	Toad Hall Studios
Mountain Country Property Management	Rocky Mountain Chocolate Factory	Tom Barratt Landscape Architect
Mountain Minis Child Childcare	Roland Ventures (Includes Red Door Bistro)	Tourism Whistler
Mountain Paint & Supply (Benjamin Moore)	Royal Bank Of Canada	Twin Trees Veterinary Clinic
Murdoch & Co.	Ruby Tuesday Accessories Ltd	Upper Village Market
Nagomi Sushi	SA Snowboard Addiction Inc	Valley Business Centre
Naked Sprout	Sabre Group	Vibe Dance Centre, The
Nesters Market	Sargent, Lisa	Viking Fire Protection Inc.
Nita Lake Lodge	Scandinave Spa	VIP Service Mountain Holidays
Nonna Pia's	Sea To Sky Mortgages	Vision Pacific Contracting Ltd.
Nook Of The North	Senka Florist	Vorsprung Technologies Ltd.
O&R Entertainment (Includes La Bocca, Hot Buns, The Brasserie, The Amsterdam, Maxx Fish)	Sewaks Your Independent Grocer	Whistler 2010 Sport Legacies Society (incl Sliding Center, Callaghan, Athlete Center and Offices)
Opus Athletics	Sharon R. Card Iles, Chartered Accountant	Whistler Adventure School (WAS)
Origin Design + Communications	Shaw Carpet and Floor Centre	Whistler All-Star Hockey Inc.
Our Lady of the Mountains	Sherwin-Williams Paints	Whistler Alpine Guides Bureau Ltd.
Owner, Baby's On The Go	Shoppers Drug Mart 2126	Whistler Alterations
Pacific Alpine Institute Inc.	Siberian Sandbox	Whistler Automotive
Pan Pacific Whistler	Snowflake	Whistler Baskets
Paramount Painting Ltd.	Southside Diner	Whistler Blackcomb
Peak Performance Physical Therapy	Spicy Sports	Whistler Centre for Sustainability
Peaked Pies Inc	Spring Creek Community School	Whistler Chalet Care Ltd.
Peakview Lodge	Starbucks Coffee Company (Only Whistler Square location, does not include Starbucks Market Place)	Whistler Chamber Of Commerce/Whistler Info Network/Employment Centre
Pipeline Plumbing & Heating Ltd	Sterling Property Services	Whistler Children's Centre
Pocklington Building Systems Ltd.	Stoney Creek Resort Properties	Whistler Christmas Dream Decor
Precision Painting		Whistler Community Service
Profile Ski and Snowboard		

Society	Whistler Medical Marijuana Corp.	Whistler Tae Kwon Doe
Whistler Connection Travel	Whistler Mountain Ski Club	Whistler Therapeutics
Whistler Coworking Co.	Whistler Museum & Archives Society	Whistler Transit Ltd.
Whistler Dental Office	Whistler Pilates	Whistler Village Inn + Suites (Also Powder Lodge)
Whistler Forest Products Corp	Whistler Real Estate Company	Whistler Village Sports
Whistler Fotosource	Whistler Reception Services	Whistler-Blackcomb Chalet Care
Whistler Gymnastics Club	Whistler Show Services	Wildwood Lodge on Blackcomb Mountain
Whistler Housing Authority	Whistler Smile Gift	YES Tours Inc
Whistler Insurance Shoppe Ltd, The	Whistler Snowboard Tours Inc.	Ziptrek Ecotours
Whistler Landscaping Limited	Whistler Splash Hot Tubs Inc.	
Whistler Laundry		
Whistler Mechanical Ltd.		

## Appendix C: Comparison with Previous Reports

Figure A-1: Comparison with previous reports

	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18
<b>Total Workforce in Whistler (FTE Positions)</b>	13,700	14,200	14,000	13,700	12,300	11,800	12,000	12,200	12,800	13,200	14,500	15,800	<b>16,300</b>
<b>Projected Workforce for Next Year (FTE Positions)</b>	13,500	14,400	14,300	12,800	12,200	11,800	12,100	12,100	12,900	13,300	15,000	16,000	<b>16,700</b>
<b>Workforce Living in Whistler (FTE Positions)</b>	10,800	11,000	11,100	10,600	9,300	9,600	9,800	9,700	10,200	10,400	11,100	12,300	<b>13,100</b>
<b>Workforce Living in Whistler (%)</b>	79%	78%	79%	77%	76%	82%	82%	80%	81%	79%	76%	78%	<b>81%</b>
<b>Businesses able to Achieve Full Staffing Levels in Winter Season (%)</b>	70%	77%	70%	87%	93%	93%	95%	95%	87%	83%	65%	69%	<b>58%</b>
<b>Winter Season Employee Shortages for Entire Workforce (FTE Positions)</b>	500	400	600	100	100	30~	n/a	50~	100	300	820	740	<b>900</b>
<b>Businesses able to Achieve Full Staffing Levels in Summer Season (%)</b>	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	78%	67%	63%	<b>62%</b>
<b>Employee Shortages for Entire Workforce for Summer Season (FTE Positions)</b>	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	300	700	810	<b>810</b>
<b>Businesses that Supply Housing (%)</b>	17%	17%	17%	22%	18%	15%	15%	13%	12%	13%	18%	19%	<b>20%</b>

\* 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, 2017/18 winter season

	Freq.	%
81 - other services (except public admin)	54	22%
72 - accommodation and food services	45	19%
72111 - hotels and motels	18	44%
722511 - full service restaurants	15	37%
722513 - limited service restaurants	3	7%
7223 - food service contractors, caterers	0	0%
72241 - drinking places	2	5%
72119 - B&Bs	3	7%
23 - construction	23	10%
44 - retail trade	37	15%
54 - professional, scientific and technical	13	5%
71 - arts, entertainment and recreation	19	8%
71399 - all other recreation industries	7	41%
71392 - skiing facilities	1	6%
71394 - fitness and recreational sports centres	6	35%
711 - theatre, dance, spectator sports	2	12%
711 - 712 - museums, zoos, nature parks	1	6%
52 - finance and insurance	8	3%
53 - real estate rental & leasing	8	3%
62 - health care and social assistance	11	5%
48 - transportation and warehousing	3	1%
61 - education services	9	4%
31 - manufacturing	4	2%
42 - wholesale trade	6	2%
11 - agriculture, forestry, fishing & hunting	0	0%
55 - management of companies & enterprises	0	0%
92 - public administration	2	1%
21 - mining	0	0%
22 - utilities	0	0%
51 - information	0	0%
56 - administrative and support and waste management and remediation	0	0%
<b>TOTAL RESPONSES</b>	<b>242</b>	<b>100%</b>

## Appendix E: Actual Survey Results

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

Figure A-1: Total workforce in Whistler, 2017/18 winter season

	# of Businesses	Total FTE Positions	Full-time Positions	Part-time FTE Positions
<b>Small (0-5 Employees)</b>	87	196	152	44
<b>Medium (6-19 Employees)</b>	84	806	640	166
<b>Large (20+ Employees)</b>	73	10,339	8,673	1,666
<b>TOTAL</b>	<b>244</b>	<b>11,340</b>	<b>9,465</b>	<b>1,875</b>

Figure A-2: Total seasonal workforce in Whistler, 2017/18 winter season

	# of Businesses	Total Seasonal FTE Positions	Seasonal Full-time Positions	Seasonal Part-time FTE Positions
<b>Small (0-5 Employees)</b>	87	35	27	8
<b>Medium (6-19 Employees)</b>	84	219	124	95
<b>Large (20+ Employees)</b>	73	5,348	4,285	1,063
<b>TOTAL</b>	<b>244</b>	<b>5,603</b>	<b>4,436</b>	<b>1,167</b>

Figure A-3: Projected workforce totals for 2018/19 winter season

	# of Businesses	FTE Positions, 2017/18	Projected FTE Positions, 2018/19	% Change from 2017/18
<b>Small (0-5 Employees)</b>	87	196	176	10.3%↓
<b>Medium (6-19 Employees)</b>	84	806	714	11.5%↓
<b>Large (20+ Employees)</b>	73	10,339	9,933	3.9%↓
<b>TOTAL</b>	<b>244</b>	<b>11,340</b>	<b>10,822</b>	<b>4.6%↓</b>

Figure A-4: Projected workforce totals for 2019 summer season

	# of Businesses	FTE Positions, 2017/18	Projected FTE Positions, 2019	% Change from 2017/18
Small (0-5 Employees)	87	196	296	51.1% ↑
Medium (6-19 Employees)	84	806	911	13.1% ↑
Large (20+ Employees)	73	10,339	8,562	17.2% ↓
<b>TOTAL</b>	<b>244</b>	<b>11,340</b>	<b>9,769</b>	<b>13.9% ↓</b>

Figure A-5: Employee residency, 2017/18 winter season

	# of Businesses	Total FTE Positions	# Living in Whistler	% Living in Whistler
Small (0-5 Employees)	87	196	158	81%
Medium (6-19 Employees)	84	806	578	72%
Large (20+ Employees)	73	10,339	8,512	82%
<b>TOTAL</b>	<b>244</b>	<b>11,340</b>	<b>9,248</b>	<b>82%</b>

Figure A-6: Seasonal employee residency, 2017/18 winter season

	# of Businesses	Total Seasonal FTE Positions	# Seasonal Living in Whistler	% Seasonal Living in Whistler
Small (0-5 Employees)	87	35	69	196%
Medium (6-19 Employees)	84	219	197	90%
Large (20+ Employees)	73	5,348	5,111	96%
<b>TOTAL</b>	<b>244</b>	<b>5,603</b>	<b>5,377</b>	<b>96%</b>

Figure A-7: Businesses able to achieve full staffing levels, 2017/18 winter season

	# of Businesses	# Achieving Full Staffing	% Achieving Full Staffing
Small (0-5 Employees)	87	67	77%
Medium (6-19 Employees)	84	46	55%
Large (20+ Employees)	73	28	38%
<b>TOTAL</b>	<b>244</b>	<b>141</b>	<b>58%</b>

Figure A-8: Reported employee shortages, 2017/18 winter season

	# of Businesses	Total FTE Positions	Estimated Employee Shortages	% Change in Workforce had Positions been Filled
<b>Small (0-5 Employees)</b>	87	196	29	14.6%
<b>Medium (6-19 Employees)</b>	84	806	88	10.9%
<b>Large (20+ Employees)</b>	73	10,339	432	4.2%
<b>TOTAL</b>	<b>244</b>	<b>11,341</b>	<b>549</b>	<b>4.8%</b>

Figure A-9: Reasons for employee shortages, 2017/18 winter season

	Frequency	Percentage
<b>Lack of Job Applications</b>	75	77%
<b>No Company Staff Housing</b>	53	54%
<b>Salary Expectations</b>	25	26%
<b>Workforce Retention/Transient Nature of Workforce (working visa)</b>	11	11%
<b>Work Location &amp; Public Transit Issues</b>	13	13%
<b>Lack of Career Advancements</b>	4	4%
<b>Lack of Employment Hours</b>	5	5%
<b>TOTAL RESPONSES</b>	<b>186</b>	<b>190%</b>

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

Figure A-10: Businesses expecting to achieve full staffing levels, 2018 summer season

	# of Businesses	# Achieving Full Staffing	% Achieving Full Staffing
<b>Small (0-5 Employees)</b>	87	59	68%
<b>Medium (6-19 Employees)</b>	84	58	69%
<b>Large (20+ Employees)</b>	73	34	47%
<b>TOTAL</b>	<b>244</b>	<b>151</b>	<b>62%</b>

Figure A-11: Reported employee shortages, 2018 summer season

	# of Businesses	Projected FTE Positions	Estimated Employee Shortages	% Change in Workforce had Positions been Filled
Small (0-5 Employees)	87	296	29	9.7%
Medium (6-19 Employees)	84	911	88	9.6%
Large (20+ Employees)	73	8,562	432	5.0%
<b>TOTAL</b>	<b>244</b>	<b>9,769</b>	<b>549</b>	<b>5.6%</b>

Figure A-12: Reasons for employee shortages, 2018 summer season

	Frequency	Percentage
Lack of Job Applications	58	72%
No Company Staff Housing	46	57%
Salary Expectations	21	26%
Workforce Retention/Transient Nature of Workforce (working visa)	11	14%
Work Location & Public Transit Issues	11	14%
Lack of Career Advancements	2	2%
Lack of Employment Hours	4	5%
<b>TOTAL RESPONSES</b>	<b>153</b>	<b>189%</b>

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	92	38%
Expanded in the Last Two Years	138	57%
Declined in the Last Two years	12	5%
<b>TOTAL</b>	<b>242</b>	<b>100%</b>

Figure A-14: Businesses that supply housing, 2017/18 winter season

	# of Businesses	# of Businesses that Supply Housing	% of Businesses that Supply Housing
Small (0-5 Employees)	88	12	14%
Medium (6-19 Employees)	84	8	10%
Large (20+ Employees)	73	37	51%
<b>TOTAL</b>	<b>244</b>	<b>57</b>	<b>23%</b>



Figure A-15: Number of beds provided for staff, year-round, 2017/18 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
<b>Small (0-5 Employees)</b>	9	18	4	7
<b>Medium (6-19 Employees)</b>	8	30	8	14
<b>Large (20+ Employees)</b>	34	2,388	1,482	814
<b>TOTAL</b>	<b>51</b>	<b>2,436</b>	<b>1,494</b>	<b>835</b>

Figure A-16: Average occupancy rate for year-round beds provided by employers, 2017/18

	# of Year-Round Beds Provided for Staff	# of Year-Round Beds Occupied by Staff	Average Occupancy Rate of Year-Round Beds
<b>Small (0-5 Employees)</b>	18	18	98%
<b>Medium (6-19 Employees)</b>	30	25	83%
<b>Large (20+ Employees)</b>	2,388	2,148	90%
<b>TOTAL</b>	<b>2,436</b>	<b>2,201</b>	<b>90%</b>

Figure A-17: Average occupancy rate for winter seasonal beds provided by employers, 2017/18

	# of Winter Beds Provided for Staff	# of Winter Beds Occupied by Staff	Average Occupancy Rate of Winter Beds
<b>Small (0-5 Employees)</b>	4	4	100%
<b>Medium (6-19 Employees)</b>	8	7	86%
<b>Large (20+ Employees)</b>	1,482	1,417	96%
<b>TOTAL</b>	<b>1,494</b>	<b>1,416</b>	<b>95%</b>

Figure A-18: Average occupancy rate for summer seasonal beds provided by employers, 2018

	# of Summer Beds Provided for Staff	# of Summer Beds Occupied by Staff	Average Occupancy Rate of Summer Beds
<b>Small (0-5 Employees)</b>	7	7	97%
<b>Medium (6-19 Employees)</b>	14	11	81%
<b>Large (20+ Employees)</b>	814	555	88%
<b>TOTAL</b>	<b>835</b>	<b>743</b>	<b>89%</b>

Figure A-19: Type of housing supplied by employers, 2017/18 winter season

	Frequency	Percentage
Market real estate owned by the company	18	40%
Rented year-round by the company	9	20%
Rented seasonally by the company	12	27%
Resident Restricted real estate owned by the company	6	13%
<b>TOTAL RESPONSES</b>	<b>45</b>	<b>100%</b>

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	81	55%
It is the Employee's Responsibility to Secure Housing	59	40%
Housing is Not Needed by the Employees	35	24%
Past Attempts to Provide Housing Were Unsuccessful	11	7%
Provides Living Allowance Instead of Housing	3	2%
Not Allowed by Corporate Policy	8	5%
<b>TOTAL RESPONSES</b>	<b>148</b>	<b>133%</b>

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)	12	11	92%
Medium (6-19 Employees)	8	7	88%
Large (20+ Employees)	37	12	32%
<b>TOTAL</b>	<b>57</b>	<b>30</b>	<b>53%</b>

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)	87	10	11%
Medium (6-19 Employees)	84	16	19%
Large (20+ Employees)	73	13	18%
<b>TOTAL</b>	<b>244</b>	<b>39</b>	<b>16%</b>

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

	Frequency	Percentage
<b>Rented Year-Round by the Company</b>	26	63%
<b>Market Real Estate Owned by the Company</b>	5	12%
<b>Resident-Restricted Real Estate Owned by the Company</b>	6	15%
<b>Rented Seasonally by the Company</b>	4	10%
<b>Resident-Restricted Real Estate Rented by the Company</b>	0	0%
<b>TOTAL RESPONSES</b>	<b>41</b>	<b>100%</b>

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

Figure A-24: Importance of employee housing to businesses, 2017/18 winter season

	Frequency	Percentage
<b>Very Important</b>	108	49%
<b>Somewhat Important</b>	92	42%
<b>Not Important at all</b>	19	9%
<b>TOTAL</b>	<b>219</b>	<b>100%</b>