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REPORT INFORMATION REPORT TO COUNCIL

PRESENTED: January 7, 2020

Report: 20-001

FROM: Marla Zucht, General Manager Whistler Housing Authority

File: 7724

SUBJECT: WHISTLER HOUSING AUTHORITY'S 2019 - 2020 INFORMATION UPDATE

RECOMMENDATION

That Council receive the Whistler Housing Authority's 2019 - 2020 Information Update.

REFERENCE

Appendix "A" - *Whistler Housing Authority's 2019 Employer Housing Needs Assessment*

Appendix "B" - *Whistler Housing Authority's 2020 Corporate Plan and Consolidated Budget*

PURPOSE OF REPORT

The purpose of this report and accompanying presentation is to provide a 2019 – 2020 information update from the Whistler Housing Authority. This Report includes the *Whistler Housing Authority's 2019 Employer Housing Needs Assessment* and the *Whistler Housing Authority's 2020 Corporate Plan and Consolidated Budget*.

BACKGROUND

The *Whistler Housing Authority's 2019 Employer Housing Needs Assessment* compiles information collected from a comprehensive survey of Whistler businesses to assess the employment characteristics and housing needs of Whistler's workforce. 2019 was the 22nd consecutive year this research has been conducted by the Whistler Housing Authority with Whistler's business community. Highlights from the *2019 Employer Housing Needs Assessment* include:

- 2019 Winter Workforce – 16,100 FTE Positions
- Projected 2020 Winter Workforce – 17,200 FTE Positions
- 2019 Winter Workforce Living in Whistler – 12,300 (77% of workforce)
- Businesses able to Achieve Full Staffing Levels in 2019 Winter Season – 64%
- Businesses that Supply Staff Housing – 22%

The results of the survey research are attached as Appendix A to Council Information Report No. 20-001.

The *Whistler Housing Authority's 2020 Corporate Plan* includes: the WHA's Vision; Mission; and Strategic Objectives; WHA Highlights from 2019 and Key Priorities and indicators for 2020; a summary of the WHA's 2019 Statement of Operations; and the WHA's 2020 Consolidated Budget. WHA Highlights from 2019 include:

- Completed construction and occupancy of WHA's new 24 unit Passive House Employee Rental Apartment Building at 1020 Legacy Way;
- Completed construction and occupancy of WHA's new 20 unit Seniors and Employee Rental Apartment Building at 8350 Bear Paw Trail;
- Secured financing and progressing construction of WHA's new 45 unit Employee Rental Apartment Building at 1330 Cloudburst Drive – project completion and occupancy scheduled for 2021;
- Implemented new eligibility criteria for the WHA owned employee housing rental portfolio, including income and asset verifications for new tenants;
- Progressing new enforcement and compliance mechanisms for the Employee Housing Program;
- Updating the WHA's information and property management software systems for improved operational capacity and modernized functionality, user interface and security
- As of the end of 2019, the WHA has secured over \$11 million in funding from our Provincial and Federal Government housing partners towards the WHA's new rental housing projects for the community.

The *Whistler Housing Authority's 2020 Corporate Plan and Consolidated Budget* are attached as Appendix B to Council Information Report No. 20-001.

COMMUNITY ENGAGEMENT AND CONSULTATION

The results of the *Whistler Housing Authority's 2019 Employer Housing Needs Assessment* and the *Whistler Housing Authority's 2020 Corporate Plan and Consolidated Budget* will be shared with the community through this public presentation to Mayor and Council and the local media. In addition, the *Whistler Housing Authority's 2019 Employer Housing Needs Assessment* will also be available to the public on the Whistler Housing Authority's website at www.whistlerhousing.ca and will be emailed to each business that participated in the survey. The *Whistler Housing Authority's 2020 Corporate Plan and Consolidated Budget* will also be made available to the public on the Whistler Housing Authority's website.

BUDGET CONSIDERATIONS

The Whistler Housing Authority's annual Employer Housing Needs Assessment and Corporate Plan are funded entirely by the Whistler Housing Authority.

SUMMARY

This report requests that Council receive the Whistler Housing Authority's 2019 – 2020 Information Update including the *Whistler Housing Authority's 2019 Employer Housing Needs Assessment* and the *Whistler Housing Authority's 2020 Corporate Plan and Consolidated Budget*.

Respectfully submitted,

Marla Zucht
GENERAL MANAGER
WHISTLER HOUSING AUTHORITY



Whistler Housing Authority Employer Housing Needs Assessment 2019 Final Report



Prepared for
Whistler Housing Authority



Prepared by
InterVISTAS Consulting Inc.
November 2019

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1.0 INTRODUCTION

This report presents the results of the 2019 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 2019 report marks the twenty-second 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 June 12 to October 25, 2019 inclusive. The survey instrument included questions regarding:

- Employment levels for the 2018/19 winter season;
- Seasonal employment levels for the 2018/19 winter season;
- Projected employment levels for the 2019 summer and 2019/20 winter season;
- Share of total workforce living within Whistler municipal boundaries;
- Share of seasonal workforce living within Whistler municipal boundaries;
- Position shortages in the 2018/19 winter season and expected shortages in the 2019 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 2019 is included in Appendix A.

2.1 SURVEY POPULATION

This year, an additional 30 businesses were added to the annual list of businesses targeted for this survey. This brings the survey target population up to 662 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 2019 Whistler Employer Housing Needs Assessment. Following a brief introduction to the study, recipients were directed to a 14-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.

Phase 2

Non-responding firms representing a significant portion of FTE positions were targeted for follow-up in Phase 2 of data collection. Three reminder e-mails were sent to businesses on June 12, August 12, and October 24, 2019 to maximize the response rates. From August 12 to October 25, 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 165 surveys were completed by Whistler businesses in the 2019 study.

These surveyed businesses employed close to 60% of Whistler's workforce in the 2018/19 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 7%, 19 times out of 20.

Figure 2-1: Survey response rates, 2018/19 winter season

	# of Businesses	# of Responses
Small (0-5 Employees)	260	56
Medium (6-19 Employees)	252	53
Large (20+ Employees)	150	56
TOTAL	662	165

Figure 2-2: Survey responses, 2018/19 winter season

Survey Response Generation	Sample Size	% of Responses	% of Total FTE Positions
Phase 1 (Jun 12 – Aug 12)	110	67%	25%
E-mail Campaign	110	67%	25%
Phase 2 (Aug 13 – Oct 25)	55	33%	75%
E-mail Campaign/Direct Contact Campaign	55	33%	75%
TOTAL	165	100%	100%

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 Microsoft Excel 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 662 businesses. This approach was taken using information from past studies to estimate the workforce for the 397 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 2018/19 WINTER SEASON

Whistler's workforce represented approximately 16,100 FTE positions in the 2018/19 winter season. The workforce includes approximately 13,900 full-time positions and 2,200 full-time equivalent positions created by the part-time workforce.

Figure 3-1: Total workforce in Whistler, 2018/19 winter season

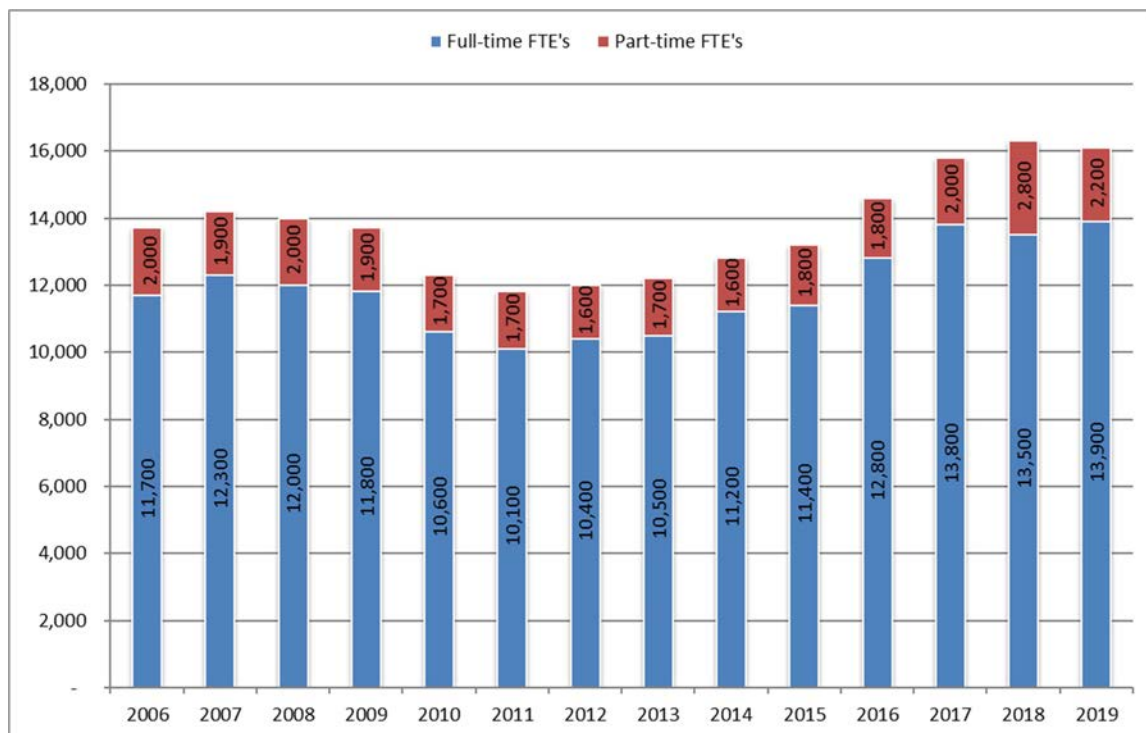
	# of Businesses	Total FTE Positions	Full-time Positions	Part-time FTE Positions
Small (0-5 Employees)	260	590*	470*	120*
Medium (6-19 Employees)	252	2,400**	2,000**	400**
Large (20+ Employees)	150	13,100**	11,400**	1,700**
TOTAL	662	16,100**	13,900**	2,200**

* 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 7,500 FTE positions in the 2018/19 winter season, which accounts for 47% of the total Whistler workforce. The seasonal workforce includes approximately 6,500 full-time positions and 1,000 part-time positions.

Figure 3-3: Total seasonal workforce in Whistler, 2018/19 winter season

	# of Businesses	Total Seasonal FTE Positions	Seasonal Full-time Positions	Seasonal Part-time FTE Positions
Small (0-5 Employees)	260	190*	150*	40*
Medium (6-19 Employees)	252	600**	400**	200**
Large (20+ Employees)	150	6,700**	5,900**	800**
TOTAL	662	7,500**	6,500**	1,000**

* Rounded to the nearest ten.

** Rounded to the nearest hundred.

Note: Totals may not sum due to rounding

PROJECTED WORKFORCE TOTALS FOR THE 2019/20 WINTER SEASON

Overall, Whistler's workforce is projected to total approximately 17,200 FTE positions in the 2019/20 winter season, representing an increase of 7.1% from 2018/19 winter season employment levels. The 2019/20 workforce is projected to include 15,300 full-time positions and 1,900 full-time equivalent positions created by the part-time workforce. The significant increase in the projected winter season employment is coming from the increase in projected winter workforce among large firms.

Figure 3-4: Projected workforce totals for 2019/20 winter season

	# of Businesses	Projected FTE Positions, 2019/20	Full-time Positions	Part-time FTE Positions	% Change from 2018/19
Small (0-5 Employees)	260	590*	480*	110*	0.2% ↓
Medium (6-19 Employees)	252	2,400**	2,100**	400**	1.1% ↑
Large (20+ Employees)	150	14,200**	12,800**	1,400**	8.5% ↑
TOTAL	662	17,200**	15,300**	1,900**	7.1% ↑

* Rounded to the nearest ten.

** Rounded to the nearest hundred.

Note: Totals may not sum due to rounding.

Only 33 businesses were unsure of projected employee numbers for the 2019/20 season. Fifty-three percent of businesses that were unsure of projected employee numbers anticipate that their employee numbers will remain the same, while 38% anticipate an increase in their employee count. The remaining 9% of businesses unsure of specific employee totals expect a decrease in their employee numbers overall.

Figure 3-5: Businesses who provided projected numbers for 2019/20 winter season

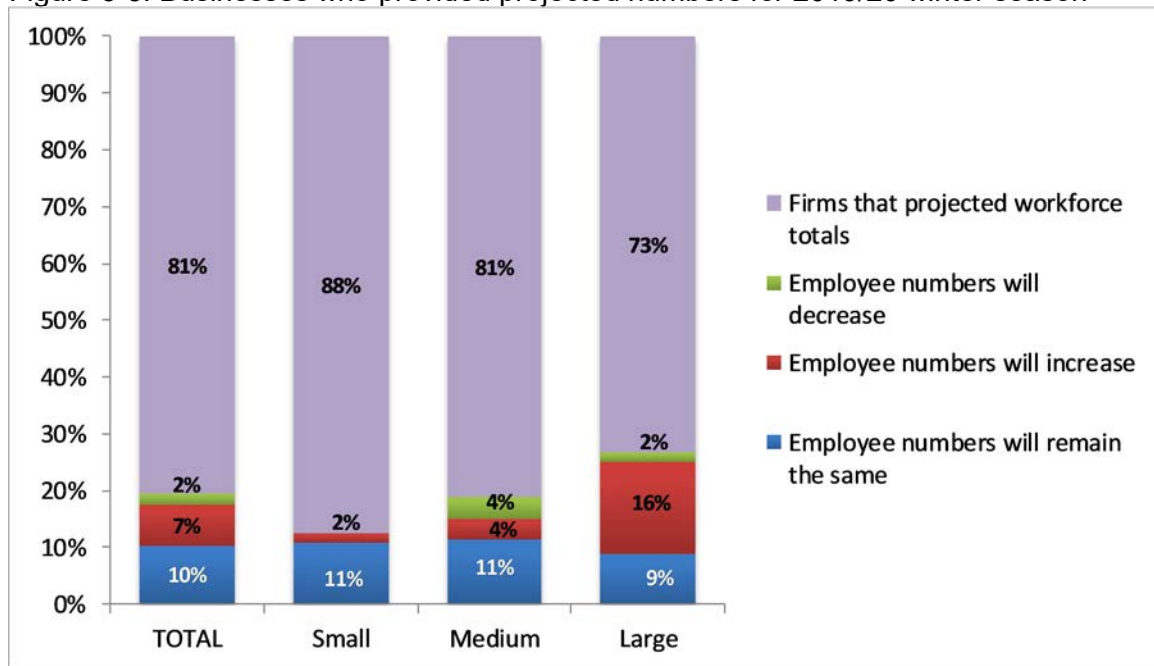
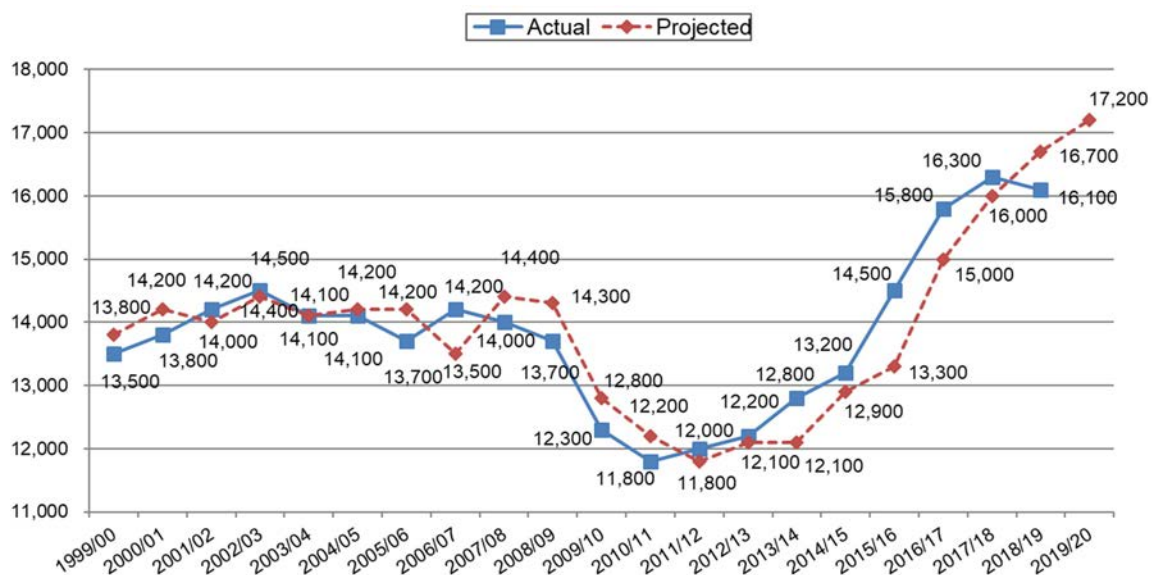


Figure 3-6 compares actual versus projected employee numbers from 1999/00 to 2019/20. As illustrated, the actual total workforce in the 2018/19 winter season decreased by 200 FTE positions from the 2017/18 winter season. This fall is significant and is in part due to the decreasing number of FTE positions 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 2019 SUMMER SEASON

Whistler's employers are projected to retain approximately 12,500 winter FTE positions for the 2019 summer season, a 78% retention rate of the total 2018/19 winter season staff for summer season. The summer workforce is projected to include 10,800 full-time positions and 1,800 full-time equivalent positions created by the part-time workforce. The fall in the summer 2019 retention rate is significant and mainly comes from the decrease in projected summer workforce among large firms.

Figure 3-7: Projected workforce totals in Whistler, 2019 summer season

	# of Businesses	Projected FTE Position, 2019	Full-time Positions	Part-time FTE Positions	% Change from Winter 2018/19
Small (0-5 Employees)	260	720*	580*	140*	22.9% ↑
Medium (6-19 Employees)	252	2,200**	1,800**	400**	10.1% ↓
Large (20+ Employees)	150	9,600**	8,400**	1,300**	26.1% ↓
TOTAL	662	12,500**	10,800**	1,800**	21.9% ↓

* Rounded to the nearest ten.

** Rounded to the nearest hundred.

Note: Totals may not sum due to rounding.

3.3 WHISTLER'S WORKFORCE PROFILE

RESIDENCE

Approximately 12,300 FTE positions, or 77% of the workforce, were held by employees who resided within Whistler municipal boundaries during the 2018/19 winter season. The remaining positions (approximately 3,800) were held by workers living outside Whistler. The total number of FTE positions in Whistler has decreased by 800 FTE positions from the 2017/18 winter season, when 13,100 FTE positions were held within municipal boundaries.

Figure 3-8: Employee residency, 2018/19 winter season

	Total Workforce Living in Whistler (FTE Positions)	% Living in Whistler
Small (0-5 Employees)	480*	81%
Medium (6-19 Employees)	1,600**	67%
Large (20+ Employees)	10,200**	78%
TOTAL	12,300**	77%

* Rounded to the nearest ten.

** Rounded to the nearest hundred.

* Rounded to the nearest ten.

Note: Totals may not sum due to rounding

Among Whistler's seasonal workforce, approximately 7,100 seasonal FTE positions (95%) were held in the Resort Municipality of Whistler in the 2018/19 winter season. This is an increase of approximately 700 seasonal FTE positions in Whistler, as compared to the 2017/18 winter season.

Figure 3-9: Seasonal employee residency, 2018/19 winter season

	Total Seasonal Workforce Living in Whistler (FTE Positions)	% of Seasonal Workforce Living in Whistler
Small (0-5 Employees)	150*	79%
Medium (6-19 Employees)	400**	68%
Large (20+ Employees)	6,500**	98%
TOTAL	7,100**	95%

* Rounded to the nearest ten.

** Rounded to the nearest hundred.

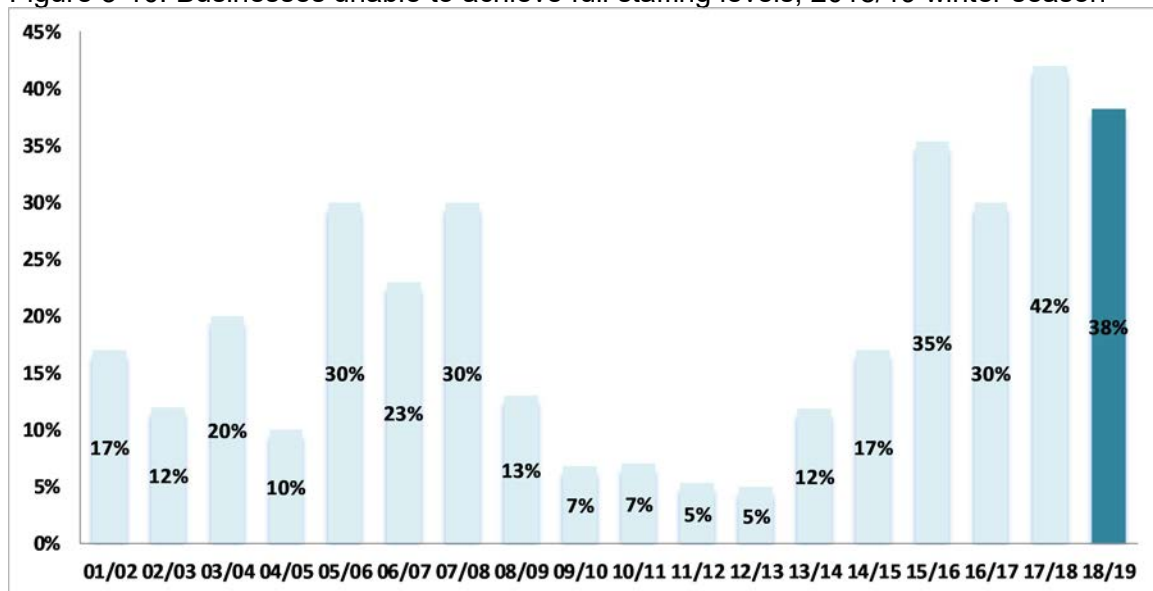
Note: Totals may not sum due to rounding

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 (73% of small-sized businesses achieved full staffing levels versus 66% and 46% of medium-sized and large-sized businesses respectively). Thirty-eight percent of Whistler's employers were unable to achieve their desired staffing level during the 2018/19 winter season.

Figure 3-10: Businesses unable to achieve full staffing levels, 2018/19 winter season



Approximately 1,350 FTE positions went unfilled in Whistler during the 2018/19 winter season, compared to 900 FTE shortages reported for the 2017/18 winter season. Had

these 2018/19 positions been staffed, the overall workforce would have increased by 8.4%.

Figure 3-11: Reported employee shortages, 2019/20 winter season

	Estimated Employee Shortages for Entire Workforce (FTE Positions) *	% Change in Workforce had Positions been Filled
Small (0-5 Employees)	90*	15.3%
Medium (6-19 Employees)	300**	12.4%
Large (20+ Employees)	970**	7.4%
TOTAL	1350**	8.4%

* Rounded to the nearest ten.

** Rounded to the nearest hundred.

Note: Totals may not sum due to rounding

MAIN REASONS FOR WINTER EMPLOYEE SHORTAGES

A total of 59 businesses provided reasons for why they had employee shortages, lower than the number of responses (98) received in 2018/19. The most common reason noted for why positions were left unfilled was the lack of job applications (42 responses), followed by no company staff housing (34 responses) and salary expectations (21 responses).

Figure 3-12: Reasons for employee shortages, 2018/19 winter season

	Frequency	Percentage
Lack of job applications being submitted to company	42	71%
Company does not provide staff housing	34	58%
Salary expectations	21	36%
Applicant's work visa not compatible with positions available	11	19%
Location of work in relation to public transit for commuting	5	8%
Not enough flexibility in employment hours	3	5%
Lack of career advancement opportunities with company	3	5%
Not enough employment hours available	1	2%
TOTAL RESPONSES	59	203%

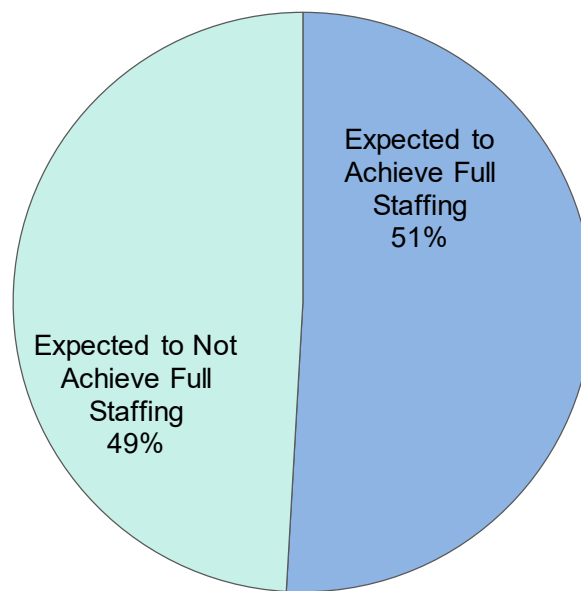
Note: Percentage sums to above 100% due to multiple responses.

3.5 WHISTLER'S SUMMER EMPLOYEE SHORTAGES

SUMMER EMPLOYEE SHORTAGE

Forty-nine percent of businesses this year anticipate that they will not be able to meet their staffing requirements for the 2019 summer season. This finding was higher than the 2018 summer season situation, when 38% of businesses expected they would not be able to achieve their full staffing requirements. Like the winter season, small-sized businesses had more success achieving full staffing levels (64% for small-sized businesses, versus 42% for medium businesses and 46% for large-sized businesses).

Figure 3-13: Anticipated staffing levels for 2019 Summer Season



Around 800 positions are expected to go unfilled during the 2019 summer season. If these positions were filled, staffing would have increased by 6.4%.

Figure 3-14: Reported employee shortages, 2019 summer season

	Estimated Employee Shortages for Entire Workforce (FTE Positions)*	% Change in Workforce had Positions been Filled
Small (0-5 Employees)	70*	9.7%
Medium (6-19 Employees)	290**	13.3%
Large (20+ Employees)	440**	4.6%
TOTAL	800**	6.4%

* Rounded to the nearest ten.

** Rounded to the nearest hundred.

Note: Totals may not sum due to rounding

MAIN REASONS FOR SUMMER EMPLOYEE SHORTAGES

Fifty-seven companies provided responses on why they will have employee shortages. The most common reason noted for unfilled job positions in the summer of 2019 is due to a lack of job applications (48 responses). The next highest reason stated for anticipated employee shortages was the lack of company staff housing (29 responses), followed by salary expectations (20 responses).

Figure 3-15: Reasons for employee shortages, 2019 summer season

	Frequency	Percentage
Lack of job applications being submitted to company	48	84%
Company does not provide staff housing	29	51%
Salary expectations (i.e. company wages & benefits not high enough)	20	35%
Applicant's work visa not compatible with positions available	7	12%
Not enough flexibility in employment hours	6	11%
Location of work in relation to public transit for commuting	4	7%
Lack of career advancement opportunities with company	5	9%
Not enough employment hours available	3	5%
TOTAL RESPONSES	57	209%

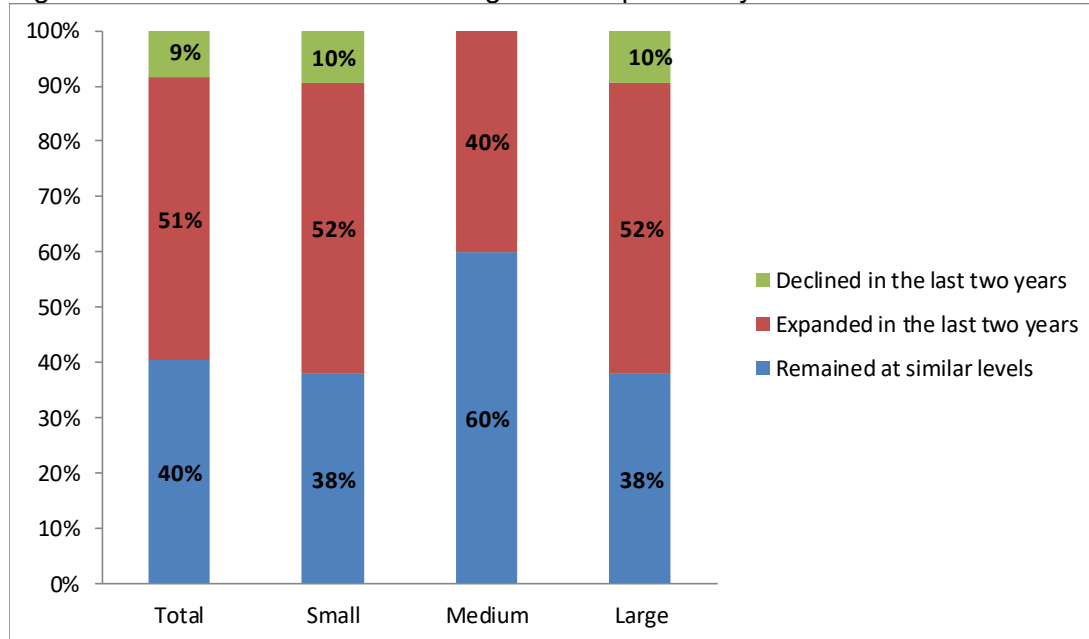
Note: Percentage sums to above 100% due to multiple responses.

3.6 EMPLOYER PERSPECTIVES ON BUSINESS CHANGE IN WHISTLER

BUSINESS CHANGE IN THE PAST TWO YEARS

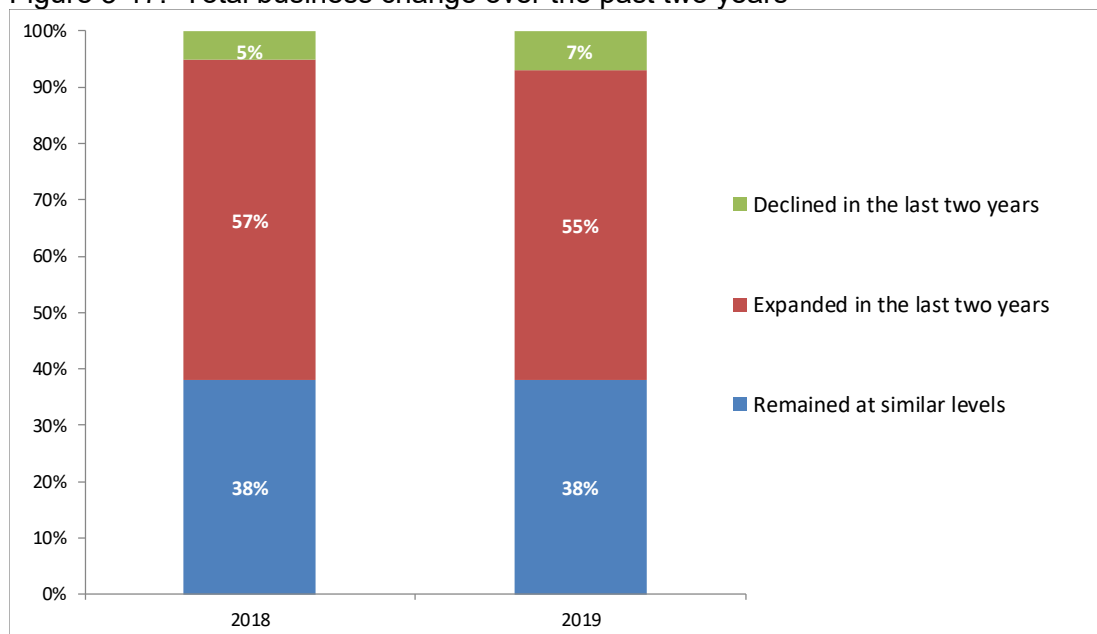
Over half of all employers surveyed (51%), noted that their businesses have expanded in the last two years. Another 40% of employers responded that business has stayed constant, while 9% indicated a business decline in the past couple of years.

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



Employer's input on the level of business change over the last two years indicate that the businesses have slightly declined in 2019 compared to 2018.

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



3.7 EMPLOYER-PROVIDED HOUSING IN WHISTLER

EMPLOYER-PROVIDED HOUSING

Approximately 22% of businesses provided housing for their employees during the 2018/2019 winter season. This proportion is in range with the 20% of businesses that reported supplying housing during the 2017/18 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, 2018/19 winter season

	# of Businesses	# of Businesses that Supply Housing	% of Businesses that Supply Housing
Small (0-5 Employees)	260	37	14%
Medium (6-19 Employees)	252	33	13%
Large (20+ Employees)	150	72	48%
TOTAL	662	143	22%

The Whistler businesses that did supply housing for their employees provided approximately 4,600 beds in total year-round. Of the 4,600 beds provided, approximately 3,600 beds were reserved for seasonal winter employees and 2,400 beds for seasonal summer employees. Large businesses continued to supply the vast majority of beds for both year-round and seasonal employees.

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
Small (0-5 Employees)	11	30*	30*	30*
Medium (6-19 Employees)	30	120*	30*	50*
Large (20+ Employees)	62	4,400**	3,600**	2,300**
TOTAL	103	4,600**	3,600**	2,400**

* Rounded to the nearest ten.

** Rounded to the nearest hundred.

Note(i) : Totals may not sum due to rounding.

Note(ii): Due to a low sample size in 2019, responses from nonresponding 2018 firms were added to maintain consistency and stabilize the scaled-to-population results.

Approximately 3,800 of the 4,600 year-round staff beds provided by employers were occupied year-round (84% occupancy rate). Year-round occupancy rates are highest for medium-sized businesses (91% occupancy rate).

Figure 3-20: Average occupancy rate for year-round beds provided by employers, 2018/19

	# of Year-Round Beds Provided for Staff	# of Year-Round Beds Occupied by Staff	Average Occupancy Rate of Beds
Small (0-5 Employees)	30*	30*	90%
Medium (6-19 Employees)	120*	110*	91%
Large (20+ Employees)	4,400**	3,700**	84%
TOTAL	4,600**	3,800**	84%

* Rounded to the nearest ten.

** Rounded to the nearest hundred.

Note: Totals may not sum due to rounding

Occupancy rates for seasonal winter staff beds were higher than year-round staff beds, averaging a 93% occupancy rate overall. Over 3,400 of the 3,600 seasonal winter staff beds provided by employers were occupied during the 2018/19 winter season.

Figure 3-21: Average occupancy rate for winter beds provided by employers, 2018/19

	# of Winter Beds Provided for Staff	# of Winter Beds Occupied by Staff	Average Occupancy Rate of Beds
Small (0-5 Employees)	30*	20*	87%
Medium (6-19 Employees)	30*	30*	98%
Large (20+ Employees)	3,600**	3,300**	93%
TOTAL	3,600**	3,400**	93%

* Rounded to the nearest ten.

** Rounded to the nearest hundred.

Note: Totals may not sum due to rounding.

Approximately 1,800 of the 2,400 seasonal summer staff beds provided by employers were occupied during the 2019 summer season. Occupancy rates for seasonal summer staff beds were lower than seasonal winter staff beds, averaging a 77% occupancy rate versus 93% in the winter.

Figure 3-22: Average occupancy rate for summer beds provided by employers, 2019

	# of Summer Beds Provided for Staff	# of Summer Beds Occupied by Staff	Average Occupancy Rate of Beds
Small (0-5 Employees)	30*	30*	88%
Medium (6-19 Employees)	50*	40*	91%
Large (20+ Employees)	2,300**	1,700**	72%
TOTAL	2,400**	1,800**	77%

*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, 46% of those businesses in Whistler rent property year-round. A further 32% own market real estate, while 12% of businesses own resident-restricted real estate. The remaining 10% of the businesses that supply housing in Whistler rent their staff accommodations seasonally.

Figure 3-23: Type of housing supplied by employers, 2018/19 winter season

	Frequency	Percentage
Rented Year-Round by the Company	23	46%
Market Real Estate Owned by the Company	16	32%
Resident-Restricted Real Estate Owned by the Company	6	12%
Rented Seasonally by the Company	5	10%
TOTAL RESPONSES	50	100%

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

REASONS FOR NOT PROVIDING EMPLOYEE HOUSING

A total of 98 companies provided responses with regards to why they do not supply staff housing. The most common reason noted was it is the employee's responsibility to secure housing (49 responses). The next highest reason stated was that the inability of organizations to afford to provide housing, with 47 responses, followed by responses indicating that housing is not needed by employees (25 responses).

Figure 3-24: Reasons for not providing employee housing

	Frequency	Percentage
It is the employee's responsibility to secure housing	49	50%
Our company cannot afford to provide housing for employees	47	48%
Housing is not needed for our employees	25	26%
We provided housing in the past that was not successful	9	9%
Corporate policies require our company to remain consistent with other locations	7	7%
Our company provides a living allowance instead of accommodation	4	4%
TOTAL RESPONSES	98	144%

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

SHARE OF BUSINESSES THAT SUBSIDIZE HOUSING

Sixty-nine percent of the Whistler businesses that provide employee housing also subsidize rent for their employees. This trend is most prominent among medium employers (86%), significant among large-sized organizations (70%) and less common among small organizations (50%).

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
Small (0-5 Employees)	40*	20*	50%
Medium (6-19 Employees)	30*	30*	86%
Large (20+ Employees)	70*	50*	70%
TOTAL	140*	100*	69%

* Rounded to the nearest ten.

PLANS TO PROVIDE ADDITIONAL HOUSING

Approximately 15% of the businesses surveyed indicated that they intend to provide additional sources of staff housing in the next 1-2 years. Large-sized businesses were more likely to anticipate supplying additional housing (30%) than were medium (17%) and small businesses (4%).

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
Small (0-5 Employees)	260	10*	4%
Medium (6-19 Employees)	252	40*	17%
Large (20+ Employees)	150	50*	30%
TOTAL	662	100*	15%

* Rounded to the nearest ten.

TYPES OF ADDITIONAL HOUSING TO BE OFFERED

Approximately 46% 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 32% foresee purchasing additional market real estate, while 12% of the respondents intend to purchase resident-restricted real estate. An additional 10% of firms plan to rent market real estate seasonally.

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

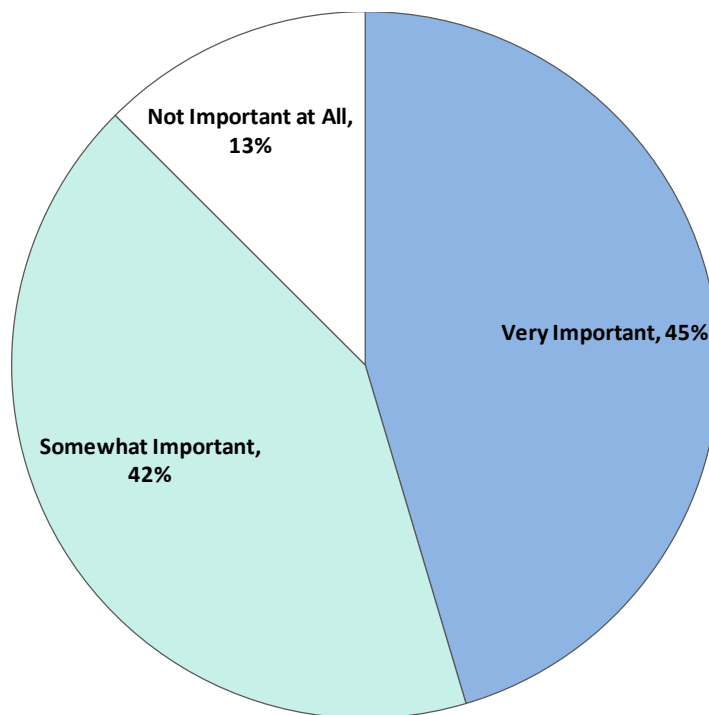
	Frequency	Percentage
Rented Year-Round by the Company	17	50%
Market Real Estate Owned by the Company	8	24%
Resident-Restricted Real Estate Owned by the Company	4	12%
Rented Seasonally by the Company	5	15%
TOTAL RESPONSES	34	100%

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

3.8 IMPORTANCE TO BUSINESSES FOR EMPLOYEES TO LIVE IN WHISTLER

Less than half of employers surveyed (45%) 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 13% feel that it is not important at all for their staff to live in Whistler.

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



4.0 CONCLUSIONS

The key findings of this study are:

- Whistler's workforce represented approximately 16,100 FTE positions in the 2018/19 winter season. The workforce includes approximately 13,900 full-time positions and 2,200 full-time equivalent positions created by the part-time workforce. Whistler's employers are projected to retain approximately 12,500 winter FTE positions for the 2019 summer season. The summer workforce is projected to include 10,800 full-time positions and 1,800 full-time equivalent positions created by the part-time workforce.
- Whistler's employers are projected to employ approximately 17,200 FTE positions in the 2019/20 winter season, representing an increase of 7.1% from 2018/19 winter season employment levels. The 2019/20 workforce is projected to include approximately 15,300 full-time positions and approximately 1,900 full-time equivalent positions created by the part-time workforce.
- Approximately 77% of Whistler's total workforce resided in Whistler in the 2018/19 winter season. The size of the resident workforce (12,300 FTE positions) has decreased from the 2017/18 season, when approximately 13,100 FTE positions (81%) were held in Whistler.
- 38% of Whistler's employers were unable to meet their staffing requirements during the 2018/19 winter season, resulting in a shortage of 1,350 FTEs. The most common reason noted for why positions were left unfilled was the lack of job applications.
- This year, 52% of businesses indicated that they were unable to meet their staffing requirements during the 2019 summer season. This equates to a projected 800 FTE summer positions that would be left unfulfilled. Small-sized businesses had more success achieving full staffing levels (64% for small businesses versus 42% for medium-sized and 46% for large-sized businesses). The most common reason noted for why positions were left unfilled was a lack of job applications.
- Approximately 24% of businesses provided housing for their employees during the 2018/2019 winter season. This proportion is higher than the percentage of businesses that reported supplying housing during the 2017/18 winter season (20%).
- Less than half of employers surveyed (45%) 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 13% feel that it is not important at all for their staff to live in Whistler.

Appendix A: Survey Instrument

SURVEY INSTRUMENT



2019 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.

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 3b](#))

3a. Who is your parent company?

3b. In relation to 2017, has your business:

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

EMPLOYEES: WINTER 2018-2019

4a. How many **total employees**, including management/owners, did your business have during the **2018-2019 WINTER SEASON** (Dec '18-Apr '19)?

Full-time _____ Part-time _____

4b. How many hours per week on average did each of your employees work during the **2018-2019 WINTER SEASON** (Dec '18-Apr '19)?

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 **2018-2019 WINTER SEASON** (Dec '18-Apr '19)?

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

Full-time _____ Part-time _____

5a. Does your company have **self-employed contract employees** as part of your regularly scheduled staff?

- ☐ Yes ([Go to Q5b.](#)) ☐ No ([Go to Q6a.](#))

s

5b. Have you included those self-employed contract employees in your survey responses?

- ☐ Yes ☐ No ([Go to Q5c.](#))

5c. How many self-employed contractors did you generally have working for you during the **2018-2019 WINTER SEASON**:

Full-time: _____

Part-time: _____

5d. How many hours per week on average did each of your self-employed contractors work during the **2018-2019 WINTER SEASON**.

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

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

6a. Were you able to achieve full staffing levels in the **2018-2019 WINTER SEASON** (Dec '18-Apr '19)?

☐ Yes ([Go to Q7a](#)) ☐ No ([Go to Q6b](#))

6b. How many employees were you short? (*Please enter 0 if applicable*)

Full-time _____ Part-time _____

6c. In your view, what are the main reasons why your company had unfilled positions in the **2018-2019 WINTER SEASON** (Dec '18-Apr '19)? (*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

7a. How many of your **total employees**, including management/owners, lived in Whistler during the **2018-2019 WINTER SEASON** (Dec '18-Apr '19)? (*Please enter 0 if applicable*)

Full-time _____ Part-time _____

7b. How many of your **seasonal employees**, including management/owners, lived in Whistler during the **2018-2019 WINTER SEASON** (Dec '18-Apr '19)? (*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).*

Full-time _____ Part-time _____

8a. How many **total employees**, including management/owners, do you expect to employ for the **2019-2020 WINTER SEASON** (Dec '19-Apr '20)? (*Please enter 0 if applicable*).

Full-time _____ Part-time _____ ([Go to 9a](#))

☐ Unsure of approximate projected numbers at this time ([Go to 8b](#))

8b. 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 **2019-2020 WINTER SEASON** (Dec '19-Apr '20)?

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

EMPLOYEES: SUMMER 2019

9a. How many **total employees**, including management/owners, will your business employ during the **2019 SUMMER SEASON** (May-Sep '19)?

Full-time _____ Part-time _____

9b. 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 _____

9c. How many of your **total employees**, including management/owners, do you anticipate will be **SEASONAL EMPLOYEES** during the **2019 SUMMER SEASON** (May-Sep '19)?

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

Full-time _____ Part-time _____

10a. Do you anticipate that you will be able to achieve full staffing levels in the **2019 SUMMER SEASON** (May-Sep '19)?

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

10b. How many employees will you be short during **2019 SUMMER SEASON** (May-Sep '19)? (*Please enter 0 if applicable*)

Full-time _____ Part-time _____

10c. In your view, what are the main reasons your company will have unfilled positions in the **2019 SUMMER SEASON** (May-Sep '19)? *(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

11a. Does your company currently provide any housing for your employees?

- ☐ Yes ([Go to Q12a](#)) ☐ No ([Go to Q11b](#))

11b. Why does your company not provide staff housing? *(Please select **one** response only, and then [Go to Q13a](#))*

- ☐ 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): _____

12a. How many beds does your company currently provide for staff?

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

12b. 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

12c. What is the average occupancy in your employee housing?

Winter season occupancy rate _____%

Summer season occupancy rate _____%

Annual occupancy rate ____%

12d. Does your company subsidize the rent for your employee housing?

☐ Yes (Go to Q11e.) ☐ No

☐ Comments:

13a. Is your company planning on providing any new housing for your employees in the next 1-2 years?

☐ Yes ([Go to Q13b](#)) ☐ No ([Go to Q14](#))

13b. 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

14. 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 2019 at the earliest. 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

- Whistler Blackcomb
- Fairmont Chateau Whistler
- Four Seasons Resort Whistler
- The Westin Resort and Spa
- ScandinaVe Spa
- Nita Lake Lodge
- Sundial Hotel
- Infinity Enterprises Group LTD
- Summit Lodge
- Crystal Lodge
- 21 Steps Kitchen & Bar
- Nicklaus North Golf Course
- Listel Whistler Hotel
- Ziptrek Ecotours
- Pure Bread
- Dubh Linn Gate
- Nesters Market
- Sabre Group
- Get the Goods General Supply Company LTD.
- Jtb International
- Whistler Fotosource
- Aava Whistler Hotel Limited
- Blue Shore Financial (formerly North Shore Credit Union)
- Domino's Pizza
- Cool As A Moose
- Resort Municipality of Whistler (Including Meadow Park Sports Center)
- Southside Diner
- Innovation Building Group Ltd.
- ALPENGLOW LODGE
- Great Glass Elevator Candy
- Whistler's Foto Source (DbA)
- Ingrid's Village Cafe
- Coast Mountain Veterinary Services
- Whistler Furniture Co.
- Lorimer Ridge Lodge
- CHARLIE DOYLE SIGN & DESIGN
- (BC0616569) WILD WOOD CAFE
- Holidays and getaways
- Travel Agency
- Gibbons Hospitality Group
- Whistler 2010 Sport Legacies Society (incl Sliding Center, Callaghan, Athlete Center and Offices)
- Tourism Whistler
- Pan Pacific Whistler
- Whistler Transit Ltd.
- The Old Spaghetti Factory & Crystal Lounge
- Brew House
- Whistler Health Care Centre
- Coastal Mountain Excavations Ltd.
- Black's Pub & Restaurant
- WHISTLER MEDICAL MARIJUANA CORP.
- Black Tie Ski Rentals
- Babysitting Whistler
- Mongolie Grill
- Squamish Lil'wat Cultural Centre
- Spring Creek Community School
- TM Builders Inc.
- Avalanche Pizza
- Audain Art Museum
- Escape Route
- Whistler Retreats
- Whistler Public Library
- ECOSIGN MOUNTAIN RECREATION PLANNERS LTD.
- Rainbow Electric (2007) Ltd
- Fanatyk Co Ski & Cycle
- Comor
- Whistler Welding Services Ltd.
- Peak Ventures
- Rexall (Village Square)
- Shoppers Drug Mart 2126
- Forged Axe Throwing
- Royal Bank Of Canada
- Back in Action Physiotherapy and Massage
- Sound Garden Landscape Design Ltd
- Adara Hotel
- Farfalla hair & esthetics
- Profile Ski and Snowboard Services
- Whistler Day Spa
- Canstar Restorations
- Whistler Superior Properties
- Blenz Coffee
- Whistler Mechanical Ltd.
- Green Lake Station Ltd.
- Rocky Mountain Chocolate Factory
- Upper Village Market
- Circle Skate And Snowboard Shop- Including Circle Kids
- The Whistler Bike Co.
- Snowflake
- Redpoint Mechanical Services
- Bunbury & Associates Land
- KFC
- CIBC Imperial Service Financial Advisor
- Co-Operators Insurance Agency (formerly North Shore Insurance)
- Jono Hair
- Brent Harley and Associates Inc.
- Double Diamond Law
- Murdoch & Co.
- Mountain Law Corporation
- Liquor store at Rainbow
- Howe Sound Women's Centre Society
- Whistler Physiotherapy I - Market Place
- Just Cleaning
- Kahuna Paddleboards Inc.
- Mcelhanney Associates Land Surveying Ltd
- SWITCHBACK ENTERTAINMENT INC.
- The Loft Salon Ltd.
- Valley Business Centre
- Highwalker Earthworks
- Glassmasterflash
- Patina Home Interiors
- Vorsprung Technologies Ltd.
- Whistler Pilates

- Hatley Get Clothes to Nature
- Tom Docking - Lawyer
- Whistler Housing Authority
- Whistler Centre for Sustainability
- Pacific Quorum Sea To Sky
- Sherwin-Williams Paints
- Cebu De Oro Services
- L'Occitane En Provence
- Whistler Chalet Care Ltd.
- Happy Hot Tub and Home Services
- Intuto Canada Inc.
- Black Ohm Tattoos
- REACTIVE DESIGN INC.
- Millar Creek Developments
- Sidecut Enterprises Inc.
- Maven Luxury Home Services Inc.
- Heike Designs Inc.
- Gershon & Co. Accounting and Tax Ltd.
- Joern Rohde Photography
- Sea To Sky Mortgages
- Whistler Outdoor Experience
- Chromag Bikes
- Whistler Personnel Solutions
- WorldMark At Whistler
- Another View Landscaping Ltd.
- Coast Mountain Brewing
- COMMUNITY THERAPISTS
- CONNECT AIRPORT TRANSFERS
- AWM - ALLIANCE REAL ESTATE GROUP
- Connect Hospitality Strategies Inc.
- CROSLAND DOAK LANDSCAPE
- CUSTOM SOLUTIONS CONSTRUCTION
- Nesters Liquor Store
- HIGH COUNTRY LANDSCAPING AND DESIGN
- 99 Cleaning Solutions Ltd
- The Adventure Group
- THE BEACH
- Edward Jones
- Whistler Resort Cabs
- RDC Fine Homes
- BEAR NECESSITIES CLOTHING COMPANY LTD.
- Engel & Volkers (Whistler)
- Whistler Optik
- Whistler Dental Office
- Peak Performance Physical Therapy
- Blackcomb Glass Ltd.
- ALPINE DOGS K9 ADVENTURES
- Cow's Whistler
- Adele Campbell Fine Art Gallery
- Armchair Books
- Avello Spa and Health Club
- Amos & Andes
- Whistler Happy Pets (formerly Whistler Pet Barn, formerly Whistler Pet Food & Supplies)
- Aloha Whistler Accomodations
- Ario Construction

Appendix C: Comparison with Previous Reports

Figure A-1: Comparison with previous reports

	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19
Total Workforce in Whistler (FTE Positions)	14,200	14,000	13,700	12,300	11,800	12,000	12,200	12,800	13,200	14,500	15,800	16,300	16,100
Projected Workforce for Next Year (FTE Positions)	14,400	14,300	12,800	12,200	11,800	12,100	12,100	12,900	13,300	15,000	16,000	16,700	17,200
Workforce Living in Whistler (FTE Positions)	11,000	11,100	10,600	9,300	9,600	9,800	9,700	10,200	10,400	11,100	12,300	13,100	12,300
Workforce Living in Whistler (%)	78%	79%	77%	76%	82%	82%	80%	81%	79%	76%	78%	81%	77%
Businesses able to Achieve Full Staffing Levels in Winter Season (%)	77%	70%	87%	93%	93%	95%	95%	87%	83%	65%	69%	58%	64%
Winter Season Employee Shortages for Entire Workforce (FTE Positions)	400	600	100	100	30~	n/a	50~	100	300	820	740	900	1,350
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	78%	67%	63%	62%	52%
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	300	700	810	810	800

Businesses that Supply Housing (%)	17%	17%	22%	18%	15%	15%	13%	12%	13%	18%	19%	20%	22%
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** 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)	26	16%
72 - accommodation and food services	31	19%
72111 - hotels and motels	13	43%
722511 - full-service restaurants	10	33%
722513 - limited service restaurants	4	13%
7223 - food service contractors, caterers	0	0%
72241 - drinking places	1	3%
72119 - B&Bs	2	7%
23 - construction	16	10%
44 - retail trade	33	20%
54 - professional, scientific and technical	11	7%
71 - arts, entertainment and recreation	10	6%
71399 - all other recreation industries	4	40%
71392 - skiing facilities	2	20%
71394 - fitness and recreational sports centers	1	10%
711 - theatre, dance, spectator sports	0	0%
711 - 712 - museums, zoos, nature parks	2	20%
71391 - golf courses	1	10%
52 - finance and insurance	7	4%
53 - real estate rental & leasing	3	2%
62 - health care and social assistance	8	5%
48 - transportation and warehousing	3	2%
61 - education services	3	2%
31 - manufacturing	2	1%
42 - wholesale trade	2	1%
11 - agriculture, forestry, fishing & hunting	1	1%
55 - management of companies & enterprises	3	2%
92 - public administration	2	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**162****100%**

Appendix E: Actual Survey Results

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

Figure A-1: Total workforce in Whistler, 2018/19 winter season

	# of Businesses	Total FTE Positions	Full-time Positions	Part-time FTE Positions
Small (0-5 Employees)	56	157	125	32
Medium (6-19 Employees)	53	547	459	88
Large (20+ Employees)	56	8,802	7,658	1,144
TOTAL	165	9,506	8,242	1,264

Figure A-2: Total seasonal workforce in Whistler, 2018/19 winter season

	# of Businesses	Total Seasonal FTE Positions	Seasonal Full-time Positions	Seasonal Part-time FTE Positions
Small (0-5 Employees)	56	50	39	11
Medium (6-19 Employees)	53	141	100	41
Large (20+ Employees)	56	4,512	3,974	538
TOTAL	165	4,703	4,113	590

Figure A-3: Projected workforce totals for 2019/20 winter season

	# of Businesses	FTE Positions, 2018/19	Projected FTE Positions, 2019/20	% Change from 2017/18
Small (0-5 Employees)	56	157	135	0.2% ↓
Medium (6-19 Employees)	53	547	455	1.1% ↑
Large (20+ Employees)	56	8,802	9,168	8.5% ↑
TOTAL	165	9,506	9,758	7.1% ↑

Figure A-4: Projected workforce totals for 2020 summer season

	# of Businesses	FTE Positions, 2018/19	Projected FTE Positions, 2020	% Change from 2018/19
Small (0-5 Employees)	56	157	192	22.9 % ↑
Medium (6-19 Employees)	53	547	492	10.1% ↓
Large (20+ Employees)	56	8,802	6,503	26.1% ↓
TOTAL	165	9,506	7,188	24.4% ↓

Figure A-5: Employee residency, 2018/19 winter season

	# of Businesses	Total FTE Positions	# Living in Whistler	% Living in Whistler
Small (0-5 Employees)	56	157	127	81%
Medium (6-19 Employees)	53	547	369	67%
Large (20+ Employees)	56	8,802	6,869	78%
TOTAL	165	9,506	7,364	77%

Figure A-6: Seasonal employee residency, 2018/19 winter season

	# of Businesses	Total Seasonal FTE Positions	# Seasonal Living in Whistler	% Seasonal Living in Whistler
Small (0-5 Employees)	56	50	39	79%
Medium (6-19 Employees)	53	141	96	68%
Large (20+ Employees)	56	4,512	4,404	98%
TOTAL	165	4,703	4,540	97%

Figure A-7: Businesses able to achieve full staffing levels, 2018/19 winter season

	# of Businesses	# Achieving Full Staffing	% Achieving Full Staffing
Small (0-5 Employees)	56	41	73%
Medium (6-19 Employees)	53	35	66%
Large (20+ Employees)	56	26	46%
TOTAL	165	102	62%

Figure A-8: Reported employee shortages, 2018/19 winter season

	# of Businesses	Total FTE Positions	Estimated Employee Shortages	% Change in Workforce had Positions been Filled
Small (0-5 Employees)	56	157	23	14.8%
Medium (6-19 Employees)	53	547	67	12.3%
Large (20+ Employees)	56	8,802	652	7.4%
TOTAL	165	9,506	742	7.8%

Figure A-9: Reasons for employee shortages, 2018/19 winter season

	Frequency	Percentage
Lack of job applications being submitted to company	42	71%
Company does not provide staff housing	34	58%
Salary expectations	21	36%
Applicant's work visa not compatible with positions available	11	19%
Location of work in relation to public transit for commuting	5	8%
Not enough flexibility in employment hours	3	5%
Lack of career advancement opportunities with company	3	5%
Not enough employment hours available	1	2%
TOTAL RESPONSES	59	203%

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

Figure A-10: Businesses expecting to achieve full staffing levels, 2019 summer season

	# of Businesses	# Achieving Full Staffing	% Achieving Full Staffing
Small (0-5 Employees)	56	36	64%
Medium (6-19 Employees)	53	22	42%
Large (20+ Employees)	56	26	46%
TOTAL	165	84	51%

Figure A-11: Reported employee shortages, 2019 summer season

	# of Businesses	Projected FTE Positions	Estimated Employee Shortages	% Change in Workforce had Positions been Filled
Small (0-5 Employees)	56	192	19	9.6%
Medium (6-19 Employees)	53	492	66	13.4%
Large (20+ Employees)	56	6,503	295	4.5%
TOTAL	165	7,188	380	5.3%

Figure A-12: Reasons for employee shortages, 2019 summer season

	Frequency	Percentage
Lack of job applications being submitted to company	48	84%
Company does not provide staff housing	29	51%
Salary expectations (i.e. company wages & benefits not high enough)	20	35%
Applicant's work visa not compatible with positions available	7	12%
Not enough flexibility in employment hours	6	11%
Location of work in relation to public transit for commuting	4	7%
Lack of career advancement opportunities with company	5	9%
Not enough employment hours available	3	5%
TOTAL RESPONSES	57	209%

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	16	40%
Expanded in the Last Two Years	23	51%
Declined in the Last Two years	3	9%
TOTAL	42	100%

Figure A-14: Businesses that supply housing, 2018/19 winter season

	# of Businesses	# of Businesses that Supply Housing	% of Businesses that Supply Housing
Small (0-5 Employees)	56	8	14%
Medium (6-19 Employees)	53	7	13%
Large (20+ Employees)	56	27	48%
TOTAL	165	42	25%

Figure A-15: Number of beds provided for staff, year-round, 2018/19 winter season, 2019 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)	118	15	13	14
Medium (6-19 Employees)	110	53	12	20
Large (20+ Employees)	89	2,626	2,114	1,366
TOTAL	317	2,694	2,139	1,400

Note): Due to a low sample size in 2019, responses from nonresponding 2018 firms were added to maintain consistency and stabilize the scaled-to-population results.

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
Small (0-5 Employees)	15	13	90%
Medium (6-19 Employees)	53	48	91%
Large (20+ Employees)	2,626	2,206	84%
TOTAL	2,694	2,317	86%

Figure A-17: Average occupancy rate for winter seasonal beds provided by employers, 2018/19

	# of Winter Beds Provided for Staff	# of Winter Beds Occupied by Staff	Average Occupancy Rate of Winter Beds
Small (0-5 Employees)	13	11	87%
Medium (6-19 Employees)	12	12	98%
Large (20+ Employees)	2,114	1,966	93%
TOTAL	2,139	1,989	93%

Figure A-18: Average occupancy rate for summer seasonal beds provided by employers, 2019

	# of Summer Beds Provided for Staff	# of Summer Beds Occupied by Staff	Average Occupancy Rate of Summer Beds
Small (0-5 Employees)	14	12	88%
Medium (6-19 Employees)	20	18	91%
Large (20+ Employees)	1,366	983	72%
TOTAL	1,400	1,078	77%

Figure A-19: Type of housing supplied by employers, 2018/19 winter season

	Frequency	Percentage
Rented Year-Round by the Company	23	46%
Market Real Estate Owned by the Company	16	32%
Resident-Restricted Real Estate Owned by the Company	6	12%
Rented Seasonally by the Company	5	10%
TOTAL RESPONSES	50	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
It is the employee's responsibility to secure housing	49	50%
Our company cannot afford to provide housing for employees	47	48%
Housing is not needed for our employees	25	26%
We provided housing in the past that was not successful	9	9%
Corporate policies require our company to remain consistent with other locations	7	7%
Our company provides a living allowance instead of accommodation	4	4%
TOTAL RESPONSES	98	144%

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)	56	4	50%
Medium (6-19 Employees)	53	6	86%
Large (20+ Employees)	56	19	70%
TOTAL	165	29	69%

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)	56	2	4%
Medium (6-19 Employees)	53	9	17%
Large (20+ Employees)	56	17	30%
TOTAL	165	28	17%

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

	Frequency	Percentage
Rented Year-Round by the Company	17	50%
Market Real Estate Owned by the Company	8	24%
Resident-Restricted Real Estate Owned by the Company	4	12%
Rented Seasonally by the Company	5	15%
TOTAL RESPONSES	34	100%

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

Figure A-24: Importance of employee housing to businesses, 2019/20 winter season

	Frequency	Percentage
Very Important	69	45%
Somewhat Important	64	42%
Not Important at all	19	13%
TOTAL	152	100%

WHISTLER HOUSING AUTHORITY 2020 CORPORATE PLAN - **MAKING AN IMPACT.**



Whistler Housing Authority

325-2400 Dave Murray Place

Whistler, BC V8E OM3

www.whistlerhousing.ca

604.905.4688



WHISTLER HOUSING AUTHORITY 2020 CORPORATE PLAN - MAKING AN IMPACT.

THE WHISTLER HOUSING AUTHORITY IS BUSY BUILDING HOUSING AND COMMUNITY

Providing an affordable, safe and secure home to our local employees, whether it is rental or ownership, is one of the most rewarding aspects of our work at the Whistler Housing Authority. It is probably also one of the most challenging tasks of our community's continual development. As Whistler continues to thrive as a robust resort community, the need for more affordable housing for our workforce continues to escalate and yet the cost to deliver additional employee housing also continues to increase. While the need has perhaps never been greater, and there is still much work to be done, there is also much to celebrate.

The Whistler Housing Authority has built up a strong organizational and fiscal foundation that has augmented the steadfast trajectory that it is on to providing many new homes for our resident workforce in Whistler.

In 2018, we welcomed 85 residents into the WHA's newly completed rental apartment building at 1310 Cloudburst Drive and in 2019 the WHA opened two additional new rental apartment buildings at 1020 Legacy Way and 8350 Bear Paw Trail, thereby providing secure and affordable housing for another 90 local residents. Simultaneously to the opening of these new purpose built rental buildings, the WHA has a fourth new rental apartment building well under construction that is expected to be occupied by another 100 local residents by mid 2021. Once this fourth new WHA rental apartment building is completed, within four years the WHA will have secured financing, constructed and delivered 275 new employee housing beds for Whistler residents. These new rental units will provide an impactful \$1.7 Million of rent savings, compared to market rental rates, every year for the tenants living in these WHA buildings.

The combined capital costs of constructing these four new WHA rental buildings will be approximately \$40 Million. With limited revenue opportunities and not wanting to impact Whistler's tax base, the WHA has had to engage in and rely on strong partnerships with other levels of government to assist in the creation of these new employee housing units. The WHA has successfully cultivated and harnessed these relationships with our Provincial and Federal Government housing partners who have contributed over \$11 Million in financial contributions to the WHA's affordable housing projects. This support is in addition to the land generously provided by the Resort Municipality of Whistler to the WHA for the development of these employee housing units. By working collaboratively on the common goal of creating affordable housing, we have been able to successfully advance innovative ideas and housing strategies for our community, which has positioned Whistler at the forefront of the community housing sector.

In addition to building new housing units, the WHA has also been working closely with the RMOW to refine the eligibility and enforcement guidelines of Whistler's Employee Housing program to ensure equitable access to the non-market employee housing inventory. Throughout 2020, the WHA will continue to work together with our community partners to implement additional housing initiatives aimed specifically at creating, securing and preserving more accommodations for Whistler's workforce. While we have already achieved a great deal, there is still much to do to help make Whistler the Place to Call Home.



Marla Zucht
General Manager,
Whistler Housing Authority



Jen Ford
Chair,
Whistler Housing Authority



VISION

To provide housing solutions that support and enable our community to thrive and make Whistler the place to call home.



MISSION

Whistler's long-term success as a vibrant resort community is contingent upon retaining a stable resident workforce. We will partner with the resort community to sustain a range and supply of housing options for Whistler's active and retired workforce.



THE WHISTLER HOUSING AUTHORITY 2019 HIGHLIGHTS & 2020 PRIORITIES

Provide effective management of Whistler's Employee Housing program and portfolio.

- Updated the eligibility criteria for the WHA owned employee housing rental portfolio, including implementation of income and asset verifications, and progressing qualification updates to the employee housing ownership program.
- Strengthening enforcement and compliance for the employee housing program, including the creation of a new Employee Housing Compliance Officer position.
- Increasing communication and education efforts to reinforce better understanding and awareness of the Employee Housing program.
- Updating the WHA's information management systems for improved operational capacity and modernized functionality, user interface, and security.
- Maintaining strong fiscal controls and management of financial risk for WHA operations and portfolio.
- Conducting ongoing research to monitor need and demand for Whistler's Employee Housing program, including completion of the WHA's annual Employer Housing Needs Assessment.

Facilitate the delivery of new Employee Housing supply in Whistler.

- Completed construction of WHA's new 24 unit certified Passive House Employee Rental Apartment Building at 1020 Legacy Way and a 20 unit Seniors Employee Rental Apartment Building at 8350 Bear Paw Trail – providing new homes to 90 Whistler residents.
- Started construction and secured financing for the WHA's next new Employee Rental Apartment Building at 1330 Cloudburst Drive.
- Assisting the RMOW in the progression of private sector and employer initiated Employee Housing projects in Whistler.

Leverage partnerships to support and strengthen Whistler's Employee Housing program.

- Secured new funding sources and partnerships to assist with the development of additional Employee Housing.
- Collaborating with the Whistler Development Corporation to progress additional Employee Housing supply for the community.
- Exploring partnerships with other non-profit service providers to support additional Employee Housing opportunities for the Whistler community.
- Seeking opportunities and partnerships to further reduce the environmental and energy impacts of the Employee Housing inventory.
- Encouraging partnerships with Whistler's business community, including continuing to administer the Home Run Matching Program, to leverage opportunities for additional Employee Housing.

WHA STRATEGIC OBJECTIVES



Provide effective management of Whistler's Employee Housing program and portfolio.



Facilitate the delivery of new Employee Housing supply in Whistler.

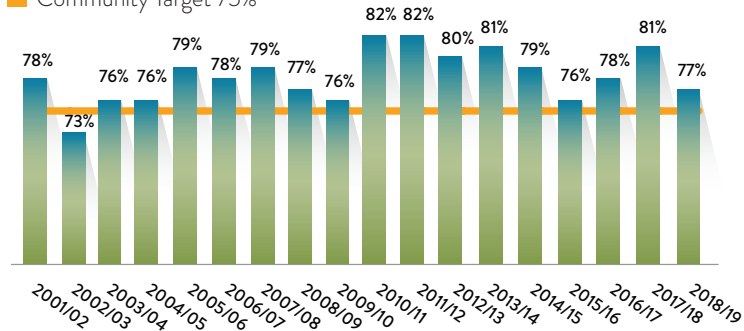


Leverage partnerships to support and strengthen Whistler's Employee Housing program.

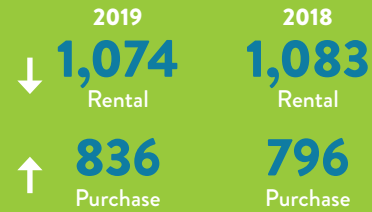


PERCENTAGE OF EMPLOYEES LIVING & WORKING IN WHISTLER

Community Target 75%



EMPLOYEE HOUSING WAITLISTS



INVENTORY OF EMPLOYEE HOUSING UNITS



2019 WHA STATEMENT OF OPERATIONS

\$3,909,845

Total Revenues and Grants

\$3,537,419

Total Expenditures

2020 WHA CONSOLIDATED BUDGET

\$7,055,603

Total Revenues and Grants

\$4,940,840

Total Expenditures

WHA OWNED & MANAGED RENTABLE SQUARE FT.



EMPLOYEE HOUSING INVENTORY

Employee Housing Units

1082

Rental

1086

Ownership

Employee Housing Beds

2596

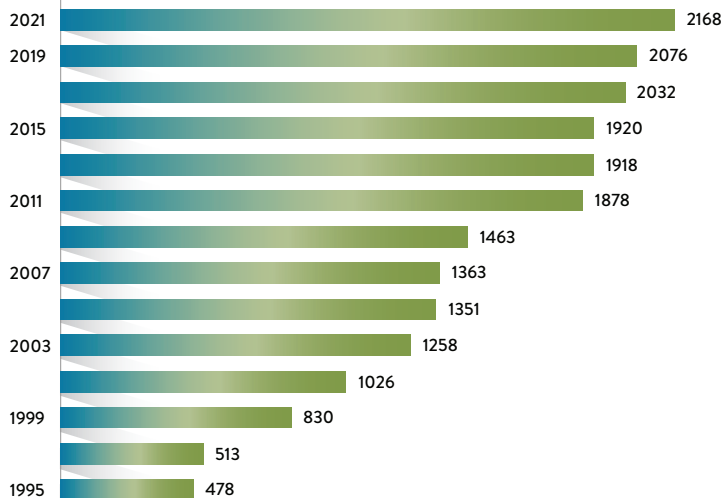
Rental

3993

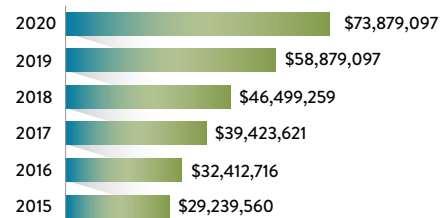
Ownership



GROWTH IN EMPLOYEE HOUSING UNITS



WHA CAPITAL ASSET VALUE



WHA BOARD OF DIRECTORS AND WHA STAFF



WHA Board of Directors

Jen Ford (Chair)
Duane Jackson
John Grills
Mike Furey
Dale Mikkelsen
Jonathan Decaigny
Brian Good

WHA Staff

Marla Zucht – General Manager
Jessica Averiss – Operations Manager
Sam Mendl – Housing Devel. Manager
Allison Winkle – Housing Administrator

WHA Board Representatives

Michael D'Artois
G.D. Maxwell
Colin Pitt-Taylor



WHISTLER HOUSING AUTHORITY LTD.

CONSOLIDATED OPERATING BUDGET 2020-2023

	Projected Year End 2019	Budget 2020	Estimated 2021	Estimated 2022	Estimated 2023
Revenue					
Rent	3,503,831	4,455,098	4,833,969	5,796,380	5,970,271
Parking	107,890	136,761	143,863	158,175	162,920
Laundry	34,355	43,293	51,792	77,346	79,666
Interest and Other Income (MCPM)	22,369	28,451	29,305	30,184	31,089
Purchase Waitlist Fee	78,000	82,000	84,460	86,994	89,604
Interest & Other Income (WHA)	96,000	60,000	61,800	63,654	65,564
Government Grants	67,400	2,250,000	2,250,000	579,000	0
Total Revenue	3,909,845	7,055,603	7,455,187	6,791,731	6,399,113
Rental Property Expenses					
Bank Charges	3,249	4,460	4,774	5,517	5,683
Insurance	195,659	277,737	295,069	333,921	343,939
Landscaping	49,449	60,441	63,754	70,664	72,784
Professional fees	34,140	40,845	40,845	42,070	43,332
Property Management Fees	190,706	243,900	256,035	304,167	313,292
Property taxes & fees	346,229	449,256	449,256	514,260	529,688
Recycling & garbage removal	78,999	100,093	103,949	119,919	123,517
Repairs and maintenance	285,045	361,952	375,452	431,716	444,667
Snow Removal	57,420	66,870	68,910	77,777	80,111
Strata Fees	25,759	25,947	25,947	26,725	27,527
Utilities	183,166	225,956	236,155	277,235	285,553
Total Rental Property Expenses	1,449,820	1,857,457	1,920,145	2,203,972	2,270,091
Capital Expenses					
Amortization	1,038,408	1,420,143	1,517,387	1,910,759	1,838,393
Capital Maintenance Reserve Expenditures	187,960	334,655	419,320	146,031	148,056
Interest on Debt	477,531	747,585	870,305	1,137,468	1,084,751
Contribution to Reserves	372,426	2,114,763	2,129,601	777,119	422,947
WHA Administrative Expense	383,700	581,000	598,430	616,383	634,874
Total Expenses	3,909,845	7,055,603	7,455,187	6,791,731	6,399,113
Net	0	0	0	0	0
Changes in Net Debt					
Mortgage Principal Repayments	1,025,760	1,265,307	1,406,260	1,410,729	1,260,030
Acquisition of tangible capital assets	-15,400,000	-7,500,000	-7,500,000	0	0
(Increase) decrease in debt	-14,374,240	-6,234,693	-6,093,740	1,410,729	1,260,030
Net debt, opening	-13,222,273	-27,596,513	-33,831,206	-39,924,945	-38,514,216
Net debt, closing	-27,596,513	-33,831,206	-39,924,945	-38,514,216	-37,254,186

