

# Whistler Housing Authority Employer Housing Needs Assessment 2008

InterVISTAS

strategic  
transportation  
& tourism  
solutions



Prepared for  
Whistler Housing Authority



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## 1.0 INTRODUCTION

This report documents the 2008 Employer Housing Needs Assessment conducted 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. 2008 is the eleventh year this research has been conducted.

The report is organized as follows:

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

## 2.0 APPROACH

A survey of Whistler businesses was conducted from May to August 2008. The survey instrument included questions about:

- Employment levels for the 2007/08 winter season;
- Projected employment levels for the upcoming 2008/09 and 2009/10 winter seasons;
- Share of workforce living within municipal boundaries;
- Share of workforce 55 years or older;
- Employee shortages in the 2007/08 winter season;
- Employer provided housing in Whistler; and
- Forecasted staffing levels for the 2013/14 winter season.

The survey was similar to the one used in 2007, but included some new questions to obtain more in-depth information about employer provided housing in Whistler. A copy of the questionnaire is included in Appendix A.

### 2.1 SURVEY POPULATION

The target population consisted of approximately 560 businesses registered with the Resort Municipality of Whistler (RMOW). These companies are primarily resident businesses, as non-resident businesses typically do not employ staff within the Whistler area. All business names and contact information were provided by the WHA.

### 2.2 DATA COLLECTION

All businesses were initially contacted by e-mail. Following a brief introduction to the study, recipients were directed to a web-enabled survey hosted by InterVISTAS Consulting. A reminder e-mail was sent three weeks later in an effort to increase the response rate. Businesses with no e-mail address, or an invalid address, were

contacted by telephone and given several options to complete the survey (on-line, telephone or fax). The telephone interviews were conducted by staff of InterVISTAS Consulting. Most respondents were business owners and managers who were contacted during business hours.

## 2.3 SAMPLE SIZE

A total of 253 completed surveys were returned for an overall response rate of 46%. These surveyed businesses employed approximately 77% of Whistler's workforce in the 2007/08 winter season. A complete list of survey participants is included in Appendix B.

All respondents completed the survey by telephone or via the on-line questionnaire. None returned the survey by fax.

The results of the survey can be expected to be accurate within a margin of error of plus or minus 4.55% 19 times out of 20.

Figure 2-1: Survey responses

Interview Method	Sample Size	%
Phone	122	48%
Web	131	52%
Fax	0	0%
<b>TOTAL</b>	<b>253</b>	<b>100%</b>

## 2.4 FULL-TIME EQUIVALENT CALCULATIONS

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

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

where the full-time equivalent positions created by the part-time workforce is given by:

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

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 given below have been scaled up to the entire target population of 555 businesses. This was done using information from past studies to estimate the workforce for the 302 businesses not included in the survey sample. These estimates were then combined with the survey data to generate an overall profile of Whistler's workforce. Note that self-employed and one-person businesses were not included in the survey sample, but were counted as part of the overall target population. All results have been rounded to the nearest 100 to reflect the estimation of the total workforce data.

## 3.0 RESULTS

### 3.1 WHISTLER WINTER WORKFORCE

#### WORKFORCE TOTALS FOR 2007/08 WINTER SEASON

Whistler's workforce consisted of approximately 14,000 FTE employees in the 2007/08 winter season. The workforce includes approximately 12,000 full-time positions and 2,000 full-time equivalent positions created by the part-time workforce.

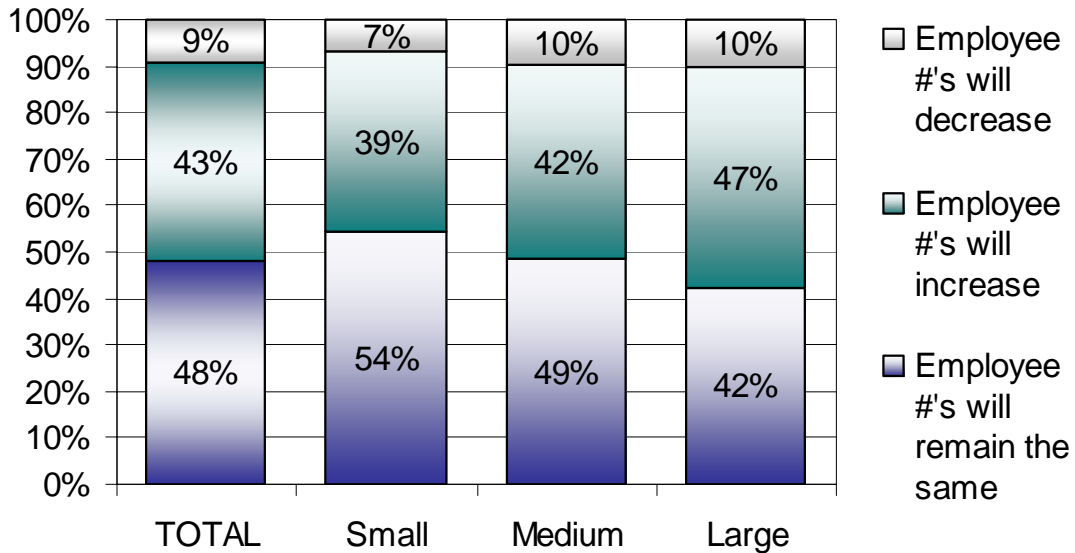
*Figure 3-1: Total workforce in Whistler, 2007/08 winter season*

	# of Businesses	Total FTE Positions	Full-time Positions	Part-time FTE Positions
<b>Small (0-5 Employees)</b>	217	600	500	100
<b>Medium (5-19 Employees)</b>	211	2,000	1,600	400
<b>Large (19+ Employees)</b>	127	11,400	9,900	1,500
<b>TOTAL</b>	<b>555</b>	<b>14,000</b>	<b>12,000</b>	<b>2,000</b>

### PROJECTED WORKFORCE TOTALS FOR 2008/09 WINTER SEASON

Almost half of Whistler's employers (48%) expect employee numbers to remain the same next year, 43% of them anticipate an increase in employees and the remaining 9% of them predict a decline in employees.

Figure 3-2: Projected change in employee numbers for upcoming year



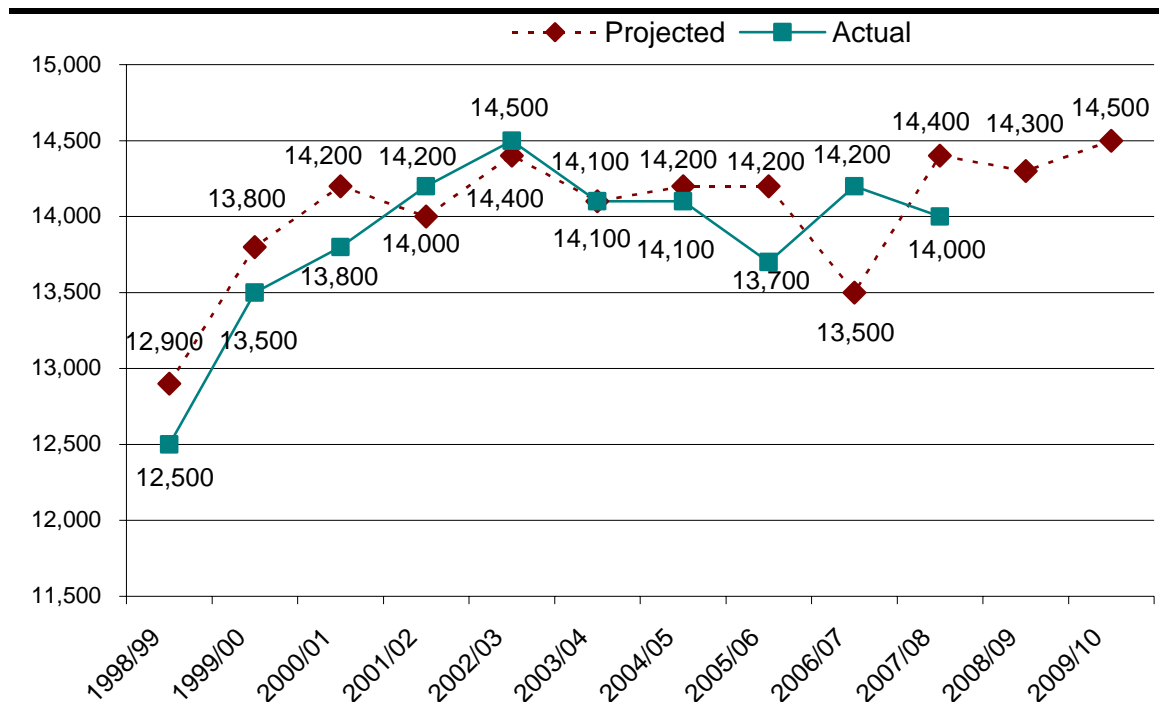
Whistler's workforce is projected to reach about 14,300 FTE employees in the 2008/09 winter season, representing a 2.2% increase from 2007/08 and a 1.0% increase from 2006/07. The 2008/09 workforce will include 12,300 full-time positions and 2,000 full-time equivalent positions created by the part-time workforce. This projection is based on 2007/08 winter results but does not include new businesses which opened after January 2008.

Figure 3-3: Projected workforce totals for 2008/09 winter season

	# of Businesses	Projected FTE Positions, 2008/09	Full-time Positions	Part-time FTE Positions	% Change from 2007/08
<b>Small (0-5 Employees)</b>	217	700	600	100	11.9% ↑
<b>Medium (5-19 Employees)</b>	211	2,100	1,700	400	5.0% ↑
<b>Large (19+ Employees)</b>	127	11,500	10,000	1,500	1.2% ↑
<b>TOTAL</b>	<b>555</b>	<b>14,300</b>	<b>12,300</b>	<b>2,000</b>	<b>2.2% ↑</b>

Figure 3-4 compares actual versus projected employee numbers from 1998/99 to 2009/10. As illustrated, the estimated total workforce in 2007/08 decreased by 200 FTE employees from the 2006/07 season.

Figure 3-4: Actual vs. projected workforce\*



\*The results of the survey can be expected to be accurate within a margin of error of plus or minus 4.55% 19 times out of 20.

## PROJECTED WORKFORCE TOTALS FOR 2009/10 OLYMPIC & PARALYMPIC WINTER SEASON

Whistler's workforce is projected to reach about 14,500 FTE employees in the 2009/10 Olympic and Paralympic winter season, representing a 3.2% increase from 2007/08. The 2009/10 workforce will include 12,400 full-time positions and 2,100 full-time equivalent positions created by the part-time workforce.

Figure 3-5: Projected workforce totals for 2009/10 winter season

	# of Businesses	Projected FTE Positions, 2009/10	Full-time Positions	Part-time FTE Positions	% Change from 2007/08
<b>Small (0-5 Employees)</b>	217	700	600	100	20.7% ↑
<b>Medium (5-19 Employees)</b>	211	2,500	2,000	500	21.7% ↑
<b>Large (19+ Employees)</b>	127	11,300	9,800	1,500	-1.1% ↓
<b>TOTAL</b>	<b>555</b>	<b>14,500</b>	<b>12,400</b>	<b>2,100</b>	<b>3.2% ↑</b>

### PROJECTED WORKFORCE TOTALS FOR 2013/14 WINTER SEASON

One in four businesses (25%) have forecasted their staffing levels for the next five years. The proportion of businesses that have developed 5-year forecasts is greatest for small firms (33%).

Figure 3-6: Businesses that forecast staff levels for next 5 years

	# of Businesses	# of Businesses that Forecast Staff Levels for Next 5 Years	% of Businesses that Forecast Staff Levels for Next 5 Years
<b>Small (0-5 Employees)</b>	217	72	33%
<b>Medium (5-19 Employees)</b>	211	40	19%
<b>Large (19+ Employees)</b>	127	29	23%
<b>TOTAL</b>	<b>555</b>	<b>141</b>	<b>25%</b>

Whistler's workforce is projected to reach about 14,400 FTE employees in the 2013/14 winter season, representing a 2.4% increase from 2007/08 and a 0.8% decrease from 2009/10. The 2013/14 workforce will include 12,300 full-time positions and 2,100 full-time equivalent positions created by the part-time workforce.

Note that this projection is based on the sub-sample of employers that provided 5-year forecasts of staffing levels. These businesses employed approximately 51% of Whistler's workforce in the 2007/08 winter season.

Figure 3-7: Projected workforce totals for 2013/14 winter season

	# of Businesses	Projected FTE Positions, 2013/14	Full-time Positions	Part-time FTE Positions	% Change from 2007/08
<b>Small (0-5 Employees)</b>	217	800	600	200	30.3% ↑
<b>Medium (5-19 Employees)</b>	211	2,100	1,700	400	2.5% ↑
<b>Large (19+ Employees)</b>	127	11,500	10,000	1,500	0.9% ↑
<b>TOTAL</b>	<b>555</b>	<b>14,400</b>	<b>12,300</b>	<b>2,100</b>	<b>2.4% ↑</b>

## 3.2 WHISTLER WORKFORCE PROFILE

### RESIDENCE

Approximately 11,100 FTE employees (79% of the workforce) lived within municipal boundaries during the 2007/08 winter season. The remaining positions were held by workers residing outside Whistler, primarily in Squamish and Pemberton. The number of FTE employees living in Whistler increased slightly from the 2006/07 season, when 11,000 FTE employees resided within municipal boundaries (78% of the workforce).

Figure 3-8: Employee residency, 2007/08 winter season

	Total Workforce Living in Whistler (FTE Positions)	% Living in Whistler
Small (0-5 Employees)	500	76%
Medium (5-19 Employees)	1,600	77%
Large (19+ Employees)	9,000	79%
<b>TOTAL</b>	<b>11,100</b>	<b>79%</b>

### AGE

Only 4.3% of employees in the workforce were 55 years of age or older during the 2007/08 winter season. This proportion is slightly greater than in 2006/07, when 3.5% of employees were 55 years of age or older. Small businesses were more inclined than larger companies to employ people over 55 years of age.

Figure 3-9: Employees 55 years of age or older, 2007/08 winter season

	Total Workforce greater than 55 Years of Age (FTE Positions)	% of Workforce greater than 55 Years of Age
Small (0-5 Employees)	80*	13%
Medium (5-19 Employees)	120*	6%
Large (19+ Employees)	400*	4%
<b>TOTAL</b>	<b>600**</b>	<b>4%</b>

\* Rounded to the nearest ten

\*\* Rounded to the nearest hundred

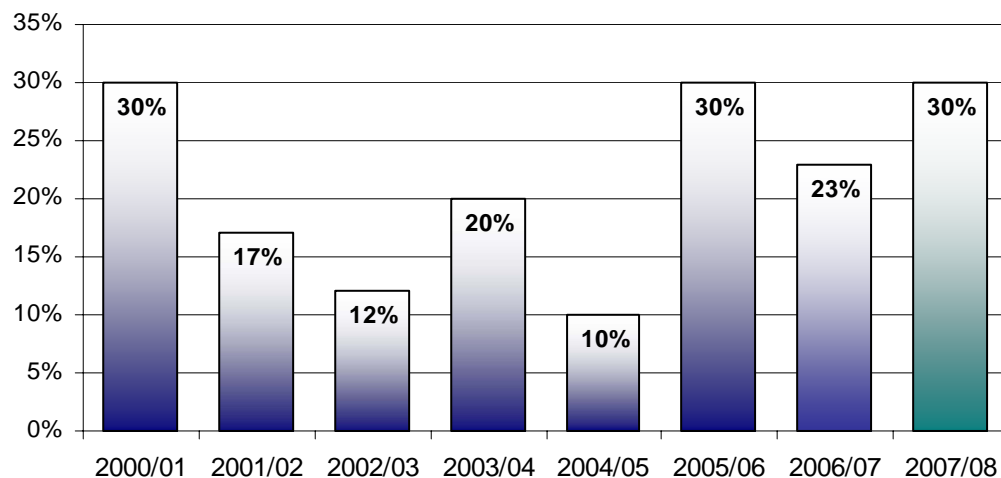
### 3.3 WHISTLER EMPLOYEE SHORTAGES

#### EMPLOYEE SHORTAGES

About 30% of Whistler's employers were unable to meet their staffing requirements during the 2007/08 winter season. Large businesses found it more difficult than small or medium sized companies to achieve full staffing levels.

Staffing shortages appear to have increased from the 2006/07 season, when 23% of employers did not achieve full staffing levels.

Figure 3-10: Businesses unable to achieve full staffing levels



Approximately 600 FTE positions went unfilled in Whistler during the 2007/08 winter season. There were about 80 unfilled positions in small companies, 120 unfilled positions in medium sized businesses and 380 vacancies in large organizations. Had these positions been staffed, they would have increased the overall workforce by 4%.

Figure 3-11: Reported employee shortages, 2007/08 winter season

	Estimated Employee Shortages for Entire Workforce (FTE Positions)	% Change in Workforce had Positions been Filled
Small (0-5 Employees)	80*	13%
Medium (5-19 Employees)	120*	6%
Large (19+ Employees)	380*	3%
<b>TOTAL</b>	<b>600**</b>	<b>4%</b>

\* Rounded to the nearest ten

\*\* Rounded to the nearest hundred

## MAIN REASONS FOR EMPLOYEE SHORTAGES

The most common reasons for having unfilled positions were the lack of affordable housing and a high cost of living, and a lack of qualified workers. Some respondents also stated that employee shortages resulted from an inability to retain workers due to the transient nature of the workforce in Whistler. These findings are fairly consistent with last year's results, with the exception that competition for applicants was not mentioned by employers in this year's survey.

Figure 3-12: Reasons for employee shortages

	Frequency	Percentage
<b>Accommodations and Cost of living</b>	35	48%
<b>Shortage of Workers/ Lack of Applications</b>	27	37%
<b>Workforce Retention/Transient nature of workforce</b>	3	4%
<b>Miscellaneous</b>	8	11%
<b>TOTAL RESPONSES</b>	<b>73</b>	<b>100%</b>

## 3.4 EMPLOYER PROVIDED HOUSING IN WHISTLER

### EMPLOYER PROVIDED HOUSING

Nearly one in five businesses (17%) currently provides housing for their employees. This proportion is consistent with the 2006/07 (17%) and 2005/06 (17%) winter seasons. Consistent with past studies, large businesses were much more likely to offer housing than small or medium sized companies.

Figure 3-13: Businesses that supply housing, 2007/08 winter season

	# of Businesses	# of Businesses that Supply Housing	% of Businesses that Supply Housing
<b>Small (0-5 Employees)</b>	217	18	8%
<b>Medium (5-19 Employees)</b>	211	33	16%
<b>Large (19+ Employees)</b>	127	46	36%
<b>TOTAL</b>	<b>555</b>	<b>97</b>	<b>17%</b>

Those businesses that supply housing for their employees provide approximately 2,400 beds in total. The vast majority of these beds are supplied by large companies.

*Figure 3-14: Number of beds provided for staff, 2007/08 winter season*

	# of Businesses that Supply Housing	# of Beds Provided for Staff
<b>Small (0-5 Employees)</b>	18	40*
<b>Medium (5-19 Employees)</b>	33	150*
<b>Large (19+ Employees)</b>	46	2,200**
<b>TOTAL</b>	<b>97</b>	<b>2,400**</b>

\* Rounded to the nearest ten

\*\* Rounded to the nearest hundred

## FUTURE PLANS FOR STAFF HOUSING

Approximately 26% of businesses have future plans to provide new or additional staff housing for their employees. This is a significant increase from the 2006/07 winter season, when only 14% of Whistler's businesses indicated plans to provide new or additional staff housing. Large businesses are more likely to have future plans for staff housing than small or medium sized companies.

*Figure 3-15: Businesses that plan to provide new or additional housing, 2007/08 winter season*

	# of Businesses	# of Businesses that Plan to Provide New or Additional Housing	% of Businesses that Plan to Provide New or Additional Housing
<b>Small (0-5 Employees)</b>	217	27	13%
<b>Medium (5-19 Employees)</b>	211	49	23%
<b>Large (19+ Employees)</b>	127	67	52%
<b>TOTAL</b>	<b>555</b>	<b>143</b>	<b>26%</b>

Of those employers planning to provide new or additional staff housing, 49% indicated they planned to rent accommodations in the proposed Phoenix Housing Project, 43% stated they planned to rent other accommodations for their employees, and 22% responded that they planned to purchase staff accommodations for their employees. Several respondents selected "other" when asked about their future plans for providing staff housing.

*Figure 3-16: Future plans for providing employee housing*

	Frequency	Percentage
<b>Renting accommodations in Phoenix Housing Project</b>	36	49%
<b>Renting accommodations for employees</b>	32	43%
<b>Purchasing staff accommodations for employees</b>	16	22%
<b>Other</b>	19	26%
<b>TOTAL RESPONSES</b>	<b>74</b>	

Notes: Total percentages exceed 100% since respondents were able to select more than one response.

## REASONS FOR NOT PLANNING TO PROVIDE EMPLOYEE HOUSING

The most common reasons given by employers for not planning to provide employee housing were: housing is not needed for employees; the company cannot afford to provide housing for its employees; and it is the employee's responsibility to secure housing. Many respondents selected "other" as the main reason for not planning to provide employee housing.

Figure 3-17: Main reason for not planning to provide employee housing

	Frequency	Percentage
Housing is not needed for employees	48	27%
Company cannot afford to provide housing	43	24%
Employee responsibility to secure housing	39	22%
Corporate policy to remain consistent with other locations	5	3%
Company provides a living allowance	4	2%
Provided housing in the past that was not successful	3	2%
Other	37	20%
<b>TOTAL RESPONSES</b>	<b>179</b>	<b>100%</b>

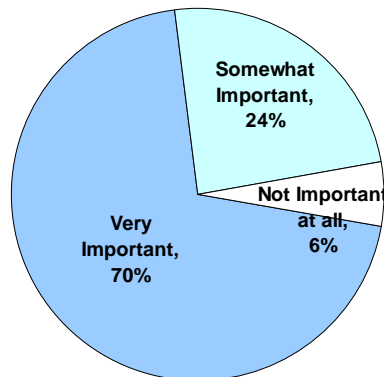
Notes: 1) Respondents were asked to select one response only from the list above.  
2) 74 respondents did not answer this question.

## 3.5 EMPLOYER PERSPECTIVES ON EMPLOYEE HOUSING IN WHISTLER

### IMPORTANCE TO BUSINESSES FOR EMPLOYEES TO LIVE IN WHISTLER

Over two-thirds of employers (70%) feel it is very important to their business for their employees to have the opportunity to purchase or rent homes directly in Whistler. A further 24% of employers think it is somewhat important, while only 6% of them feel it is not important at all.

Figure 3-18: Importance of employee housing to businesses



## 4.0 CONCLUSIONS

The main conclusions emerging from this study are:

- Whistler's workforce consisted of approximately 14,000 FTE employees in the 2007/08 winter season. This represents a decrease of approximately 200 FTE employees, or 1.2%, from 2006/07.
- The workforce is projected to be 14,300 FTE employees in the 2008/09 winter season, representing a 2.2% increase from 2007/08.
- The workforce is projected to be 14,500 FTE employees in the 2009/10 Olympic and Paralympic winter season, representing a 3.2% increase from 2007/08.
- Approximately 25% of Whistler's businesses have forecasted their staffing levels for the next five years. Based on these forecasts, the total workforce in Whistler is expected to reach about 14,400 FTE employees in the 2013/14 winter season.
- Approximately 79% of Whistler's workforce resided in Whistler in the 2007/08 winter season. The size of the resident workforce (11,100 FTE employees) has increased slightly from the 2006/07 season, when approximately 11,000 FTE employees lived in Whistler.
- About 4% of employees in the workforce were 55 years of age and older in the 2006/07 winter season.
- Approximately 30% of Whistler's businesses were not able to achieve full staffing levels. In total, about 600 FTE positions went unfilled this year. Staffing shortages have increased from last year, when 400 FTE positions went unfilled.
- Nearly one in five businesses (17%) currently provides housing for their employees, which is consistent with the 2006/07 season. Those businesses that supply staff housing provide about 2,400 beds for their employees.
- Approximately 26% of Whistler's businesses have future plans to provide new or additional staff housing. This is a significant increase from the 2006/07 winter season, when only 14% of Whistler's businesses revealed plans to provide new or additional housing.

## Appendix A: Survey Instrument



### 2008 WHISTLER HOUSING NEEDS ASSESSMENT SURVEY

InterVISTAS has been retained by 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 employee characteristics via the following brief survey. Please note that your/your organization's confidentiality and anonymity is assured, as the WHA will not have direct access to the completed surveys and all responses will be presented in summary form. We value your input and look forward to receiving your comments.

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

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

**1a.** How many **total employees, including management/owners**, did your business have during the **2007-2008 WINTER SEASON**? *(Please enter 0 if applicable)*

Full time\_\_\_\_\_

Part time\_\_\_\_\_

**1b.** If you had **PART-TIME** staff, how many hours per week on average did each **part-time employee** work? *(Please enter 0 if applicable)*

Hours per week\_\_\_\_\_

**2.** How many of your **total employees, including management/owners**, lived in Whistler during the **2007-2008 WINTER SEASON**? *(Please enter 0 if applicable)*

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

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

**3a.** How many **total employees, including management/owners**, do you expect to have for the **2008-2009 WINTER SEASON** and the **OLYMPIC WINTER SEASON (2009-2010)**? *(Please enter 0 if applicable)*

**Approximate Projected Numbers for****Winter 2008-2009:**

Full time\_\_\_\_\_

Part time\_\_\_\_\_

Or

Unsure of approximate projected numbers at this time **(Go to 3b)**

**Approximate Projected Numbers****Olympic Winter 2009-2010:**

Full time\_\_\_\_\_

Part time\_\_\_\_\_

Or

Unsure of approximate projected numbers at this time **(Go to 3b)**

**3b.** 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 **2008-2009 WINTER SEASON?**

Employee numbers will remain the same

Employee numbers will increase

Employee numbers will decrease

**3c.** If you have **PART-TIME** staff, how many hours per week on average do you expect each **part-time employee** will work during the **2008-2009 WINTER SEASON** and the **OLYMPIC WINTER SEASON (2009-2010)?**

**2008-2009 WINTER SEASON** Hours per week\_\_\_\_\_

**OLYMPIC WINTER SEASON (2009-2010)** Hours per week\_\_\_\_\_

**4.** How many **total employees, including management/owners** are 55 years of age or older in the **2007-2008 WINTER SEASON?** *(Please enter 0 if applicable)*

Full time\_\_\_\_\_

Part time\_\_\_\_\_

**5a.** Were you able to achieve full staffing levels in the **2007-2008 WINTER SEASON?**

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, please list the main reasons for your company having unfilled positions in the **2007-2008 WINTER SEASON.**

\_\_\_\_\_

\_\_\_\_\_

**6a.** Does your company currently provide any housing for your employees?

- Yes **(Go to Q6b)**    No **(Go to Q7a)**

**6b.** How many beds does your company provide for staff?

\_\_\_\_\_ company provided employee beds

**7a.** Does your company have any plans to provide any new or additional staff housing for your employees?

- Yes **(Go to Q7b)**    No **(Go to Q7c)**

**7b.** What are your future plans for providing staff housing for your employees?

- Renting accommodations for your employees  
 Renting beds in Whistler Phoenix Temporary Housing Project  
 Purchasing staff accommodations for your employees  
 Other: \_\_\_\_\_

**7c.** Why is your company not planning to provide staff housing for your employees?  
(Please select **one** response only)

- Housing is not needed for our employees  
 Our company can not afford to provide housing for employees  
 We provided housing in the past that was not successful  
 Our company provides a living allowance  
 Corporate policies require our company to remain consistent with other locations  
 It is the employee's responsibility to secure housing  
 Current housing levels are sufficient  
 Other: \_\_\_\_\_

**8.** How important is it to your business for your employees to have the opportunity to purchase or rent homes directly in Whistler?

- Very important  
 Somewhat important  
 Not important at all

**9a.** Have you forecasted your staffing levels for the next 5 years?

- Yes **(Go to Q9b)**    No **(survey complete)**

**9b.** How many **total employees, including management/owners**, do you expect to have in the **2013-2014 WINTER SEASON?** *(Please enter 0 if applicable)*

Full time\_\_\_\_\_

Part time\_\_\_ **(Go to 9c)**

**9c.** If you expect to have **PART-TIME** staff, how many hours per week on average do you expect each **part-time employee** will work during the **2013-2014 WINTER SEASON?** *(Please enter 0 if applicable)*

Hours per week\_\_\_\_\_

**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 2008. If you have any further questions on this research program or have additional suggestions about housing in Whistler, please contact Jessica Averiss at the Whistler Housing Authority at 604-905-4688 (extension 3).

## Appendix B: Survey Participants

28 Minute Photo/Teru Enterprises/WSC Communications	Blueline Drywall	Debron Enterprises Ltd.
467004 b.c. ltd	Boston Pizza Whistler	Delta Whistler Village Suites
Aarm Dental Group in Whistler	Breeze	Double Diamond Law
Adara Hotel	Brent Harley & Associates Inc.	Doug Bush Survey Services Ltd.
Adele Campbell Fine Art Gallery	Brew Creek Lodge	Dream Merchants Of Whistler
Affinity and Whistler Clearance Centre	Brew House	Dual Mountain Dry Cleaners
Aka Architecture and Design	Brian Ayerarst Construction	Dups Burritos
Aloha whistler accommodations	Brigitte Loranger Architecture & Planning Ltd.	Durfeld Log Construction Ltd
Alpine meadows market	Bunbury & Associates Land Surveying Ltd.	Earl's
Alpine West Systems Electrical	Burnt Stew/Pasta Lupino Gourmet Ltd.	Ecosign Mountain Resort Planners Ltd.
Altitude Technology	Canada Post	Edgewater Lodge
Amos and Andes	Canadian Adventure Tours Inc.	Eleni floral Design and Decor
Après Restaurant	Cantrav Services	Erin Lodge Whistler
Araxi Ristorante	Caramba Restaurante	Escent's Aromatherapy
Armchair Books	Carlbergs Gifts	Escape Route
Artesia Spa at the Hilton Whistler Resort	Cascade Environmental	Executive Inn At Whistler
Arthurs Restaurant + Dubh Linn Gate Old Irish Pub	Chalet Bambi Bed & Breakfast	Extremely Canadian
Avalanche pizza	Citta bistro ltd	Fanatyk Co Ski and Cycle
Avello Spa & Health Club	Clock Tower - Vacation Internationale	FastPark
Bartle & Gibson Co Ltd	Club Intrawest	Fat Tony's Pizza
Bavaria restaurant	Comor	Four Seasons Resort Whistler
BC Ambulance	Contract Cleaners Ltd.	Fun for kids
BDO Dunwoody	Corona Excavations	Garibaldi Graphics
Beach Or Bust	Cousins	Garibaldi Mortgage Inc.
Bearfoot Bistro	Cows Inc	Gershon & Co. Accounting and Tax
Beet Root Cafe	Cracked Pepper Catering	Gescan
Benbow Custom Homes	Creekside Market	Gibbon's Hospitality Group
Bikram's Neo Alpine Yoga	Crepe Montagne	Gordon J Wiber & Associates
Billabong	Crystal Lodge	Great Games and Toys
Blackcomb Barbershop	Custom House	Great Glass Elevator Candy
Blackcomb Chimney Patrol	Cutting Edge Sign	GS Photo & Electronics
Black's Pub & Restaurant	Cyber Web	Hatley
Blue Sky Shiatsu and Massage	D & D Auto & Industrial Supply	Helderberg Holdings Ltd d.b.a Team Clean
	Daily Slice Pizza	Helly Hansen Store
		HI Whistler
		Hilton Whistler Resort & Spa

Holiday Inn Whistler	Opal Whistler	Sachi Sushi
Home Hardware	Origin Design & Communications	Scotiabank
Hot Buns	Outdoor Adventures Whistler	Second Cup
Hy's Steak House Whistler	Payment Processing Inc	Shaw Carpet & Floor Centre Inc.
IGA	Peak Performance General Store	SMD Automotive
Inn at Clifftop	Peak Performance Physical Therapy	SMS Clothing /Momentum Camps
Innovation Building Group Ltd.	Peak to Green Accommodations inc	Snociety
Inspired Group Events Inc	Peak Ventures	Snow Country Cottage B&B
Intrawest	Picadilly Place	Sotheby's Int'l Realty Canada
Japanada Enterprises Inc.	Pinnacle Hot Tub Services Ltd	Splash Nash Spas
Java at Nesters Enterprises	Pinnacle International Hotel	Starbucks Whistler Square, Starbucks Crystal Lodge, Starbucks Market Place
John Mcskimming Construction	Pique Magazine	Summit Lodge & Spa
Keir Fine Jewellery	Pomar Building Projects Ltd	Summit Strata Management
Kompass Merchantry Ltd	Poolside Spa Services	Sundial Boutique Hotel
Koning Enterprises Ltd.	Prior Snowboards	Sushi Ya
Kypriaki Norte	Pure Source H2O Ltd.	TD Canada Trust
La Rua Restaurant	Question newspaper	The Body Shop
Le Chamois Resort Hotel - Wildflower Property Management	R.B. Brown Land Surveying Ltd.	The Core
Le Chateau	Race and Company	The Fairmont Chateau Whistler
Listel Whistler Hotel	RE/MAX Sea to Sky Real Estate Whistler	The Gap
Loral Furniture & Fine Woodwork	Resort Municipality of Whistler	The Grocery Store
Lordco Parts	Resort TV Network Whistler	The Keg/Brandy's
Lorimer Ridge Lodge	ResortQuest Whistler	The Plaza Galleries
Lululemon Athletica	Rexall Drug Store	The Sunglass Hut
McDonald's	Rimrock Cafe	The Westin Resort & Spa, Whistler
McMillan Thorn & Co	Rocky mountain chocolate factory	The Whistler Children's Centre & Spring Creek Children's Centre
Mike's Garage	Rocky Mountain Production Services	The Whistler Hat Gallery
Millar Creek Cafe	Rogers' Chocolates	The Whistler Real Estate Co Ltd
Millar Creek Developments	Rogers Video	TKT Contracting Ltd.
Mountain Country	Rona	Tom Barratt Ltd
Mountain Moments Photography	Roots	Tourism Whistler
Mounted Police Trading Post	Royal Bank of Canada (Whistler Branch)	Town Plaza Medical Clinic
Nesters Liquor Store	Ruby Tuesday Accessories Ltd	Trattoria di Umberto
Nesters market	Sabre Group	United Rentals of Canada
No. 242 Taurus Ventures Ltd	Sabre Rentals	Upper Village Market
North Shore Insurance/Driver Services Centre		UPS Store
OHR Springs Management Ltd.		Valley Business Centre

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Vision Pacific Contracting & Design	Whistler Health Care Centre	Whistler Show Services
Vital Spirit Spa	Whistler Heated Mini Storage	Whistler Show Services
Westbeach Snowboard (Whistler-Blackcomb)	Whistler Heli Skiing	Whistler Tae Kwon Doe
Westland Insurance	Whistler Laser Centre Ltd.	Whistler Taxi
Whiski Jack Resorts and Club	Whistler Law	Whistler Transit Ltd. (WAVE)
Whistler Arts Council	Whistler Limousine Ltd.	Whistler Vacation Club
Whistler Blackcomb	Whistler Mechanical Ltd.	Whistler Village Art Gallery
Whistler Chamber of Commerce	Whistler Medical Clinic	Whistler village sports ltd
Whistler Chiropractic	Whistler Museum and Archives Society	Wildflower Lodging Company
Whistler Dental	Whistler Pet Barn	Wildwood Cafe & Catering, Wildwood Restaurant & Bar, Elements Urban Tapas Parlour
Whistler Dream Accommodations	Whistler Physio Therapy Group (Market Place, Sundial and Creekside locations)	Windsor Plywood
Whistler Fotosource	Whistler Printing	WorldMark at Whistler
Whistler Garden Centre	Whistler Retreats	YES Tours Inc
	Whistler Secondary	Zogs Dogs Inc.

## Appendix C: Comparison with Previous Reports

Figure A - 1: Comparison with previous reports

	98/99	99/00	00/01	01/02	02/03	03/04	04/05	05/06	06/07	07/08
<b>Total Workforce in Whistler (FTE Positions)</b>	12,500	13,500	13,800	14,200	14,500	14,000	14,100	13,700	14,200	14,000
<b>Projected Workforce for Next Year (FTE Positions)</b>				14,400	14,100	14,200	14,300	13,500	14,400	14,300
<b>Workforce Living in Whistler (FTE Positions)</b>			10,700	10,600	10,500	10,800	10,900	10,800	11,000	11,100
<b>Workforce Living in Whistler (%)</b>			78%	75%	73%	76%	76%	79%	78%	79%
<b>Businesses able to Achieve Full Staffing Levels (%)</b>			70%	83%	88%	80%	90%	70%	77%	70%
<b>Employee Shortages for Entire Workforce (FTE Positions)</b>			300	300	200	300	100	500	400	600
<b>Businesses that Supply Housing (%)</b>			29%	30%	28%	24%	15%	17%	17%	17%
<b>Workforce 55 Years of Age or Older (FTE Positions)</b>			n/a	n/a	500	400	300	500	500	600
<b>Workforce 55 Years of Age or Older (%)</b>			n/a	n/a	3%	3%	2%	3%	4%	4%

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



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