

Whistler Housing Authority Employer Housing Needs Assessment 2007

InterVISTAS

strategic
transportation
& tourism
solutions



Prepared for
Whistler Housing Authority



Prepared by
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1.0 INTRODUCTION

This report documents the 2007 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. 2007 is the tenth 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 July 2007. The survey instrument included questions about:

- Employment levels for the 2006/07 winter season;
- Projected employment levels for the upcoming 2007/08 winter season;
- Share of workforce living within municipal boundaries;
- Share of workforce 55 years or older;
- Employee shortages in the 2006/07 winter season;
- Employer provided housing in Whistler; and
- Forecasted staffing levels for the 2012/13 winter season.

The survey was similar to the one used in 2006, but included several 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 600 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 313 completed surveys were returned for an overall response rate of 54% (Figure 2-1). These surveyed businesses employed approximately 81% of Whistler's workforce in the 2006/07 winter season. A complete list of survey participants is included in Appendix B.

The vast majority of respondents (98%) completed the survey by telephone or via the on-line questionnaire. Only 2% of them 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 3.82% 19 times out of 20.

Figure 2-1: Survey responses

Interview Method	Sample Size	%
Phone	164	52%
Web	144	46%
Fax	5	2%
TOTAL	313	100%

2.4 FULL-TIME EQUIVALENT CALCULATIONS

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

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

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 579 businesses. This was done using information from past studies to estimate the workforce for the 266 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. 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 2006/07 WINTER SEASON

Whistler's workforce consisted of approximately 14,200 FTE employees in the 2006/07 winter season (Figure 3-1). The workforce includes approximately 12,300 full-time positions and 1,900 full-time equivalent positions created by the part-time workforce.

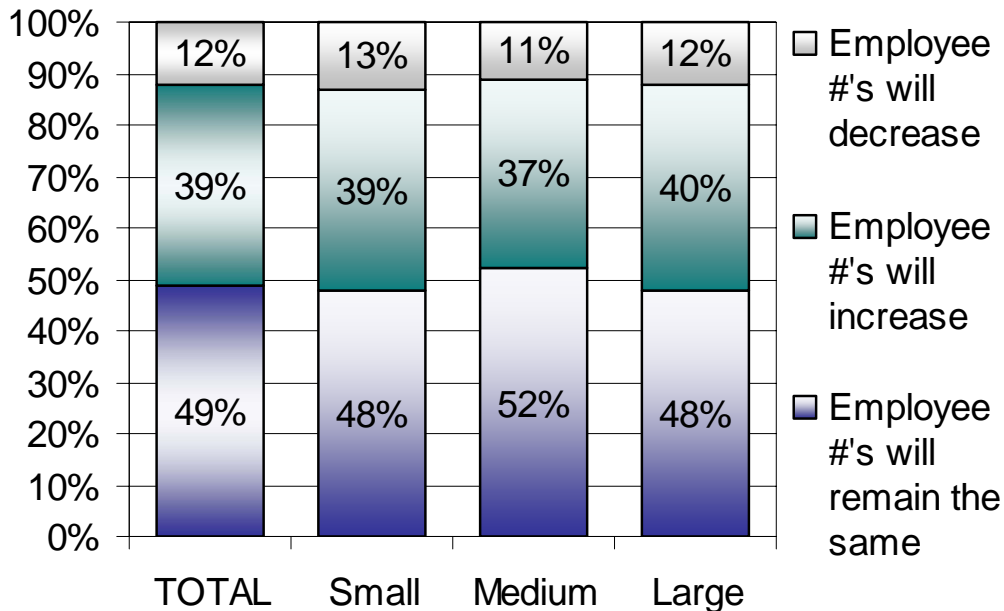
Figure 3-1: Total workforce in Whistler, 2006/07 winter season

	# of Businesses	Total FTE Positions	Full-time Positions	Part-time FTE Positions
Small (0-5 Employees)	223	600	500	100
Medium (5-19 Employees)	231	2,300	1,900	400
Large (19+ Employees)	125	11,300	9,900	1,400
TOTAL	579	14,200	12,300	1,900

PROJECTED WORKFORCE TOTALS FOR 2007/08 WINTER SEASON

Almost half of Whistler's employers (49%) expect employee numbers to remain the same next year, 39% of them anticipate an increase in employees and the remaining 12% of them predict a decline in employees (Figure 3-2).

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



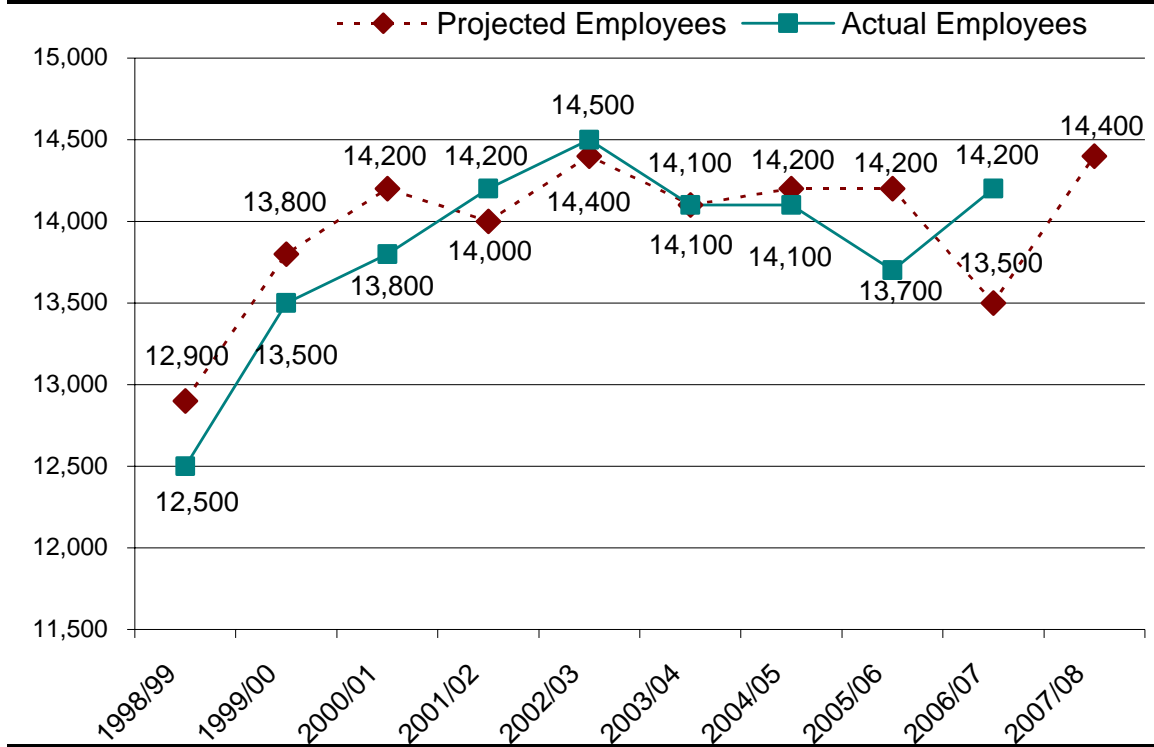
Whistler's workforce is projected to reach about 14,400 FTE employees in the 2007/08 winter season, representing a 1.4% increase from 2006/07. The 2007/08 workforce will include 12,400 full-time positions and 2,000 full-time equivalent positions created by the part-time workforce. This projection is based on 2006/07 winter results but does not include new businesses which opened after January 2007.

Figure 3-3: Projected workforce totals for 2007/08 winter season

	# of Businesses	Projected FTE Positions, 2007/08	Full-time Positions	Part-time FTE Positions	% Change
Small (0-5 Employees)	223	700	600	100	8.4% ↑
Medium (5-19 Employees)	231	2,400	1,900	500	4.0% ↑
Large (19+ Employees)	125	11,300	9,900	1,400	0.5% ↑
TOTAL	579	14,400	12,400	2,000	1.4% ↑

Figure 3-4 compares actual versus projected employee numbers from 1998/99 to 2007/08. As illustrated, the estimated total workforce has increased by 500 FTE employees from the 2005/06 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 3.82% 19 times out of 20.

PROJECTED WORKFORCE TOTALS FOR 2012/13 WINTER SEASON

Almost four in ten businesses (37%) have forecasted their staffing levels for the next five years (Figure 3-5). The proportion of businesses that have developed 5-year forecasts is similar for small, medium and large companies.

Figure 3-5: 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
Small (0-5 Employees)	223	80	36%
Medium (5-19 Employees)	231	88	38%
Large (19+ Employees)	125	45	36%
TOTAL	579	213	37%

Whistler's workforce is projected to reach about 15,300 FTE employees in the 2012/13 winter season, representing a 8.1% increase from 2006/07. The 2012/13 workforce will include 13,100 full-time positions and 2,200 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 43% of Whistler's workforce in the 2006/07 winter season.

Figure 3-6: Projected workforce totals for 2012/13 winter season

	# of Businesses	Projected FTE Positions, 2012/13	Full-time Positions	Part-time FTE Positions	% Change
Small (0-5 Employees)	223	900	700	200	34.7% ↑
Medium (5-19 Employees)	231	3,000	2,400	600	30.6% ↑
Large (19+ Employees)	125	11,400	10,000	1,400	1.9% ↑
TOTAL	579	15,300	13,100	2,200	8.1% ↑

3.2 WHISTLER WORKFORCE PROFILE

RESIDENCE

Approximately 11,000 FTE employees (78% of the workforce) lived within municipal boundaries during the 2006/07 winter season (Figure 3-7). The remaining positions were held by workers residing outside Whistler, primarily in Squamish and Pemberton. The number of employees living in Whistler increased from the 2005/06 season, when approximately 10,800 FTE employees resided within municipal boundaries (79% of the workforce).

Figure 3-7: Employee residency, 2006/07 winter season

	Total Workforce Living in Whistler (FTE Positions)	% Living in Whistler
Small (0-5 Employees)	500	80%
Medium (5-19 Employees)	1,900	82%
Large (19+ Employees)	8,600	77%
TOTAL	11,000	78%

AGE

Only 3.5% of the workforce were 55 years of age or older during the 2006/07 winter season (Figure 3-8). This proportion is slightly greater than in 2005/06, when 3.4% 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 3-8: Employees 55 years of age or older, 2006/07 winter season

	Total Workforce greater than 55 Years of Age (FTE Positions)	% of Workforce greater than 55 Years of Age
Small (0-5 Employees)	60*	9%
Medium (5-19 Employees)	110*	5%
Large (19+ Employees)	330*	3%
TOTAL	500**	4%

* Rounded to the nearest ten

** Rounded to the nearest hundred

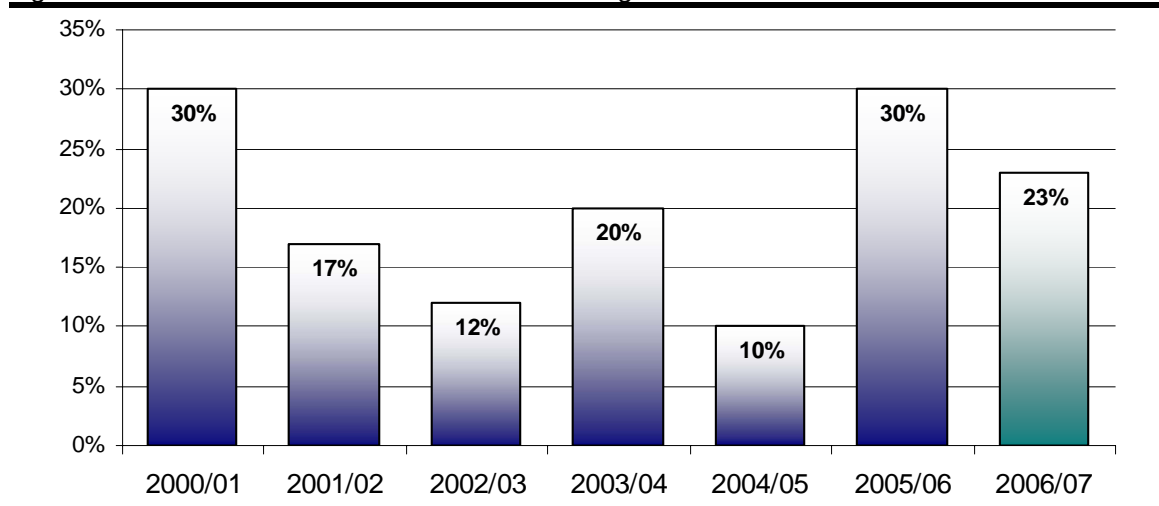
3.3 WHISTLER EMPLOYEE SHORTAGES

EMPLOYEE SHORTAGES

About 23% of Whistler's employers were unable to meet their staffing requirements during the 2006/07 winter season (Figure 3-9). Large businesses found it more difficult than small or medium sized companies to achieve full staffing levels.

Staffing shortages appear to have decreased from the 2005/06 season, when 30% of employers did not achieve full staffing levels.

Figure 3-9: Businesses unable to achieve full staffing levels



Approximately 400 FTE positions went unfilled in Whistler during the 2006/07 winter season (Figure 3-10). There were about 50 unfilled positions in small companies, 130 unfilled positions in medium sized businesses and 230 vacancies in large organizations. Had these positions been staffed, they would have increased the overall workforce by 3%.

Figure 3-10: Reported employee shortages, 2006/07 winter season

	Estimated Employee Shortages for Entire Workforce (FTE Positions)	% Change in Workforce had Positions been Filled
Small (0-5 Employees)	50*	8%
Medium (5-19 Employees)	130*	6%
Large (19+ Employees)	230*	2%
TOTAL	400**	3%

* Rounded to the nearest ten

** Rounded to the nearest hundred

MAIN REASONS FOR EMPLOYEE SHORTAGES

The most common reasons for having unfilled positions were: a perceived shortage of workers applying for jobs and a lack of qualifications of job applicants; and a lack of housing available to attract new individuals or keep current ones (Figure 3-11). Other reasons for employee shortages included low wages, significant competition for applicants and the transient nature of the workforce. These findings are consistent with last year's results, with the exception that poor weather conditions were not mentioned by employers in this year's survey.

Figure 3-11: Reasons for employee shortages

	Frequency	Percentage
Shortage of applications/lack of qualified candidates	40	56%
Availability of accommodations/cost of living	20	28%
Low wages/competition for applicants	6	8%
Workforce retention/transient nature of workforce	6	8%
Miscellaneous	7	10%
Unknown	1	1%
TOTAL RESPONSES	71	

Notes: 1) Total percentages exceed 100% since respondents were able to give more than one reason.

3.4 EMPLOYER PROVIDED HOUSING IN WHISTLER

EMPLOYER PROVIDED HOUSING

One in five businesses (17%) currently provides housing for their employees (Figure 3-12). This proportion is consistent with the 2005/06 winter season (17%) and is greater than in 2004/05 (15%). Consistent with past studies, large businesses were much more likely to offer housing than small or medium sized companies.

Figure 3-12: Businesses that supply housing, 2006/07 winter season

	# of Businesses	# of Businesses that Supply Housing	% of Businesses that Supply Housing
Small (0-5 Employees)	223	18	8%
Medium (5-19 Employees)	231	42	18%
Large (19+ Employees)	125	39	31%
TOTAL	579	99	17%

Those businesses that supply housing for their employees provide approximately 2,400 beds in total (Figure 3-13). The vast majority of these beds are supplied by large companies.

Figure 3-13: Number of beds provided for staff, 2006/07 winter season

	# of Businesses that Supply Housing	# of Beds Provided for Staff
Small (0-5 Employees)	18	40*
Medium (5-19 Employees)	42	130*
Large (19+ Employees)	39	2,200**
TOTAL	99	2,400**

* Rounded to the nearest ten

** Rounded to the nearest hundred

FUTURE PLANS FOR STAFF HOUSING

Approximately 14% of businesses have future plans to provide new or additional staff housing for their employees (Figure 3-14). Large businesses are more likely to have future plans for staff housing than small or medium sized companies.

Figure 3-14: Businesses that plan to provide new or additional housing, 2006/07 winter season

	# of Businesses	# of Businesses that Plan to Provide New or Additional Housing	% of Businesses that Plan to Provide New or Additional Housing
Small (0-5 Employees)	223	17	8%
Medium (5-19 Employees)	231	35	15%
Large (19+ Employees)	125	32	26%
TOTAL	579	84	14%

Of those employers planning to provide new or additional staff housing, 46% indicated they planned to purchase staff accommodations for their employees and 42% stated they planned to rent accommodations for their employees (Figure 3-15). Several respondents selected "other" when asked about their future plans for providing staff housing.

Figure 3-15: Future plans for providing employee housing

	Frequency	Percentage
Purchasing staff accommodations for employees	23	46%
Renting accommodations for employees	21	42%
Other	11	22%
TOTAL RESPONSES	50	

Notes: 1) 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: the company cannot afford to provide housing for its employees; housing is not needed for employees; and it is the employee's responsibility to secure housing (Figure 3-16). Many respondents selected "other" as the main reason for not planning to provide employee housing.

Figure 3-16: Main reason for not planning to provide employee housing

	Frequency	Percentage
Company cannot afford to provide housing	45	21%
Housing is not needed for employees	45	21%
Employee responsibility to secure housing	27	13%
Corporate policy to remain consistent with other locations	11	5%
Provided housing in the past that was not successful	8	4%
Company provides a living allowance	4	2%
Other	72	34%
TOTAL RESPONSES	212	100%

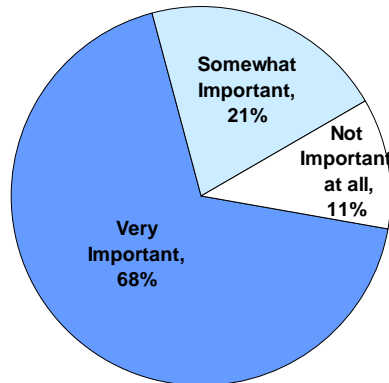
Notes: 1) Respondents were asked to select one response only from the list above.
2) 51 respondents did not answer this question.

3.5 EMPLOYER PERSPECTIVES ON EMPLOYEE HOUSING IN WHISTLER

IMPORTANCE TO BUSINESSES FOR EMPLOYEES TO LIVE IN WHISTLER

Approximately two-thirds of employers (68%) 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 21% of employers think it is somewhat important, while only 11% of them feel it is not important at all.

Figure 3-17: Importance of employee housing to businesses



4.0 CONCLUSIONS

The main conclusions emerging from this study are:

- Whistler's workforce consisted of approximately 14,200 FTE employees in the 2006/07 winter season. This represents an increase of approximately 500 FTE employees, or 4%, from 2005/06.
- The workforce is projected to be 14,400 FTE employees in the 2007/08 winter season, representing a 1.4% increase from 2006/07.
- Approximately 37% 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 15,300 FTE employees in the 2012/13 winter season.
- Approximately 78% of Whistler's workforce resided in Whistler in the 2006/07 winter season. The size of the resident workforce (11,000 FTE employees) has increased from the 2005/06 season, when approximately 10,800 FTE employees lived in Whistler.
- About 3.5% of the workforce were 55 years of age and older in the 2006/07 winter season.
- Approximately 23% of Whistler's businesses were not able to achieve full staffing levels. In total, about 400 FTE positions went unfilled this year. Staffing shortages have decreased from last year, when 500 FTE positions went unfilled.
- One in five businesses (17%) currently provides housing for their employees, which is consistent with the 2005/06 season. Those businesses that supply staff housing provide about 2,400 beds for their employees.
- Approximately 14% of Whistler's businesses have future plans to provide new or additional staff housing.

Appendix A: Survey Instrument



2007 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.

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

1a. How many **total employees, including management/owners**, did your business have during the **2006-2007 WINTER SEASON**

Full time _____

Part time _____

1b. If you had **PART-TIME** staff, how many hours per week on average did each **part-time employee** work?

Hours per week _____

2. How many of your **total employees, including management/owners**, lived in Whistler during the **2006-2007 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 **2007-2008 WINTER SEASON?** (*Please enter 0 if applicable*)

Full time _____

Part time _____ (**Go to 3c**)

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 **2007-2008 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 **2007-2008 WINTER SEASON?**

Hours per week _____

4. How many **total employees, including management/owners** are 55 years of age or older in the **2006-2007 WINTER SEASON?** *(Please enter 0 if applicable)*

Full time _____

Part time _____

5a. Were you able to achieve full staffing levels in the **2006-2007 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 **2006-2007 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
 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
 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 **2012-2013 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 **2012-2013 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 2007. If you have any further questions on this research program or have additional suggestions about housing in Whistler, please contact Jessica Averiss at the Whistler Housing Authority at 604-905-4688 (extension 3).

Appendix B: Survey Participants

21 Steps Kitchen and Bar	Blue Highways Shiatsu & Massage	Durfeld Log Construction
28 Minute Photo/Teru Enterprise/ Wsc Communications	Boston Pizza Whistler	Eagle Master
49Th Parallel Group	Brandywine Excavating	Eagle tours Golf & Snow Sports
Aarm Dental Group In Whistler Village	Brent Harley and Associates Inc.	Earl'S Restaurant (Whistler) Ltd
Adele Campbell Fine Art Gallery	Brew House	Ecoeverything Whistler
Adler Enterprs	Brian Ayearst Construction	Ecosign Mountain Resort Planners
Aloha Whistler Accommodations	Bunbury & Associates Land Surveyors	Eddie Bauer Inc.
Alpenhaus Bed & Breakfast	Canada Post	Edgewater Lodge
Alpine Cafe & Catering Co.	Canadian Snowmobile Adventures Ltd.	Edin Boutique
Alpine Lock & Safe	Canadian Sports Business Acad.	Electric Daisy Internet
Alpine Meadows Market	Caramba Restaurante	Elements Urban Tapas Lounge
Alpine West Systems Electrical	Carlbergs	Eleni Floral Design & Decor
Araxi Ristorante	Cascade Environmental	Employment Unlimited
Armchair Books	Circle Skate and Snowboard Shop	Escents Aromatherapy
Art Junction Gallery	Citta	Esquires Coffee
Avalanche Pizza	Clocktower Hotel	Evolution
Avis Rent a Car	Coast Mountain Photography	Excess Ski and Sport
Avw-Telav	Coast Whistler	Executive Inn At Whistler Village
Baby'S On The Go	Comor	Extremely Canadian
Bartle & Gibson Co Ltd	Contract Cleaners	Fastpark
BBK'S & BC Liquor Store	Core Climbing & Fitness Centre	Fine Motorcars
Bdo Dunwoody Chartered Accountants	Corona Excavations	Fineline Enterprises
Beach Or Bust	Cow'S Whistler	Four Seasons Resort Whistler
Bear Pause	Creekside Market	Fun For Kids
Bearfoot Bistro	Crepe Montagne	Garibaldi Mortgage Inc.
Behind The Grind Cafe Inc	Crystal Lodge	Gescan
Benbow Custom Homes	Cyber Web Internet Cafe	Glacier Confections Ltd.
Billabong	D&D Industrial Supply	Glacier Getaways
Blackcomb Barbershop (Function & Blackcomb)	Daily Slice Pizza	Gone Bakery
Blackcomb Lodge	Debron Enterprises Ltd.	Good Hair Day
Blackcomb Plumbing and Heating	Delta Whistler Village Suites	Grape Junction
Blackcomb Ski and Sport	Double Diamond Law Corporation	Great Glass Elevator Candy
Blackcomb Snowmobiles	Doug Bush Survey Services Ltd.	Gs Photo and Electronics
Black'S 'Restaurant and Pub	Dual Mountain Dry Cleaners	Harvard Leasehold - Tommy Africa'S
		Hat Gallery

Havana Lounge/ Castros Cuban Cigar Store	Millar Creek Developments	Pomar Building Projects Ltd
Helly Hansen Store	Mongolie Grill	Poolside Spa & Services
Hilton Whistler Resort & Spa	Monk'S Grill	Ppi
Hostelling International Whistler	Mount Cashmere	Prior Snowboards
Hy'S Steak House Whistler	Mountain Club Restaurant	Proteck Industries
IGA	Mountain Country	Quattro At Whistler
Ingrid'S Village Cafe	Mountain Design	R.B. Brown Land Surveying Ltd.
Inn At Clifftop Lane	Mountain Paint	Race and Company
Innovation Bulding Group Ltd.	Mountainside Lodge	Rainbow Electric
Inside Out Boutique Ltd	Mounted Police Trading Post	Razzmatazz Hair Salon
Inspired Group Events Inc	Munster Construction & Management Ltd.	RBC
Intrawest Resort Club Group	Myrtle Phillip Community School	Re/Max Sea to Sky Real Estate Whistler
Japanada Enterprises Inc.(Whistler Gifts)	Neoalpine Yoga	Red Dragon Chinese Eatery
Java At Nesters Enterprises Ltd.	Nesters Liquor Store	Resort Cinemas Of Whistler Ulc
John Mckimming Construction	Nesters Market & Pharmacy Ltd.	Resort Municipality Of Whistler (Including Meadow Park Sports Center)
Jtb International	Nicklaus North Golf Course/Retail	Resort Room Service
KFC	No. 242 Taurus Ventures Ltd.	Resort Television Network Inc
Kypriaki Norte Restaurant	North Shore Credit Union	Resortquest Whistler
La Rua Ristorante	North Shore Insurance/Driver Services Centre	Revolution Salon & Spa
Le Chamois Resort Hotel - Wildflower Property Management	Northland Excavations	Ric'S Grill
Le Chateau	O&R Entertainment	Rim Rock Cafe
Le Gros Restaurant/Pascal'S	Old Spaghetti Factory	Riverside Junction Café
Listel Whistler Hotel	Oracle At Whistler	Riverside Resort & Campground
Local Automotive	Origin Design and Communications	Rocky Mountain Production Services
L'Occitane En Provence	P.W.Garden Care Inc	Rogers' Chocolates
Loft Hair Salon	Parlor Hair Salon	Rogers Video
Longhorn'S Pub Ltd.	Pasta Lupino Gourmet Ltd/Burnt Stew Computer Solutions	Rona Mountain Building Centres Whistler
Loral Furniture	Peak Ventures	Ronanalds Favorite Restaurant
Lordco Parts Ltd.	Personal Travel Management	Ruby Tuesday Accessories Ltd
Marriott - Residence Inn	Piccadilly Place	Sabre Group
Maxx Fish Bar	Pinnacle Hot Tub Services Ltd	Sabre Rentals Ltd.
Mccoo'S Excessive Accessories	Pinnacle International Hotel	Samurai Sushi
McMillan Thorn & Co	Pique Publishing Inc.	Sea to Sky Security Ltd.
Mecca Suite & Spa Massage	Pita Etc	Seasons Of Whistler (Koning Enterprises)
Mike'S Garage	Please Mum	Second Cup
Milestone'S Restaurant	Pocklington Building Systems Ltd	
Millar Creek Cafe		

Seven-Eleven Convenience Store	The Plaza Galleries	Whistler Mechanical Ltd.
Shaw Cable	The Sunglass Hut	Whistler Medical Clinic
Shaw Carpet and Floor Centre	The Whistler Real Estate Co Ltd	Whistler Pet Food & Supplies
Showcase Snowboards	Thomas Cook Foreign Exchange	Whistler Physiotherapy
Silk Road Collection Ltd	Toad Hall Studios	Whistler Physiotherapy Group
Slope Side Supply	Tourism Whistler	Whistler Platinum
SMD Automotive	Town Plaza Medical Clinic	Whistler Public Library
Snosociety	Trattoria Di Umberto	Whistler Resort Cabs
Snow Country Cottage B&B	Tree Below Restaurant	Whistler Resort Management
Sotheby'S International Realty Canada	Uniglobe Advance Travel	Whistler Retreats
Soul Funktion Dance Studio	United Rentals Of Canada	Whistler Secondary Community
Southside Diner	Upper Village Market	Whistler Show Services
Spicy Sports	Valley Business Centre	Whistler Smile Gift
Spring Creek Community School	Vida Wellness Spa At The Fairmont Chateau Whistler	Whistler Snowboard tours
Starbucks Coffee Company (Village)	Vp Contracting Ltd.	Whistler Taxi
Starbucks Crystal Lodge	Warm Builders and Construction Management	Whistler Television Service
Storied Places - At Nature'S Door	Westin Resort & Spa	Whistler Therapeutics: Massage & Aromatherapy
Subway Restaurant (Creekside & Village)	Westland Insurance	Whistler towing
Summit Ski Limited	Whacks Of Whistler	Whistler Transit Ltd.
Sundial Management Inc	Whiski Jack Resorts and Club	Whistler Vacation Club
Sushi to Go	Whistler 1 Hour Photo	Whistler Village Inn + Suites
Sushi Ya	Whistler Animals Galore (Wag)	Whistler'S Barneys Automotive Ltd.
Sutton Group West Coast Realty	Whistler Blackcomb	Whistler'S Loonie & Toonie Store
Taman Sari Spa	Whistler Children'S Centre	Wild Willies
Tantalus Lodge	Whistler Chiropractic	Wildflower Lodging Company
Tapley'S Neighbourhood Pub	Whistler Community Services Society	Wildwood Restaurant Group Ltd
Td Canada Trust	Whistler Connection	Worldmark at Whistler
Teppan Village	Whistler Construction Co.	Yes Tours Inc
Terasen Gas Whistler	Whistler Cooks	Ziptrek Ecotours Inc.
The Beet Root Cafe	Whistler Dogs Paw & Mountain Lodge	
The Body Shop	Whistler Dream Accommodations	
The Crab Shack	Whistler Eye Clinic	
The Daily Planet Home Interiors Inc.	Whistler Garden Centre	
The Fairmont Chateau	Whistler Home Hardware	
The Gap	Whistler Keg Steakhouse & Bar	
The Grocery Store/ Delish Catering	Whistler Law Offices	
	Whistler Limousine Ltd.	

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