

Whistler Housing Authority Employer Housing Needs Assessment 2009

InterVISTAS

strategic
transportation
& tourism
solutions



Prepared for
Whistler Housing Authority



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1.0 INTRODUCTION

This report documents the 2009 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. 2009 is the twelfth 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 2009. The survey instrument included questions about:

- Employment levels for the 2008/09 winter season;
- Projected employment levels for the upcoming 2009/10 and 2010/11 winter seasons;
- Share of workforce living within municipal boundaries;
- Share of workforce 55 years or older;
- Employee shortages in the 2008/09 winter season;
- Employer provided housing in Whistler; and
- Forecasted staffing levels for the 2014/15 winter season.

The survey was similar to the one used in 2008. A copy of the questionnaire is included in Appendix A.

2.1 SURVEY POPULATION

The target population consisted of approximately 540 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 216 completed surveys were returned for an overall response rate of 40%. These surveyed businesses employed approximately 72% of Whistler's workforce in the 2008/09 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 5.17% 19 times out of 20.

Figure 2-1: Survey responses

Interview Method	Sample Size	%
Phone	100	46%
Web	116	54%
Fax	0	0%
TOTAL	216	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 539 businesses. This was done using information from past studies to estimate the workforce for the 323 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. The unadjusted survey results can be found in Appendix D.

3.0 RESULTS

3.1 WHISTLER WINTER WORKFORCE

WORKFORCE TOTALS FOR 2008/09 WINTER SEASON

Whistler's workforce consisted of approximately 13,700 FTE employees in the 2008/09 winter season. The workforce includes approximately 11,800 full-time positions and 1,900 full-time equivalent positions created by the part-time workforce.

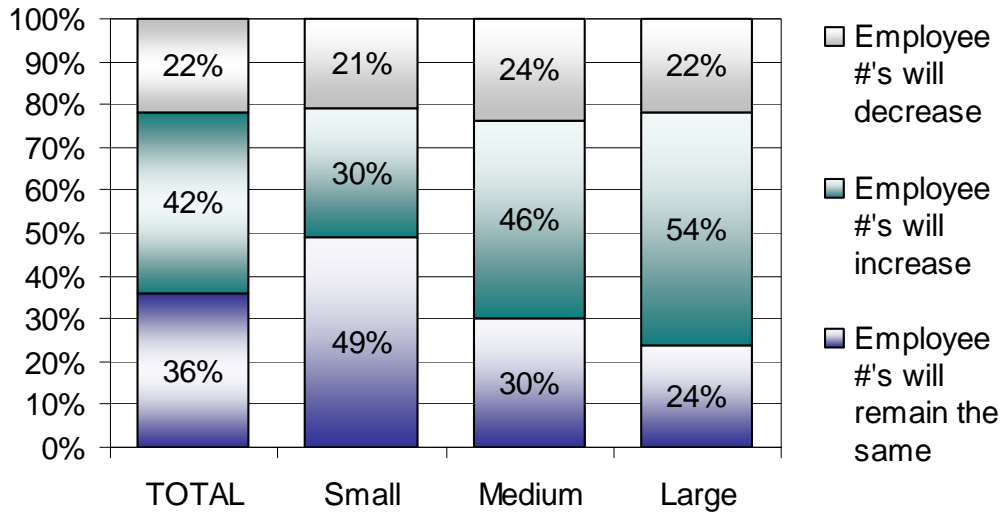
Figure 3-1: Total workforce in Whistler, 2008/09 winter season

	# of Businesses	Total FTE Positions	Full-time Positions	Part-time FTE Positions
Small (0-5 Employees)	211	600	500	100
Medium (5-19 Employees)	209	2,100	1,700	400
Large (19+ Employees)	119	11,000	9,600	1,400
TOTAL	539	13,700	11,800	1,900

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

Just over one third of Whistler's employers (36%) expect employee numbers to remain the same in the 2009/10 Olympic and Paralympic winter season, 42% of them anticipate an increase in employees and the remaining 22% of them predict a decline in employees.

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



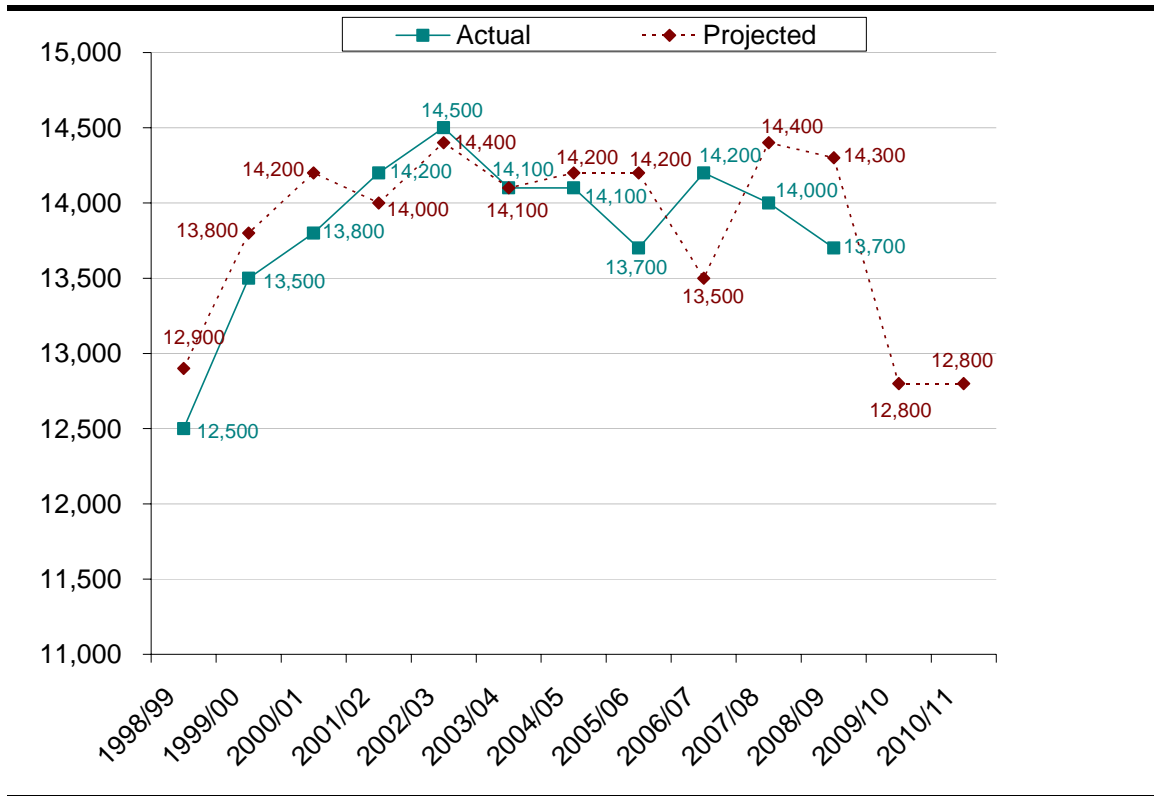
Whistler's workforce is projected to be about 12,800 FTE employees in the 2009/10 Olympic and Paralympic winter season, representing a 7% decrease from 2008/09. The 2009/10 workforce will include 10,700 full-time positions and 2,100 full-time equivalent positions created by the part-time workforce. This projection is based on 2008/09 winter results but does not include new businesses which opened after January 2009.

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

	# of Businesses	Projected FTE Positions, 2009/10	Full-time Positions	Part-time FTE Positions	% Change from 2008/09
Small (0-5 Employees)	211	600	500	100	5.9% ↑
Medium (5-19 Employees)	209	2,400	1,900	500	11.7% ↑
Large (19+ Employees)	119	9,800	8,300	1,500	-11.2% ↓
TOTAL	539	12,800	10,700	2,100	-6.9% ↓

Figure 3-4 compares actual versus projected employee numbers from 1998/99 to 2010/11. As illustrated, the estimated total workforce in 2008/09 decreased by 300 FTE employees from the 2007/08 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 5.17% 19 times out of 20.

PROJECTED WORKFORCE TOTALS FOR 2010/11 WINTER SEASON

Whistler’s workforce is projected to reach about 12,800 FTE employees in the 2010/11 winter season, representing a 7% decrease from 2008/09. The 2010/11 workforce will include 10,800 full-time positions and 2,000 full-time equivalent positions created by the part-time workforce.

Figure 3-5: Projected workforce totals for 2010/11 winter season

	# of Businesses	Projected FTE Positions, 2010/11	Full-time Positions	Part-time FTE Positions	% Change from 2008/09
Small (0-5 Employees)	211	600	500	100	-0.8 % ↓
Medium (5-19 Employees)	209	2,200	1,800	400	1.1% ↑
Large (19+ Employees)	119	10,000	8,500	1,500	-8.7% ↓
TOTAL	539	12,800	10,800	2,000	-6.8% ↓

Note that this projection is based on the sub-sample of employers that provided forecasts of staffing levels for 2010/11. These businesses employed approximately 49% of Whistler’s workforce in the 2008/09 winter season.

PROJECTED WORKFORCE TOTALS FOR 2014/15 WINTER SEASON

Three out of ten businesses (31%) 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 (49%).

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
Small (0-5 Employees)	211	103	49%
Medium (5-19 Employees)	209	48	23%
Large (19+ Employees)	119	19	16%
TOTAL	539	170	31%

Those businesses that provided 5-year forecasts employed only 6% of Whistler's workforce in the 2008/09 winter season. Due to this limited sample, workforce projections were not developed for the 2014/15 winter season.

3.2 WHISTLER WORKFORCE PROFILE

RESIDENCE

Approximately 10,600 FTE employees (77% of the workforce) lived within municipal boundaries during the 2008/09 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 decreased from the 2007/08 season, when 11,100 FTE employees resided within municipal boundaries (79% of the workforce).

Figure 3-7: Employee residency, 2008/09 winter season

	Total Workforce Living in Whistler (FTE Positions)	% Living in Whistler
Small (0-5 Employees)	500	79%
Medium (5-19 Employees)	1,700	80%
Large (19+ Employees)	8,400	77%
TOTAL	10,600	77%

AGE

Only 4.6% of employees in the workforce were 55 years of age or older during the 2008/09 winter season. This proportion is slightly higher than in 2007/08, when 4.3% 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, 2008/09 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)	140*	7%
Large (19+ Employees)	420*	4%
TOTAL	600**	5%

* Rounded to the nearest ten

** Rounded to the nearest hundred

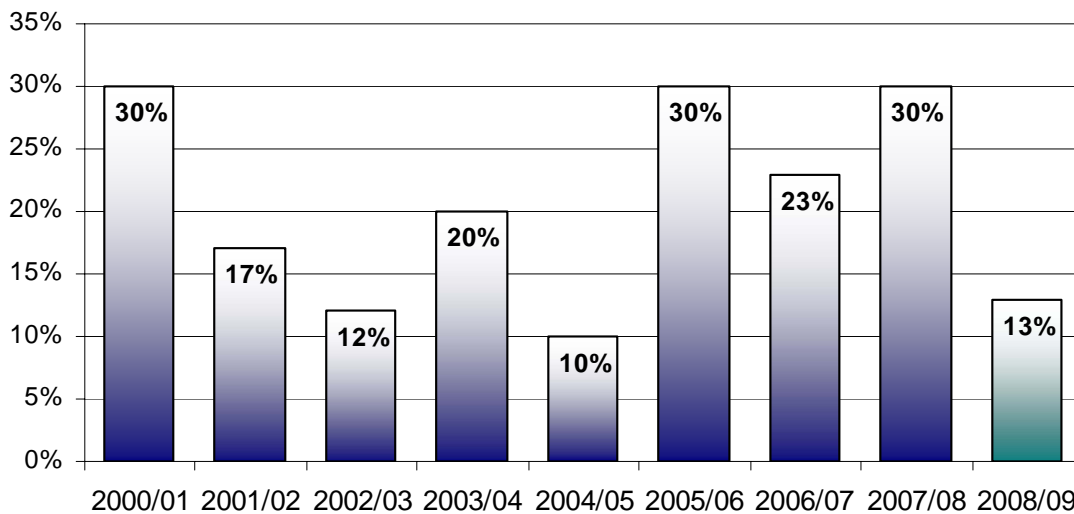
3.3 WHISTLER EMPLOYEE SHORTAGES

EMPLOYEE SHORTAGES

Only 13% of Whistler's employers were unable to meet their staffing requirements during the 2008/09 winter season. Large businesses were better able to achieve full staffing levels than small or medium sized companies.

Staffing shortages decreased from the 2007/08 season, when 30% of employers did not achieve full staffing levels.

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



Approximately 100 FTE positions went unfilled in Whistler during the 2008/09 winter season. There were about 30 unfilled positions in small companies, 70 unfilled positions in medium sized businesses and 30 vacancies in large organizations. Had these positions been staffed, they would have increased the overall workforce by about 1%.

Figure 3-10: Reported employee shortages, 2008/09 winter season

	Estimated Employee Shortages for Entire Workforce (FTE Positions)	% Change in Workforce had Positions been Filled
Small (0-5 Employees)	30*	5%
Medium (5-19 Employees)	70*	3%
Large (19+ Employees)	30*	<1%
TOTAL	100**	1%

* 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. These findings are fairly consistent with last year's results, with the exception that substantially fewer businesses reported employee shortages in this year's survey. A complete list of responses is provided in Appendix E.

Figure 3-11: Reasons for employee shortages

	Frequency	Percentage
Accommodations and Cost of living	8	45%
Shortage of Workers/ Lack of Applications	4	22%
Miscellaneous	6	33%
TOTAL RESPONSES	18	100%

3.4 EMPLOYER PROVIDED HOUSING IN WHISTLER

EMPLOYER PROVIDED HOUSING

Just over one in five businesses (22%) currently provides housing for their employees. This proportion is greater than the 2007/08 (17%) and 2006/07 (17%) winter seasons. 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, 2008/09 winter season

	# of Businesses	# of Businesses that Supply Housing	% of Businesses that Supply Housing
Small (0-5 Employees)	211	40	19%
Medium (5-19 Employees)	209	34	16%
Large (19+ Employees)	119	47	39%
TOTAL	539	121	22%

Those businesses that supply housing for their employees provide approximately 2,600 beds in total. The vast majority of these beds are supplied by large companies.

Figure 3-13: Number of beds provided for staff, 2008/09 winter season

	# of Businesses that Supply Housing	# of Beds Provided for Staff
Small (0-5 Employees)	40	100*
Medium (5-19 Employees)	34	190*
Large (19+ Employees)	47	2,300**
TOTAL	121	2,600**

* Rounded to the nearest ten

** Rounded to the nearest hundred

FUTURE PLANS FOR STAFF HOUSING

Approximately 16% of businesses have future plans to provide new or additional staff housing for their employees. This is a decrease from the 2007/08 winter season, when 26% of Whistler's businesses indicated plans to provide new or additional staff housing. Small businesses are less likely to have future plans for staff housing than medium or large sized companies.

Figure 3-14: Businesses that plan to provide new or additional housing, 2008/09 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)	211	16	8%
Medium (5-19 Employees)	209	48	23%
Large (19+ Employees)	119	20	17%
TOTAL	539	84	16%

Of those employers planning to provide new or additional staff housing, 14% indicated they planned to rent accommodations in the proposed Temporary Workforce Housing Initiative, 51% stated they planned to rent other accommodations for their employees, and 24% 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. A complete list of these responses is contained in Appendix E.

Figure 3-15: Future plans for providing employee housing

	Frequency	Percentage
Renting accommodations in Temporary Housing Initiative	5	14%
Renting accommodations for employees	19	51%
Purchasing staff accommodations for employees	9	24%
Other	9	24%
TOTAL RESPONSES	36	

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: the company cannot afford to provide housing for its employees; it is the employee's responsibility to secure housing; and housing is not needed for employees. Many respondents selected "other" as the main reason for not planning to provide employee housing. A complete list of these responses is contained in Appendix E.

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

	Frequency	Percentage
Company cannot afford to provide housing	42	24%
Employee responsibility to secure housing	39	23%
Housing is not needed for employees	26	15%
Provided housing in the past that was not successful	6	3%
Corporate policy to remain consistent with other locations	5	3%
Company provides a living allowance	3	2%
Other	51	30%
TOTAL RESPONSES	172	100%

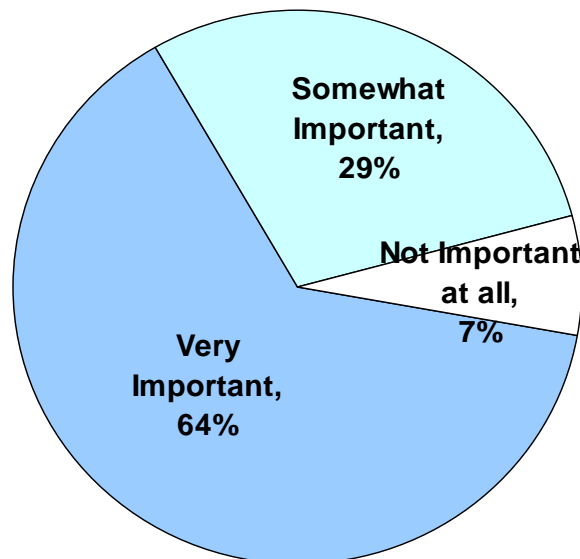
Notes: 1) Respondents were asked to select one response only from the list above.
2) 44 respondents did not answer this question.

3.5 EMPLOYER PERSPECTIVES ON EMPLOYEE HOUSING IN WHISTLER

IMPORTANCE TO BUSINESSES FOR EMPLOYEES TO LIVE IN WHISTLER

Just under two-thirds of employers (64%) 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 29% of employers think it is somewhat important, while only 7% 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 13,700 FTE employees in the 2008/09 winter season. This represents a decrease of approximately 300 FTE employees, or 2%, from 2007/08.
- The workforce is projected to be 12,800 FTE employees in the 2009/10 Olympic and Paralympic winter season, representing a 7% decrease from 2008/09.
- The workforce is projected to be 12,800 FTE employees in the 2010/11 winter season, representing a 7% decrease from 2008/09.
- Approximately 31% of Whistler's businesses have forecasted their staffing levels for the next five years. However, these businesses employed only 6% of Whistler's workforce in the 2008/09 winter season.
- Approximately 77% of Whistler's workforce resided in Whistler in the 2008/09 winter season. The size of the resident workforce (10,600 FTE employees) has decreased from the 2007/08 season, when approximately 11,100 FTE employees lived in Whistler.
- About 5% of employees in the workforce were 55 years of age and older in the 2008/09 winter season.
- Approximately 13% of Whistler's businesses were not able to achieve full staffing levels. In total, about 100 FTE positions went unfilled this year. Staffing shortages have decreased from last year, when 600 FTE positions went unfilled.
- Just over one in five businesses (22%) currently provides housing for their employees, which is an increase from the 2007/08 season (17%). Those businesses that supply staff housing provide about 2,600 beds for their employees.
- Approximately 16% of Whistler's businesses have future plans to provide new or additional staff housing. This represents a decrease from the 2007/08 winter season, when 26% of Whistler's businesses revealed plans to provide new or additional housing.

Appendix A: Survey Instrument



2009 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 **2008-2009 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 **2008-2009 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 **2009-2010 OLYMPIC WINTER SEASON** and the **2010-2011 WINTER SEASON**? *(Please enter 0 if applicable)*

Approximate Projected Numbers for for the Olympic Winter (2009-2010):

Full time_____

Part time_____

Or

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

Approximate Projected Numbers for Winter Season of 2010-2011:

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

OLYMPIC WINTER SEASON (2009-2010)?

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

WINTER SEASON (2010-2011)?

- 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 **OLYMPIC WINTER SEASON (2009-2010)** and the **2010-2011 WINTER SEASON**?

OLYMPIC WINTER SEASON (2009-2010) Hours per week_____

2010-2011 WINTER SEASON Hours per week_____

4. How many **total employees, including management/owners** are 55 years of age or older in the **2008-2009 WINTER SEASON**? *(Please enter 0 if applicable)*

Full time_____

Part time_____

5a. Were you able to achieve full staffing levels in the **2008-2009 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 **2008-2009 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 Temporary Housing Initiative
 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 **2014-2015 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 **2014-2015 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 2009. 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	Brent Harley & Associates Inc.	Fun for Kids Clothing and Accessories
Aarm Dental Group in Whistler Village	Brew Creek Lodge	Garibaldi Mortgage
Adele Campbell Fine Art Gallery	Bunbury & Associates Land Surveying Ltd.	Gershon & Co. Accounting and Tax
Aka Architecture and Design Inc.	Canadian Adventure Tours Inc.	Gibbon's Hospitality Group – Longhorn's, Tapley's, Buffalo Bill's, Fire Rock Lounge at the Westin
Aloha Whistler Accommodations	Canadian Snowmobile Adventures Ltd.	Glacier Getaways
Affinity	Cantrav Services	Going Nuts
Alpine Lock & Safe	Caramba Restaurante	Alpine Café and Catering
Alpine Meadows Market	Carlbergs Gift Shop Ltd.	Gordon J. Wiber Inc.
Alpine West Systems Electrical	Cascade Environmental	Guess Jeans
Araxi Ristorante	Chalet Luise Pension Inn	High Country Appliances
Armchair Books	Chateau Cleaning	Hilton Whistler Resort & Spa
Dubh Linn Gate Old Irish Pub	Citta's Bistro	Holiday Inn Sunspree
Avalanche Pizza	Clocktower Hotel	HI Whistler
Avello Spa & Health Club	Intrawest Resort Club Group	Hy's Steakhouse
Avis Rent A Car	Comor	Karnoor Enterprises Inc. dba Whistler Husky Market
B. Lorange Architecture & Planning	Corona Excavations	IGA Food Store
Baby's On the Go	Creekside Market	Ingrid's Village Cafe
Barney's Automotive	Debron Enterprises – Ronalds Pub, BBQ Bobs, Beer and Wine	Java at Nesters Enterprises Ltd.
Bartle & Gibson Co. Ltd.	Delta Whistler Village Suites	The Keg Steakhouse & Bar Whistler
Bavaria Restaurant	Doug Bush Survey Service	Keir Fine Jewellery
BDO Dunwoody Chartered Accountants	Earl's Restaurant (Whistler) Ltd.	Kyber Developments Ltd.
The Beach	Ecosign Mountain Resort Planners Ltd.	Kypriaki Norte
Quinny's Café	Eddie Bauer Inc.	O & R Entertainment
Billabong	Employment Unlimited	Lattitude Five Zero
Black Ohm Tattoos	Seasonaires	Le Chamois Resort Hotel - Wildflower Property Management
Black Tusk Gallery	Escape Route	Best Western Listel Whistler Hotel
Blackcomb Barbershop	Escents Aromatherapy	Loft Salon
Blackcomb Chimney Patrol	Executive Inn at Whistler Village	Cross Country Connection
Blackcomb Helicopters Ltd.	Farfalla Hair and Esthetics	Lush Handmade Cosmetics
Black's Restaurant & Pub	Fine Motorcars	McDonalds Restaurant
Blenz Coffee	Footlocker	McMillan Thorn & Co. Ltd.
Blue Highways Shiatsu & Massage	Four Seasons Resort Whistler	Millar Creek Developments
Blueline Drywall (Whistler) Ltd.		
Boston Pizza		

Moe and Joe's Restaurant	Riverside Resort & Campground	Tourism Whistler
Monk's Grill	Rona	Town Plaza Medical Clinic
Mountain Country Property Management	Ruby Tuesday Accessories Ltd.	United Rentals of Canada
Mountain Glass & Mirror Ltd.	Sabre Rentals Ltd.	Upper Village Market
Mountain Hound Lounge	Sachi Sushi	Vida Spa
Mountain Law Corp.	Scotiabank	Rexall Drug Store
Mountainside Lodge	Sea to Sky Security 2008 Ltd.	Westland Insurance
Munster Construction and Management Ltd.	Koning Enterprises Ltd.	Vision Pacific Contracting & Design
Murdoch & Company	Second Cup	Westin Resorts (including Aubergine Grill)
Nagomi Sushi	Seidler Stucco & Plaster	Whistler Animals Galore (WAG)
Nesters Market & Pharmacy Ltd.	7-11	Whistler Audio Visual Ltd.
Nicklaus North Golf Course/Retail	Sushi Village	Whistler Blackcomb
Old Spaghetti Factory	Snociety	Whistler Bottle Depot
Origin Design & Communications Ltd.	Snow Country Cottage B&B	Whistler Chamber of Commerce/Whistler Info Network/Employment Centre
Outdoor Adventures	Snowcovers Sports	Whistler Chiropractic
Pan Pacific Whistler	Snowflake	Whistler Connection
Pasta Lupino Gourmet Ltd./Burnt Stew Computer Solutions Inc.	Whistler Snowboard Tours	Whistler Cooks Catering Co.
Peak Performance Whistler General Store	Splitz Grill Inc.	Whistler Dream
Peak to Green Accommodations	Whistler Village Sports	Whistler Excavations
Piccadilly Place	Starbucks Whistler Square	Whistler Eye Clinic
Pinnacle International Hotel & Resorts	Storied Places	Whistler Glass Ltd.
Platinum Designs	Subway Restaurant Creekside	Whistler Health Care Centre
Pocklington Building Systems	Summit Lodge	Whistler Storall Ltd.
Priority Property Management Services	Summit Strata Management	Whistler Heli Skiing
Proteck Industries	Surefoot Sports	Whistler Limousine Ltd.
Quattro at Whistler	Tamwood International College Ltd.	Whistler Mechanical Ltd.
R.B. Brown Land Surveying Ltd.	Tandoori Grill	Whistler MRI
Rainbow Electric (2007) Ltd.	Tantalus Lodge	Whistler Outdoor Experience
RE/MAX Sea to Sky Real Estate Whistler	AVW- TELAV	Whistler Pet Barn
Whistler Resort Cabs	TD Canada Trust	Whistler Physiotherapy I – Market Place
Resort Television Network Inc.	The Body Shop	Whistler Physiotherapy II – Creekside
ResortQuest Whistler	The Fairmont Chateau Whistler	Whistler Platinum Reservation Ltd.
Rim Rock Cafe	The Gap	Whistler Public Library
	The Grocery Store	Whistler Racquet & Golf Resort
	The Love Nest	Whistler Secondary Community
	The Nanny Network	Poolside Spa Services Ltd.
	The Path Gallery	
	The Whistler Real Estate Co.	
	TKT Contracting Ltd.	

Whistler Taxi

Whistler Transit Ltd.

Whistler Vacation Club

BBK's / BC Liquor Store

Whistler Village Art Gallery

Whistler's Personnel Solution

Wildflower Lodging Co.

Wildwood Restaurant Group

YES Tours Inc.

Ziptrek Ecotours 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	08/09
Total Workforce in Whistler (FTE Positions)	12,500	13,500	13,800	14,200	14,500	14,000	14,100	13,700	14,200	14,000	13,700
Projected Workforce for Next Year (FTE Positions)				14,400	14,100	14,200	14,300	13,500	14,400	14,300	12,800
Workforce Living in Whistler (FTE Positions)			10,700	10,600	10,500	10,800	10,900	10,800	11,000	11,100	10,600
Workforce Living in Whistler (%)			78%	75%	73%	76%	76%	79%	78%	79%	77%
Businesses able to Achieve Full Staffing Levels (%)			70%	83%	88%	80%	90%	70%	77%	70%	87%
Employee Shortages for Entire Workforce (FTE Positions)			300	300	200	300	100	500	400	600	100
Businesses that Supply Housing (%)			29%	30%	28%	24%	15%	17%	17%	17%	22%
Workforce 55 Years of Age or Older (FTE Positions)			n/a	n/a	500	400	300	500	500	600	600
Workforce 55 Years of Age or Older (%)			n/a	n/a	3%	3%	2%	3%	4%	4%	5%

* 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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