

Whistler Housing Authority Employer Housing Needs Assessment 2006

InterVISTAS

strategic
transportation
& tourism
solutions



Prepared for
Whistler Housing Authority



Prepared by
InterVISTAS Consulting Inc.

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1.0 INTRODUCTION

This report documents the 2006 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. 2006 is the ninth 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 July to September 2006. The survey instrument included questions about:

- Employment levels for the 2005/06 winter season;
- Projected employment levels for the upcoming 2006/07 winter season;
- Percentage of workforce living within municipal boundaries;
- Percentage of workforce 55 years or older;
- Percentage of workforce earning less than \$12 per hour;
- Employee shortages in the 2005/06 winter season;
- Employer provided housing in Whistler; and
- Employer perspectives of employee housing in Whistler.

The survey was similar to the one used in 2005, but included several new questions to obtain more in-depth information about the specific housing needs of workers. 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 Survey Console (www.surveyconsole.com). 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 258 completed surveys were returned for an overall response rate of 42% (Figure 2-1). These surveyed businesses employed approximately 73% of Whistler's workforce in the 2005/06 winter season. A complete list of survey participants is included in Appendix B.

The vast majority of respondents (95%) completed the survey by telephone or via the on-line questionnaire. Only 2% of them returned the survey by fax. A further nine respondents (3%) were interviewed directly by WHA staff. These businesses were strategically targeted because of their large staff.

The results of the survey can be expected to be accurate within a margin of error of plus or minus 4.65% 19 times out of 20.

Figure 2-1: Survey responses

Interview Method	Sample Size	%
Phone	128	50%
Web	116	45%
Whistler Housing Authority	9	3%
Fax	5	2%
TOTAL	258	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 613 businesses. This was done using information from past studies to estimate the workforce for the 355 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 2005/06 WINTER SEASON

Whistler's workforce consisted of approximately 13,700 FTE employees in the 2005/06 winter season (Figure 3-1). The workforce includes approximately 11,700 full-time positions and 2,000 full-time equivalent positions created by the part-time workforce.

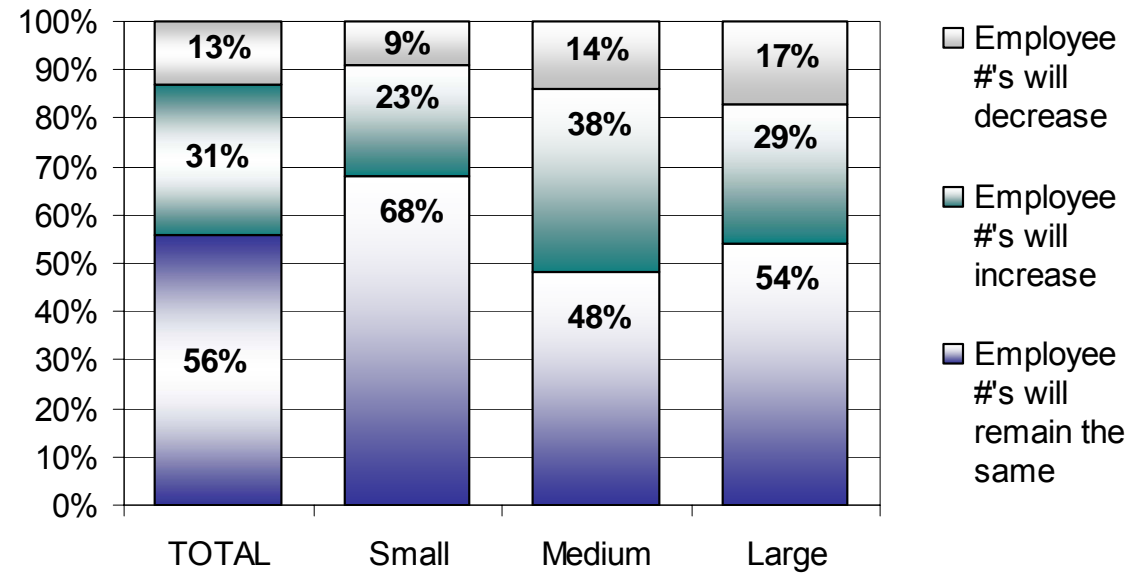
Figure 3-1: Total workforce in Whistler, 2005/06 winter season

	# of Businesses	Total FTE Positions	Full-time Positions	Part-time FTE Positions
Small (0-5 Employees)	258	700	600	100
Medium (5-19 Employees)	209	2,000	1,500	500
Large (19+ Employees)	146	11,000	9,600	1,400
TOTAL	613	13,700	11,700	2,000

PROJECTED WORKFORCE TOTALS FOR 2006/07 WINTER SEASON

Over half of Whistler's employers (56%) expect employee numbers to remain the same next year, 31% of them anticipate an increase in employees and the remaining 13% of them predict a decline in employees (Figure 3-2).

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



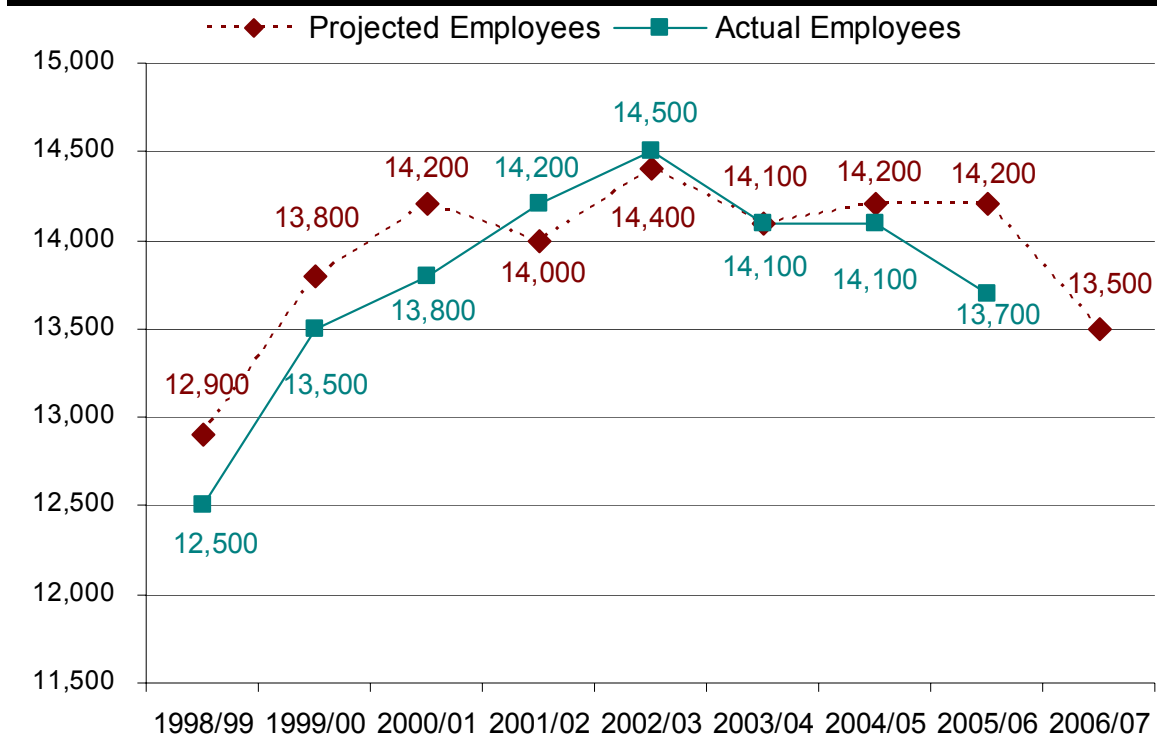
Whistler's workforce is projected to reach about 13,500 FTE employees in the 2006/07 winter season, representing a 1.5% decline from 2005/06. The 2006/07 workforce will include 11,500 full-time positions and 2,000 full-time equivalent positions created by the part-time workforce. This projection is based on 2005/06 winter results but does not include new businesses which opened after January 2006.

Figure 3-3: Projected workforce totals for 2006/07 winter season

	# of Businesses	Projected FTE Positions, 2006/07	Full-time Positions	Part-time FTE Positions	% Change
Small (0-5 Employees)	258	700	600	100	4.9% ↑
Medium (5-19 Employees)	209	2,200	1,600	500	6.3% ↑
Large (19+ Employees)	146	10,600	9,300	1,400	-3.2% ↓
TOTAL	613	13,500	11,500	2,000	-1.5% ↓

Figure 3-4 compares actual versus projected employee numbers from 1998/99 to 2006/07. As illustrated, the estimated total workforce has declined by 400 FTE employees from the 2004/05 season. Despite the decline in the estimated total workforce, the total number of resident employees has changed little from last year and has continued to remain very stable over the last six years.

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 4.65% 19 times out of 20.

3.2 WHISTLER WORKFORCE PROFILE

RESIDENCE

Approximately 10,800 FTE employees (79% of the workforce) lived within municipal boundaries during the 2005/06 winter season (Figure 3-5). The remaining positions were held by workers residing outside Whistler, primarily in Squamish and Pemberton. The number of employees living in Whistler remained relatively consistent with the 2004/05 season, when approximately 10,900 FTE employees resided within municipal boundaries (76% of the workforce). The 3% increase of resident employees in 2005/06 is largely attributed to a decrease in the total estimated Whistler workforce.

Figure 3-5: Employee residency, 2005/06 winter season

	Total Workforce Living in Whistler (FTE Positions)	% Living in Whistler
Small (0-5 Employees)	600	82%
Medium (5-19 Employees)	1,600	82%
Large (19+ Employees)	8,600	79%
TOTAL	10,800	79%

AGE

Only 3.4% of the workforce were 55 years of age or older during the 2005/06 winter season (Figure 3-6). This proportion has increased from the 2004/05 season, when 2.2% of employees were 55 years of age or older. Small businesses were slightly more inclined than larger companies to employ people over 55 years of age.

Figure 3-6: Employees 55 years of age or older, 2005/06 winter season

	Total Workforce greater than 55 Years of Age (FTE Positions)	% of Workforce greater than 55 Years of Age
Small (0-5 Employees)	40*	5%
Medium (5-19 Employees)	90*	4%
Large (19+ Employees)	340*	3%
TOTAL	500**	3%

* Rounded to the nearest ten

** Rounded to the nearest hundred

INCOME

Approximately three-quarters of Whistler employees earned more than \$12 per hour after benefits during the 2005/06 winter season (Figure 3-7). Small companies were more likely than larger businesses to pay employees more than \$12 per hour.

Figure 3-7: Employees earning less than \$12/hour, 2005/06 winter season

	Total Workforce Earning less than \$12/hour (FTE Positions)	% Earning greater than \$12/hour
Small (0-5 Employees)	100	83%
Medium (5-19 Employees)	500	75%
Large (19+ Employees)	2,600	76%
TOTAL	3,200	76%

Notes: 1) Wages earned by gratuities are not included.

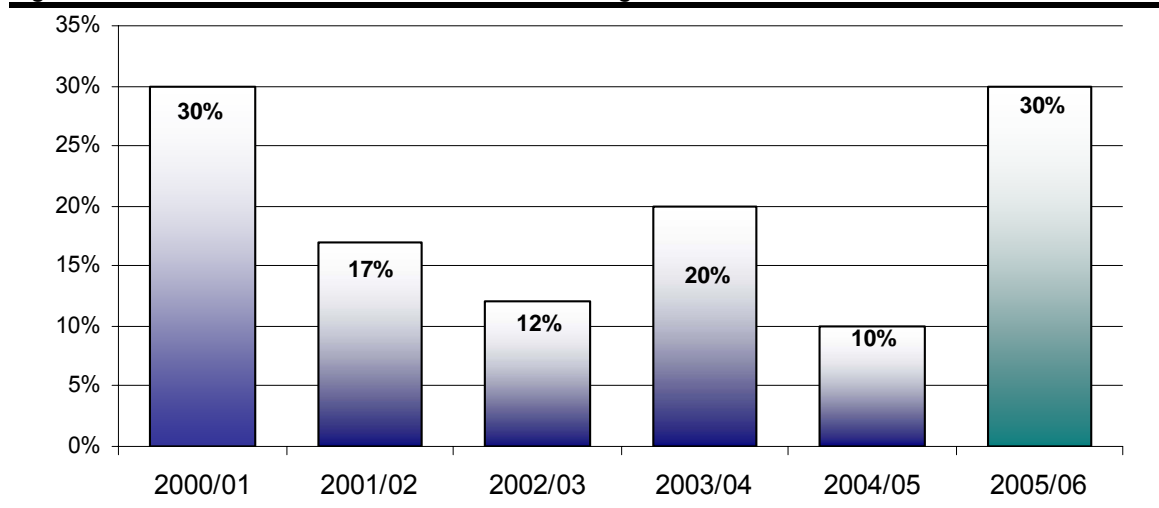
3.3 WHISTLER EMPLOYEE SHORTAGES

EMPLOYEE SHORTAGES

About 30% of Whistler's employers were unable to meet their staffing requirements during the 2005/06 winter season (Figure 3-8). Large businesses found it more difficult than small or medium sized companies to achieve full staffing levels.

Compared to previous years, staffing shortages appear to have increased. Approximately 10% of businesses were unable to meet staffing requirements in 2004/05, while 20% of employers did not achieve full staffing levels in the 2003/04 winter season.

Figure 3-8: Businesses unable to achieve full staffing levels



Approximately 500 FTE positions went unfilled in Whistler during the 2005/06 winter season (Figure 3-9). There were about 50 unfilled positions in small companies, 130 unfilled positions in medium sized businesses and 310 vacancies in large organizations. Had these positions been staffed, they would have increased the overall workforce by 4%.

Figure 3-9: Reported employee shortages, 2005/06 winter season

	Estimated Employee Shortages for Entire Workforce (FTE Positions)	% Change in Workforce had Positions been Filled
Small (0-5 Employees)	50*	7%
Medium (5-19 Employees)	130*	6%
Large (19+ Employees)	310*	3%
TOTAL	500**	4%

* 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; a lack of housing available to attract new individuals or keep current ones; and a lack of skills and qualifications of job applicants (Figure 3-10). Other reasons for employee shortages included low wages and poor weather conditions in previous years.

Figure 3-10: Reasons for employee shortages

	Frequency	Percentage
Shortage of workers/lack of applications	35	45%
Accommodations/cost of living	30	39%
Lack of skills/qualifications	17	22%
Wage related	4	5%
Weather related	3	4%
Miscellaneous	4	5%
TOTAL RESPONSES	77	

Notes: 1) Total percentages exceed 100% since respondents were able to give more than one reason.
2) Two respondents did not answer this question.

3.4 EMPLOYER PROVIDED HOUSING IN WHISTLER

EMPLOYER PROVIDED HOUSING

One in five businesses (17%) currently provides housing for their employees (Figure 3-11). This proportion has increased from the 2004/05 winter season (15%), but is less than in 2003/04 (24%). Consistent with past studies, large businesses were much more likely to offer housing than small or medium sized companies.

Figure 3-11: Businesses that supply housing, 2005/06 winter season

	# of Businesses	# of Businesses that Supply Housing	% of Businesses that Supply Housing
Small (0-5 Employees)	258	24	9%
Medium (5-19 Employees)	209	28	13%
Large (19+ Employees)	146	51	35%
TOTAL	613	103	17%

REASONS FOR NOT PROVIDING EMPLOYEE HOUSING

The most common reasons given by employers for not providing employee housing were: housing is not needed due to the nature or size of the business; there is a lack of affordable and accessible housing in Whistler; it is not economically feasible to supply housing for a largely transient workforce; and employees already have established living arrangements (Figure 3-12). In addition, several respondents stated they provided housing in the past and experienced problems, while others indicated their corporate policy must remain consistent with other locations.

Figure 3-12: Reasons for not providing employee housing

	Frequency	Percentage
Housing is not needed	46	23%
Affordability	42	21%
Small business/self-employed	29	14%
Employees already have established housing arrangements	22	11%
Provided housing in the past	9	4%
Employee responsibility to secure housing	8	4%
Corporate policy to remain consistent with other locations	7	3%
Miscellaneous	27	13%
Unsure	19	9%
TOTAL RESPONSES	204	

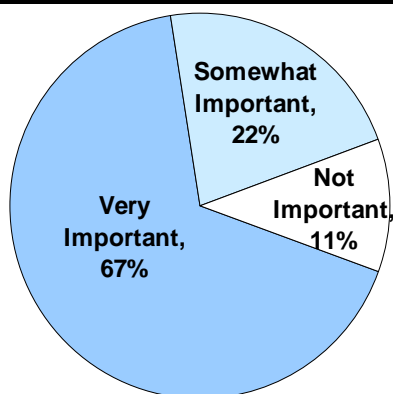
Notes: 1) Total percentages exceed 100% since respondents were able to provide more than one reason.
2) 11 respondents did not answer this question.

3.5 EMPLOYER PERSPECTIVES ON EMPLOYEE HOUSING IN WHISTLER

IMPORTANCE TO BUSINESSES FOR EMPLOYEES TO LIVE IN WHISTLER

Approximately two-thirds of employers (67%) 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 22% of employers think it is somewhat important, while only 11% of them feel it is not important at all.

Figure 3-13: Importance of employee housing to businesses



SATISFACTION WITH EMPLOYEE HOUSING PROVIDED BY WHISTLER HOUSING AUTHORITY

One in five employers (21%) is satisfied or very satisfied with the quantity and mix of housing provided by the WHA (Figure 3-14). However, a much larger share of employers (43%) are dissatisfied or very dissatisfied with employee housing. The most common concerns of these employers related to: housing availability and affordability; the long waiting list for restricted housing; and various eligibility requirements set out by the WHA (Figure 3-15).

Figure 3-14: Satisfaction levels with employee housing provided by WHA

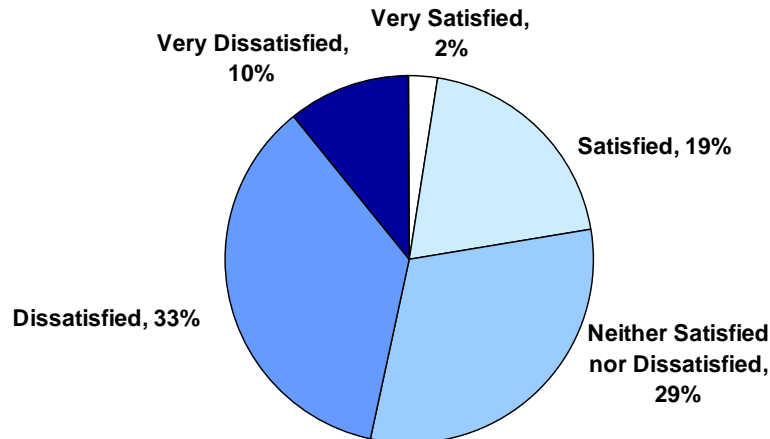


Figure 3-15: Concerns of employers dissatisfied with employee housing

	Frequency	Percentage
Availability	51	46%
Affordability	49	44%
Wait list is too long	18	16%
Miscellaneous	19	17%
Unsure	4	4%
TOTAL RESPONSES	112	

Notes: 1) Total percentages exceed 100% since respondents were able to provide more than one reason.
2) Four respondents did not answer this question.

SUGGESTIONS FOR IMPROVING EMPLOYEE HOUSING IN WHISTLER

The most common suggestions for how the supply of resident restricted housing could better meet the needs of employers and employees included: increasing the affordability of provided units; providing more dormitory-style housing to meet the needs of seasonal staff and workers at the lower end of the wage scale; adding more family-oriented units to attract more experienced staff; and increasing the supply of rental units (Figure 3-16). Other suggestions related to changing current eligibility regulations and policies, and increasing parking availability.

Figure 3-16: Suggestions for improving Whistler's housing supply

	Frequency	Percentage
Cost related	31	26%
Increased supply of housing		
More housing development – general	24	20%
Increased availability of affordable housing	24	20%
Increased supply of larger (single family) housing	11	9%
Increased supply of smaller complexes (dorm style/studio/1 bedroom)	11	9%
Increased variety of houses	5	4%
Regulations and policies	13	11%
Positive and/or neutral comments	13	11%
Miscellaneous	16	14%
Unsure	21	18%
TOTAL RESPONSES	118	

Notes: 1) Total percentages exceed 100% since respondents were able to provide more than one suggestion.
2) 140 respondents did not answer this question.

OTHER COMMENTS

Survey respondents were given the opportunity to provide any final comments on the housing situation for those employed and/or residing in Whistler. Besides several positive remarks about the Whistler Housing Authority, the most frequent comments related to:

- Improving Whistler's transit system;
- Using the Athletes Village as employee housing post Olympics; and
- Revising regulations for employee housing eligibility.

4.0 CONCLUSIONS

The main conclusions emerging from this study are:

- Whistler's workforce consisted of approximately 13,700 FTE employees in the 2005/06 winter season. This represents a decrease of approximately 400 FTE employees, or 3%, from 2004/05.
- The workforce is projected to be 13,500 FTE employees in the 2006/07 winter season, representing a 1.5% decrease from 2005/06.
- Approximately 79% of Whistler's workforce resided in Whistler in the 2005/06 winter season. The 3% increase of resident employees is largely attributed to the decrease in the total estimated workforce. The size of the resident workforce (10,800 FTE employees) has remained consistent over the past six years.
- About 3.4% of the workforce were 55 years of age and older in the 2005/06 winter season.
- Three-quarters of the workforce earned more than \$12 per hour after benefits in the 2005/06 winter season.
- Approximately 30% of Whistler's businesses were not able to achieve full staffing levels. In total, about 500 FTE positions went unfilled this year. Evidently, staffing shortages have increased from last year.
- One in five businesses (19%) currently provides housing for their employees, which is an increase from 2004/05 (15%).
- While 21% of employers are satisfied with the quantity and mix of housing provided by Whistler's resident housing program, a much greater share of them (43%) are dissatisfied, primarily with the unit availability and affordability.
- Many employers suggest employee housing can be improved by increasing overall affordability and providing more family-oriented dwellings and multi-unit dormitory style units to meet the needs of different segments of the workforce.

Appendix A: Survey Instrument



2006 WHISTLER HOUSING NEEDS ASSESSMENT SURVEY

InterVISTAS Consulting Inc. has been retained by Whistler Housing Authority to update the housing needs assessment for Whistler's workforce. The WHA has identified your organization as an important participant in this process. We would appreciate a few minutes of your time to provide feedback on employee characteristics. Please note that 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: _____ Tel No: _____	Company: _____ Email: _____
--	--

1a. How many **total employees, including management/owners**, did your business have during the **2005-2006 WINTER SEASON**

Full time _____

Part time _____ *if >0 go to 1b*

1b. 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 **2005-2006 WINTER SEASON**

Full-time _____

Part-time _____ *if >0 go to 2b*

2b. How many hours per week on average did each **part-time employee** who lived in Whistler work?

Hours per week _____

3a. How many **total employees, including management/owners**, do you expect to have for the **2006-2007 WINTER SEASON?**

Full time _____

Part time _____ *if >0 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 **2006-2007 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 **2006-2007 WINTER SEASON?**

Hours per week_____

4. What percentage of your full-time and part-time employees are 55 years of age or older?

_____ %

5. What percentage of your employees earn less than \$12 per hour after benefits?

_____ %

6a. Were you able to achieve full staffing levels in the **2005-2006 WINTER SEASON?**

- Yes (**Go to Q.7**)
- No (**Go to Q6b**)

6b. How many employees were you short?

Full time____

Part time____ *if >0 go to 6c*

6c. How many hours per week on average would each **part-time employee** typically work?

Hours per week_____

6d. In your view, please list the main reasons for your company having unfilled positions in the **2005-2006 WINTER SEASON.**

7a. Does your company currently provide any housing for your employees?

- Yes (**Go to Q8**)
- No (**Go to Q7b**)

7b. Please comment on the reason(s) your company is currently not providing employee housing:

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. How satisfied are you with the quantity and mix (size and price range) of resident restricted housing provided by the Whistler Housing Authority?

- Very Satisfied (**Go to Q11**)
- Satisfied (**Go to Q11**)
- Neither Satisfied nor Dissatisfied (**Go to Q11**)
- Dissatisfied (**Go to Q9b**)
- Very Dissatisfied (**Go to Q9b**)

9b. If you are dissatisfied or very dissatisfied with the housing options provided by the WHA, please clarify the concerns you have.

10. What suggestions do you have that would solve or address these concerns?

11. How could Whistler's supply of resident restricted housing better meet the needs of you and your employees now and in future?

12. Do you have any final thoughts or comments on the housing situation for those employed and/or residing full time in Whistler?

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 2006. If you have any further questions on this research program, please contact Linda Blake at the Whistler Housing Authority at 604-905-4688 (extension 3).

Appendix B: Survey Participants

21 Steps Kitchen and Bar	Canada Post	Garibaldi Graphics
Aarm Dental Group in Whistler Village	Chalet Beau Sejour B&B	Gescan
Adara Hotel	Chateau Cleaning	Glacier Getaways
Adele Campbell Fine Art Gallery	Club Intrust	Going Nuts
Affinity, Mr Whistler and Mogul's	Coast Whistler Hotel	Gone Bakery
Aka architecture + design Inc.	Contract Cleaners	Gone...Alpine Café \$ Catering
Alpenhaus B&B	Cougar Mountain/Whistler Snowmobile	Gordon J Wiber & Associates
Alpine Chalet	Cracked Pepper Catering	Great Glass Elevator Candy
Alpine Meadows Market	Creekside Dental Clinic	Great wall climbing adventures Inc.
Alpine West Systems Electrical	Creekside Market	GS Photo and Electronics
Amami Restaurant	Crepe Montagne	Guess Jeans
Amos & Andes	Crystal Lodge	Henry Birks and Sons Inc.
Animal Health Clinic of Whistler	Custom House	Hilton Whistler Resort
Araxi Ristorante	Debron Enterprises Ltd.	Home Hardware
Armchair Books	Delta Whistler Village Suites	Hostelling International
Art Junction Gallery	Domino's Pizza	Hot Buns Bakery
Auntie Em's	Double Diamond Law	Husky Service/Food Store
Avalanche Pizza	Eagle Tours Golf & Snow Sports	Hy's at the Mountain
Avello Spa at the Westin Resort	Earl's Restaurant	IGA Food Store
Avis rent a car whistler	Ecosign Mountain Resort Planners Ltd.	Ingrid's Village Cafe
Bartle & Gibson	Eddie Bauer Inc.	Inspired Group Events Inc
Bavarian Restaurant	Edgewater Lodge	Jodyco Travel Inc.
BC Liquor Store	Erin Lodge Whistler	katmandu sports
Behind the Grind	Escentis Aromatherapy	kaytering whistler
Bikram's Neo Alpine Yoga	Esquires Coffee	Keir Fine Jewellery
Blackcomb Helicopters	Excess Clothing & Accessories	Kyber Developments Limited
Black's Pub & Restaurant	Executive Inn at Whistler Village	Kypriaki Norte
Blue Highways Shiatsu & Massage	Extremely Canadian	La Bocca/O & R Entertainment
Boston Pizza	Farfalla hair and esthetics	La Rua Ristorante
Brent Harley and Associates Inc.	Footlocker	Latitude Five Zero
Bunbury & Associates Prof. Land Survey	Four 'n Twenty	Le Chateau
	Fun For kids Clothing & accessories	Listel Whistler Hotel
	Garfinkels/Savage Beagle	Longhorn's Pub Ltd.
		Loral Furniture & Fine Woodwork

Lordco Parts Ltd.	Proteck Industries	Spicy Sports
Lululemon Athletica	Quattro at Whistler	Sports Style
Lush Handmade Cosmetics	Quizno's Classic Subs	Storied Places
Marriott - Residence Inn	R.B. Brown Land Surveying Ltd.	Subway Creekside
Maurice Young Millennium Place	Race and Company	Subway Village
McCoo's Excessive Accessories	RE/MAX Sea to Sky Real Estate, Whistler	Summit Lodge & Spa
McDonald's Restaurant	Resort Cabs	Summit Ski Limited
McMillan Thorn & Co Ltd.	Resort Municipality of Whistler	Sunglass Hut
Mongolie Grill	Resort Quest	Surefoot Sports
Monk's Grill	Resort TV Network Whistler	sutton group west coast realty
Mount Cashmere	Revolution Salon & Spa	Tamwood International College
Mountain Building Centre Ltd.	Ric's Grill	Tandoori Grill
Mountain Country Property Management	Rim Rock Cafe	TD Canada Trust
Mountain Glass & Mirror Ltd.	Rocky Mountain Production Services	Telav Audio Visual Service
Mountain Law Corporation	Rogers Chocolates	Thai One On
Mountain Moments Photo	Rogers Video	The Body Shop
Mountain Paint & Supply (Benjamin Moore)	Roots	The Crab Shack
Mountain Riders	Ruby Tuesday Accessories Ltd	The Daily Planet Home Interiors, Inc.
Mountainside Lodge	Sabre Rentals Ltd	The Fairmont Chateau Whistler - Human Resources
Murdoch + Company	Scotiabank	The Grocery Store
Nesters Laundromat	Sea to Sky Insurance Services	The Love Nest
Nesters Market & Pharmacy	Sea to Sky Security	The Nanny Network
Northland Excavations	Seasons of Whistler (Koning Enterprises)	The Path Gallery
Old Speghetti Factory	Second Cup	The Whistler Children's Centre & Spring Creek Children's Centre
Open Country	Senka Florist	The whistler real estate co
Origin Design & Communications	Shaw Carpet and Floor Centre	The Wildwood Café & Catering Co.
P.W. Garden Care Inc	Shonan Enterprises Inc. / dba Sushi Village	Toad Hall Studios
Pan Pacific Whistler	SMS Clothing and Momentum Camps	Tourism Whistler
Pasta Lupino	Snow Country Cottage B&B	Town Plaza Medical Clinic
Peak to Green Accommodations	SnowCovers Sports	Trattoria di Umberto
Piccadilly Place	Snowflake Trading	United Rentals of Canada
Pinnacle Hotel	Sotheby's International Realty Canada	Val D'Isere Restaurant
Pique Newsmagazine	Southside Diner	Valley Business Centre
Pita Etcetera		Velocity Sports Holdings Ltd. (DBA: Evolution)
Plaza Galleries		Village Sports
Pocklington Building Systems		

Vincent Massey Pottery and Cheryl Massey Baskets	Whistler cooks catering company	Whistler Premier
Vision Pacific Contracting & Design	Whistler Creek Athletic Club	Whistler Printing
Vital spirit spa	Whistler Dental Office	Whistler Public Library
West Coast Gallery	Whistler Eye Clinic	Whistler Question Newspaper
Westactive English College	Whistler Glass	Whistler Retreats
Westbeach Snowboard (Intrawest)	Whistler Hardware & Gifts	Whistler Samurai Sushi
Westin Resorts	Whistler Health Care Centre	Whistler Secondary Community
Whacks of Whistler	Whistler Heated Mini Storage	Whistler Show Services
Whiski Jack Resorts	Whistler Hemp Company	Whistler Snowboard Tours
Whistler Audio Visual	Whistler Laser Centre Ltd.	Whistler Superior Properties
Whistler Blackcomb	Whistler Law Offices	Whistler Transit Ltd.
Whistler Blackcomb (Ski & Snowboard)	Whistler Limousine Ltd.	Whistler Village Art Gallery
Whistler Cable TV Ltd.	Whistler Medical Clinic	Whistler Village Inn + suites
Whistler Chamber	Whistler Mortgage Company Ltd.	Wild Willies
Whistler Chiropractic	Whistler Museum & Archives Society	Windsor Plywood
Whistler Cigar Company	Whistler Optik	World Mark at Whistler
Whistler Community Services Society	Whistler Outdoor Experience	YES Tours Inc
	Whistler physiotherapy group	Zeuski's Taverna
	Whistler Platinum	Ziptrek Ecotours Inc.
		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
Total Workforce in Whistler (FTE Positions)	12,500	13,500	13,800	14,200	14,500	14,000	14,100	13,700
Projected Workforce for Next Year (FTE Positions)				14,400	14,100	14,200	14,300	13,500
Workforce Living in Whistler (FTE Positions)			10,700	10,600	10,500	10,800	10,900	10,800
Workforce Living in Whistler (%)			78%	75%	73%	76%	76%	79%
Businesses able to Achieve Full Staffing Levels (%)			70%	83%	88%	80%	90%	70%
Employee Shortages for Entire Workforce (FTE Positions)			300	300	200	300	100	500
Businesses that Supply Housing (%)			29%	30%	28%	24%	15%	17%
Workforce 55 Years of Age or Older (FTE Positions)			n/a	n/a	500	400	300	500
Workforce 55 Years of Age or Older (%)			n/a	n/a	3%	3%	2%	3%

* 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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