

Your future,  
Our backyard...Tourism, *Naturally*



The Future of Lodging in Mountain  
Resort Communities...

Colorado  
State  
University







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# Postgraduate Diploma in Mountain Destination Management

October 2018 - June 2019

# Graduate Certificate in Adventure Tourism

## Graduate Certificate in Ski Area Management



Dr. Mark Gasta, Associate Professor  
Program Director, Graduate Certificate in Adventure Tourism  
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Dr. Natalie Ooi, Assistant Professor  
Program Director, Graduate Certificate in Ski Area Management



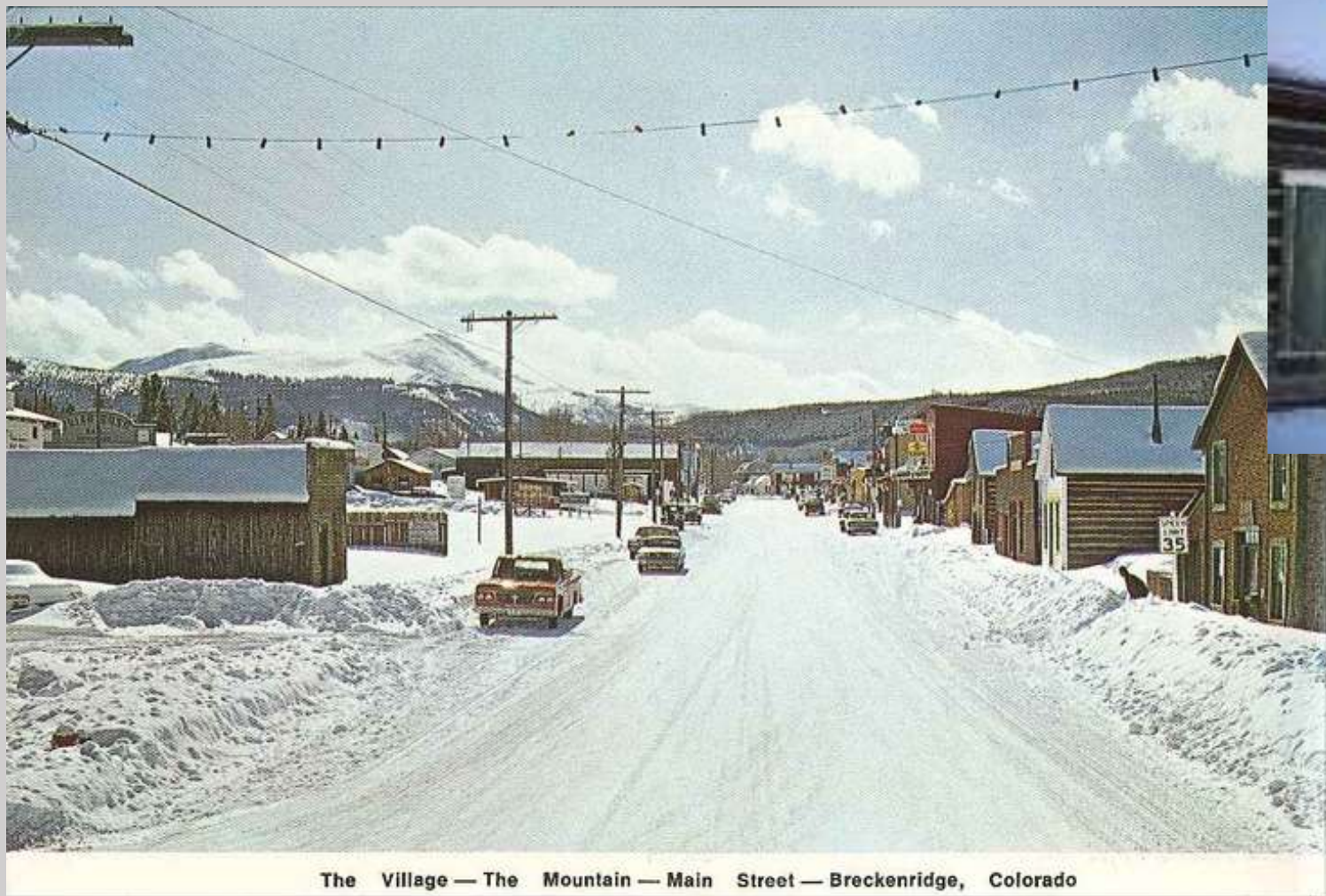
Sam Martin, BA, MS, PhD Candidate  
Director of Tourism Enterprise Programs and MTM China  
Faculty, Master of Tourism Management  
Colorado State University











The Village — The Mountain — Main Street — Breckenridge, Colorado



Credit 9 News



# Breckenridge 1961





# Is this sustainable?

Breckenridgerealestate.com

## Breckenridge Today

7187 Housing Units

2911 Vacation Home Rentals 41% of Housing

1984 Lodging Units (56% of total lodging)

Source: City of Breckenridge, 2016 and CAST, 2014

Median Home Price: \$775,000 (Zillow.com)

Median rent: \$1898

184% of national average (Sperling's)

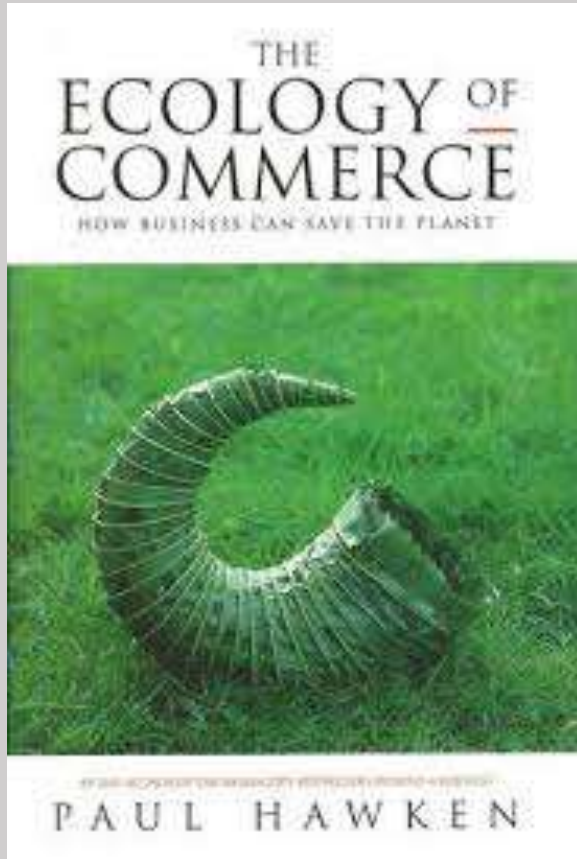
Less than 2% vacancy rate v. 6% Statewide

(Summit County Workforce Housing Update)

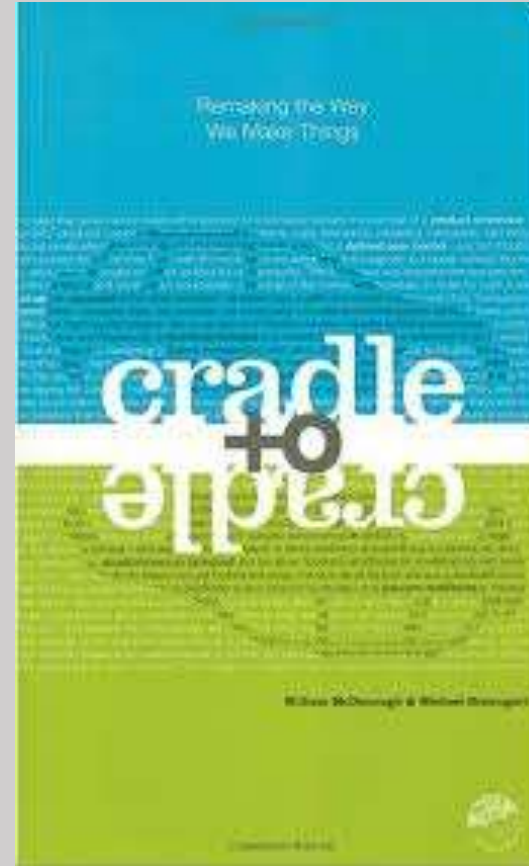


One Ski Hill Road Rock Resorts

# What is Sustainability?



“In business, **sustainability** involves living within certain limits, understanding interconnections (economy, society, and environment) and an equitable distribution of resources and opportunities...**Actuated** progress, **not regulated.**”  
(Paul Hawken, 1993)



“C2C”

- Material Health: Supply Chain Management
  - Material reutilization
  - Energy usage
  - Water usage and return
  - Social responsibility
  - Equity and fairness (McDonough, W. and Braungart, M., 2002)
- BMW  
Ray Anderson, Interface

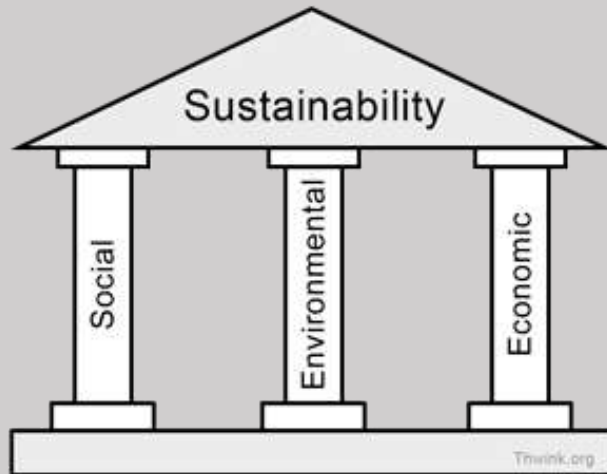


- Accelerate the pace of change
- Limit increases in the concentration of extracted materials, man-made substances
- Reduce structural barriers to peoples' health, influence, impartiality, competence and meaning



# Sustainability Models (a few)

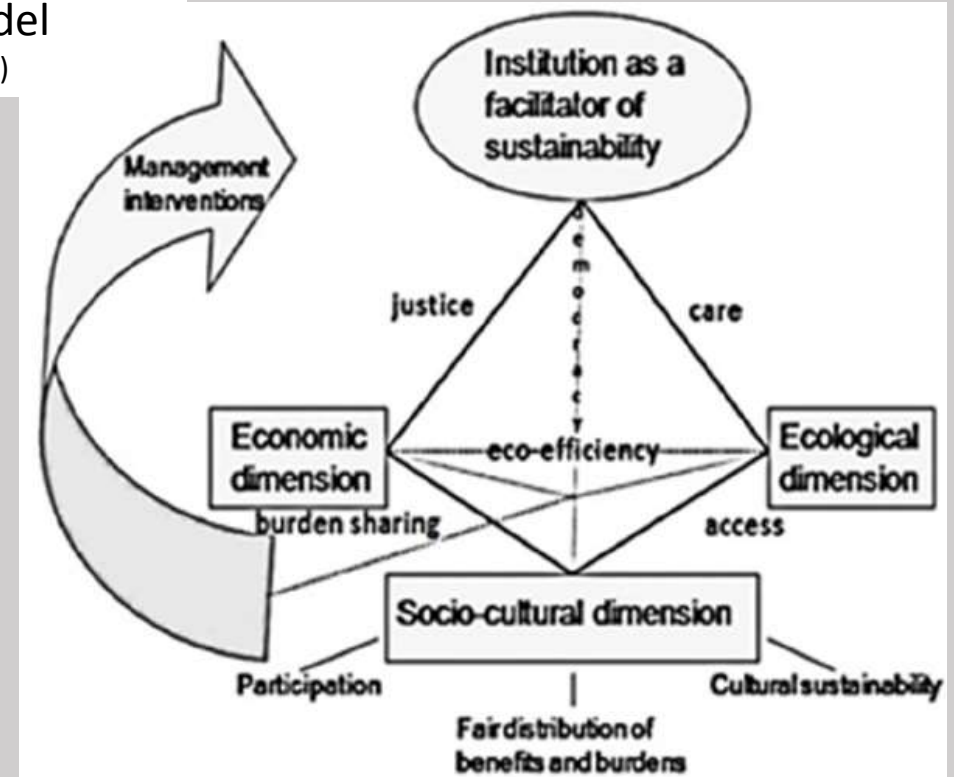
Three Pillars Model



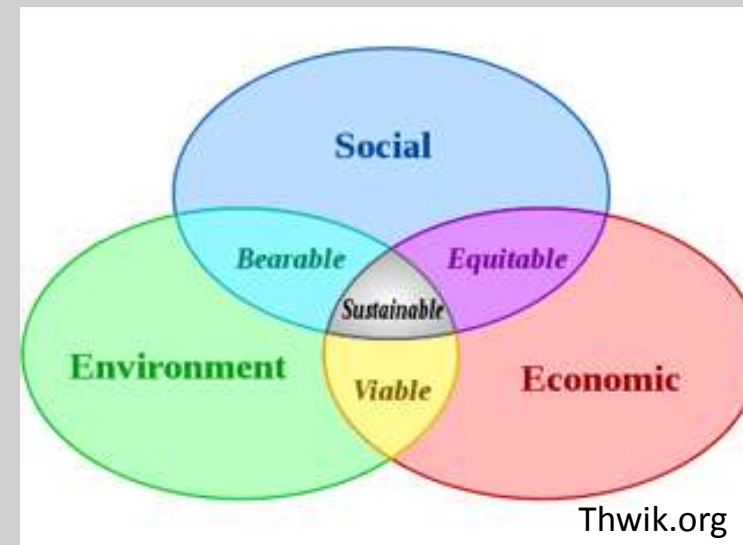
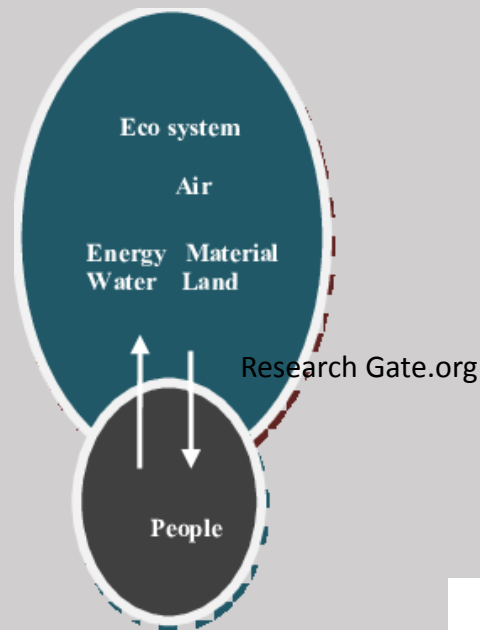
“Development that meets the needs of the present without compromising the ability of future generations to meet their own needs”. (WCED.com)

The Prism Model

(Puhakka, et al., 2014)



Sustainability Egg



IDRC Three Pillars Model  
(IDRC.com)



# UNWTO: Tourism and the Sustainable Development Goals



1. No poverty
2. Zero hunger
3. Good health and wellbeing
4. Quality education
5. Gender equality
6. Clean water and sanitation
7. Affordable and clean energy
8. Decent work and economic growth
9. Industry innovation and infrastructure
10. Reduced in equities
11. Sustainable cities and communities
12. Responsible consumption and production
13. Climate action
14. Life below water
15. Life on land
16. Peace, justice and strong institutions
17. Partnerships for the goals





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One Ski Hill Road Rock Resorts



# There is a Crisis in mountain resort communities...



Lack of availability of housing for “locals” and affordable housing for long-term and seasonal employees: 70% of Vail workers in a recent survey said that do not live in Vail (Town of Vail, 2016), but choose or are forced to live “Down-Valley.”

- Housing market failure through an “imbalance of demand and supply” due to Externalities (Hettinger 2005)
- “Down-Valley” movement: High percentage of vacation rental homes forcing seasonal and long-term resort employees and retirees out (Clark, Gill & Hartmann, 2006).
- “Amenity Migration” among growing global elite (Stefanick, 2008)
- Stable or growing demand by visitors for resort amenities
- Resort consolidation and luxury accommodation and vacation home project construction
- Emergence of “shared economy” platforms like VRBO and Airbnb that provide economic incentive for vacation rental home owners to join the short-term rental pool (Vanderbilt, 2006)
- The erosion of a “sense of community”



# What does sustainable resort planning and development look like?

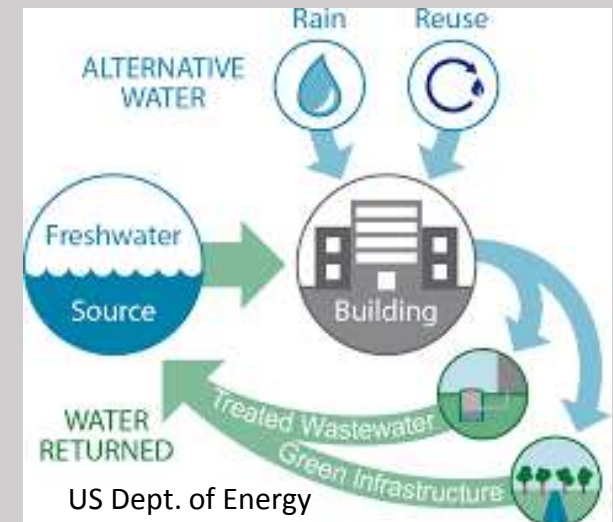


## Commitment:

Sustainable resort development requires a commitment from resort operators and communities to join forces in destination planning and building solutions that improve the social aspects of sustainability, including adequate affordable housing.

## Stability, responsibility:

- Create strong economic stability by working to balance supply with demand
- Ensure sound environmental practice including resort and community guidelines for sustainable design of the built environment, water management strategies, waste disposal, emission reduction and incorporation of alternative energy strategies.

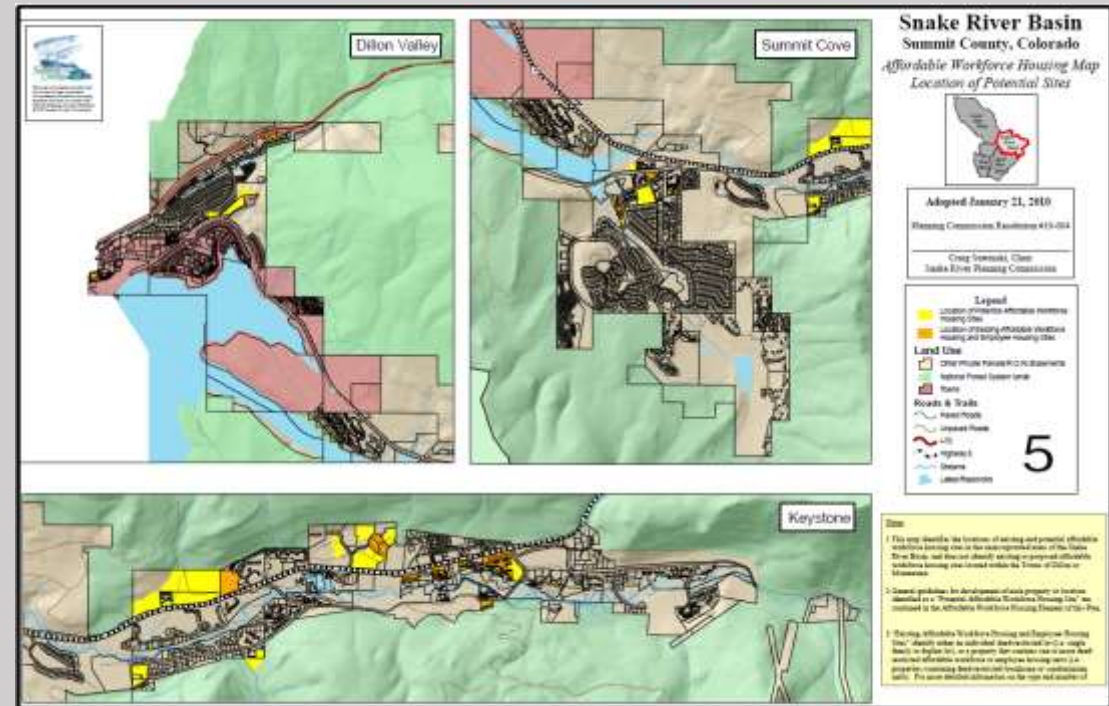




# Engaging resort operators and communities in a facilitated strategic planning process for sustainable development



Operators and communities work together to create public-private partnerships in the provision of adequate affordable housing for resort employees.



Solicit public involvement in decision-making at local and regional levels that recognize economies of scale through cooperation.







# Whistler 2020 Comprehensive Plan (2007)

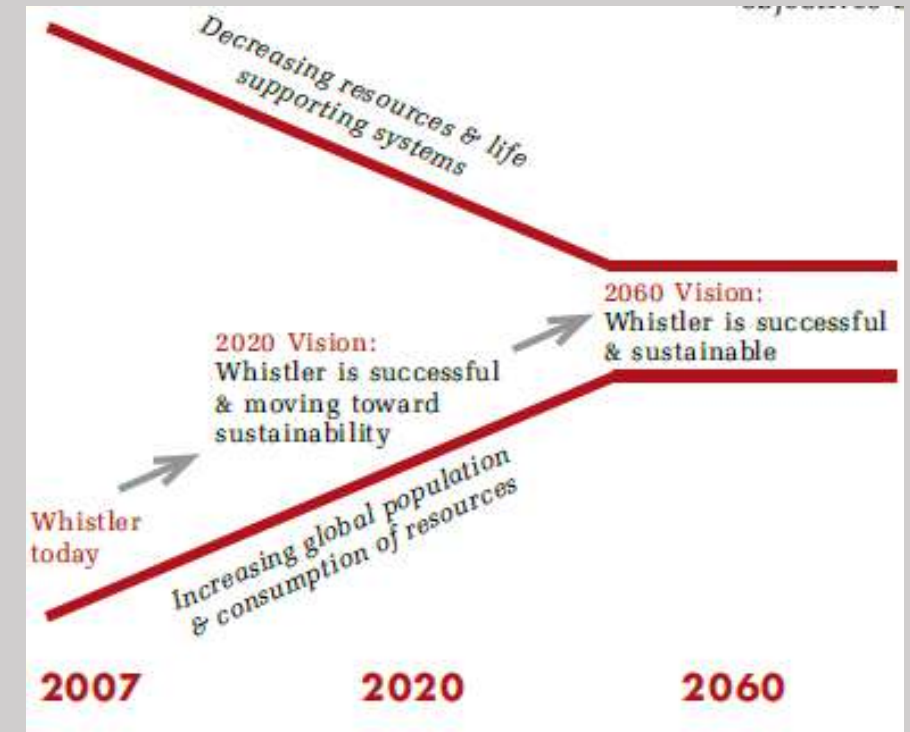
## THE WHISTLER2020 FRAMEWORK

- **Values:** Our values represent what is important to us as a resort community and are the foundation for all we do.
- **Sustainability Objectives:** Based on the Natural Step principles, our sustainability objectives act as a compass to frame and guide decision-making and planning.
- **Vision:** Our vision is what we aspire to be. By describing Whistler in the year 2020, it helps guide our strategic planning and actions over time.
- **Priorities:** Priorities are the key areas around which we focus our efforts in moving toward achieving Whistler's vision of the future.
- **Strategies:** Designed to consistently guide our actions towards the vision, each of the 16 strategies focuses on an important area of implementation within the resort community. Community task forces created a specific description of success for each strategy that defines and articulates what success and sustainability will look like in the year 2020.
- **Actions:** Actions are initiatives, programs, and/or projects undertaken by individuals and organizations to move Whistler closer toward our vision.

## SUSTAINABILITY PRINCIPLES

In a sustainable society, nature is not subject to systematically increasing:

-  1 concentrations of substances extracted from the Earth's crust;
-  2 concentrations of substances produced by society;
-  3 degradation by physical means; and in that society,
-  4 people are not subject to conditions that systematically undermine their capacity to meet their needs.





# Whistler 2020 Comprehensive Plan (2007)

## WHISTLER'S SUSTAINABILITY OBJECTIVES

Whistler will take steps to move toward our four ultimate sustainability objectives, based on the TNS sustainability principles. Our objectives are to reduce and eventually eliminate Whistler's contribution to:



Ongoing build up of substances taken from the earth's crust. For example, the resort community transitions to renewable energy sources.



Ongoing degradation of natural systems by physical means. For example, by using sustainably harvested wood.



Ongoing build-up of substances produced by society. For example, the resort community eliminates use of chemical fertilizers and uses biodegradable materials.



Undermining the ability of other people to meet their needs. For example, by ensuring access to education and addressing affordability issues. (Please refer to the explanation of basic human needs on the next page.)

The non-prescriptive nature of Whistler's sustainability objectives should help to unleash the creativity of all Whistlerites in identifying opportunities for moving toward sustainability. The resort community has used these objectives to develop Whistler2020 and encourages their use in all decision-making.

Resort Municipality of Whistler. (2015). *Whistler 2020: Our vision*.

<https://www.whistler.ca/municipal-gov/strategies-and-plans/whistler2020>



# ENHANCING THE RESORT EXPERIENCE



In the year 2020, the resort experience continues to exceed expectations. From the moment visitors communicate with the resort about their trip until their return home, they are impressed by the seamless services provided by Whistler. New visitors, drawn by the resort community's unique and authentic sense of place, and diverse and continually renewed offerings, return for many more visits. Services are provided at a range of price points and offer excellent value. These features, along with our world-class infrastructure and legacies from a successful Winter Olympic Games, have helped to build and preserve Whistler's international position and reputation in the marketplace.

The municipality, Tourism Whistler, the Chamber of Commerce, Whistler Blackcomb, First Nations and other local groups and organizations continue to work together to develop and implement innovative and effective economic strategies and partnerships. These strategies were developed by understanding external trends that influence the economy and Whistler's attractiveness as a destination resort. Having a better understanding of these factors and working together to build an adaptive resort community, we have been able to continually position Whistler as the destination of choice. As a result, Whistler has remained at the leading edge of tourism trends and customer service.

The resort is appealing, lively and vibrant. The village, Creekside and other amenities continue to evolve, with enhancement projects, public art installments, reinvestment in properties and a high level of ongoing maintenance. Visitors are greeted and guided by volunteers with the Village Host program, and enjoy the Village Kiosks that provide an interactive information link to the Whistler web site. Centralized concierge services offer a convenient meeting place with one-stop problem solving and check-in services.

Whistler is an international leader in recreation. Lakes, trails, ski areas, golf courses and other amenities exhilarate all who use them.

A variety of recreation opportunities and amenities contribute to Whistler's appeal, bringing world-class sporting events to the resort on a regular basis. The resort community's array of facilities have been supplemented with Olympic legacies, such as the Whistler Sliding Centre, the Whistler Nordic Skiing and Biking Centre, as well as a Celebration Plaza. The range of products and services, which are strategically and sensitively located throughout the resort community, contribute toward economic viability and an enhanced mountain resort experience. Numerous backcountry areas are easily accessible, where residents and visitors can enjoy a quiet walk, snowshoe or hike. The Sea to Sky trail provides non-motorized access to a corridor-wide network of attractions for mountain bikers, hikers and snow

sport enthusiasts. End-of-trip stations provide welcomed shower and change facilities and places to store bikes for commuters and recreationists alike.

Internationally known for the arts along with recreation, residents and visitors alike enjoy the original and diverse expressions of culture unique to Whistler. Courses inspire young artists and continue to build and expand skills and ideas. Art has truly become part of the resort community's identity, and on any given day in the village, one may stroll through a local heritage festival, past entertainers and intricately designed buildings, to the Whistler Museum, MY Place and public galleries.

## KEY RELATED STRATEGY AREAS



Arts, Culture & Heritage



Natural Areas



Built Environment



Recreation & Leisure



Health & Social



Transportation



Learning



Visitor Experience

Refer to pages 46-61 for descriptions of success for each strategy area.

## SELECT RELATED INDICATORS



Visitor Number



Visitor Satisfaction

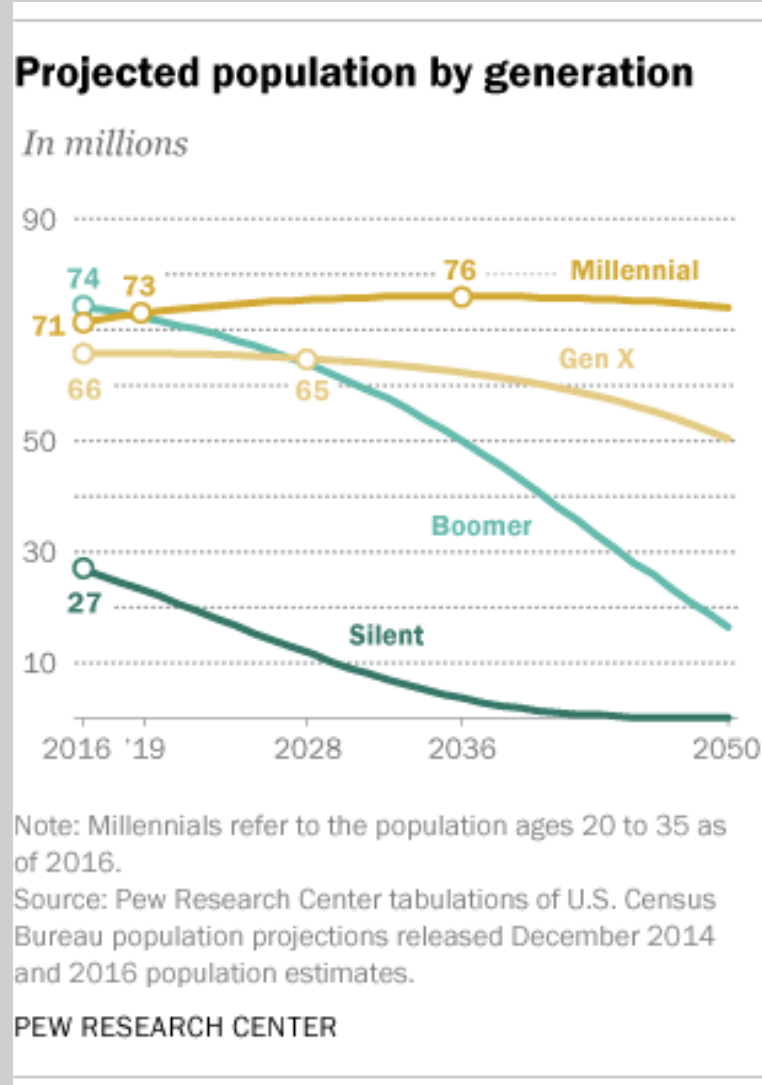


Intention to Recommend

Complete indicator reports can be accessed at [www.whistler2020.ca](http://www.whistler2020.ca)

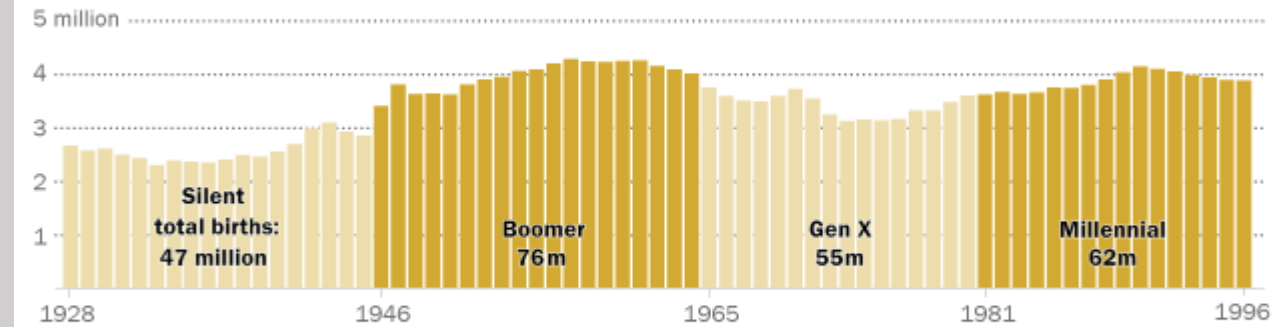


# Other considerations for sustainable lodging development



### Births underlying each generation

*Number of U.S. births by year and generation*



Source: U.S. Department of Health and Human Services National Center for Health Statistics.

PEW RESEARCH CENTER

Seven core traits of generation Y:

1. Special.
2. Sheltered.
3. Confident.
4. Team-oriented.
5. Conventional.
6. Pressured.
7. Achieving.

## Characteristics of Generation Y (Millennials)

(Fry, 2018; Howe 2006)

# Seek innovative housing solutions...



Logan Watts Bikepa



Collective Vail



Saas-Fee Trip Advisor





CH2MHill

...or finding reasonable alternatives, such as transportation development that links “down-valley” and resort communities in a sustainable way.



Inhabitat



Leitner-Poma

# So...

**There is a crisis in lodging and housing in mountain resort communities.**

**There are solutions that take into account:**

- **Environmental justice**
- **Social justice**
- **Economic and livelihood stability**
- **Adaptability and resilience**

**In short, solutions that are sustainable. But only if we work together and plan for a better future.**



# In Summary...

**Achieving sustainable resort community development, including lodging, requires the adoption of a vision and a strategy built on sustainable principles and the creation of a plan for how to implement that strategy.**

- **Study the current situation by identifying and articulating the Social, Technological, Economic, Environmental and Political (STEEP) challenges that the resort and community face together.**
- **Develop a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis that assesses and articulates analysis findings.**
- **Identify key stakeholders, including resort operators, investors, government and community leaders and convene a leadership group to identify shared goals and aspirations for the resort and the community.**
- **Produce a strategic planning document for sustainable development**
- **Identify key measures of success and track them.**
- **Update the plan and report your progress to stakeholders and the broader community annually.**

**Thank you!**

**Questions?**



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