



BC Sustainable Tourism Collective

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In the news daily...





What's in a Word?

“The concept of sustainability is about recognizing that the world is a closed - rather than a boundless system - with limits that modern society is beginning to approach”

Source: Lynelle Preston, Sustainability at Hewlett-Packard: from Theory to Practice, California Management Review vol. 43(3), 2001.



New Performance Paradigm

“Increasingly, the general public has an expectation that the purpose of corporations and organizations is not just to turn a profit, but to give back and protect the communities and environments in which they operate... a new “performance paradigm.”

Source: Lynn Sharp Pain, A Higher Standard, p. 107.



What's the Climate?

- Political climate
- Employment trends
- Social trends
- Cultural trends
- WTO, TIES
- VANOC, COTA



Inherent in the Brand

*Super, Natural British
Columbia*

Source: Tourism BC



BC Sustainable Tourism Collective

- Canadian Mountain Holidays
- Clayoquot Wilderness Resort & Spa
- Fairmont Hotels and Resorts
- Whistler/ Blackcomb
- Nimmo Bay Resort
- Armstrong Group/ Rocky Mountaineer Vacations



Defining Focus

- Survey - establish baseline
- Assess best practices
- Literature review
- Assess goals, objectives
- Importance of benchmarks
- Road map: working together



Collective's Goals

- 1) Create a model of sustainable tourism that translates into a competitive advantage by working collaboratively to showcase innovation, best practice and a commitment to continuous improvement
- 2) Position the Collective as a model of industry best practice, advocating for industry-wide initiatives and positioning BC as a sustainable tourism destination



Three Priority Areas

1) Climate Change

2) Employee Engagement

3) Education



How Did it Start?

- Companies founded on values
- Values integrated for years
- Result of staff passion
- Management vision or ethics
- Response to an incident, crisis



Best Practices

- An internal champion
- Top-level support
- Multi-functional employee teams
- Internally developed vision



Best Practices cont.

- Success celebrated, suggestions recognized
- Environmental & social equally important
- Importance of community & stakeholder relations



Best Practices cont.

- Hiring locally
- Guest education, interaction
- Capacity-building, tourism as an economic generator



Areas for Improvement

- Consistency throughout organization
- Reporting frameworks
- Comprehensive sustainability training
- Increased staff involvement



What's the Business Case?

- Prevention cheaper than clean-up
- Efficiency
- Waste & cost reduction
- Consumer preferences, demand
- Intangibles:
 - Brand loyalty
 - Employee recruitment & retention
 - Stakeholder support & goodwill
- Asset management



Getting Started

- Executive support
- Identify & develop best practices
- Set relevant indicators
- Create a strategy - guide all operations
- Recognize, communicate success
- Monitor supply chain - indirect impact
- Improve logistics, efficiency
- Mentorship

*Source: Contract Journal, Business Source Premier, Vol. 436 (6602),
Nov. 2006*



Success Indicators

"A good indicator helps you understand where you are, which way you are going and how far you are from where you want to be. A good indicator alerts you to a problem before it gets too bad and helps you recognize what needs to be done to fix the problem."

Source: Stephanie Bertels, "A Note on Sustainability Metrics," Nov. 2006.



Public Reporting

“A commitment to sustainability can be a way for companies to rethink their principles, practices, and effects on society. Sustainability reporting brings principles to life by ensuring that companies measure impacts, set goals, and make progress – and engage in real dialogue with both friends and critics about their commitments and action.”

Source: Owen Andrews, Getting started on sustainability reporting, Environmental Quality Management, Spring 2002, 11(3), Wiley Periodicals.



View of Involvement

Why don't you act more sustainably?

- 43% don't feel they know enough about solutions
- 31% feel unable to solve problems alone
- 5% not really concerned

Why don't others act more sustainably?

- 50% assume others "not really concerned"

Source: James Hoggan and Associates, The Sustainability Survey, Topline Report 2006.



Communicating Sustainability

- Communicate through action
- Define the term sustainability
- Use a human voice, everyday language
- Provide specifics
- Offer everyday solutions and benefits
- Let people know they are not alone
- “It’s what people like us do”

Source: James Hoggan and Associates, The Sustainability Survey, Topline report 2006.



Where do I start?

- Small steps
- Set goals, benchmarks
- Finding like-minded champions throughout province, region
- Start asking the questions w/ local business communities, suppliers
- Supporting each other
- Acknowledge challenges



BC Sustainable Tourism Collective: Panel

- Dave Butler, Canadian Mountain Holidays
- John Caton, Clayoquot Wilderness Resort
- Jill Killeen, Fairmont Hotels and Resort
- Arthur De Jong, Whistler/ Blackcomb
- Craig Murray, Nimmo Bay Resort
- Ian Robertson, Armstrong Group/ Rocky Mountaineer Vacations

Q&A Following Panel



Questions

- www.canadianmountainholidays.com
- www.wildretreat.com
- www.fairmont.com
- www.whistlerblackcomb.com
- www.nimmobay.com
- www.rockymountaineer.com