

GREEN URBAN TOURISM

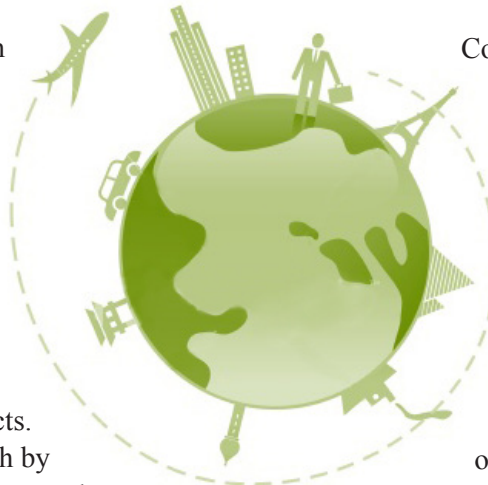
ENVIRONMENTALLY SUSTAINABLE HOSPITALITY IN ARLINGTON, VIRGINIA

Why Green Travel Matters: Industry's Global, National and Local Impacts

Geotourism, eco-tourism, green travel, green tourism or sustainable hospitality – although there are nuanced differences among the terms used, environmental sustainability is a topic that's top of mind in today's travel industry. And given the industry's size, it's a subject that demonstrates potential for far-reaching impacts. To give just a snapshot: research by the U.S Travel Association estimates that in 2008, travel in the United States employed 7.7 million individuals with a total payroll of \$194 billion. In Arlington, Virginia, the Transient Occupancy Tax (TOT) in Fiscal Year 2009 provided over \$22 million to the County's General Fund.

In addition to the economic impacts described above, the travel industry can also take credit for about 5 percent of global CO2 emissions (with around 75 percent of these emissions generated by transportation), according to the World Tourism Organization (UNWTO). The hotel industry accounts for approximately 20 percent of travel-related greenhouse gas emissions, and activities conducted by museums, theme parks and sporting

events contribute an additional 3 to 5 percent. Over the past several years, many travel industry providers have tried to minimize negative impacts while simultaneously optimizing economic benefits and maintaining a high level of tourist satisfaction.



Comprised of hotels, restaurants, stores, attractions, transportation companies and countless other product and service providers, travel-related businesses are interwoven into the fabric of the larger business community at local, national and global levels. Each of these groups has opportunities to lessen its impact on the environment.

By virtue of scale alone – as well as its inextricable linkages to other business sectors – the travel industry can generate major environmental improvements through the encouragement and implementation of sustainable practices. At the local level, destination marketing organizations (DMOs) like Virginia's Arlington Convention and Visitors Service (ACVS) are reinforcing industry-wide practices through grass-roots efforts within their hospitality communities. An Arlington County Government division within the Arlington Economic Development department, ACVS is specifically focused on realizing the goals represented in the framework it has developed for "Green Urban Tourism."



Arlington, Virginia

This study defines and explores the concept of Green Urban Tourism, using specific examples from Arlington, Virginia, a world-class residential, business and tourist location that was originally part of the “10 miles square” parcel of land surveyed in 1791 to be the Nation’s Capital. A suburb of Washington, D.C., Arlington – with its walkable, Metro-centered “urban villages” – has become an internationally recognized example of urban planning and smart growth.

Green Urban Tourism: Conceptual Framework

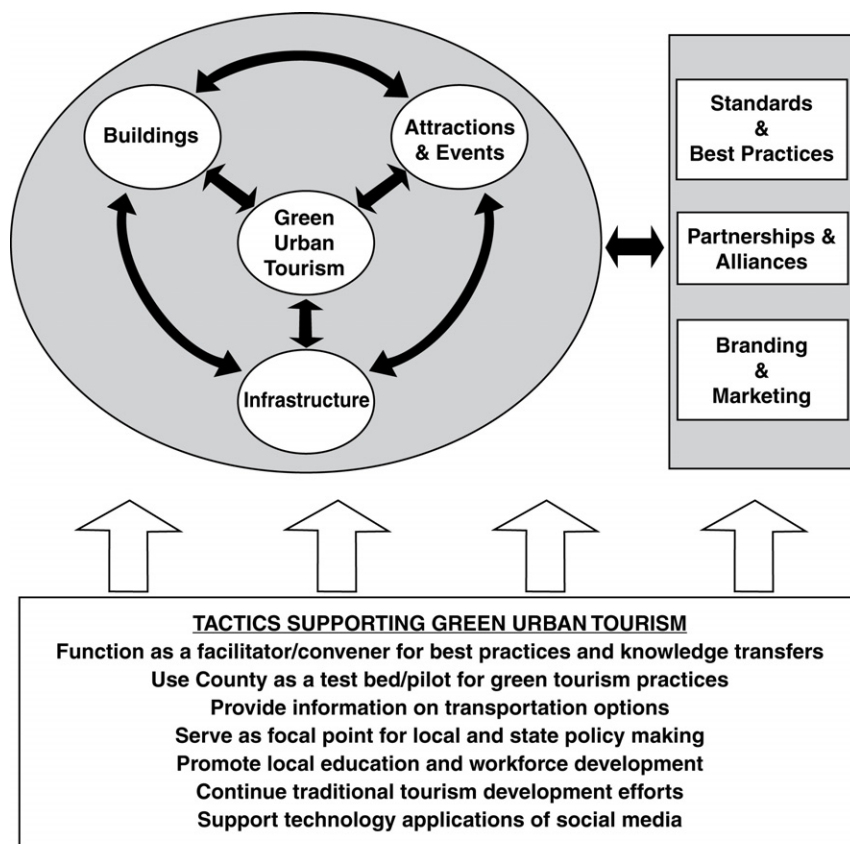
An Internet search on the term “sustainable tourism,” results in literally hundreds of definitions and perspectives, most centering consistently on the themes of environment, heritage, aesthetics, culture, conservation and economic viability.

The strongest international consensus on the topic to date appears to have been achieved by the Global Sustainable Tourism Criteria (GSTC) Partnership, which defines sustainability as the “*use of resources, in an environmentally responsible, socially fair and economically viable manner, so that by meeting current usage needs, the possibility of its use by future generations is not compromised.*”

This definition of sustainability is at the core of Arlington’s Green Urban Tourism Framework.

And beyond that, the framework focuses specifically upon an array of local

tourism assets, business practices and supporting destination-marketing tactics that maximize and encourage sustainability in the context of a high-density urban setting. Within the framework, a community’s success in Green Urban Tourism is driven by environmentally sustainable practices in three interrelated areas: Buildings, Attractions & Events, and Infrastructure.



- **Buildings:** This category includes not only the physical structures that house hotels, restaurants, stores and other tourism-related businesses, but the green practices that take place within them. It includes building standards



Arlington's "Rolling Concierges" Offer Visitor Services with a Light Footprint

and policies for new construction/renovations, as well as efforts to achieve energy savings, recycling, green meetings, visitor services and more.

- **Attractions & Events:** This category addresses the unique considerations involved in protecting and preserving historic and natural attractions that draw

high volumes of visitors. It also looks at the numerous ways to lessen the environmental impact of major tourism and community events.

- **Infrastructure:** This category focuses primarily on the importance of a community's transportation infrastructure as it relates to sustainability. In addition to addressing the benefits of a rail/subway system, it highlights the value of having an interconnected transportation network with rail, bus, cab, shuttle, bike and walking options. Secondly, community energy planning is another aspect that can positively impact hospitality assets.

The three Green Urban Tourism Framework focus areas described above enhance, and are in turn strengthened by, three essential elements:

- **Standards & Best Practices:** Global, state, local and corporate standards, as well as industry-driven best practices, continually

inform businesses and drive progress in their sustainability efforts.

- **Branding & Marketing:** Whether for an individual business or for a Destination Marketing Organization, messaging, positioning and promotion of substantive sustainability efforts/accomplishments creates positive brand identification among environmentally conscious travelers.
- **Partnerships & Alliances:** Communicative, committed partnerships among government, private-sector and non-profit organizations are key to building an energized, evolving approach to sustainability within a community.

Emerging from the foundation of the framework are several supporting tactics which can be customized for a destination. In this case, the tactics described apply to Arlington and are based upon ACVS's Green Urban Tourism vision and goals.

Arlington's Green Urban Tourism Vision, Goals and Supporting Tactics

As Arlington County's official destination marketing organization, ACVS's overarching economic development mission is to keep the County's hotel rooms full, and to generate as much visitor spending as possible at Arlington's restaurants, stores, attractions, entertainment venues and more. Although the Arlington County Government has the authority to set and enforce standards supporting sustainable tourism, ACVS is primarily a marketing organization that serves as a liaison between the County and its hospitality community businesses. As such, the Green Urban Tourism vision of ACVS is: *To support and leverage sustainability-related initiatives of the Arlington County Government,*

Virginia Government and local hospitality-related businesses to meet current visitor usage needs and ensure the use of tourism resources by future generations.

In the short term, ACVS's goal is to solidify the recognition of Arlington as a leading green tourism destination among travelers and hospitality community members. This will mainly be achieved by researching and documenting accomplishments in Arlington – government, private sector and non-profit – aimed at improving environmental sustainability within the local tourism industry. As they're documented, these accomplishments will be promoted to potential business and leisure travelers (to increase visitation) and to the Arlington hospitality community (to encourage competition, innovation and continual progress in "green" practices).

In the long term, Arlington would like to establish itself as a national leader in Green Urban Tourism, recognized for exceptional public-private cooperation in achieving environmental sustainability in at least three key areas: Buildings, Attractions & Events, and Infrastructure. Community-wide achievements would be documented and promoted to national tourism, urban planning and environmental media (to increase recognition of Arlington as a leader in these three fields).

In the next section, specific Arlington examples will be outlined highlighting sustainable Buildings, Attractions & Events, and Infrastructure.

Buildings. . . and the Businesses within Them

For many years, Arlington has been on the forefront of green building – employing a collection of land-use, building design and construction strategies intended to reduce the environmental impacts that buildings have on their surround-

ings. Arlington has adopted the U.S. Green Building Council's (USGBC) Leadership in Energy and Environmental Design (LEED™) Green Building Rating System as a way to measure the energy and environmental performance of buildings in the community. The LEED™ rating system allots points within six specific categories for environmentally beneficial building materials and design, in categories such as site location, water efficiency, energy and atmosphere, materials and resources, and indoor environmental quality. LEED™ is a comprehensive way for a professional, business or organization to master green building standards and practices.



*The LEED™ Certified Hilton Garden Inn
Arlington/Shirlington*

The County's dedication to sustainability results in policies that positively impact tourism – particularly hotel development – as well as other sectors. For example, Arlington actively encourages site plan projects (development projects seeking special exception to the County zoning ordinance) to incorporate green building components and processes. Additionally, Arlington's Green Building Incentive Program allows a private developer to apply for additional density if the project achieves a LEED™ award from the USGBC. This incentive applies to all types of building projects (office, high rise residential, etc.) achieving any one of the four LEED™ awards.

In recent years, such policies have resulted in Arlington's four newest hotels meeting various LEED™ certification levels: The 142-room Hilton Garden Inn Arlington/Shirlington (opened December 2009) was required to meet LEED™ for New Construction certification at the Certified level, as are the 625-room Marriott Renaissance/Residence Inn properties due in early 2011. The Residence Inn by Marriott Arlington Courthouse (opened August 2009) was not required to attain LEED™ certification, but did meet Arlington's LEED™ Site Plan requirements. Whether through the site-plan process, bonus density incentives or other means, Arlington's focus on green building encourages hotels, restaurants, retailers and other hospitality-related providers to "raise the bar" for sustainability within their businesses.

In addition to local land-use, building design and construction strategies, there are global, corporate, state and local guidelines that inform and influence the green practices of Arlington's hospitality community.

Global Sustainable Tourism Criteria (GSTC)

The Global Tourism Sustainability Criteria (GSTC) Partnership appears to be establishing itself as a consensus provider of global sustainable tourism guidelines and international accreditation for travel industry to help protect the environment and support local communities. Initiated in 2007 by the Rainforest Alliance, the United Nations Environment Programme (UNEP), the United Nations Foundation, and the United Nations World Tourism Organization (UNWTO), the partnership and its associated criteria have been endorsed by more than 40 public, private, non-profit and academic institutions worldwide, including the American Hotel & Lodging Association, the American Society of Travel Agents, Conservation International, Expedia, Inc., and Travelocity/Sabre. The Global Sustainable Tour-

ism Criteria are a set of 37 voluntary standards representing the minimum that any tourism business should aspire to reach in order to protect and sustain the world's natural and cultural resources while ensuring tourism meets its potential as a tool for poverty alleviation. The criteria are organized around four main themes: effective sustainability planning; maximizing social and economic benefits for the local community; enhancing cultural heritage; and reducing negative impacts to the environment (see Appendix A).

Corporate Programs and Standards

Many individual hotel companies have developed sustainability initiatives that support Green Urban Tourism in the Arlington context. For example, programs such as *Hyatt Earth*, *Kimpton Earth Care*, *Marriott Spirit to Preserve* and others set a wide array of requirements to be followed by corporately flagged properties. From using soy-based inks in marketing collateral to conducting major infrastructure upgrades for energy and water efficiency, many major lodging providers are demonstrating a serious commitment to sustainability. Details on the three programs referenced above may be found in Appendix B.

Virginia Green Lodging

Over a quarter of Arlington hotels are members of the Commonwealth's Virginia Green Lodging program, which promotes and provides guidance and resources for pollution prevention practices in the hospitality and lodging sector. A partnership between the Virginia Department of Environmental Quality, the Virginia Hospitality & Travel Association and the Virginia Tourism Corporation, Virginia Green Lodging is a self-certifying program where facilities must verify that they at least practicing the core activities of optional *linen service; recycling; water conservation; energy conservation; and green events, conferences and meetings.*

Fresh AIRE

The Arlington Initiative to Reduce Emissions (AIRE) program enlists local businesses to become Fresh AIRE partners, pledging to meet the following partnership criteria for their businesses: complying with all applicable environmental regulations; committing to improve energy performance, recycling practices, and transportation alternatives; implementing measures to save energy, water and other materials; reducing waste; improving upon transportation options for clients and employees; and allowing site visits from County personnel to verify that these minimum criteria are met



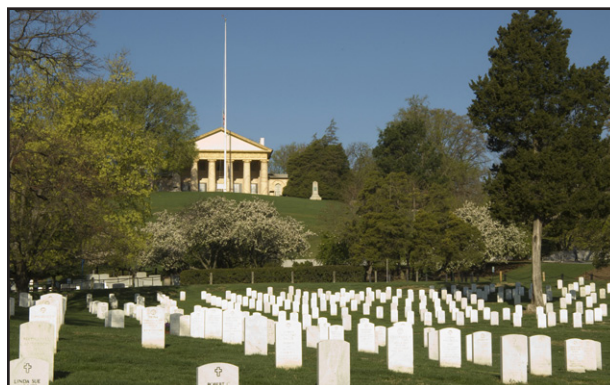
Arlington County Board Member Favola (left) and Chairman Fisette (right) Present Fresh AIRE Award to Marriott's Philip A. Smith (center)

In a related effort, Arlington's Community Energy Plan project will establish energy goals and strategies for the entire County. It will ultimately result in an energy plan that addresses the places where energy is used in the community and offer strategies to enhance Arlington's economic competitiveness, ensure reliable and affordable energy supplies, and demonstrate the County's long-term commitment to environmental responsibility.

Reducing the Impact on Attractions and at Events

Just across the Potomac River from the nation's capital, Arlington is the home of treasured historic attractions and national parkland. The most visited sites are Arlington National Cemetery (4 million visitors annually), the Marine Corps War Memorial – Iwo Jima (1.4 million visitors), the Air Force Memorial and the Pentagon Memorial (more than 225,000 visitors each). Additional attractions include Arlington House – the Robert E. Lee Memorial, the Lyndon Baines Johnson Memorial Grove, the Netherlands Carillon and pedestrian access to Theodore Roosevelt Island. These sites receive hundreds of thousands of visitors annually. The tremendous volumes of visitors, along with exposure to various extremes of weather, make it imperative to ensure the protection of these fragile places. Although most of Arlington's major attractions are not under the County's jurisdiction, Arlington is committed to working with its federal government and attraction partners to ensure these precious national treasures are preserved.

In addition to lightening the touch of tourism upon historic sites, attractions can employ an array of environmentally sustainable best practices.



Over 4 Million People Each Year Visit Arlington National Cemetery



The Marine Corps War Memorial – Iwo Jima

The following recommendations are based on research conducted for Arlington by students in the Johns Hopkins University's *Smart Growth Strategies for Sustainable Urban Development and Revitalization* class in fall 2009. As with all other businesses, implementation of a robust recycling program can prevent plastic, metal, cardboard and other materials from going into landfills. Composting toilets can reduce water use by 20 to 50 percent, reducing nutrient loads on rivers and streams and, as a result, benefiting marine life. Installing water filtration technology on-site for visitors can reduce waste from plastic bottles. Attractions can use hybrid or electric-powered vehicles for maintenance and on-site transportation. They can also encourage use of public transportation by guests, feature bike-share programs, and/or offer preferred parking for bicycles.

Like many communities and tourist destinations, Arlington is the site of many major public gatherings throughout the year. With over 100 festivals, parades, races, concerts and community events annually, the County has worked purposefully with event partners to employ best practices for recycling and waste disposal. For example, the Marine Corps Marathon (MCM), Arlington's largest annual event, attracts well over 100,000 visitors to the County on the last Sunday of October. As a major sponsor of the event, Arlington County and its Department of

Environmental Services (DES) work closely with Marathon organizers on strategies for reducing waste, increasing recycling, and ensuring a light footprint on the national parkland along much of the race course. The partnership between Arlington and the MCM provides excellent examples of best practices for events: In 2006, the County collected recyclable materials at the four runners' water stations throughout Arlington and at the Rosslyn Finish Festival. As a result, more than 72,000 plastic bottles, nearly 11,000 plastic jugs and 2,000 cardboard boxes were recycled instead of thrown away – enough bottles and jugs that, laid end-to-end, would reach the 11-mile marker in the Marathon.



Arlington, Home of the Marine Corps Marathon, Hosts Over 100,000 Visitors Each Race Day

As with attractions, major events present an excellent opportunity to apply green practices. For example, with careful advanced planning, event organizers can divert as much waste as possible from landfills by having numerous, clearly labeled on-site receptacles for trash, recycled and composted materials. To increase usage, organizers can station a volunteer at each trio of receptacles. Event managers can also arrange for a "green" portable toilet service. With this type of unit, chemicals used are typically non-toxic and free of formaldehyde and alcohol. Additionally, green toilet services commonly use



Recycling at Attractions and Events Diverts Waste from Landfills

alternative cleaners and solvents that are biodegradable and non-toxic, avoiding aerosols and chemicals like Butyl and Glycol. Gray water from sinks can even be treated and recycled at a certified waste treatment center. Additional ideas for event organizers include partnering with a local organic soil company to process compostable materials; using biodegradable utensils for all food; encouraging attendees to use public transportation (or incentivizing them with a small gift or discounted admittance for showing their fare cards); and asking attendees to bring their own water bottles for use at free filtered-water stations. Lastly, green event organizers should enthusiastically highlight their eco-friendly efforts on-site with reusable banners or displays.

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Infrastructure

A key element of environmentally sustainable tourism is a solid transportation infrastructure with a diverse array of alternatives to driving. When visitors to a destination can have a car-free experience, the benefits include pollution reduction, cost savings, increased exercise, reduced stress and the more intimate knowledge of a place. Arlington is a leading example in this area, with 11 stops on the Washington metropolitan area's Metrorail system and a wealth of supplementary transit choices including natural-gas powered buses, hybrid and regular cabs, car sharing and car rental programs, jointly-operated hotel airport shuttles, and an extensive network of biking and walking options.

Renowned by both visitors and residents for having an exceptionally user-friendly transportation system, Arlington County encourages all who live, work, visit or commute through Arlington to use mass transit, car- and van-pools, bicycles, walking, telecommuting and other alternatives to driving alone. Whether it's by the regional Metrorail or Metrobus systems, the Arlington Transit (ART) natural-gas powered local bus system, biking, walking or otherwise, there are many options for getting to and around Arlington's urban villages and the entire Washington, D.C., area.



11 Metro Stations Make it Easy for Visitors to Go Car-Free

Along with the greater Washington metropolitan area, Arlington leads the nation in promoting car-sharing. Essentially a hybrid between a rental car and a cab service, carsharing enables a customer to use a vehicle for as little as a half-hour. Cars are located curbside throughout a community, rather than at a central car rental location. Just a few benefits of car sharing are reductions in car ownership, cars on the road, vehicle miles traveled, pollution and gas usage. Carsharing companies usually require membership, payment of an annual fee (plus per-hour, per-mile fees for each use), and a security deposit. Vehicles are typically reserved online or by phone.



Car Sharing Companies Like Zipcar Offer Cars for Short-Term Use

Only 26 square miles in area, Arlington County maintains 36 miles of off-street, multi-use trails for bicycling, walking and jogging. Portions of these trails pass through beautiful natural areas of Arlington's park system and connect to regional bike trails. The County also has 49 miles of marked, on-street bicycle routes, connecting the off-street trails with each other and with destinations throughout Arlington. Bikes are available for purchase, sharing or rental at several locations. Additionally, the District of Columbia and Arlington have signed contracts for what will become a regional bike sharing system by late 2010.

To assist visitors and residents in navigating their many transportation choices, Arlington



Arlington's All-Hybrid enviroCAB Promotes 'Cleaner Air For The Same Fare'

offers several informational resources online, in print and in person. These include The Commuter Page, a web site highlighting virtually every facet of the Washington region's public transit systems. Four Commuter Store locations in Arlington also provide visitors with convenient, one-stop shopping for schedules, fares and information about the area's many transportation options, selling tickets and farecards for several local and regional systems.

ATP Facts: Out of 41 Arlington hotels. . .

- 15 provide transit benefits to their employees, who get direct or pre-tax money to take transit over driving alone
- 27 have permanent information displays dedicated to local transportation options, reducing traffic congestion and pollution
- 35 maintain an active transportation brochure account to distribute information to guests and employees
- 31 run shuttle service to and from specific points of interest and Metro stations
- 5 have actively sold transit passes on-site for the convenience of guests

Source: Arlington Transportation Partners, February 2010

Additionally, Arlington County contracts with Arlington Transportation Partners (ATP), business-to-business transportation consultants who assist organizations in offering commuter and transportation benefits to Arlington County employees, residents, and visitors who travel throughout the metropolitan Washington area. ATP transportation consultants work with companies free of charge to help them choose the best combination of benefits to meet their needs. For Arlington hotels, ATP provides materials; information and training to Arlington ensure staffs are educated about local transportation options. ATP can also arrange for bulk Metro farecard purchases.

In support of the ACVS Green Urban Tourism Framework, vision, short-term goals and long-term goals, the following supporting tactics are being employed on an ongoing basis:

- Function as a facilitator/convenor for best practices and knowledge transfers;
- Use County as a test bed/pilot for green tourism practices;
- Provide information on transportation options;
- Serve as focal point for local and state policy making;
- Promote local education and workforce development;
- Continue traditional tourism development efforts; and
- Support technology applications of social media.

Conclusions

Sustainable practices – those which use resources in an environmentally responsible, socially fair and economically viable manner that ensures their use by future generations – are essential to the long-term health of the travel industry. The immense size of the industry, in terms of both worldwide

economic impact and its share of global greenhouse gas emissions, drives the need for aggressive, on-going progress toward environmental sustainability at international, national and local levels.

While a number of standards and best practices are emerging within the travel industry and its various segments including lodging, transportation and attractions, these are supplemented by a wide array of corporate and community-driven efforts. Arlington, Virginia, is a local jurisdiction with policies and incentives that encourage sustainable practices by both businesses and residents. It also exemplifies the concept of Green Urban Tourism, illustrated by a framework that demonstrates how an urban community's combined tourism assets – Buildings, Attractions & Events, and Infrastructure – can successfully maximize environmental sustainability. These three types of assets enhance, and are reinforced by, Standards & Best Practices, Branding & Marketing, and committed long-term Partnerships & Alliances among public- and private-sector organizations. With carefully defined supporting tactics, Arlington and urban communities like it can apply the principles of the Green Urban Tourism Framework to ensure a hospitality industry that is ecologically friendly, economically healthy, and compelling to potential visitors.

This paper was prepared by Emily Cassell, MBA, TMP (Travel Marketing Professional), Director, Arlington Convention and Visitors Service.

APPENDIX A – GLOBAL SUSTAINABLE TOURISM CRITERIA (GSTC)

www.sustainabletourismcriteria.org

- A. Demonstrate effective sustainable management.
 - A.1. The company has implemented a long-term sustainability management system that is suitable to its reality and scale, and that considers environmental, sociocultural, quality, health, and safety issues.
 - A.2. The company is in compliance with all relevant international or local legislation and regulations (including, among others, health, safety, labor, and environmental aspects).
 - A.3. All personnel receive periodic training regarding their role in the management of environmental, sociocultural, health, and safety practices.
 - A.4. Customer satisfaction is measured and corrective action taken where appropriate.
 - A.5. Promotional materials are accurate and complete and do not promise more than can be delivered by the business.
 - A.6. Design and construction of buildings and infrastructure:
 - A.6.1. Comply with local zoning and protected or heritage area requirements;
 - A.6.2. Respect the natural or cultural heritage surroundings in siting, design, impact assessment, and land rights and acquisition;
 - A.6.3. Use locally appropriate principles of sustainable construction;
 - A.6.4. Provide access for persons with special needs.
 - A.7. Information about and interpretation of the natural surroundings, local culture, and cultural heritage is provided to customers, as well as explaining appropriate behavior while visiting natural areas, living cultures, and cultural heritage sites.
- B. Maximize social and economic benefits to the local community and minimize negative impacts.
 - B.1. The company actively supports initiatives for social and infrastructure community development including, among others, education, health, and sanitation.
 - B.2. Local residents are employed, including in management positions. Training is offered as necessary.
 - B.3. Local and fair-trade services and goods are purchased by the business, where available.
 - B.4. The company offers the means for local small entrepreneurs to develop and sell sustainable products that are based on the area's nature, history, and culture (including food and drink, crafts, performance arts, agricultural products, etc.).
 - B.5. A code of conduct for activities in indigenous and local communities has been developed, with the consent of and in collaboration with the community.
 - B.6. The company has implemented a policy against commercial exploitation, particularly of children and adolescents, including sexual exploitation.
 - B.7. The company is equitable in hiring women and local minorities, including in management positions, while restraining child labor.
 - B.8. The international or national legal protection of employees is respected, and employees are paid a living wage.
 - B.9. The activities of the company do not jeopardize the provision of basic services, such as water, energy, or sanitation, to neighboring communities.
- C. Maximize benefits to cultural heritage and minimize negative impacts.
 - C.1. The company follows established guidelines or a code of behavior for visits to culturally or historically sensitive sites, in order to minimize visitor impact and maximize enjoyment.
 - C.2. Historical and archeological artifacts are not sold, traded, or displayed, except as permitted by law.
 - C.3. The business contributes to the protection of local historical, archeological, culturally, and spiritually important properties and sites, and does not impede access to them by local residents.
 - C.4. The business uses elements of local art, architecture, or cultural heritage in its operations, design, decoration, food, or shops; while respecting the intellectual property rights of local communities.

- D. Maximize benefits to the environment and minimize negative impacts.
 - D.1. Conserving resources.
 - D.1.1. Purchasing policy favors environmentally friendly products for building materials, capital goods, food, and consumables.
 - D.1.2. The purchase of disposable and consumable goods is measured, and the business actively seeks ways to reduce their use.
 - D.1.3. Energy consumption should be measured, sources indicated, and measures to decrease overall consumption should be adopted, while encouraging the use of renewable energy.
 - D.1.4. Water consumption should be measured, sources indicated, and measures to decrease overall consumption should be adopted.
 - D.2. Reducing pollution.
 - D.2.1. Greenhouse gas emissions from all sources controlled by the business are measured, and procedures are implemented to reduce and offset them as a way to achieve climate neutrality.
 - D.2.2. Wastewater, including gray water, is treated effectively and reused where possible.
 - D.2.3. A solid waste management plan is implemented, with quantitative goals to minimize waste that is not reused or recycled.
 - D.2.4. The use of harmful substances, including pesticides, paints, swimming pool disinfectants, and cleaning materials, is minimized; substituted, when available, by innocuous products; and all chemical use is properly managed.
 - D.2.5. The business implements practices to reduce pollution from noise, light, runoff, erosion, ozone-depleting compounds, and air and soil contaminants.
 - D.3. Conserving biodiversity, ecosystems, and landscapes
 - D.3.1. Wildlife species are only harvested from the wild, consumed, displayed, sold, or internationally traded, as part of a regulated activity that ensures that their utilization is sustainable.
 - D.3.2. No captive wildlife is held, except for properly regulated activities, and living specimens of protected wildlife species are only kept by those authorized and suitably equipped to house and care for them.
 - D.3.3. The business uses native species for landscaping and restoration, and takes measures to avoid the introduction of invasive alien species.
 - D.3.4. The business contributes to the support of biodiversity conservation, including supporting natural protected areas and areas of high biodiversity value.
 - D.3.5. Interactions with wildlife must not produce adverse effects on the viability of populations in the wild; and any disturbance of natural ecosystems is minimized, rehabilitated, and there is a compensatory contribution to conservation management.

APPENDIX B – CORPORATE PROGRAM EXAMPLES

Hyatt Earth

www.hyattearth.com

At Hyatt, we believe that it is a privilege to welcome passionate travelers to our hotels and resorts around the world. With that privilege, we humbly and enthusiastically embrace our responsibility to protect and renew the places that we call home.

Our commitment to protect our planet is backed by the strength of more than 80,000 associates and dedicated Green Teams. Together, we strive to take care of our environment with the same commitment with which we care for our guests. We embrace this challenge because we love it here too.

Our global sustainability program, Hyatt Earth, has five areas of focus, each essential to our success:

- Creating a Culture of Environmental Responsibility
- Conserving Natural Resources and Reducing Greenhouse Gas Emissions
- Reducing Waste
- Establishing Responsible Purchasing Practices
- Integrating Sustainable Practices into the Design & Construction of Our Properties

At the end of the day, we realize it's not what we say but what we do that truly matters. That's why we have passionate people in every hotel that are committed to making a difference, and have tools in place that track and measure our progress and hold us accountable to the goals we set.

We recognize that environmental sustainability is a journey and not a short-term endeavor. Achieving measurable results requires a conscious effort and a healthy mix of focus, innovation, commitment and optimism. And while we are proud of our accomplishments, we realize that there is still much work to be done.

Hyatt's ECO Tracking tool monitors and measures our environmental impact and helps us identify opportunities for improvement. The results keep us focused on our long-term goals to reduce resource consumption, waste and carbon emissions, and drive us to find new ways to conserve and protect our natural resources.

Goal & Achievement Categories:

- Energy
- Greenhouse Gas Emissions
- Water
- Waste
- Responsible Purchasing
- Sustainable Building Design

Kimpton EarthCare®

<http://www.kimptonhotels.com/programs/earthcare.aspx>

Sustaining Our Vision With Conscious Effort

Everyone at Kimpton is guided by the same vision. Our Kimpton EarthCare® program works because each one of us is making critical behavioral changes on a daily basis. We started out recycling trash, phones, batteries, buying organic coffees and teas and serving organic wines at our evening wine hours. That was the easy part. Educating our cleaning staff to use green products took an entire year, a water engineer and weekly meetings with EarthCare champions in every hotel and restaurant. That was the hard part, and we did it in six languages.

A Commitment to Sparing the Earth and Our Guests

Our commitment to the environment requires both enormous dedication and some real ingenuity. Long before green was golden, we were giving our guests a luxurious experience, while reducing our carbon footprint. We've been able to get better and better at it, without asking our guests to sacrifice the comfort and enjoyment they've come to expect from our hotels and restaurants. We're doing the right thing, without making our guests pay for it.

Hotel EarthCare Standards

Paper

- All hotel in-room materials and bills are printed on recycled post consumer copy paper (EPA minimum or greater)
- All centralized printers set to double-sided default printing, where duplex printing is available
- Phone book "by-request" policy implemented, eliminating phone books from all guest rooms
- Check out envelopes offered by request only

Water

- Implementation of water-efficient shower heads
- Implementation of water-efficient faucets
- Implementation of water-efficient toilets

Above water efficient products are audited to ensure water efficient apparatus and products remain in place and functioning

Energy

- Implementation of energy efficient T8 and/or T5 fluorescent lighting in back of house areas
- Implementation of motion sensors in low occupancy storage areas
- Implementation of LED lights on all exit signs
- Check-in policy: maximum of one light and radio on only
- All guest rooms have CFL lighting (not available in hotels using dimmable/3-way bulbs)
- Hallway lighting 100% energy efficient lighting—CFLs and/or LEDs (where dimmable lights are not in use)

Waste Management

- In-room recycling bins (First boutique hotel group to include these bins)
- Hotel-wide recycling of cardboard
- Hotel-wide recycling of paper
- Hotel-wide recycling of glass (where municipal services available)
- Hotel-wide recycling of cans (where municipal services available)
- Hotel-wide recycling of plastic (where municipal services available)
- Recycling of batteries
- Recycling of cell phones
- Recycling of computers and peripherals
- Recycling of in-room electronics televisions, DVDs, and radios
- Donating partially-used shampoos and conditioners to local charities
- Donating used linens and towels to local charities and/or businesses
- Providing washable/reusable mugs during morning coffee service

- Providing washable/reusable mugs and glasses in back of house break rooms
- Eliminating any use of Styrofoam cups
- Towel reuse option encouraged through signage and eco-benefit explanation
- Linen reuse option encouraged through signage and eco-benefit explanation
- Recycling uniform and dry cleaning coat hangers back to dry cleaning company
- Recycling ink and toner cartridges
- Eco friendly hair dryer bags, where hair dryer bags are in use
- Honor bar bottled water program—water exclusively US sourced
- Recycling bins in place at business centers, meeting rooms, and fitness centers (newspaper and bottled water recycling)
- Recycling boxes/bins at all employee work stations
- Toilet paper wraps replaced with stickers (such as Palomar “P”) or twine wrap
- C-Fold towels made with recycled content for public and employee restrooms (where C-Folds are used)

Toxics

- Guest room soaps use natural ingredients and come from environmentally responsible companies
- Guest room shampoos use natural ingredients and come from environmentally responsible companies
- Guest room conditioners use natural ingredients and come from environmentally responsible companies
- Low/No VOC Paints for back of house areas
- Carpet cleaning uses non-toxic and low VOC chemicals
- Spot carpet cleaning uses non-toxic product
- Break room napkins are unbleached and/or made with recycled content

Organic Products

- Use of organic and/or shade grown coffee where complimentary lobby coffee is available
- Use of organic teas where complimentary lobby tea service is available
- Organic wine served during select months during Kimpton’s complimentary wine hours
- Organic food products in every honor bar

- Organic beverage product in every honor bar
- All in-room coffee is organic (where in-room coffee is available)

Marriott Spirit to Preserve™

<http://www.marriott.com/marriott.mi?page=environmentalInitiatives>

Marriott's environmental vision is to be the global hospitality leader that demonstrates how responsible hospitality management can be a positive force for the environment and create economic opportunities around the world, and by example, inspire personal action in the communities where the company operates.

Protecting the Rainforest: The Centerpiece of Marriott's Five-Point Environmental Strategy

Clearing forests causes more carbon emissions than all the world's cars, trains, trucks and SUVs combined. That's why the centerpiece of Marriott International's environmental strategy is helping protect 1.4 million acres (589,000 hectares) of endangered rainforest in the Juma Sustainable Development Reserve in partnership with the state of Amazonas in Brazil.

Through this pioneering effort, Marriott and its customers are funding an environmental management plan administered by the Amazonas Sustainable Foundation, which will monitor and enforce protection of the Juma reserve. The project will support the employment, education and healthcare for the approximately 2,500 people who live there. TÜV SÜD, an independent accredited environmental auditing firm, has validated the project, awarding it "gold status" under the Carbon, Community and Biodiversity Standards.

Marriott has committed \$2 million to this rainforest fund, and now we're inviting guests to green their hotel stay by making contributions. To learn more about this program or make a donation, visit Help Save the Rainforest.

Marriott's five-point environmental strategy was developed in collaboration with Conservation International, a

global conservation organization. In addition to rainforest preservation, Marriott's strategy calls for reduction of water, waste and energy consumption; greening its supply chain; building greener hotels; and engaging employees and guests to take action.

Water, Waste & Energy Reduction

To reduce its environmental footprint, Marriott is committed to:

- Reducing its fuel and water consumption by an additional 25 percent per available room over the next 10 years.
- Installing solar power at up to 40 hotels by 2017.
- Expanding existing "reduce, reuse, recycle" programs already in place in 90 percent of hotels to consistently include guest and meeting rooms, beginning with pilot hotels across all brands in Boston, Chicago, Denver, Los Angeles, Minneapolis and Washington, D.C.

For more than 20 years, Marriott has been actively involved in energy conservation. Over the last decade, its hotels worldwide have replaced 450,000 light bulbs with fluorescent lighting, introduced linen reuse programs, and installed 400,000 low-flow showerheads and toilets. The U.S. Environmental Protection Agency has awarded Marriott with its 2009 Sustained Excellence award and placed the ENERGY STAR® label on more than 275 of its hotels (the most of any hotel company).

Greening Our Supply Chain

Each year, Marriott International and its owners spend about \$10 billion annually buying products and services for its more than 3,300 hotels around the world. Recognizing this purchasing power, we've teamed up with our vendors to introduce these "greener" solutions at no extra cost:

Greener key cards. Marriott has "unlocked" the door to a greener hotel stay by purchasing 24 million key cards made of 50 percent recycled material, saving 66 tons of plastic from being dumped in the landfill.

Eco-pillows. Guests can sleep easy knowing that their pillows are “fighting” to save the planet. Marriott will begin replacing the 100,000 synthetic pillows that it purchases with those filled with material made from recycled bottles.

Earth-friendly towels. Thanks to a unique manufacturing process, the one million towels Marriott purchases in North America don’t need to be pre-washed, saving six million gallons of water.

Recycled pens. The 47 million pens that Marriott purchases for its guest and meeting rooms in the U.S. and Canada are made of 75% recycled material.

Low VOC Paint. Marriott buys nearly one million gallons of paint that are low in Volatile Organic Compounds (VOC), which are safer and less polluting.

Biodegradable laundry bags. In the Middle East and Europe, more than 100 hotels purchase 43 tons of biodegradable plastic bags which disintegrate in two to five years, if not recycled and reused first.

Laundry detergent. At our hotels in Central Europe, we use a laundry detergent that cuts the amount of phosphates released into waste water by approximately 100,000 kg (220,000 lbs.).

Green Buildings

Marriott is expanding its portfolio of “green” hotels and buildings. Approximately 275 hotels have earned the prestigious ENERGY STAR® label from the U.S. Environmental Protection Agency—the most of any hotel company.

Forty Marriott-branded hotels in design, development or under construction are expected to achieve LEED® (Leadership in Energy and Environmental Design) certification from the U.S. Green Building Council (USGBC). More than a dozen are joining The Marriott Inn & Conference Center, University of Maryland University College, the first LEED-certified hotel in the U.S., this year.

In addition, Marriott’s global Headquarters in Bethesda, Md., earned LEED-Existing Building Gold status. In 2009, the recycling rate increased to 69 percent and all headquarters’ waste was diverted from the landfill to a waste-to-energy plant. Additionally, the building achieved and maintained an Energy Star rating of 77 (out of 100; a score of 75 or better indicates top performance) for the last three years, placing it in the top 25th percentile for energy efficiency when compared to buildings of similar age, size and use and an accumulated reduction of 9.04 percent in electricity consumption. View a complete list of accomplishments.

Also, Marriott Headquarters has become the first site in the D.C. area to introduce Connect by Hertz. Four SmartWay cars are available for employees who use public transportation or carpool, but need to run an errand or attend an off-site meeting mid-day.

Employee & Guest Engagement

By educating and engaging its employees and guests to support the environment through their everyday actions at home, while at work and on travel, Marriott can have a lasting impact. Just think about the opportunities to get the message out: 300,000 employees at 3,000 managed and franchised hotels worldwide, not to mention the millions of guests who visit our hotels each year.

Most notably, Marriott is inviting guests to join in its efforts to help combat climate change. Guests can “Green Their Hotel Stay” and offset their carbon footprint by making a donation to a rainforest preservation fund, to which the company has already committed \$2 million. To learn more, visit [Help Save the Rainforest](#).

Last year, Marriott launched the Spirit to Preserve the Rainforest promotion. For meetings or stays of 10 rooms or more booked during select dates, participating Marriott hotels around the world will contribute funds equal to five percent of the total cost of the group’s guest rooms to protect the rainforest.