




MOUNT WASHINGTON  
RESORT  
FIVE YEAR  
SUSTAINABILITY PLAN

EXECUTIVE SUMMARY



Spring 2009

A vertical decorative bar on the left side of the page. It features a dark olive green top section with a subtle floral pattern, and a larger light olive green section below it with a more prominent, repeating floral and vine pattern.

Thank you to the entire Mount Washington Resort team who sat through department meetings, attended visioning sessions, and sent along information in an effort to outline how our Resort can be more sustainable. This plan would not be complete without everyone's tireless efforts.



## *Introduction*

Sustainability is the concept of balancing environmental protection, economic development and social capital in an effort to meet our current needs while ensuring future generations have the ability to meet their needs as well. Sustainability requires using a systematic approach to daily operations and problem solving. Sustainability recognizes that all things are connected and our decisions in one area effects the outcome in another. Today, sustainability is a lifestyle, a responsibility, and a practice that is expected and many individuals and businesses are paving the way as true leaders in sustainability.

Mount Washington Resort has developed a Five Year Sustainability Plan which outlines the Resort's mission, goals, and implementation process for sustainable practices and development. As the Five Year Plan is meant to be an internal operating document, this Executive Summary highlights the main points of the Plan and can be shared with others.




## *Mount Washington Resort's Commitment*

Under the ownership and leadership of Celebration Associates, LLC, Crosland, LLC, and CNL Lifestyle Company, LLC along with the supervision of National Resort Management, LLC, Mount Washington Resort is under a grand transformation of restoration and development. With a goal to be the premier resort destination in New England, the partners and their planning team have developed a vision for the Resort and are developing plans and programs to implement this vision. The Resort will include approximately 980 new residential homes and a traditional mixed use New England village complete with commercial, residential, recreational and cultural entities. The design and programming for the Resort embraces the architectural and cultural landscape of the region; the idea is to create a place and a community that feels as if it were always here.

The other aspect that is important in the future planning of the Resort is the respect for the surrounding environment. People have enjoyed Mount Washington Resort for decades for its natural setting and access to outdoor recreational pursuits. Artists have come to the area to study and create masterful works that represent the rural landscape. Many regional flora and fauna have made the White Mountain region their home. This environment is what makes the Resort unique. It is essential to develop the Resort in a way that respects and supports this environment for future generations to enjoy.





In the summer of 2008, several Resort executives, managers, and passionate employees engaged in a day long visioning session to discuss ways to support the surrounding environment while growing a prosperous community in Bretton Woods. The goal of the sustainability visioning session was to define a sustainable Resort environment, develop a mission for sustainability, create goals and projects to support this mission, and discuss incorporation of sustainability into the Resort's culture. Sustainability was defined as a complex idea that relied on balancing economic, social and environmental goals over a long period of time. It's success is determined through its seamless integration into Resort operations and culture and through redefining its purpose as sustainability initiatives evolve. The participants stressed that now is the right time to discuss and embrace sustainability as the Resort plans for growth and development. The Resort stands to be a true leader in sustainability showing other businesses and developers how to successfully incorporate environmental and social responsibility into a business's operations and a newly developed community.

The Resort adopted a sustainability mission which reads:

*"The mission of Mount Washington Resort is to support sustainability through environmental protection, economic and community development and social engagement. Through continued education of our staff and visitors, and seamless integration into our resort culture, Mount Washington Resort strives to be more efficient, less wasteful and a true leader in sustainability. Mount Washington Resort is committed to the long term investment and evolution in creating a sustainable future."*



## ***Purpose of the Plan***

The purpose of the Five Year Sustainability Plan is to create a guiding document for all new sustainability initiatives for the next five years. The plan provides guidance to the executives, directors, and managers on developing goals to implement sustainable practices in a pragmatic way. The Five Year Sustainability Plan also serves as a supplement to the annual business plans. How do you determine what project gets funded in what year? How do you set goals for department heads in year one for a project that is to be completed in year three? This plan will be used annually in conjunction with business and budget planning, and used to determine managers blue chips, or goals, for the upcoming year. It is the responsibility of the executives to work with the managers to set these goals and the managers responsibility to work with their staff to implement these goals. Lastly, the Five Year Sustainability plans also shows transparency to the Resort's customers and to collaborating organizations. It shows that the Resort has a plan for accomplishing its mission and intends to hold itself accountable for implementation and monitoring of the goals in the plan. This plan can be used for marketing and collaborative purposes not only to show others that the Resort is serious in supporting sustainable practices but also as a guide to other organizations who seek assistance in developing their own plans.



## *Resort Operations*

Resort Operations includes the day to day functions of the Resort including guest services, activities and events, dining services, maintenance of the property, sales, reservations, and others. Resort Operation sustainability goals and tasks for the Five Year Plan are categorized as policies, projects and programs.

Sustainable *policies* are standard operating procedures that should be established for a department or the entire Resort, depending on the policy matter. The Resort currently has adopted Paper Use Policies and Anti-Idling Policies that support the Resort's sustainability mission. The five year plan includes policies that should be established and they include:

Policies for being **Less Wasteful** such as:

- *Further Management of Documents & Paper*
- *Buy and Receive only what is needed*
- *Turn off Electrical and Mechanical Systems when not in use*
- *Wasteful Product Usage; and*

Communication and Education Policies such as:

- *Recycling Rules & Procedures*
- *Vendor Participation*

Sustainable *projects* are one time initiatives that establish a continued program or new operating procedure that support the Resort's sustainability efforts. The Resort has several sustainability projects that have been completed that include, but are not limited to, waste oil furnace at the Ski Area maintenance building, linen reuse cards in the guest rooms of the Hotel, efficient snowmaking equipment at the ski slopes, and a rooftop garden on the new Presidential Wing of the hotel. Sustainability projects to be accomplished in the 2009/2010 fiscal year include:

- *Standard Operating Procedures Review*
- *Resort-wide/Advanced Recycling*
- *Composting*
- *Energy Audit/Assessment*
- *Lighting Retrofits*
- *Reusable Shopping Bags*
- *Reusable cups, mugs, and glasses*
- *Efficient Automobiles for Company Vehicles*

- *Consolidation of Communication Materials*
- *Grant Opportunities for Sustainable Businesses*
- *Ozone Laundry Systems*
- *Vegetable Oil Furnace at the Base Lodge*

Additional project goals from 2010–2014 are outlined in the Five Year sustainability plan as well as descriptions for each of the project goals above.

Sustainable *programs* are ongoing initiatives the Resort integrates into the culture and daily operating procedures. The Resort has several sustainability programs that have been completed that include, but are not limited to, annual memberships and participation in the National Ski Area Association’s Sustainable Slopes, New Hampshire Sustainable Lodging and Restaurant Association, and the NH Department of Environmental Services’ Green Slopes, buy and support local program with NH Made in retail operations, and sustainability awards program for staff recognition. Sustainability programs to be accomplished in the 2009/2010 fiscal year include:

- *Staff Education & Training*
- *Document Management*
- *Carbon Calculator/Greenhouse Gas Emissions Inventory/Tracking Successes*
- *Carpool Incentives/Rideshare Program*
- *Membership and Participation in New Hampshire Business for Social Responsibility (NHBSR)*
- *Green Meetings/Conferences/Weddings*
- *Farm to Resort Program*
- *Conservation & Sustainability mission as part of all Activities Programs*
- *Material Reuse Program*

Additional program goals from 2010–2014 are outlined in the Five Year sustainability plan as well as descriptions for each of the program goals above.

The policy, project and program goals developed within were developed by the employees of the Resort. Meetings were conducted with all departments at the Resort to gain insight on how that department envisioned incorporating sustainability into their daily operations and future programs. Each department is responsible for working on implementing initiatives in their department and assisting the Resort in the development of Resort-wide wide policies, projects and programs.



## *Resort Development*

Mount Washington Resort is expanding. The Resort's development plans include just under one-thousand new residential units, a traditional New England village comprised of housing, commercial facilities, and community/tourism centers, and renovations to the existing infrastructure and programs around the Resort. As the development team creates plans for these expansion and renovation projects the use of sustainable development practices and building techniques should be employed.

The development team has included sustainable, smart growth practices into its operations and first phase of development including, but not limited to, Residential Sustainability Guidelines, recycling in the office, planning for Dartmouth Brook which includes compact development and conservation of natural resources and trails, environmental education, and a conservation easement in Dartmouth Brook.

Resort Development goals in the Five Year Plan are established in three categories, Best Practices, Educational Opportunities, and Leadership, and those goals are:

### Best Practices

- *Smart Growth Planning & Development Techniques*
- *Balance Affordability with Sustainability*
- *Reuse of Materials*
- *Construction Waste Management*

### Educational Opportunities

- *Development Team Training and Education*
- *Builder and Contractor Training & Education*
- *Homeowner Education & Awareness*

### Leadership

- *Incorporating sustainable infrastructure and materials in future development*
- *Green/Sustainable buildings as Demonstration projects*
- *Renewable energy projects*
- *Recycling Transfer Station*
- *Sustainable Garden/Farm/Greenhouse & Garden Programs*
- *Sustainable Transportation System*

A description and details for these goals can be found in the Five Year Sustainability Plan.



## *Outreach, Coordination & Participation*

An important element of the Resort's sustainability efforts is the ability to outreach to employees, guests and the public; to coordinate with like-minded organizations around the region in an effort to move sustainable business and development forward in New England; and the willingness to participate in events and programs that do the same. Mount Washington Resort is currently involved in many collaborative opportunities and has the ability to be involved in more. The Resort's natural setting and historic integrity combined with the Resort's commitment to sustainability makes it an ideal location for events, business meetings, and educational pursuits as it relates to sustaining New England. This unique positioning allows the Resort to help leverage the successful programs in the region and build from those programs.

Outreach, Coordination & Participation initiatives the Resort should continue or begin to develop include:

- *Employee Outreach:*
  - ⇒ Carpool/Rideshare Program
  - ⇒ Employee Shuttle
  - ⇒ Employee Housing
  - ⇒ Employee Wellness
- *Homeowner and Public Outreach & Awareness*
  - ⇒ Providing opportunities for homeowners and the public to participate in and learn from sustainability initiatives such as lecture series, gardening classes, and environmental and culture events.
- *Sustainability in Education*
  - ⇒ Working with the universities and school institutions that have established sustainability curriculum and provide opportunities for students to receive hands-on experience at the Resort assisting in the implementation of the Sustainability Plan goals.
- *Sustaining the Arts and Culture of the region*
  - ⇒ Continue the development of relationships and opportunities with the arts and culture community to help leverage their successful programs.
- *Collaboration and Coordination w/ State and Regional Organizations*
  - ⇒ Continue working with state government, and private and public entities on developing programs and processes for sustaining the New England lifestyle.
- *Potential Signature Sustainability Events*
  - ⇒ Executive Business Leader Sustainability Training - Fall 2009
  - ⇒ New England Sustainability Summit - Fall 2010
  - ⇒ Bretton Woods II Conf., International Sustainability Summit - 2013/2014



## *Implementation, Accountability & Monitoring*

It is the Resort's intent to use the Five Year Sustainability Plan as a supplement to the Resort's business plan. This document will serve as a guide for executive, department heads, managers and staff as they prepare budgets and goals for upcoming years. In order to successfully implement this plan, everyone must be involved in executing the initiatives outlined. Resort Executives are responsible for working with Resort Operations managers and department heads to ensure goals in each fiscal year are being met. The managers and department heads are responsible for working with their staff to implement the goals. The Resort Development team is responsible for implementation of all goals as they relate to Resort Development and working collaboratively with Resort Operations. Finally, the Resort Executives are responsible for developing the relationships and collaborative initiatives outlined in the Outreach, Coordination, and Participation section of the plan.



## *Summary*

Mount Washington Resort is immersed in rich history and deep rooted culture set in a serene natural environment. The qualities that make the Resort so unique are the very qualities the Resort must protect and continue to support over time. Many stories have been told of generations of families that have come to the Resort to enjoy these qualities; the Resort has an obligation to its history and its future to continue to provide for tomorrow's generations. The Resort's sustainability mission coupled with the Five Year Plan provide the Resort with the tools to protect its unique qualities and continue to thrive as a icon in New Hampshire.

Mount Washington Resort has the ability to help lead this important sustainability initiative. With the help of its staff and continued collaboration with other agencies, Mount Washington Resort can garner the benefits of running a successful sustainable business while preserving a way of life, history and cultural tradition for future generations to enjoy.





“When one tugs at a single thing in nature,  
he finds it attached to the rest of the world”

- John Muir