

**Examining Stakeholder Engagement Processes and The Shared Value Creation of
Sustainability Partnership Program at Two Fairmont Hotels**

by

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AUTHORS DECLARATION

I hereby declare that I am the sole author of this thesis. This is a true copy of the thesis, including any required final revisions, as accepted by my examiners.

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ABSTRACT

Initially perceived as the individual philanthropic activities assumed by a businessperson or merely a useful marketing tool, CSR has undoubtedly become one of the primary focus areas of many business entities worldwide (Lee, Ham, & Koh, 2019). Evidently, businesses way of thinking has changed considerably since (Friedman, 1962, 1970) postulated that businesses only responsibility was to maximize their owners' and shareholders' wealth. Specifically, businesses have begun to recognize the importance of identifying stakeholder expectations and responding to such expectations (Font, Guix & Bonilla-Priego, 2016). Accordingly, in the tourism industry there have been growing pressures from external stakeholders to behave in a more sustainable way (Font et al., 2012). Comparatively, there has been growing interest in scholarship as well, as over 70% of all articles on the subject of CSR in tourism and hospitality have been published within the last five years (Font & Lynes, 2018). Simply, CSR has become more a matter of *how* than *why* (Smith, 2003). This basic qualitative study explores the processes by which the Sustainability Partnership Program creates value between Fairmont and the communities surrounding Chateau Lake Louise and Banff Springs. Particularly, external stakeholders (ie. government, NGOs, and suppliers) are the focus of this dissertation. This study found that Fairmont has been able to foster a shared sense of responsibility amongst employees and external stakeholders for planning and implementing impactful initiatives, leading to improved levels of efficiency in not only identifying community needs but also responding to them.

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CHAPTER ONE: INTRODUCTION

1.0 Introduction

For decades, the role of business in society has been the subject of debate between two contrasting viewpoints known as the ‘Friedman-Freeman’ debate or ‘stockholder-stakeholder’ debate (Freeman, 2008). The Friedman or stockholder viewpoint promotes a self-interested orientation and identifies profit maximization as the sole objective of the firm (Wójcik, 2016). Friedman’s viewpoint purports that social and economic objectives are distinct; meaning a corporation’s social spending comes at the expense of its economic results, and on the assumption that corporations, when they address social objectives, provide no greater benefit to the society than is provided by individual donors (Porter & Kramer, 2002). Conversely, the Freeman or stakeholder viewpoint argues that one of the main criteria for corporate profitability is the responsiveness to changing values, needs and expectations of stakeholders in the community and or society in which the firm operates (Clarkson, 1991).

Recently, the Freeman viewpoint has been embraced by firms, due to an increase in society’s awareness of the social and economic consequences of business operations (Mattera & Melgarejo, 2012; Martinez & del Bosque, 2013). As such, businesses have begun to realize that a healthy society creates an expanding demand for business; as any business that pursues its ends at the expense of the society in which it operates ultimately finds its success temporary (Porter & Kramer, 2006). Subsequently, businesses have begun to recognize the importance of identifying stakeholder expectations and responding to such expectations (Font, Guix & Bonilla-Priego, 2016). Accordingly, an Asset Based Community Development (ABCD) approach has been credited with providing a channel for stakeholders to develop a deeper understanding of each other’s perspectives, resulting in a ‘win-win’ strategy for all parties (Fisher et al., 2009). This

‘win-win’ strategy has otherwise been articulated as Creating Shared Value (CSV), mutually benefiting the company and community in which the business operates, ultimately leading to sustainable development goals (Font, Guix & Bonilla-Priego, 2016).

As one of the world’s largest economic sectors, tourism accounted for 10.4% of global GDP and 313 million jobs, or 9.9% of total employment in 2017 (WTTC, 2018). Despite bringing economic and social benefits to destinations, the industry can have negative environmental (Buckley, 2011; Butler, 1991; Cohen, 1978); socio-economic (Anderson, 2011; Vijayanand, 2012); and cultural impacts (Brunt & Courtney, 1999; Craik, 1995; Din, 1988). Therefore, as the tourism industry grows, so do concerns about its relationship to society and the environment. Tourism has been recognized both as a force for good and as an industry responsible for generating significant negative impacts (Goodwin, 2011). Consequently, the concept of Corporate Social Responsibility (CSR) has become a central component of tourism businesses’ strategies, similar to other business sectors, satisfying stakeholders’ needs and has become imperative to preserving societal legitimacy and financial liability over the long-term (Lund-Durlacher, 2015).

There is a lack of research when it comes to exploring *how* sustainability processes are determined (Prud’homme & Raymond, 2016). Furthermore, the focus on CSR in the context of the tourism literature has largely been inward looking, with little regard for impacts on destinations (Font et al. 2012). Ironically, hotels, as they are physically tethered to the destination are more reliant on its overall wellbeing in comparison to other sub-sectors of the tourism industry (UNWTO, UNEP, & WMO, 2008). Thus, when it comes to the CSR-driven initiatives undertaken by companies in the tourism and hospitality industry, particularly hotels, it is important that we consider the effects it may have on a host community’s socioeconomic

situation (Bohdanowicz & Zientara, 2008). Therefore, the purpose of this basic qualitative study is to explore the processes by which the Sustainability Partnership Program creates value with the communities surrounding Fairmont Chateau Lake Louise and Fairmont Banff Springs. My research questions include:

1. Does Fairmont Chateau Lake Louise and Fairmont Banff Springs ensure that their intended impacts are creating shared value?
2. How does Fairmont Chateau Lake Louise and Fairmont Banff Springs balance day-to-day operations with giving back to the community?
3. Does Fairmont Chateau and Fairmont Banff Springs mobilize their assets to support the community?

Fairmont Hotels and Resorts was chosen as they are internationally recognized for their socially responsible behaviour; guided by its Green Partnership Program, an environmental initiative pioneered by its Canadian properties in 1990 (see Boluk, 2017). Additionally, Fairmont Chateau Lake Louise and Fairmont Banff Springs seemed like rational choices to focus on both properties due to their proximity and the fact that both locales are marketed together under 'Banff Lake & Louise Tourism'. Markedly, Chateau Lake Louise and Banff Springs are both located in the heart of Banff National Park, a UNESCO World Heritage Site, highlighting an increased need to protect the environment and embrace a sustainable orientation. Distinctly, Fairmont's award-winning Sustainability Partnership Program focuses on not just improvements in green initiatives, such as energy and water conservation, and waste management, but also social initiatives such as innovative community outreach programs involving local groups and partnerships (Fairmont, n.d).

CHAPTER TWO: LITERATURE REVIEW

2.0 Literature Review

This study focuses on understanding the processes of developing corporate sustainability programs, and engaging stakeholders in an effort to create value between two Fairmont properties and their surrounding communities in Banff National Park, Alberta, Canada. Thus, the four main bodies of literature compiled for this review are: Corporate Social Responsibility (CSR), Creating Shared Value (CSV), Stakeholder Engagement, and Asset Based Community Development (ABCD).

2.1 Corporate Social Responsibility

2.1.1 Introduction to the Concept of Corporate Social Responsibility (CSR)

Corporate Social Responsibility (CSR) has an extensive and varied history, with evidence of the business community's concern for society tracing back for centuries (Carroll, 1999). Nevertheless, the concept of CSR, "is mostly a product of the twentieth century, especially from the early 1950s up to the present time" (p. 19). While there are a number of works credited for playing a role in developing the social responsibility concept, it is Howard R. Bowen's (1953) landmark publication *Social Responsibilities of the Businessman* that is often credited for commencing the modern era of CSR literature, detailing specific practices which promote societal contributions (Carroll, 1999).

The underpinnings of CSR as a concept [that of an implied social contract], date back to the writing of the Greek philosopher Epictetus, serving as a principal to the intellectual system in the first half of the seventeenth century (Anshen, 1970). Nevertheless, the roots of CSR can be traced back to the age-old disciplines of sociology, spirituality, management, economics, philosophy and ethics (Valli, 2015). Subsequently, the concept of CSR has increasingly been

adopted by many leaders in the private sector industries such as natural resources extraction, manufacturing, textiles and forestry (Dodds & Kuehnel, 2010). CSR has also been embraced by other business-based disciplines such as accounting and marketing (Mangion, 2006).

The next section will focus on unpacking the challenges in defining the concept of CSR and selecting a definition to guide this research. This will be followed by a brief overview of CSR history encompassing two broad periods divided into two separate sections— before 1950 and from 1950 to present. The review will also discuss the role CSR is playing in our contemporary landscape, with firms developing management and organizational mechanisms for reporting and control on business's socially conscious policies and practices. The CSR literature within the broad context of tourism, and the narrower context of hotels and hospitality will be unpacked as well. Finally, this section will explore the evolution of CSV as a concept, CSV in a tourism context, and differences between CSV and CSR.

2.1.2 CSR Defined

Despite decades of debates, discussions, efforts, and research on the social responsibility of firms, there remains a big question of what CSR means, with no clear consensus amongst industry participants, academics or other interested parties (Sheehy, 2015; Wan-Jan, 2006). Some researchers share the opinion that no definition for CSR exists (Jackson & Hawker, 2001). Astonishingly, Dahlsrud (2008) claimed to have discovered 37 definitions. Part of the reason for the difficulty in establishing an agreed definition for CSR lies in the many frameworks and intersections of academic debate that have contributed gradually overtime to existing collective understandings of CSR (Coles, Fenclova, & Dinan, 2013). Mainly, this is due to CSR being informed by, and informing discourses in business ethics, stakeholder management, sustainability, and corporate citizenship (Schwartz & Carroll, 2008). Not only can CSR

prescriptions vary widely, but a number of different terms are employed, implying a congruence since they often use overlapping and connected but not identical ideas such as: ‘social responsibility’ (SR), ‘corporate responsibility’ (CR), ‘corporate social and environmental responsibility’ (CSER), ‘corporate citizenship’, company stakeholder responsibility’, ‘corporate sustainability management’, and ‘corporate sustainability and responsibility’ (Coles et al., 2013). Furthermore, CSR was erroneously equated exclusively with corporate philanthropy (Porter & Kramer, 2002; Frederick, 2006).

Notably, Carroll (1979/1999) identified four different categories of CSR, which include businesses’ fulfillment of economic, legal, ethical and discretionary/philanthropic responsibilities (see figure 1 below).

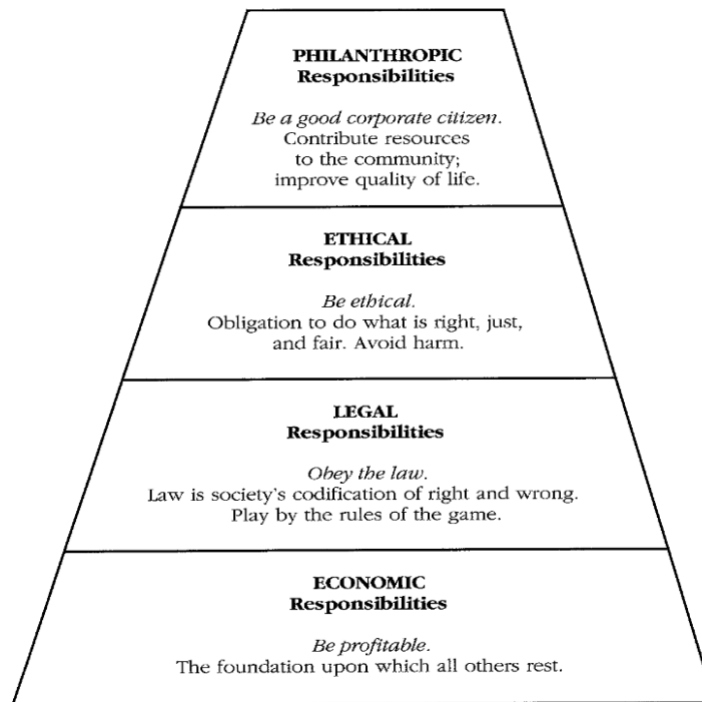


Figure 1: Carroll’s CSR Pyramid (Carroll, 1991)

This four-part definition of CSR has been stated as follows: “The social responsibility of business encompasses the economic, legal, ethical, and discretionary [later referred to as

philanthropic] expectations that society has of organizations at a given point in time” (Carroll 1979, p. 500, 1991, p. 263). Since its formation, this definition by Archie Carroll, a recognized leader in the CSR field, has been used successfully in research for over 25 years. However, due to the current study’s focus on the process of engaging with stakeholders (in particular the community), the definition from Khoury, Rostami, and Turnbull (1999) was selected for its detail in pinpointing a variety of stakeholders and elements that align with this study:

Corporate social responsibility is the overall relationship of the corporation with all of its stakeholders. These include customers, employees, communities, owners/investors, government, suppliers and competitors. Elements of social responsibility include investment in community outreach, employee relations, creation and maintenance of employment, environmental stewardship and financial performance (p. 327).

This section unpacked the challenges in defining the concept of CSR and provided a definition that will guide this research. The next section provides a succinct summary of CSR history encompassing two broad periods divided into two separate sections— before 1950 and from 1950 to present.

2.1.3 Historical Development of CSR: Social Initiatives and Practices Prior to 1950

The influence of business on society can be traced back to the earliest origins of commercial activity, and an expectation of responsibility to society beyond that of profit generation may have also existed for centuries (Carroll & Shabana, 2010). Precisely, the history of the idea that businesses had obligations to pursue policies, decisions, and actions that were seen as desirable by society date back at least to ancient Mesopotamia (Williams, 2014). King Hammurabi of Ancient Mesopotamia, who ruled around 1700 BC, introduced a code in which builders, innkeepers, or farmers were put to death if their negligence caused the deaths of others, or major inconvenience to local citizens (Asongu, 2007). According to Heath (2013) the patronage activities of trade dynasties in Europe, such as the Medici during the Italian

Renaissance are often mentioned as an early example of business giving back to society.

Generally, early proponents of CSR were Chief Executive Officers and business leaders from the big oil and energy companies, telecommunication corporations, and automobile manufacturers of the 1920s (Frederick, 2006). Markedly, as early as 1917, Henry Ford announced that the aim of Ford Motor Company was to do as much as possible for everybody concerned (Lee, 2008).

While there are many examples of social initiatives and practices prior to the 1950s, perhaps one of the more useful starting points to examine is the Industrial Revolution encompassing the mid-to-late 1800s (Carroll, 2008). According to Wren (2005), the industrial betterment/welfare movement of this early period is depicted as an uneven blend of humanitarianism, philanthropy, and business acumen; with welfare schemes arising from this movement seeking to prevent labor issues and improve performance by taking actions which could be interpreted as both business and social. Some examples of this include: the provision of hospital clinics, bathhouses, lunch-rooms, profit sharing, recreational facilities, and other such practices (Wren, 2005). During the later industrial period, company towns were founded both in Europe and the United States, which saw a number of companies assuming financial responsibility for the construction and maintenance of the city churches, bridges, roads, schools, even houses for the parish clerk and for the poor (Heath, 2013).

Ultimately, there is no easy way to summarize how the concept of social responsibility was growing in the industrialized world prior to the 1950s. Nonetheless, this section touched upon some of the developing themes and examples which sets the stage for the next section which will unpack the formal birth and growth of CSR in the 1950s.

2.1.4 Historical Development of CSR: Concept Formulation and Practices After 1950

The 1950s are widely viewed as the beginning of the ‘modern’ era of CSR, with the concept formally being recognized as an emerging field of management studies in the United States (Williams, 2014). Hence, a brief consideration of the past half-century or so captures most of what is relevant to contemporary executives (Carroll, 2015). Whilst, the 1950s were a relatively quiet period, the rising power of business was still apparent and the idea of social responsibility grew partially in response to this (Carroll, 2015). Notably, Frederick (2006) contended that there were three core ideas about CSR that stood out in the 1950s: (1) manager as a public trustee; (2) balancing of competing claims to corporate resources; (3) and corporate philanthropy- business support of good causes. CSR grew in popularity and took shape during the 1960s, driven largely by the social movements in the realms of civil rights, women’s rights, consumer’s rights and a desire for environmental protection which defined the times, particularly in the United States, and by forward-thinking scholars who were attempting to articulate what CSR really meant for business (Carroll & Shabana, 2010). During this time, workers’, consumers’ and citizens’ expectations gave stronger shape to the idea that businesses had responsibilities to certain stakeholder’s other than the traditional stockholders (Carroll, 2015). During the 1960s, business giving transitioned from personalized charity driven by industrial tycoons donating to their pet projects, to more formalized giving programs representing company-wide interests (Carroll, 2015). The term “corporate social responsibility” did not come into common use until the late 1960s and early 1970s after many multinational corporations formed the term ‘stakeholder’, meaning those on whom an organization’s activities have an impact (Bhaduri & Selarka, 2016).

The 1970s witnessed a significant growth in the concept of CSR by bringing new concepts such as corporate social responsiveness (Ackerman 1973; Ackerman & Bauer, 1976; Sturdivant & Ginter, 1977) and corporate social performance (CSP) (Carroll, 1979; Preston, 1978; Sethi, 1975/1979). Furthermore, the 1970s marked the United States federal government most lucid response to the issues of the 1960s (Carroll, 2015). This came in the form of new laws, agencies and social regulations which addressed, formalized, and institutionalized businesses responses to social and public issues in the wake of social movements (Carroll, 2015).

In the 1980s, the focus on developing new or refined definitions of CSR dominated the academic research on CSR (Bhaduri & Selarka, 2016). With President Ronald Reagan's election in 1980, he called upon companies and private initiatives to address social problems, further legitimizing the CSR movement, highlighting the importance of businesses and not government being the driving force for social responsibility (Carroll, 2015). The most significant advances to CSR in the 1990s came in the realm of business practice, as this period saw the concept expand from community involvement to an eventual and abiding concern for socially responsible products, processes, and employee relations (Bhaduri & Selarka, 2016). Subsequently, by the late 1990s the idea of CSR became almost universally sanctioned and promoted by all constituents in society from governments and corporations to non-governmental organizations and individual consumers (Lee, 2008). Large companies such as: Nike, Coca-Cola, IBM, Levi Strauss & Co., and McDonald's developed significant CSR reputations (Bhaduri & Selarka, 2016).

At the turn of the new millennium, the business community became fascinated with the notion of sustainability, or sustainable development, and this theme became an integral part of the CSR discussion (Carroll & Shabana, 2010). Similarly to CSR, sustainability is difficult to

define. Notably, in the 1987 Report on the *World Commission on the Environment and Development*, the Brundtland Commission defined it as: “development that meets the needs of the present without compromising the ability of the future generations to meet their own needs” (World Commission, 1987, p. 44). Subsequently, about a dozen Fortune 500 companies issued annual sustainability reports (Williams, 2014). From a practical perspective, contemporary CSR focuses on what is considered to be socially responsible practices from the perspective of a variety of stakeholders such as employees, customers, suppliers, communities, or the natural environment (Schwartz, 2011). Many corporations now have CSR managers, engage in CSR auditing and reporting, or discuss their CSR activities on their websites or in their annual reports (Schwartz, 2011). This section discussed the post 1950s period widely recognized as the formal birth of CSR. The following section will discuss CSR as it relates to hospitality industry practice and research.

2.1.5 CSR in Tourism and Hospitality Industry

Generally, the idea of CSR has been gaining traction within the hotel industry since the 1990s, with major hotel chains developing their own sustainability programs and taking on broadly defined social responsibilities (Kay, 1997). Specifically, hospitality companies have become engaged in a variety of CSR areas such as: community involvement, human resources, fair practices, energy savings, environmental products and safety (Kabir, 2011). However, it is important to note the story of environmental activist Jay Westerveld. In 1983, Westerveld was travelling in the Pacific islands and found a placard in a hotel asking guests to reuse their towels for the sake of the environment. Markedly, Westerveld perceived this request as a way for the hotel to save money, not the planet. Subsequently, in 1986 Westerveld published an essay based on this experience in which he coined the term “greenwashing” (Watson, 2017). Greenwashing

is “selective disclosure of positive information about a company’s environmental or social performance, without full disclosure of negative information on these dimensions, so as to create an overly positive corporate image” (Lyon and Maxwell, 2011, p. 9). Despite this early discourse on the motivations for CSR in hospitality and tourism, it would take another three decades for academic research in this area to gain noticeable traction. Recently, Font and Lynes (2018) conducted a search of the Web of Science database for refereed books and or articles that self-identified as being related to either CSR, corporate sustainability, corporate responsibility, or corporate social and environmental responsibility and either tourism or hospitality (including research related to airlines, cruise ships, and restaurants) and uncovered that over 70% of all articles on this subject have been published in approximately the last five years (See figure 2 below).

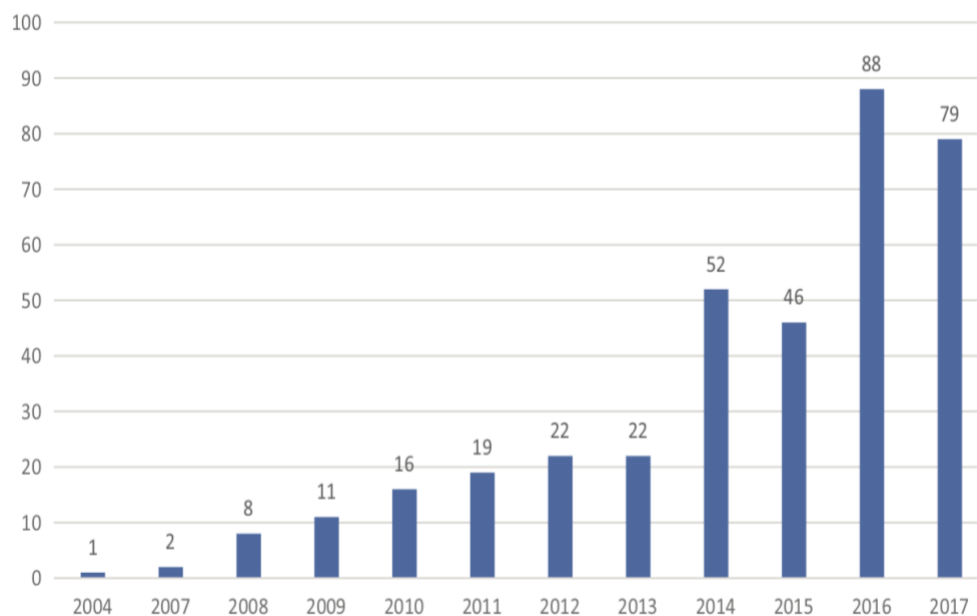


Figure 2: Number of published articles related to CSR and either tourism or hospitality (Font & Lynes, 2018)

Despite the impressive growth of publications in recent years, CSR in hospitality and tourism still remains an under-researched area, particularly as it relates to the hotel industry

(Moyeen et al., 2019). While the intention of this review is not to provide a comprehensive review of CSR in hospitality and tourism literature (see Aragon-Correa, Martin-Tapia, & de la Torre-Ruiz, 2015; Farrington et al., 2017; Font & Lynes, 2018; Moyeen et al., 2019; Serra-Cantalops et al., 2018) rather it is to discuss where and how this study responds to recent calls for further research in hospitality and tourism research.

In their recent review of CSR in tourism and hospitality, Font and Lynes (2018) identified that internal stakeholders (ie. shareholders, employees, and management) and external stakeholders (ie. consumers) are the main focus of current and past studies, with the role of suppliers, governments, and NGOs (non-governmental organizations) being largely overlooked. This current study attempts to take a look at these neglected external stakeholders as interviews conducted with representatives from government, NGOs, and a supplier in the communities surrounding the two hotels. Serra-Cantalops et al. (2018) propose that since managers and employees are also residents, they could exercise positive advocacy among the local community enhancing the hotel reputation and generating goodwill, thus examining the positive impact of hotel CSR on the local community through the facilitation of satisfied, committed, and engaged managers and employees could also be worth exploring. This current study involved the management team at both hotels as individual managers are asked questions about their experience being a part of the sustainability team and volunteering for outreach events.

Martinez and del Bosque (2013) suggested that given the priorities of CSR and the importance of the role of stakeholders and local communities in cities where companies operate, a potential area to explore is the effects on a community and further the extent to which companies may still feel responsibility to that community. Additionally, Martinez and del Bosque (2013) suggests that it would be interesting to analyze how companies create value

through CSR aspects. This current study not only looks at how Fairmont is creating value for the communities surrounding their two locations in Banff and Lake Louise, but also explores the affects Fairmont's CSR actions have had on the communities surrounding both properties.

Prud'homme and Raymond (2016) whom completed a case of five Canadian hotels looking at the implementation of sustainable development practices in the hospitality industry suggested that future research should investigate other types of hotel establishments such as "bed-and-breakfasts" and luxury establishments. In addition to Prud'homme and Raymond (2016), there is currently only a handful of studies that look at CSR in a Canadian hospitality and tourism context (Boluk, 2017; Dodds & Kuehnel, 2010; Gill & Williams, 2008; Graci & Dodds, 2009; Jayawardena et al., 2013; Reid, 2006; Williams, Gill, & Ponsford, 2007). This current study responds to this call as it takes a look at two luxury hotels inside Banff National Park. This previous section discussed CSR as it relates to hospitality industry practice and research, highlighting where and how this study responds to recent calls for further research in hospitality and tourism research. The next section will briefly review some of the key criticisms associated with the concept and application of CSR.

2.1.6 Critiques of CSR

Both the concept and application of CSR has attracted a range of criticism. Perhaps the most high-profile opponent of CSR is Milton Friedman. As referenced in the introduction of this dissertation, Friedman (1962) stated that there is only one social responsibility of business – to utilize its resources and engage in activities designed to increase its profits, so long as it partakes in open and free competition without deception and fraud. While there are a number of criticisms of CSR, as Dudovskiy (2012) points out criticism associated with the concept of CSR can generally be divided into five groups. First, CSR has been criticized for allowing businesses to

engage minimally in CSR-related activities, while still creating a positive brand image for a company by publicising their CSR efforts (see Aras & Crowther, 2010; Mullerat, 2009). Second, CSR has been criticized for the level of publicity associated with the concept, as it typically gives the impression that the majority of businesses are rigorously engaged in CSR-related activities, when in reality they are not (see Aras & Crowther, 2010; Freitag, 2008; Mullerat, 2009). Third, the CSR activities that some businesses partake in contradict with their actual business practices (Fernando, 2011; Mullerat, 2009). Fourth, the influence of large businesses and multinational corporations increases in society with their active engagement in CSR issues, as businesses would be in position to significantly influence various aspects of society through their active engagement in CSR for unethical or even illegal purposes (see Mullerat, 2009; Tolhurst et al., 2010). Fifth, CSR has been criticized for being an empty promise of sorts and only an effective public relations tool (see Banarjee, 2007; Ciliberti et al., 2008; Heath, 2010; Johnson et al., 2008; Mullerat, 2009).

Markedly, Hopkins (2005, p. 544) identified seven specific criticisms of CSR: (1) Lack of definition, everyone seems to have their own concept or definition; (2) CSR is just part of public relations to bamboozle an increasingly skeptical public; (3) CSR is just another word for corporate philanthropy and that the contribution that a business directly makes to the welfare of society (or the planet') is to be viewed as largely independent of its profitability; (4) CSR is misleading as it diverts attention from key issues; (5) CSR ignores development economics and its concerns with capitalism, neo-liberalism and, anyway, is just a proxy to introduce socialism through the backdoor; (6) The social responsibility of business begins and ends with increasing profits. CSR is an unnecessary distraction; (7) CSR is a sham because companies cannot be left

to self-regulate. This last section provided an overview of some key criticisms associated with the concept and application of CSR

While it is important to consider some of these key criticisms of CSR, it is also important to keep in mind the original purpose of CSR which was to align a company's social and environmental activities with its business purpose and values (Rangan, Chase, Karim, 2015). Furthermore, it is also important to consider that perhaps the increasing pressure to frame CSR as a business discipline, and the expectation that every initiative deliver business results is asking too much of CSR, distracting from its main goal (Rangan et al. 2015). Contrastingly, the concept of creating shared value (CSV) can perhaps serve as an alternative, as it equally focuses on creating economic value and social value. This next section will introduce the concept of CSV, and expand on why it might be an alternative that provides enough compromise for CSR critiques.

2.2 Creating Shared Value

2.2.1 Introduction to Creating Shared Value (CSV)

A relatively new approach to socially responsible business practices has been introduced – the concept of creating shared value (CSV). CSV is a rather novel concept, contending that societal progress is at the heart of a company's economic success, and tending to society's issues leads to ample opportunities for improved competitiveness and value creation of the organization (Lapiņa, Borkus, & Stariņeca, 2012). According to Porter and Kramer (2011), shared value creation is a way of re-connecting a company with the society it is rooted in, through identifying and expanding the connections between societal and economic progress. Essentially, this means recognizing societal needs not as strictly a burden on the business that only brings higher costs, but as a way to improve business performance while creating added value for society as well

(Lapina et al., 2012). A “CSV company” no longer thinks of profitability only, but rather focuses on achieving sustainable competitiveness through simultaneously delivering positive impact. Furthermore, CSV seeks to address the task of regaining trust in business in a current age of distrust (Porter & Kramer, 2011). It is a disruptive scenario in its simplicity, because it challenges the preconceived notion of capitalism, where business growth is largely inconsistent with the idea of sustainability; a zero-sum game in that it exploits the majority of the working class, prioritizes profit over social good, natural resources and the environment, which in recent decades has damaged the link between companies and the communities in which they operate (Starace, 2017). Moreover, CSV has garnered vast attention in the business community and among management scholars and educators (Crane et al., 2014).

The concept of creating shared value (CSV) emerged from a series of Harvard Business Review (HBR) articles written by Michael E. Porter and Mark R. Kramer. Given the short history of the concept, there is limited research on CSV available, thus the current understanding of the concept is greatly based on the work of Porter and Kramer. This work began in the late 1990’s with a focus explicitly on the nonprofit sector, specifically an examination of how foundations can create social value (Porter & Kramer, 1999). This soon extended into a piece exploring how corporate philanthropy can create social and economic value, introducing for the first time the authors’ ideas about using social programs to enhance the firm’s competitive context (Porter and Kramer, 2002). By the mid 2000s, this had developed into a broader analysis of how to integrate corporate social responsibility (CSR) into core business strategy, and the term “shared value” was used for the first time (Porter & Kramer, 2006). Ultimately, five years after their initial formulation, the full conceptualization of shared value was set out by Porter and

Kramer in the cover article of the January/February 2011 issue of HBR under the themed heading of “The Big Idea.” (Porter & Kramer, 2011).

While the 2011 Porter and Kramer article does not depart in any substantial way from, or advance too far beyond earlier work, it did offer a more substantial conceptualization of CSV. Particularly, the authors for the first time advanced a definition of shared value: “policies and operating practices that enhance the competitiveness of a company while simultaneously advancing the economic and social conditions in the communities in which it operates” (Porter & Kramer, 2011, p. 6). Furthermore, three ways of creating shared value were articulated: (1) re-conceiving products and markets by seeking out social problems where serving consumers and contributing to the common good might be achieved in parallel; (2) redefining productivity in the value chain by simultaneously enhancing the social, environmental, and economic capabilities of supply chain members; and (3) enabling local cluster development so that various developmental goals may be achieved in cooperation with suppliers and local institutions (Porter & Kramer, 2011). CSV is now embraced by many of the world’s leading corporations such as: Nestle, Intel, Coca-Cola Company and Western Union (Moore, 2014). Additionally, the framework and language of shared value has spread quickly beyond the private sector to governments, NGO (non-governmental organizations), civil society and academia (Moore, 2014).

2.2.2 Measuring Shared Value

Despite the widespread embrace of CSV, the tools to put this concept into practice are still in its early stages (Porter et al., 2012). Remarkably, even the companies that are most adept in pursuing shared value today lack the data they need to enhance its results. Naturally, companies cannot know the extent to which they are creating shared value if they do not measure their progress on social objectives. Furthermore, when companies do not understand or

rigorously track the interdependency between social and business results, they miss important opportunities for innovation, growth, and social impact at scale (Porter et al., 2012). Hence, in order to unlock shared value for companies and scalable solutions to problems, measurement approaches must be linked to social and business results. Fittingly, Porter et al. (2012) examined emerging measurement practices in more than a dozen companies that are pursuing shared value strategies (ie. Nestle, Intel, and Intercontinental Hotels Group) and came up with an integrated shared value strategy and measurement process that includes four steps (see figure 3 below).

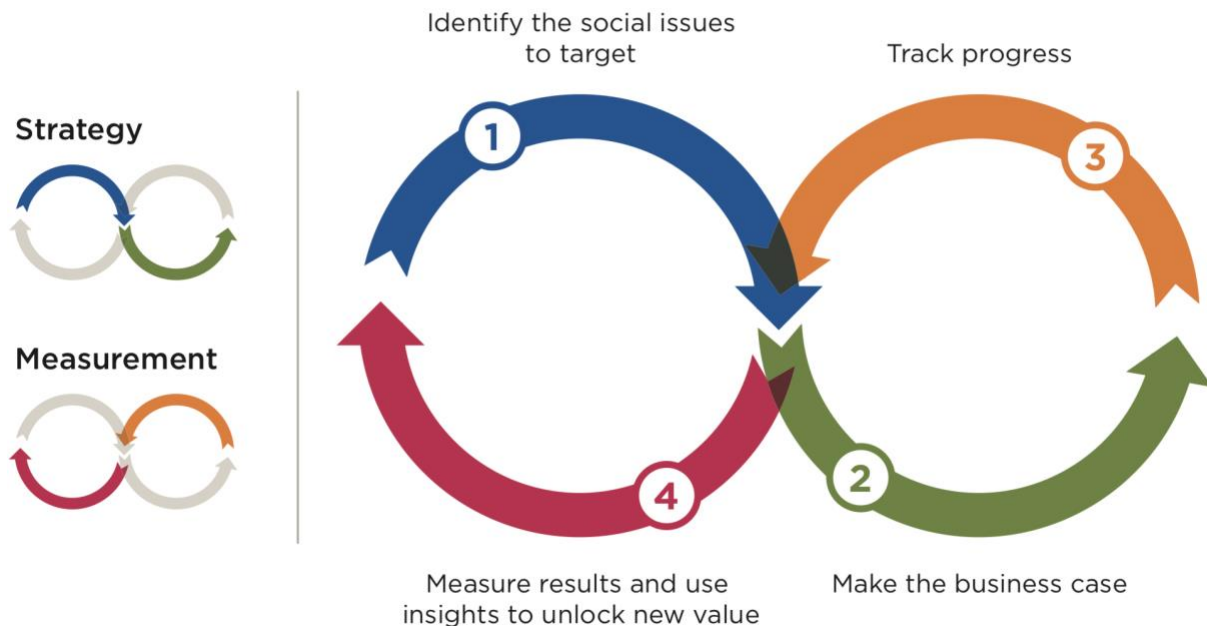


Figure 3: Integrating Shared Value Strategy and Measurement (Porter et al., 2012, p. 4)

The four steps include: (1) Identify the social issues to target; (2) Make the business case; (3) Track progress; (4) Measure results and use insights to unlock new value. First, identifying and prioritizing specific social issues that represent opportunities to increase revenue or reduce costs requires a systematic approach. Specifically, screening unmet social needs and an analysis of

how they overlap with the business across the three levels of shared value (ie. how targeting unmet needs drives incremental revenue and profits; how better management of internal operations increases productivity and reduces risks; how changing societal conditions outside the company unleashes new growth and productivity gains). Second, making the business case is based on research and analysis of how social improvement will directly improve business performance, identifying social impact potential at one or more of the three levels and making a go/no-go decision. Third, tracking progress uses the business case as a roadmap, tracking inputs and business activities, outputs, and financial performance (revenues and costs) relative to projections. Finally, measuring results and using insights to unlock new value is focused on validating the anticipated link between social and business results and determining whether the outlay of corporate resources and efforts produced a good joint return. Additionally, insights and lessons from this analysis will inform opportunities for further value creation by refining the shared value strategies.

2.2.3 Creating Shared Value in Tourism and Hospitality

According to Legrand, Simmons-Kaufman, and Sloan (2012) shared value encourages hospitality and tourism companies to create economic and social value simultaneously by focusing on the social issues that each is uniquely capable of addressing. Additionally, hospitality companies can adapt themselves towards local traditions and culture or conversely disrupt traditional living activities in a community; hotels and resorts may equitably and tangibly enhance the living conditions of local communities or create greater gaps in purchasing power by price inflation in and around tourist destinations (Legrand et al., 2012). The idea of creating shared value has been explored sparingly in the tourism literature as a whole (see Boluk, 2013; Camilleri, 2012; Camilleri, 2016; Font et al., 2016; Hsiao & Chuang, 2016).

2.3.4 How CSV Differs from CSR and Criticisms of CSV

The distinction between CSR and CSV can be puzzling and there is a considerable amount of confusion and debate about the difference. Both CSR and CSV focus on societal needs and challenges and urge businesses to attend to those. Yet there are some significant differences between the two approaches. The most significant seems to be the perspective the company takes on society and its issues. While both approaches demand the business to consider the interests and needs of their communities and environment – along those of shareholders, employees and customers, CSR views this as an externality (Lapiņa et al., 2012). Furthermore, it implies doing good for someone or something outside the organization and its own needs; CSR means meeting society's expectations, complying with its requirements and undertaking extra activities to improve societal wellbeing (Lapina et al., 2012).

Porter and Kramer (2011) contend that CSV should supersede CSR in guiding the investments of companies in their communities. This is due to CSR programs focusing mostly on reputation and having only a limited connection to the business, making them hard to justify and maintain over the long run. Contrastingly, CSV is integral to a company's profitability and competitive position, as it leverages the unique resources and expertise of the company to create economic value by creating social value. Conversely, there are supporters of CSR, such as Kalisch (2002) whom argue that CSR can contribute to an increase in consumer confidence at a time where customers and society at large have decreased their trust in business standards and ethical behaviour. From this viewpoint, CSR is based on the premise that sustainability cannot be achieved if businesses do not take responsibility for their actions towards society. Hence, it is common to use the term triple bottom line, referring to the point that businesses have to be aware and responsible for the economic, social and environmental impacts they produce with their

activities (Elkington, 1998). Nevertheless, while there is some difference between CSV and CSR, it is still unclear if CSV is an original approach to socially responsible business activities that will replace the “outdated CSR approach” as Porter and Kramer position it to be, or if it is just a different view on CSR. For a visual overview of the differences between CSR and CSV refer to figure 4 below.

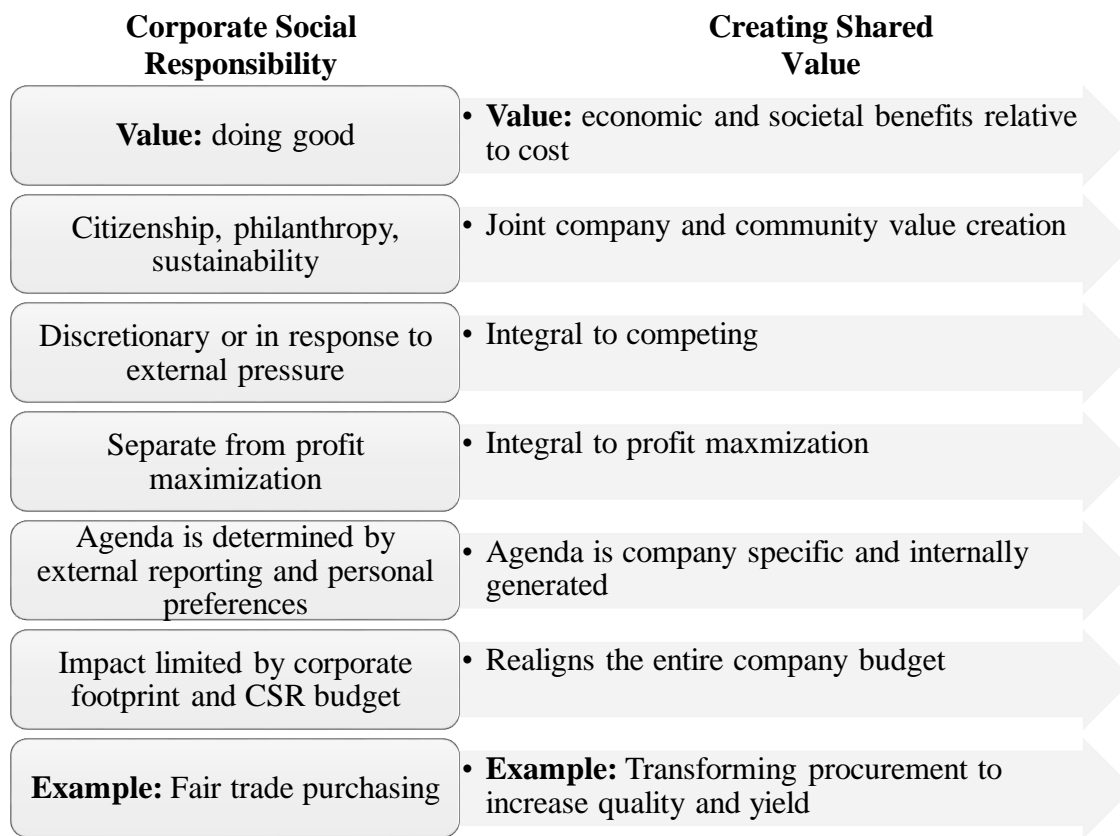


Figure 4: CSR vs CSV (Porter & Kramer, 2011)

Despite its popularity amongst practitioners and positive reception in the management literature respectively, CSV is not without limitations. Markedly, Crane et al. (2014) provide three main critiques of CSV. First, CSV is unoriginal as its core premises bear similarity to the existing concepts of CSR, stakeholder management, and social innovation. Second, CSV ignores the tensions between social and economic goals as it fails to deal with tradeoffs between

economic and social value creation, along with any negative impacts on stakeholders. Simply, CSV offers no direction for the many situations where social and economic outcomes will not be aligned for all stakeholders. Finally, CSV is naïve about the challenges of business compliance as it assumes that compliance with legal and moral standards are a given. Additional critiques of CSV is that it is simply not realistic, as managers often state it “doesn’t fit the business case” or “how are we supposed to measure the impact?” (Laughland & Bansal, 2011). Furthermore, factors such as organizational structure may impede managerial discretion and decision-making.

This section provided a broad analysis of the concept of corporate social responsibility (CSR) from both an industry and societal perspective. A comprehensive summary of the emergence of the concept of CSR was offered. CSR and its progression in the context of hospitality and tourism was explored along with the gaps in the literature this study aims to respond to. Next, the concept CSV was detailed. In particular, the evolution of CSV as a concept was discussed, CSV and its meaning in a tourism context, differences between CSV and CSR, along with critiques of CSV were also unpacked. The next section will take a look at stakeholder engagement and the evolution of the term “stakeholder”.

2.4 Stakeholder Engagement

2.3.1 Evolution of the “Stakeholder”

The concept that businesses have an obligation beyond their fiduciary duty to stakeholders has been present in the literature for nearly 70 years (Cummings & Patel, 2009). Specifically, the concept of stakeholder participation has its roots in the business management and public administration literatures (Byrd, 2007). Nevertheless, there remains ambiguity around the actual word “stakeholder” and its origins. Slinger (1998) suggested the idea of a “stakeholder” dates back to the eighteenth century and signified a person who held stakes of

betters in a gamble. Conversely, the term has been said to have first appeared in the management literature as a part of an internal memorandum at the Stanford Research Institute (SRI) in 1963, challenging the notion that stockholders are the only group to whom management need be responsive (Freeman et al., 2010). By the late 1970s and early 1980s, scholars and practitioners were looking to develop management theories to help explain management problems that involved high levels of uncertainty and change (Parmar et al., 2010). Markedly, Robert Edward Freeman developed stakeholder theory as a proposal for the strategic management of organizations in the late twentieth century (Mainardes, Alves, & Raposo, 2012). Subsequently, Freeman's 1984 landmark book, *Strategic Management: A Stakeholder Approach* is often cited as the founding theoretical contribution; establishing the idea that corporations have stakeholders (Mainardes et al., 2012). Until this time, shareholders were viewed as the dominant voice of corporations (Friedman, 1970). The emergence of stakeholder engagement has resulted in more companies becoming aware of the power of stakeholders and their potential to enhance or damage reputation. Specifically, those that empower their staff to engage with stakeholders, such as customers, can avert potential damage from negative customer feedback, and also gain intelligence for strategic or tactical purposes (Bruce & Shelly, 2010).

Since its inception in the 1980s, stakeholder theory has established itself among researchers and management professionals as a new managerial model. Moreover, this theory has since achieved influential status, with several landmark contributions in organizational management and business ethics literature during a consolidation period of sorts in the 1990s (Donaldson & Preston, 1995; Mitchell, Agle, & Wood, 1997; Wheeler & Sillanpää 1997). Notably, Donaldson and Preston (1995) justified the fundamental content and significance of the theory and discussed it under a managerial perspective. Markedly, Mitchell et al. (1997) explored

the issues of stakeholder analysis and legitimacy, based on stakeholder's power, urgency and legitimacy classified them into latent, expectant, and definitive stakeholders. Wheeler & Sillanpää (1997) identified potential company stakeholder groups such as customers, investors, employees and managers, local communities, future generations, government, competitors, media, natural environment, suppliers, and business partners. Subsequently, potential stakeholder groups have been classified in different ways: primary vs secondary (see Carroll, 1993), social vs nonsocial (see Wheeler & Sillanpää, 1997), external vs internal (see Freeman, 1984), and voluntary vs involuntary (see Post et al., 2002).

2.3.2 Defining Stakeholder

The term “stakeholder” has been adopted extensively over the last two decades (Mainardes et al., 2011). Despite widespread popularity amongst businesses, governments, NGOs and even with the media, many who adopt the term neither define the concept, nor provide any clear understanding of what they mean about what a stakeholder is (Mainardes et al., 2012). Bruce and Shelly (2010) highlight how stakeholders have been categorized as “narrow” (groups essential to the survival and success of the organization) and “broad” (those less directly linked). Narrow stakeholders include owners, staff, suppliers and customers while broad stakeholders are the community, government, and the environment (Bruce & Shelly, 2010, p. 32). Others have categorized stakeholders as ‘moral’ or ‘strategic’, ‘claimants’ and ‘influencers’ (Freeman, 1984; Greenwood, 2007). Consequently, scholars have not been able to agree on what exactly constitutes a stakeholder (Mitchell et al., 1997). However, for the purposes of this study we will only focus on one broad and one narrow definition. Perhaps, the broadest and most cited definitions of a stakeholder is “any group or individual who can affect or is affected by the achievement of the organization’s objective” (Freeman, 1984, p. 46). A stakeholder can narrowly

be defined as those groups “on which the organization is dependent for its continued survival” (Freeman & Reed, 1983, p. 91).

Similarly, finding a definitive definition of the term stakeholder engagement is not a linear process either. Various definitions are available, propelled by particular schools of thought and or philosophies on organizational performance, change and sustainability (Morphy, n.d.). Particularly, some definitions view stakeholder engagement as a process with the end goal being the success of the organization or an initiative. For example, “stakeholder engagement is the process used by an organization to engage relevant stakeholders for a purpose to achieve accepted outcomes” (AccountAbility, 2008). Conversely, more philosophical approaches stress inclusivity and imply an organizational mission or vision of continuous stakeholder/societal engagement (Morphy, n.d.). For example, International Finance Corporation (2007) posited that the term stakeholder engagement has been evolving as a means of describing a broader, more inclusive and continuous process between a company and those potentially impacted encompassing an array of activities and approaches, and spans the entire life of a project. Altria Corporate Services Inc. (2004) also embraced a deeper philosophical approach; suggesting that engagement is not an end in itself, but a means to help foster better relationships with the societies in which we operate, eventually leading to improved business planning and performance.

Under ideal conditions, stakeholder engagement could be interpreted as a mutually beneficial form of cooperation which takes the form of a ‘moral partnership of equals’ (Phillips, 1997, p. 54). However, in reality, it is likely that the organization and its stakeholders are not of equal status and that the terms of any co-operation are set by the more powerful party (Greenwood, 2007). Thus, the notion of stakeholder engagement is ripe for further examination.

This section took a look at defining the term 'stakeholder'. The next section will examine the importance of stakeholder engagement in relation to CSR.

2.3.3 The Importance of Stakeholder Engagement and Relation to CSR

Organizations can no longer choose whether they want to engage with stakeholders or not; the only decision they need to make is when and how to engage (Jeffery, 2009).

Thus, stakeholder engagement is a central theme in stakeholder theory, as those groups who can affect or are affected by the achievements of an organization's objectives should have an opportunity to be involved with the development of decisions that affect them (Bellantuono, Pontrandolfo, & Scozzi, 2016; Freeman, 1984). Hence, meaningful engagement occurs when firms, are aware of the changes in wider society and how they relate to organizational performance, and choose to create relations with stakeholders as a means to manage the impact of those changes (Jeffery, 2009). Markedly, Andriof and Waddock (2002) contend that in order to achieve the successful implementation of CSR, managers must connect with their stakeholders through formal and informal dialogues and engagement practices, in the interests of common goals, and convince them to support the firm's chosen strategic course. If CSR is about reducing negative and boosting positive environmental and social impacts, then stakeholder engagement is one of the essential abilities and key activities which enable this to happen successfully and effectively (Grayson, 2009). Generally, stakeholder engagement is a key part of CSR, as it requires firms to engage their stakeholders in dialogue to find out what social and environmental issues matter most to them in order to improve decision-making and accountability (Adhariani, Sciulli, & Clift, 2017).

Contrastingly, Greenwood (2007) suggests that the assumption that stakeholder engagement is directly linked to the responsible treatment of stakeholders is, just that, an

assumption. The logic of this argument is based on an analysis of the moral status of stakeholder engagement which showed that, although stakeholder engagement has moral elements, it is primarily a morally neutral activity. Mainly, Greenwood (2007) asserts that organizations can engage its stakeholders in order to further corporate objectives rather than out of any sense of moral obligation. There are several potential takeaways for the hospitality industry in understanding how a hotel firm such as Fairmont navigates this moral tug of wars at their sites. This section examined the importance of stakeholder engagement in relation to CSR. The next section will take a look at the concept of community participation as it seeks to understand its relation to the stakeholder concept in the wider tourism literature.

2.3.4 Community Participation

The importance of involving diverse stakeholders in tourism planning is receiving growing recognition (Byrd, 2007; Waligo, Clarke, & Hawkins, 2013; Robson & Robson, 1996). According to Byrd (2007), Tourism stakeholders can be described as “any group or individual who can affect or is affected by tourism development in a certain region” (p. 6). Specifically, they can include: local residents, private business or public authorities, who might co-operate and collaborate to develop a common “vision” for tourism (Yuksel, Bramwell, & Yuksel, 1999, p. 351). The existence of a wide variety of stakeholders with diverse opinions, multiple problem visions and different interests, all contribute to the complexity of the tourism destination planning process (Pjerotić, Rađenović, & Tripković-Marković, 2016). Notwithstanding the complexity of the planning process, one feature acknowledged for successful destination management planning is a high level of stakeholder engagement, especially of the local community (Robinson, 1999; Timothy & Tosun, 2003; Tosun, 2006). The concept of having a high level of stakeholder engagement of local community members is not a new one by any

means. For over three decades, the concept of a community participation approach has garnered a substantial amount of support as an essential element of sustainable tourism development (Blank, 1989; Gunn, 1988; Haywood, 1988; Jamal & Getz, 1995; Keogh, 1990; Murphy 1985/1988; Reed, 1997; Simmons, 1994). Interestingly, these trailblazing scholars made sizeable contributions to studies of the participatory tourism development approach by advocating it under the prevailing conditions in the developed world during the 1980s and early 1990s (Tosun, 2000). Tosun (2005) contends that this can be attributed to the accumulated participatory experience in other parts of life along with economic, social, political and cultural factors that are more enabling; such as a more democratic government, higher levels of educations, and more accessible services of welfare in western countries having built the infrastructure for the participatory tourism development approach. It is also worth noting the work of Brent Ritchie in the area of community participation and tourism stakeholder involvement, a pioneer within a Canadian context [mostly in Alberta, Canada the same site as this study]. A large portion of Ritchie's work has also focused on the processes for involving the local community in tourism development broadly (Ritchie, 1988; Ritchie, 1993; Ritchie, 1999). Ritchie (1988) performed a structured survey of the people of Alberta, Canada in an effort to provide an insight into the resident's views on all aspects of local tourism. Ritchie (1993) detailed a community-based process involving a task force of 18 committed citizens and industry leaders in the city of Calgary, Canada for a period of over 12 months. After establishing how tourism was connected to other opportunities for economic and social development, these Calgary residents focused on crafting a vision statement describing how they felt Calgary could and should develop as a tourism destination over the next 15-20 years (Ritchie, 1993). Ritchie (1999) examined the interplay between values (the "deeply held, enduring beliefs") of stakeholders (those affected)

and the strategic planning and vision formulation process of Banff National Park in Alberta, Canada.

Notably, Peter Murphy's seminal book *Tourism: A community approach* is often credited for sparking the fundamental notion of community involvement as a core aspect of sustainable tourism development, connecting it to rural tourism, but also positioning it as a universal development paradigm as opposed to a top-down and market led approach (Murphy, 1985). Remarkably, Murphy (1985) suggested that it should be mandatory for development to align with the desires and customs of local people, simply due to the fact that tourism is dependent on local hospitality; and that local community support is likely to increase with greater engagement and consultation. Generally, the negative impacts from tourism are usually felt most by the local community and if the community rejects tourism this will have considerable impacts on the local industry, since a significant component of visitor satisfaction will depend on the quality of their engagement with locals (Leiper, 2004). Thus, it is important to examine the extent to which local residents are thoroughly informed and invited to join in the tourism-planning process (Mak, Cheung, & Hui, 2017).

Particularly, the concept of community participation (CP) is essential for sustainable tourism development, as tourism has a close relationship with the livelihood of the local community (Hossen, 2016; Scheyvens, 1999). Moreover, tourism destinations are communities with which local residents interact (Blank, 1989). Interestingly, scholars have not come to a conclusion on the meaning of the term CP because different wordings have been used interchangeably (Mak, Cheung, Hui, 2017). This can be attributed to both the complexity of the phenomenon and the challenges involved in mitigating the divergent goals of locals, as well as in a broad range of sociocultural, political, and economic conditions.

Community Participation has also been referred to in many definitions as “citizen participation” or “public participation (Shani & Pizam, 2012). Nevertheless, some notable definitions in the literature include Haywood (1998) who in the context of tourism planning, defines community participation as a “process of involving all [stakeholders] (local government officials, local citizens, architects, developers, business people, and planners) in such way that decision-making is shared” (p. 106). Tosun (2006) defines CP as “a categorical term that legitimizes various forms (direct, indirect, active, passive, etc.) of participation at different levels (local, regional, and national) under specific circumstances” (p. 494).

Despite the abundance of terms used to describe the phenomenon, Timothy (1999) stated that CP in tourism can be viewed from two main perspectives: (1) participation of the public in benefits generated from tourism development and (2) participation of the public in the decision-making process throughout the tourism planning and development process. While the focus of this study embraces the second perspective, it is worth noting that these two perspectives are often regarded as interrelated (Shani & Pizam, 2012). However, it is important to stress that CP is not a dichotomous structure with only two forms of participation, either participation or lack of participation; it is a continuum. The range of different levels of participation is also termed a “typology of participation” in the literature (Arnstein, 1969; Pretty 1995; Tosun, 1999). A typology containing a range of participation levels can be interpreted as the outcomes or the end products of participation, Arnstein (1969), Pretty (1995), Choguill (1996), Tosun (1999), and Selin (1999) are widely viewed as the pioneers in the development of community participation typologies. However, only Tosun (1999) and Selin’s (1999) typologies of participation are directly related to tourism.

This section unpacked the history behind the word “stakeholder” and offered a wide overview of stakeholder engagement and its evolution as an influential concept within organizational management and business ethics. The word “stakeholder” was then defined with one broad example and one narrow example. Stakeholder engagements relevance in relation to CSR was then briefly explained. This section also explored salient themes within stakeholder literature. Finally, the concept of community participation in the tourism context was explored. The next section takes a look at the concept of Asset Based Community Development (ABCD).

2.4 Asset-Based Community Development (ABCD)

In recent years, asset-based community development (ABCD) (otherwise known as asset-based and citizen-led development) has captivated the attention of community development practitioners around the world as an innovative strategy for community-driven development in urban neighbourhoods and rural communities (Mathie and Cunningham, 2003). Initially, ABCD was developed by John L. McKnight and John P. Kretzmann at the Institute for Policy Research at Northwestern University, United States as a way to challenge traditional solutions to urban problems, which tend to focus on the needs and deficiencies of neighborhoods (Kretzmann and McKnight, 1993). The premise of ABCD is that communities can participate in the development process themselves by identifying and mobilizing existing (but often unrecognized) assets, thereby responding to and creating economic opportunities as a means for sustainable development (Kretzmann & McKnight, 1993; Mathie & Cunningham, 2003/2005). ABCD also suggests that all residents, regardless of age, gender, race and ethnic background, place of residence, or other characteristics can play an effective role in addressing important local matters (see table 1 below) (Beaulieu, 2002).

Traditional approaches (needs-based)	Assets-based approach
Focuses on deficiencies: communities have deficiencies.	Focuses on effectiveness: communities and its citizens have capacities and assets
Results in fragmentation of responses to local needs.	Builds independencies
Makes people consumers of services; builds dependence.	Identifies ways that people can give of their talents
Residents have little voice in deciding how to address local concerns.	Seeks to empower (all) people

Table 1: The needs-based approach contrasted with the assets-based approach to development. Adopted from Bileau (2002, p.4)

Furthermore, ABCD suggests that those who are marginalized and usually defined in terms of needs and problems, such as youth, seniors, people with disabilities, welfare recipients and local artists can (and should) participate in community development (Kretzmann & McKnight, 1993). Thus, being ‘asset-based’ means that *“community development strategy starts with what is present in the community, the capacities of its residents and workers, the associational and institutional base of the area – not with what is absent, or with what is problematic, or with what the community needs”* (Kretzmann & McKnight, 1993, p. 8). Since, this is the definition posed by the founders of ABCD, it appears the most in ABCD literature. Fittingly, it is the definition that will guide this study.

Despite the efforts of Mathie and Cunningham (2003/2005) to formulize ABCD into a strategy, approach, and a set of methods towards community development, some suggest that it should not be considered a theory or even a model. Rather, it has been suggested that ABCD should be considered more of an approach towards community development (Green and Haines, 2002), or an attitude (Ennis & West, 2010), or even a mechanism for development (Dolezal & Burns, 2015). Consequently, it is challenging to identify any specific conceptual basis of a theory behind the concept (Green & Haines, 2002). Nevertheless, ABCD is still widely regarded as

functional due to it relying on four complementary components (Mathie and Cunningham, 2005). First, it presumes that people have strengths and capacities, the discovery of which is a vital catalyst for taking action for change. Secondly, it emphasizes the key role played by formal and informal associations, networks, and extended families at the community level, and by the social relationships that connect local initiatives to external windows of opportunity. An ABCD approach highlights how and why associations in the community have been able to mobilize people for change in the past, pointing to the voluntary nature of (non kin-based) associations, the trust and reciprocity that exemplifies relationships among members, and the characteristics of leadership in essentially horizontal (rather than hierarchical) organizations. If each and every individual participates in several associations and social networks for different purposes, the number of social connections inside and beyond the community can be vast.

Third, the ABCD approach provides practical tools and methods that can be used by community members to identify and link assets. These include tools for mapping assets and analyzing the local economy, illustrating the potential linkages among assets to optimize local economic opportunity for both exporting out of the community and reducing the leaks that lead to unnecessary draining of resources. Finally, the ABCD approach is not only people-centered, as in the sustainable livelihoods approach (see Morse & McNamara, 2013), but it is a citizen-driven approach. The logical consequence of focusing on assets, capacities, and capabilities is to encourage a proactive role for the citizen, superseding the passive, dependent role of client in the welfare service delivery model of community development practice. The active citizen mobilizes (or is mobilized) at the associational level. This section introduced the concept of ABCD by discussing its evolution and emergence as a strategy amongst contemporary community

development practitioners. The next section will define the term assets in the context of ABCD and discuss the various forms of community capital.

2.4.1 Defining Assets

Before unpacking the concept of ABCD further, it is important to define the term assets. In the context of ABCD, Haines (2009) defined assets as “a resource or advantage within a community (of place)”. In the original conceptualization of ABCD Kretzmann and McKnight (1993) defined assets as the “gifts, skills and capacities” of individuals, associations and institutions” (p. 25). Reasonably, assets can take a mixture of forms within a community, as community development scholars have pointed out that within a community context assets can be seen as various forms of capital. Rainey et al. (2003) identified three forms of capital that they see as essential: human, public (physical), and social. Goodwin (2003) identified five kinds of capital: financial, natural, produced, human, and social. Green and Haines (2007) identified seven forms of community capital: physical, human, social, financial, environmental, cultural, and political. While there can be debate about the forms of community capital and which forms are more vital than others, it is important to understand that a community can identify its own assets and its own capital. Nevertheless, for the purposes of this review, three types of capital: physical, human, and social will be defined and discussed. These three were selected as they can be subdivided into other forms of capital (Haines, 2009).

In the context of community development, physical capital refers to the stock of buildings (houses, retail stores, factories) and infrastructure (roads, water, sewers) in a locality (Green & Haines, 2016, p. 90). Although redevelopment of buildings and infrastructure happens, physical capital is fairly immobile as it endures over a long time period and is fixed in place (Haines, 2009). Another quality of physical capital is the degree of both public and private investment,

public investment into infrastructure (roads, sewer, water) and private investment (residential, commercial, and industrial), with the expectation of a return on that investment (Haines, 2009). Human capital includes general education background, labour market experience, artistic development and appreciation, health, and other skills (Green & Haines, 2016, p. 136). In relation to physical capital, human capital is mobile, as people move in and out of communities allowing for change over time (Haines, 2009). According to Cohen and Prusak (2001) social capital is: “the stock of active connections among people: the trust, mutual understanding, and shared values and behaviours that bind members of human networks and communities and make cooperative action possible” (p. 3). The importance of social relationships is critical to mobilizing residents and is often an essential component for the success of a project or program (Haines, 2009).

This section defined assets, identified and unpacked three essential forms of community capital demonstrating that all forms of community capital are intricately linked together and are an essential part of sustaining communities and contributing to an improved quality of life. The next section will unpack some criticisms and challenges associated with the ABCD model.

2.4.2 Criticism and Challenges of ABCD

Despite its growing popularity, the asset-based approach to community development has also been subject to criticism. Firstly, community development processes can be difficult, time-consuming, and costly. As Haines (2009) points out difficulty can arise when many diverse interests cannot, or will not find common ground about either specific actions or general directions the community should take. Nevertheless, developing a forum where diverse interests can discuss issues is suggested as a prerequisite for continued improvement of a community.

Secondly, a number of scholars have criticized the asset-based approach for ignoring power relations and possible oppression and institutional exclusion within communities (Ennis & West, 2010; Friedli, 2013; Harrison, 2013; Kramer et al. 2012; MacLeod & Emejulu, 2014; Mathie & Cunningham, 2003; Roy, 2017). Specifically, authors draw attention to the systematic challenges associated with enabling the participation of marginalized groups in society which is one of the core requirements in the asset-based approach. Furthermore, it is argued that in placing the focus on local communities to initiate and effect change, ABCD in practice can take the onus off government agencies and state policy to address social disadvantage, hence reinforces neoliberal ideology (Ennis and West, 2010). In other words, ABCD is based on the premise that communities must learn to survive with the current neo-liberal models of Western societies, instead of challenging these economic systems. Specifically, Ennis and West (2010) underline that macro level issues such as racism, sexism, and ageism, which are often experienced at the personal and community level are left unexplored in much ABCD literature. Correspondingly, Mathie and Cunningham (2003) points out that while providing frameworks for uncovering the gifts or strengths of groups who may be marginalized, ABCD fails to directly confront these issues related to power and oppression.

Nevertheless, it is important to note that irrespective of the internally focused nature of the asset approach, it is not claimed that communities wouldn't need resources from the outside, or even that the existing assets would be enough to reach development goals. Fittingly, Kretzmann and Mcknight (1993) suggested that if locals are mobilized and have a say in how these outside resources should be used, their use will be more efficient. Neither is the purpose of the approach to completely ignore the needs, as Kramer et al. (2012) point out that assets and needs are in fact linked. Moreover, ABCD's focus on categories of assets possessed by

individuals and collectives is more so focused on agency and community member's abilities to create social change, rather than a social structural focus on the causes of inequality (Missingham, 2017). Furthermore, political economy and structural inequality are indeed key contexts for ABCD work (McKnight and Kretzman, 2012).

Finally, another criticism of ABCD has been the lack of conclusiveness and evidence in regard to the effectiveness of the approach, due to the existing research base on ABCD consisting of mainly descriptive studies (Ennis and West, 2010). This section provided an overview of some of the criticisms and challenges associated with the asset-based approach to community development. The next section will examine how ABCD has been applied throughout the tourism literature.

2.4.3 ABCD and Tourism and Hospitality

Upon review of the literature, there appears to have been only two attempts to adopt the ABCD approach in the context of tourism. Markedly, Wu and Pearce (2013) openly claimed to be one of the first tourism scholars to adopt the ABCD approach, exploring the concepts potential as a poverty alleviation strategy in Lhasa, Tibet. Wu and Pearce (2013) identified five categories of local assets as having the most potential to be developed as tourism attractions in the near future. Photo-elicitation interviews, focus group interviews, and questionnaire-based surveys were used. It was found that the Tibetan hosts were well-versed on local assets. Dolezal and Burns (2015), aimed to conceptualize the potential for a relationship between asset-based community development (ABCD) and community-based tourism (CBT). Specifically, Dolezal and Burns (2015) found that ABCD can and should be applied to tourism development, considering the emphasis it places on people's involvement and potential. Additionally, Dolezal and Burns (2015) develop their arguments by methodologically referring to theoretical literature

reviews, offering a critical review of CBT within an ABCD framework, laying the groundwork for future empirical research of ABCD as applied to CBT. It is important to note that another master's level thesis at the University of Helsinki (Satovuori, 2016) also focused on applying the ABCD to a tourism context through examining the potential of the asset approach in improving CBT in a community based hiking tourism project in West Bank, Palestine.

This current study aims to examine how components of the ABCD framework, such as social capital are being utilized at Fairmont in Banff and Lake Louise to supplement their CSR initiatives. Continuing upon the work of Fisher et al. (2009) who explored a case study of one Canadian SME (small-and medium enterprise) that utilized ABCD for its CSR programming. Despite being outside of a tourism and hospitality context, this study in particular was one of the first to highlight how a ABCD framework can provide the means to push CSR towards innovative social progress. Simply, investing in strategic analysis and social capital can provide firms with a framework for CSR that encourages mutual obligation, understanding and expectations that result in a 'win-win' strategy for all stakeholders (Fisher et. al., 2009). This section provided a brief overview of how the concept of ABCD has been previously explored in the tourism and hospitality literature, its applications to practice, and relation to this current study.

CHAPTER THREE: METHODOLOGY & METHODS

3.0 Study Site and Context: Banff National Park, Fairmont Hotels and Resorts, Chateau Lake Louise, Banff Springs

This basic qualitative study was conducted in Banff National Park, Alberta, Canada for a number of reasons. Not only is Banff National Park one of the top travel destinations in Canada, but the world. In 2017, National Geographic Traveler magazine announced its *Best of the World* list, highlighting 21 must-see places to visit in 2017. Remarkably, Banff was the only Canadian location to make the list (National Geographic, 2017). Additionally, Banff National Park is the site of two iconic Canadian hotels: Fairmont Chateau Lake Louise and Fairmont Banff Springs (see figure 5 below).



Figure 5: Map of Lake Louise, Banff, and surrounding areas in Banff National Park (Accor Hotels, n.d.).

As stated in the introduction, both Fairmont properties are UNESCO World Heritage sites highlighting an increased need to protect the environment and embrace a sustainable orientation. Naturally, this added a unique dynamic to the study as Banff's development is considered by some as controversial due to the fragility of its environment, and as such has always been determined by the federal government, tourism and the railway (Pannekoek, 2016). In particular, there is a "need to reside" requirement in all of Banff National Park that was implemented in the 1960's (Asselin, 2015). Essentially, residential leases in Banff limit occupancy to eligible residents as defined in national park regulations (Parks Canada Agency, 2017). The eligible residency provisions ensure that community residential lands are available exclusively for community use, rather than recreational or second home purposes (Parks Canada Agency, 2017). This ensures that housing remains available for those whose primary objective is to live and work in the community. According to the *National Parks Lease and License of Occupation Regulations* an eligible resident is defined as:

- (a) an individual whose primary employment is in the park
- (b) an individual who operate a business in the park and whose presence at the place of business is necessary for the day-to-day operation of the business
- (c) a retired individual who resides in the park and who, for five consecutive years immediately prior to retirement
 - (i) was employed primarily in that park, or
 - (ii) operated a business in that park and whose presence at the place of business was necessary for the day-to-day operation of the business
- (d) a retired individuals who resided in the park at the time of the individual's retirement and who resided in that park on July 30, 1981
- (e) an individual who is a student in full-time attendance at an educational institution that is located within the park and registered under the Income Tax Act or applicable provincial legislation relating to education
- (f) an individual who is a lessee of public lands in the park and who was the lessee of those public lands prior to May 19, 1911, or is a descendant, by blood or adoption, of an individual who was the lessee of those public lands prior to May 19, 1911, or
- (g) the spouse or common-law partner or a dependent of an individual referred to in any of paragraphs (a) to (f) (Parks Canada, 2017).

Additionally, while an individual does not need to be an eligible resident to lease property in Banff they do need to be an eligible resident to reside in Banff. Furthermore, operation of either a Home Occupation business or a Bed & Breakfast home does not satisfy the requirements of eligible residency. As is such, all workers in Banff National Park are also primary members of the community.

In 1907, the Fairmont Hotels and Resorts brand was born when its San Francisco property opened its doors (Fairmont, n.d.). Subsequently, a distinctive collection of hotels under the Fairmont banner grew with noteworthy addresses including: The Savoy in London, Quebec City's Fairmont Le Chateau Frontenac, New York's The Plaza, Nairobi's Fairmont The Norfolk, Fairmont Peace Hotel in Shanghai and Makkah Clock Royal Tower, A Fairmont Hotel among many others (Fairmont, n.d.). Many of Fairmont's iconic properties have been integral to the development of their communities' social fabric and identity (Fairmont, n.d.). From countless weddings and debutante balls to ongoing events that were the highlight of local social life, such as London's Stompin' At the Savoy live music nights, and Sunday Afternoon Tea Dances at The Fairmont Copley in Boston (Fairmont, n.d.). Fairmont hotels have also served other functions in times of need. During World War II, The Fairmont Hamilton Princess in Bermuda was transformed into an outpost of the code-breaking headquarters of British Intelligence, under Churchill's guidance and The Fairmont Sonoma Mission Inn & Spa, under Navy control, welcomed sailors and marines for some much needed rest. The Fairmont Royal York in Toronto even had a hospital on site for many years (Fairmont, n.d.)

In October of 1999, Canadian Pacific Hotels and Resorts (CP) acquired Fairmont Hotels becoming the largest luxury hotel management company in North America with over 60 properties across the world (Fairmont, n.d.). Fairmont Hotels and Resorts is headquartered in

Toronto, Canada, with U.S. headquarters in San Francisco (Reid, 2006). In response to public pressures, customer desires, and worldwide trends for stronger efforts to preserve the environment, CP Hotels and Resorts was one of the first businesses in the hospitality industry to introduce a Green Partnership Policy (Reid, 2006). The Green Partnership Program was focused on improving areas of energy and water conservation, waste management and community outreach programming involving local groups and partnerships, focusing on sustainable and responsible practices. Specifically, recycling, kitchen waste diversion, retrofitting energy-efficient lighting, conducting community outreach programmes and purchasing green power (Boluk, 2017).

In an effort to reflect Fairmont's broader sustainability goal, Fairmont's Green Partnership Program transitioned into the Fairmont Sustainability Partnership, established in 2013 (Boluk, 2017). The Green Partnership Program 'Green Teams' were changed to 'Sustainability Teams'. The goal of the teams established on each of the properties is to ensure Fairmont accomplishes its wider sustainability goals and is driven by a volunteer committee (Boluk, 2017). As such, employees and some representation from management are responsible for demonstrating the broader commitments of the hotels (Reid, 2006). The Fairmont Sustainability Program comprises four key pillars including: (1) responsible business, striving to conduct business with integrity and accountability for sustainability commitments; (2) ecosystem, enhancing the well-being of local communities and making a positive impact beyond the immediate Fairmont properties; (3) environment, striving to reduce environmental impact by strategically integrating innovative practices across all properties; and (4) *engagement*, striving to engage, support and collaborate with stakeholders (Boluk, 2017, p. 22).

Fairmont Chateau Lake Louise, known as the “Diamond in the Wilderness” is a world-renowned mountain resort situated in Lake Louise, Alberta. Lake Louise is a small community in Banff National Park with a population of approximately 1,200 residents (Marsh, 2015). Surrounded by towering mountain peaks, the stately Victoria Glacier, and a sparkly emerald lake, the Chateau is located 56 km (40 minutes by car) from the town of Banff, and 182 km (2 hours by car) from the city of Calgary (Accor Hotels, n.d.). Built beginning in the late 1800s, the hotel was developed as part of the Canadian Pacific Railway (CPR) network of hotels, which built landmark hotels in young cities across Canada in order to encourage the use of its transcontinental lines (Baic-Bender, 2017). After CPR acquired Fairmont Hotels in 1999, the Chateau’s official name was updated to Fairmont Chateau Lake Louise Resort Hotel. The resort now offers 554 rooms, outdoor adventures, and an abundance of meeting, conference, and party rooms (Baic-Bender, 2017). The resort’s year-round activities include world-class skiing, mountaineering, hiking, boating, canoeing, photographic opportunities, painting, camps for children, horseback riding, spas, fishing, and fine dining (Baic-Bender, 2017).

Fairmont Banff Springs is a luxury hotel situated in the Town of Banff, located within the Banff National Park, 128 km west of Calgary (Pannekoek, 2016). The Town of Banff was incorporated as a municipality in 1990 and has a population of around 8,000 permanent residents (Banff & Lake Louise Tourism, n.d.). Also developed as part of the CPR’s network of hotels, the first iteration of the hotel was completed in 1988 (Baic-Bender, 2017). Situated amongst a multitude of rivers, forests, mountains and a natural mineral hot spring, the hotel offers magnificent views, 764 rooms, a championship golf course during summer, unparalleled skiing in the winter, and an award-winning European style spa (Baic-Bender, 2017). In 1999, the hotels official name was changed to the Fairmont Banff Springs (Baic-Bender, 2017).

My personal fascination with the sustainability efforts of Fairmont hotels began in my final year of undergraduate studies after reading a number of articles on CSR in tourism and hospitality. Specifically, as I developed an interest in CSR in hotels, I realized that there was a lack of studies carried out in a Canadian context and decided I would like to bring attention to this area. Reasonably, I found this absence of studies to be astonishing, considering Canada's prowess in the world tourism market. In 2016 Canada welcomed 19,979,334 travelers-the highest number since 2002 and second highest ever (Destination Canada, 2017). However, never in my wildest dreams did I think the opportunity would present itself to travel out to Alberta, Canada to complete a master's thesis project. Initially, this study was going to be carried out at the Fairmont Royal York in Toronto due to its accessibility from a geographical and economic standpoint. However, an opportunity presented itself when an old friend of mine secured employment at the Chateau in Lake Louise for the summer and extended an invite out for me to stay with them. I packed my bags and drove out to Alberta knowing nothing about Fairmont other than some preliminary online research I had carried out. My friend did promise his assistance but it proved challenging with his work schedule. Other than my friend, I had no other personal contacts at Fairmont. I gained access to community partner organizations through emailing and calling the organizations contact person with information gathered on their respective websites. Gaining access to Fairmont employees involved with the Sustainability Partnership Program efforts proved to be a lot more challenging as their contact information was not readily available online. After networking and receiving the contact information for one Fairmont employee, I called and secured my first interview with an employee at the Chateau Lake Louise. This Fairmont employee then gave me the contact information for another Fairmont employee at the Banff Springs, who ultimately spread the word of my study. The

decision to focus on both properties proved to be a good one, as I began interviews, I learned about the high turnover levels at Chateau Lake Louise, making it challenging to speak with staff there involved with sustainability efforts. Contrastingly, Fairmont Banff Springs had a lower turnover rate and more steady sustainability team.

Another revelation that came once I began interviews was the sweeping changes Fairmont was undergoing as part of being recently acquired by Accor. Mainly, the Sustainability Partnership Program was turning into Planet 21. Planet 21 is an initiative by Accor based around four strategic priorities: work with its employee, involve its customers, innovate with its partners and work with the local communities (Accor Hotels, 2016). Due to the novelty of Planet 21, this research remained focused on the Sustainability Partnership Program as staff were able to provide more insight on the previous program.

3.1 Methodology

There are many lessons that can be taken away from Fairmont Hotels & Resorts, a global leader in responsible tourism and through its award-winning Green Partnership program (Fairmont, n.d.); the company strives to reduce its ecological footprint by focusing on key areas such as energy management, water conservation, waste diversion, and innovative community outreach programs (Fairmont, n.d).

The purpose of this basic qualitative study is to explore the processes by which the Sustainability Partnership Program creates value with the communities surrounding Fairmont Chateau Lake Louise and Fairmont Banff Springs. My research questions include:

1. Does Fairmont Chateau Lake Louise and Fairmont Banff Springs ensure that their intended impacts are creating shared value?

2. How does Fairmont Chateau Lake Louise and Fairmont Banff Springs balance day-to-day operations with giving back to the community?
3. Does Fairmont Chateau and Fairmont Banff Springs mobilize their assets to support the community?

3.2 Basic Qualitative Approach

The basic qualitative approach [also referred to as generic qualitative or, simply, interpretive] can stand alone as a researcher's articulated approach (Merriam, 2009). A basic qualitative approach is described by Merriam (1998) as studies that "seek to discover and understand a phenomenon, a process, or the perspectives and world-views of the people involved" (p. 11). However, the definition of a basic qualitative study is perhaps most clear when it is defined in the negative: it is research that "is not guided by an explicit or established set of philosophic assumptions in the form of one of the known [or more established] qualitative methodologies" (Caelli et al., 2003, p. 4), such as the "big three" – phenomenology, grounded theory, and ethnography (Richards & Morse, 2007). Subsequently, a number of authors suggest that it might be useful to view basic studies broadly as studies that purposively refuse to claim full allegiance to any one established methodology (Lim, 2011; Litchman, 2010; Merriam, 2002). Furthermore, researchers utilizing a basic qualitative approach may choose to draw on a single established methodology, but deviate from its intent, rules, or guidelines in a way that they see as beneficial to the study (Kalkhe, 2014). For example, within a basic qualitative study, researchers could attempt to examine a process similar to what might be expected in grounded theory, but without attempting to develop a substantive theory, a characteristic that makes grounded theory distinctive as a methodology (Lim, 2011). By adopting "textures" or "overtones" at epistemological and theoretical levels (Neergaard, Olesen, Andersen, &

Sondergaard, 2009), or techniques and procedures at the method-level (Hunt, 2009; Thorne et al., 2004), basic qualitative studies can lean on the strengths of established methodologies while remaining flexible, making it appealing to researchers whose studies do not fall neatly within a particular established methodology (Kahlke, 2014). Specifically, this current study adopted thematic analysis coding, as influenced by Braun and Clarke (2006).

A central characteristic of qualitative research is that individuals construct reality in interaction with their social worlds (Merriam, 2009). However, meaning “is not discovered but constructed. Meaning does not inhere in the object, merely waiting for someone to come upon it [...] Meanings are constructed by human beings as they engage with the world they are interpreting” (Crotty, 1998, p. 42-43). Thus, basic qualitative studies are epistemologically social constructivist and theoretically interpretive studies that focus on “(1) how people interpret their experiences, (2) how they construct their worlds, and (3) what meaning they attribute to their experiences (Merriam, 2009, p. 23). While this understanding characterizes all of qualitative research, other types of qualitative studies have an additional dimension. For example, a phenomenological study seeks understanding about the essence and the underlying makeup of a phenomenon (Merriam, 2009). Ethnography strives to understand the interaction of individuals not just with others, but also with the culture of the society in which they dwell. A grounded theory study seeks not just to interpret, but also to build a substantive theory about the phenomenon of interest. Narrative analysis uses the stories people tell, analyzing them in various ways, to understand the meaning of the experiences as revealed in the story. Critical qualitative research focuses on societal critique in order to raise consciousness and empower people to bring about change. While Basic qualitative studies can be found throughout the disciplines and in applied fields of practice; they are probably the most common form of qualitative research found

in education (Merriam, 2009). Data is collected through interviews, observations, or document analysis (Merriam, 2009). The analysis of the data involves identifying recurring patterns that characterize the data (Merriam, 2009). Findings are these recurring patterns or themes supported by the data from which they were derived (Merriam, 2009).

Multiple and contrasting epistemological perspectives exist, even within the qualitative research community. Caelli et al. (2003) discuss how there are two groups in the qualitative research community, one that argues that postmodernity has altered the way research is viewed and, thus, that many of the old habits of custom and usage in science need to be overturned. Additionally, there is another group that argues that qualitative researchers need to acknowledge the philosophical and methodological roots rather than overturning them (Caelli et al., 2003). Personally, I am a proponent of the latter group. Accordingly, Caelli et al. (2003) posit that research reports aiming for credibility as basic qualitative research must address the following four key areas: (1) the theoretical positioning of the researcher; (2) the congruence between methodology and methods; (3) the strategies to establish rigor; and (4) the analytic lens through which the data is examined. By theoretical positioning Caelli et al. (2003) are referring to the researcher's motives, presuppositions, and personal history that leads him or her toward, and subsequently shapes, a particular inquiry. Researchers employing a basic approach seeking to address theoretical positioning, at a minimum, must explicitly identify their disciplinary affiliation, what brought them to the question, and the assumptions they make about the topic of interest (Caelli et al., 2003). Additionally, in their report, investigators must also demonstrate congruence between the questions posed and the basic approach employed. By congruence between methodology and methods Caelli et al. (2003) are referring to the lack of methodological clarity, which is a common issue identified in basic qualitative studies, as the

absence of an explicit methodology results in the reader being left to speculate about the research approach, by piecing together clues based on data collection or analysis methods. Accordingly, it is suggested that relevant methodological issues and methods must be clearly articulated in basic qualitative studies (Caelli et al., 2003). By rigour Caelli et al. (2003) are referring to how the assumptions and principles that inform a basic study may not be based on the well-established theoretical traditions that inform each of the established approaches, but the research choices made in any basic qualitative study are still informed by a set of assumptions, preconceptions and beliefs. Moreover, it is these influences that need to be articulated by researchers choosing the basic qualitative approach (Caelli et al., 2003). With these considerations addressed, readers can feel confident that the research report presents a rigorous and thoughtful study. By the “analytic lens” Caelli et al. (2003) are referring to the methodologic and interpretive presuppositions that a researcher brings to bear on his or her data. Furthermore, the analytic lens is about how the researcher engages with his or her data (Caelli et al., 2003).

In response to Caelli et al. (2003) several personal experiences have shaped my theoretical positioning. Some of these experiences include: living out of a backpack in Europe at the end of summer 2015; being enrolled in an advanced seminar entitled ‘Tourism, Well-being, and Community’ during the final year of my undergraduate studies; and reading a number of scholarly articles in my first year of graduate studies on community development/participation, ethical production/consumption in tourism, and corporate social responsibility in hospitality and tourism. These experiences helped fuel my desire to help people realize the importance of consuming tourism in a more sustainable way, and helping suppliers of tourism services to place a larger emphasis on sustainability with regards to implementation and measurement. Specifically, I become interested in examining the social impact commitments of hotels.

Secondly, in regards to the congruence between methodology and methods, this study used semi-structured interviews and thematic analysis. More specifics on methods will be further unpacked in the following sections (see 3.3 research methods and 3.4 data analysis process). Thirdly, in an effort to address rigour I provide a detailed discussion around my use of thematic analysis in section 3.4 (data analysis process). I also discuss my initial assumptions, preconceptions, beliefs, and how they have changed since collecting my data in this current section and in an earlier section (see 3.1 study site and context). Fourthly, in response to analytic lens, I provide an explanation of how I engage with my data in subsequent sections (see 3.3 research methods and 3.4 data analysis process).

3.3 Research Methods

In this basic qualitative study, I conducted a total of 15 in-depth semi-structured interviews. 7 of the 15 interviews were carried-out with Fairmont employees involved with sustainability efforts, and 8 of the 15 interviews were carried-out with representatives from various community organizations that have partnered with Fairmont. Representatives from community partner organizations typically occupied a leadership role and lived in the community between 3 and 19 years. 12 of the 15 interviews were conducted over the course of three weeks, in the months of June and July of 2018. Upon, my return to Ontario I carried out the additional three interviews over the telephone in September and October of 2018. Never having been to Alberta, I decided to arrive approximately two weeks before formally commencing my data collection in order to familiarize myself with the study site. On June, 20th, 2018 I received my ethics clearance and began my data collection.

As per Bryman, Teevan, and Bell (2012) semi-structured interviews are designed to bring out how the interviewees interpret issues and events, which is optimal for the research questions posed in this study. The number of interviews conducted was not predetermined, rather data collection was continued until I felt that new insights on important topical areas were no longer being generated. This approach was borrowed from grounded theory as per Glaser and Struass (1967). In regard to ethics, all individual participants were given pseudonyms, as suggested by Clark (2006) and Moore, (2012), in an effort to preserve both anonymity and privacy (see tables 2 and 3 below).

Participant	Position	Organization Type	Location	Number of years living in Community
Cortney	Assistant Manager	Retail Store/Supplier	Banff, Alberta	5 years
Jessica	Marketing and Communications Manager	Social Profit Organization	Banff, Alberta	10 years
Monica	Foundations Services Manager	Community Foundation	Banff, Alberta	3 years
Danielle	Executive Director	Daycare	Banff, Alberta	10 years
Rachel	Coordinator	Community Resource Group for Immigrants	Banff, Alberta	10 years
Lisa	Coordinator	Community Resource Group for Young Adults	Banff, Alberta	5 years
Dawn	Community Development Coordinator	Municipality	Banff, Alberta	19 years
Stephanie	Volunteer Engagement Leader	Government Agency	Banff, Alberta	12 years

Table 2: Profiles of community partner organization representatives who participated in the study

Participant	Department/Area of Focus	Location	Number of years living in Communitye
John	Engineering	Banff Springs	10 years
Stephen	Security	Banff Springs	27 years
Cassandra	Turf and Grounds	Banff Springs	17 years
Emily	Talent and Culture	Banff Springs	1 year
Taylor	Conferences	Banff Springs	35 years
Vanessa	Sustainability	Chateau Lake Louise	0.5 years
Samantha	Public Relations	Banff Springs	3 years

Table 3: Profiles of Fairmont employees who participated in the study

Files containing the names of participants with their pseudonyms were not kept with their interview as this would jeopardize confidentiality. Additionally, all data analysis documents (ie. transcripts, summary documents etc.) did not have pseudonym or actual name of participant. Rather, they were identified using their general position and organization. Due to the number of community organizations that were a part of this project, the executive decision was made by myself to refer to each organization by its type (ie. government agency, social profit organization, community resource group, etc.) as opposed to its name.

3.4 Data Analysis Process

Employee representatives of Fairmont’s leadership signed an organizational consent form permitting the use of their name in this research paper. The pseudonyms were stored in a Microsoft Excel file kept separate from the interview files and were only used during the writing of this dissertation. To address discretion, all participants signed a written consent form prior to the interview either in person and or electronically via email.

During interviews, detailed notes were taken and recorded, whilst following an interview guide. Afterwards, I personally transcribed the interviews for the analysis portion of the study. Transcribing my own interviews, allowed me to become more familiar with the data throughout

this process. Once transcribed, I printed each interview, and placed them in a folder to keep them all together. Thematic analysis (TA) coding was used in this study, as influenced by (Braun & Clarke, 2006). I choose this method for two reasons. Firstly, thematic analysis has been recognized as a suitable method for people new to qualitative research, such as masters students like myself. Furthermore, Braun and Clarke (2012) suggest that thematic analysis can serve as an entry into a way of approaching research that otherwise can seem vague, perplexing, and conceptually challenging. Secondly, TA is only a method of data analysis, rather than an approach to conducting qualitative research. This ensures both accessibility and flexibility of the approach (Braun and Clarke, 2012).

Braun & Clarke (2006) provided a six-phase guide for TA. The first phase is becoming familiar with the data. To do this I read and re-read the transcripts, made notes of my early impressions. The second phase is generating initial codes to organize the data in a meaningful and systematic way. It is important to note as Braun & Clarke (2006) point out, that there are different ways to code and the method is determined by the researchers perspectives and research questions. For coding I decided to lean on the instructions of Charmaz (2006) who posits that “coding means categorizing segments of data with a short name that simultaneously summarizes and accounts for each piece of data” (p. 48). Using a short name in the coding process enables us to answer what statements may indicate, demonstrating how concepts relate, and categorize the data. Moreover, this approach to coding allows researchers to compile rich data, which is categorized by detailed description, various views, and useful comparisons. The coding process itself consists of two main phases. The first phase required naming each word, line, or segment of data, followed by a focused phase that uses the most frequent initial codes to sort the large amounts of data (Charmaz, 2006). I began by reading each transcript and choosing the key word

from each line, commonly known as line-by-line coding. The third phase is searching for patterns that capture something significant or interesting about the data and/or research question known as themes. As Braun and Clarke (2006) explain, there are no precise rules about what makes a theme, rather themes are characterized by their significance. Thus, I began to compare and connect each key word into larger themes that represented these comparisons, which is known as focused coding. Coloured crayons were used to organize the categories, and each interview had the categories organized by line and displayed at the beginning of each interview. For the fourth phase, reviewing the themes, I placed all of the categories per interview once they were organized into a master chart along with their related quoted lines, to refer to while writing the results and analysis portion of the study. Each interviewees pseudonym was listed in the chart, along with the lines associated with each category. For the fifth stage, defining the themes, I took time to refine the themes by asking myself questions like: What is the theme saying? How do subthemes interact and relate to the main theme? How do the themes relate to each other? Finally, I completed the six phase, known as the write up for this dissertation.

The length of interviews varied with the shortest interview being just under 23 minutes and the longest interview being 1 hour and 17 minutes. On average interviews lasted roughly 46 minutes. Several of the interviewees expressed that they were short for time during interviews due to their busy work schedules. However, it is important to note that generally shorter interviews provided more substance, as interviewees were focused on providing detailed answers in an efficient fashion. Generally, longer interviews tended to go off topic. Interestingly, a number of interviewees expressed that they would prefer a survey that they could fill out in their own time. Perhaps this is an invitation for more survey-based designed research in this field of inquiry.

CHAPTER FOUR: RESEARCH FINDINGS

4.0 Introduction to Research Findings

The purpose of this basic qualitative study was to explore the processes by which the Sustainability Partnership Program creates value with the communities surrounding Fairmont Chateau Lake Louise and Fairmont Banff Springs. This chapter presents results from the data collection process with Fairmont employees involved with the sustainability committee at their respective hotels and representatives from community partner organizations throughout Banff National Park, Alberta, Canada. This chapter presents the four themes and sub-themes (as presented below in table 4) that emerged from the analysis of the data regarding community members’ perceived value of the Sustainability Partnership Program.

THEMES	SUB-THEMES
1. Personal relationships fueling professional partnerships	<ul style="list-style-type: none"> • Informal networking between employees and community • Small town living • Employees driving community support
2. Living up to external stakeholders expectations	<ul style="list-style-type: none"> • Leveraging brand power • Designating responsibility back into the community
3. Utilizing assets to achieve collective community benefit	<ul style="list-style-type: none"> • Partnering on shared passions and strengths • Trading assets with community partners to achieve common goals
4. Overcoming barriers to furthering commitment to sustainability	<ul style="list-style-type: none"> • Dropping connections • Other challenges in furthering sustainability commitment

Table 4: Themes and sub-themes emerging from data analysis

The initial theme that will be discussed is entitled, “personal relationships fueling professional partnerships” details how Fairmont as an organization has been able to develop strategic partnerships with community organizations, as the result of its employees connections made in

their personal lives. Subsequent sections will detail how Fairmont's success as a business has provided them with the capacity to give back, and how Fairmont has utilized their assets to foster a shared value relationship with the community. Lastly, some of the ongoing challenges facing Fairmont as they work towards furthering their commitment to sustainability are detailed.

4.1 Personal Relationships Fueling Professional Partnerships

Analysis of the data revealed that many of the partnerships Fairmont as an organization is being credited for are not necessarily a product of organizational efforts, rather the efforts of their individual employees personal networks. Seven out of the eight representatives from community partner organizations interviewed identified their relationship with Fairmont as informal, and expressed that they either developed or could develop a personal contact and/or relationship with a Fairmont employee through informal networking.

Furthermore, Banff and its surrounding communities [commonly referred to as the Bow Valley] was described by all 15 informants as small and close knit, embracing an informal approach to networking between employees and community partners. Lastly, six of the eight community representatives interviewed made reference to a direct contact or relationship that helped them to gain access to Fairmont and progress their partnership. Additionally, all seven of the Fairmont employees interviewed were able to provide examples of themselves and or fellow employees giving back outside of company time. Thus, this theme is comprised of three sub-themes which will be discussed below:

1. Informal networking between employees and community
2. Small town living
3. Employees driving community support

4.1.1 Informal Networking Between Employees and Community

Informal networking was frequently identified as one of the driving forces in partnerships between the two hotels and their community partners. For our purposes informal networks are defined as “the networks of relationships that employees form across functions and divisions to accomplish tasks fast. These informal networks can cut through formal reporting procedures to jump start stalled initiatives and meet extraordinary deadlines” (Krackhardt & Hanson, 1993, p.104). Seven of the eight community partner representatives described their partnership with Fairmont as informal. Jessica, a Marketing and Communications Manager at a social profit organization in Banff explicitly described her organizations partnership with Fairmont as an informal one:

They have a really great golf course here at the Banff Springs so they put together a ladies golf event. [...] You could go up there and drive and putt, you could do yoga and the proceeds from that event were donated to YWCA Banff. So once they had gathered those proceeds, they had given us a call and said we want to present you with this cheque, wondering if you would come up for lunch? And that turned into a conversation about Walk a Mile [...] I would say it's fairly informal.

Stephanie, Volunteer Engagement Leader for a government agency in Banff also acknowledged the informal nature of her organization's interactions with Fairmont when asked about her organizations working relationship with the Fairmont: “*It is really through emails and then when we get together it's because they are coming to volunteer. [...] It's not like a sit around the table and planning or anything.*” Both of these responses clearly demonstrate that community partners perceive their interactions to be informal. Other community partners' responses not only echoed that interactions with Fairmont were being perceived as informal, but also touched on why this was and demonstrated a preference to this approach as opposed to a more formal approach. Cortney, Assistant Manager for a local retailer in Banff stated:

The informal I think works [...]which helps me to motivate my team to be excited about the things that we are doing. Because I feel personally connected with the team at Fairmont, and that elevates everything that we are doing. It is not an arm's reach, it's actually a personal connection and so I think it works great.

Evidently, there is a link between informal networking and personal connections. Dawn, a

Community Development Coordinator in Banff also echoes this sentiment:

It's a small community so it is very informal. I think I know to say that might be difficult from their point of view because they are trying to run a business. [...] I know we just try to be really conscious if we are doing something collaborative to say well how much time can you put to this? [...] I am more of an informal person I don't know from their point of view whether it is more formal? But I mean generally I have also worked with people who have been in the organization a long time. So I think they are able to decide for themselves whether they can get involved in something or whether they can say yes or no to something.

It is worth noting that even in situations where there was not a specific direct contact and/or even a personal relationship, community partners stated that they still felt they had the means to network informally with a Fairmont employee. Danielle, Executive Director for a local daycare in Banff stated: “many parents work there [Fairmont] so I would have a contact through so and so's mom, who I could say hey, we are having an event and were wondering if it could be at the Fairmont, is that an option?”. In addition to informal networking being linked to personal connections, other factors such as being located in a small community, nature of the hotel's business operations, and interest level can perhaps also be attributed to Fairmont's informal approach to interacting with community partners. Conversely, when asked what their preferences were as it relates to interacting with Fairmont and or other businesses in the community Lisa, Coordinator for a community resource organization for young adults stated:

No very informal, just a passionate eager person they can send us a message on Facebook, call us, or email us but [...] if someone is able and willing to do the work we will help set it up very easily. That's how most of our work gets done is someone is just passionate and eager about getting things started.

Interestingly, when speaking with Fairmont employees about how partnerships began they also concurred that they did so in an informal way. Out of the seven Fairmont employees interviewed, all seven expressed that the sustainability team and Fairmont as a whole was flexible, and open in terms of which organizations they work with. It appears that the overarching mindset is very casual and informal. When asked about how decisions were made about which organizations the hotel decides to work with Vanessa, from Sustainability at the Fairmont Chateau Lake Louise explained:

Honestly, they are made based on what others come across. So I will be in a sustainability committee meeting and I'll have one individual tell me: 'I discovered this program the other day, they sound really good, they are doing great work in my community, can we get involved with them?' That's what it will be like. There isn't a specific criteria or anything like that. It will just be a conversation because we all live here at the end of the day.[...] And they will come across areas where we can get involved, which is how a lot of our initiatives are determined is based on these meetings and based on things people discovered along the way and organizations to work with. Basically oh I came across this organization how can we get involved with them? And that's how it will come about.

The lack of a 'specific criteria' and decisions being limited to 'just a conversation' imply an informal approach to establishing partnerships. Cassandra, from Turfs and Grounds at Fairmont Banff Springs echoes this sentiment: *"I think it is very flexible. [...] It has never been like no you can't work with that community organization. You know someone puts for something and says oh I know Al from the girl guides, they need something, yeah they would."*

While an informal approach appears to be Fairmont's preferred method of deciding which community partners to work with and how to work with them, Emily, who works in Talent and Culture at Fairmont Banff Springs suggests that while Fairmont is perhaps informal in their interactions with community partners, they are more than willing to adopt a more formal approach if that is what their partner prefers:

We really communicate with the stakeholders the way they want to be communicated with. So you know the YWCA, they are very interested in face-to-face and personal connections, and so we make sure that when we have a tent to deliver, or when we want to talk to them about an initiative, we go down and see them.

In summary, the interviewees revealed that an informal approach can be an effective approach in fostering open lines of communication, creating opportunities for more frequent collaboration, allowing for flexibility to accommodate community partners, and in turn service the community.

The next sub-theme will explore how the dynamics of a small town have impacted personal relationships.

4.1.2 Small Town Living

Several references to the small town dynamics of Banff and surrounding area were made by the interviewees throughout. Strikingly, six out of the eight community partner representatives credited the small size of the community as one of the main reasons personal relationships have been driving professional partnerships amongst the hotels and community organizations. Interviewee responses suggest that many of the connections being made are simply a by-product of being a small community and circumstantial due to having fewer resources than larger cities. Danielle points out: *“Because it is a small town [...] you know people, who know people too, and you get introduced and everything like that.”* Dawn’s response reiterates this and goes on to say that a lack of resources has also contributed to a desire to collaborate more:

We are a very collaborative community because we are small and we don’t have a lot of resources. We have a lot of people that come here and put extra pressures on the community, that we from a social and community point, we are trying to help build community connections, and help people.

Smaller communities tend to have fewer resources overall as it relates to number of people, businesses, budgets and so forth. In this particular study, a lesser number of local businesses to

partner with, arguably coerced community members to really consider what is around them, and led to extended partnerships as a result of there being less options in the community.

Remarkably, a number of local community organizations have made the decision to view a lack of resources as a strength, as opposed to what is commonly viewed as a weakness. An example was recognized from Jessica, whom insists that perhaps less can mean more in the context of having less people and places to connect within a small town:

Yeah being in Banff for such a long time, and being a rural smaller community, a lot of the organizations work well together here. Maybe even more than they do in larger centres because it is a smaller centre, and we are able to reach out and connect. So most of the organizations here we know what the other organizations do, and we are able to refer people to the right places and people know we are the place that helps in that area.

Simply, in larger city centres there are more businesses and individuals to reach out to. This can result in a higher inclination to constantly work with new partners every year for the sake of finding new ideas and or to accommodate various stakeholders' preferences. In addition to less personable interactions, the collaboration process can become more complicated in larger cities simply due to having more choice. Evidently, communication lines are clearer, connections are more personable, and collaboration efforts are perhaps made more efficient in a small town.

Cortney also voiced support for this idea that less can be more:

Yeah well I think what's cool is like there is one shop here, so as an assistant manager at that store I get all of the messages that pertain to the whole Bow Valley. Whereas a city like Calgary they could reach out to multiple stores or something like that, having been here for five years, I have a thumb on the pulse on most of what is happening in the Bow Valley. So a large organization like the Fairmont when they are up to something, I know tons of people that work there and things like that, just because you do get to know everyone in the community after you have been here for a while.

Markedly, in the previous example from Cortney a connection is made between personal relationships and opportunity for collaboration. With local businesses and other community organizations having personal relationships with Fairmont employees, when opportunities to

collaborate present themselves there is a certain level of understanding. This understanding can lead to improved efficiency in executing on objectives. In larger cities and communities the same luxury arguably does not exist. Furthermore, major community needs can be met when everyone can get on the same page earlier in the partnership process.

Similarly, with understanding comes a willingness to invest more into a cause. Monica, Services Manager for Programs and Operations at a community foundation in Banff explains how there is a higher level of investment in smaller towns due to more direct personal connections:

So one of the things that we did was we would have these networking breakfasts and the daycare and the YWCA both happened to attend these networking breakfasts. And that's how they started the daycare together, because they started to meet each other at our breakfasts. So we were doing that intentionally to build capacity, we know that a network does that right, and so what that means is not only my little guy who was probably three or four at that time. [...] We would write letters that support that big grant that also came from the Alberta government and my friend was director of the new daycare so it's fun in a small town like that I don't know if you get stuff like that in small cities.

This example from Monica underlines how there was a different level of understanding and investment when they were working on helping to secure a grant for a local daycare. She identified with this huge need in the community as she also had a son that was the same age as the other children who would benefit from the daycare. The work on this project also resulted in an employment opportunity for a close friend. Rachel, Coordinator for a community resource organization for immigrants in Banff response also supports this idea of a higher level of investment in smaller towns due to direct personal connections:

I first came to the Bow Valley in 2003, but I soon after saw just a real effort to include people. And the way that I mean this is really coloured by my recent experiences so I might be projecting backwards. But the way that organizations work across different regions like Banff organizations working with Canmore, and Lake Louise, and across different sectors, and just working together to do whatever it takes to keep our community healthy. [...] Yeah and just the everyday small-town stuff of everybody knows everybody and everybody seems to care.

In summary, the data has demonstrated how the size of a community can have a substantial impact on the nature of professional partnerships. A lack of resources, has resulted in an increased level of reflection, creativity, and collective involvement. Specifically, collaborative efforts have been exerted between community partners and Fairmont employees. Being located in a smaller town often means that there are less local organizations nearby to work with, which can improve the level of efficiency in communication and awareness when accessing community needs in an outreach project. Finally, there is an increased level of care as projects often become more personal, as individuals work on initiatives that directly impact the lives of people who are close to them. The next sub-theme will explore the role employees have played in driving community support and how personal relationships and connections have influenced their involvement.

4.1.3 Employees Driving Community Support

Several community partner organizations described the support they received from Fairmont as employee driven in that it often occurred without formal direction from the hotel, on employees personal time, and with the employees individual resources. Specifically, five out of the eight community partner representatives interviewed identified a direct personal connection with a Fairmont employee taking place either without direction from the hotel and/or on a strictly voluntary basis. Interestingly, Cortney shared how she did not necessarily feel a direct connection to Fairmont as an organization but rather to the individuals that work there:

I feel like that is fostered not necessarily by Fairmont as an organization but it is through the individuals that we now are in relationship with and I 100% have open lines of communication with them. [...] I would say like my relationship with Samantha is why she is the person I emailed. She is the person that I will call and she then knows the interworking's of Fairmont and then puts me in contact with whoever.

Jessica, also identified with this feeling of being connected not necessarily to the Fairmont itself but rather it's individuals:

So actually we have a really good relationship with [...] I want to say the big cheese but we know that's probably [laughter] he is the general manager I believe. For the past two years he and his wife have been our co-chairs on the fine arts committee so they work with us on fine art like volunteer their own time as well as connecting us to the hotel.

These two examples successfully underline how Fairmont community partners have been interpreting some of their partnerships as a connection to its individuals as opposed to the company as a whole. Remarkably, while a bulk of Fairmont employees have established these personal connections not only on their own time with community partners, but a number of them have also done so with their own resources. Jessica, also shared how one Fairmont employee was so dedicated they volunteered a significant amount of their own time and resources resulting in financial support for the organization:

He would put 300 hours into this. He would annually volunteer his time to build a haunted house for the community. So he would build the haunted house and he would recruit his coworkers and they would volunteer their time as well. And then people, guest from the hotel and the community would go up and take part and the proceeds were donated.

While financial support is great there are other needs in the community. Due to Banff having a population where 50% of citizens are between the ages of 18 and 30, a transient community seeing people come and go, leaving family and friends behind to work in the service industry, there has been an increased need for mental health support. Lisa, shared on how some Fairmont employees were able to help with this major community need on their own time:

There was a great group that was started up by just some staff members a peer support group called MISS Mental Illness Stigma Support. It was a group that was started up by some employees of the Fairmont Springs. [...] I don't think it was directly affiliated, it was through that small group I connected a lot with them. [...] And those were staff members of the Fairmont. That was not a direct connection with the Fairmont [...] passionate staff members who were working on an issue, and tapped into another community member, myself and we partnered up there.

While many Fairmont employees have gone above and beyond during their own time, many Fairmont employees have also gone above and beyond during company time. Remarkably, some community partners have expressed that the actions of Fairmont employees during company time has resulted in some great success for them and the work they are doing for their respective community organizations. Jessica, shares an example of how one Fairmont colleague in her role was able to secure a large donation from a group that was visiting the hotel:

With the conference department there is a really wonderful lady there. And her team will often direct clients. When they are interested in including a corporate responsibility component to their conference. So of course we get these big conferences coming to Banff and folks want to do something nice while they are here. In 2014, a company from the states was referred to us and we ended up with a \$50,000 US dollar donation which helped us to upgrade one of our affordable housing facilities that is here on site so that was really big for us. [...] And I think [that company] is actually talking about coming back for another visit in the near future so that is something that we were connected to because of the folks at Fairmont.

Additionally, Stephanie provides some great examples of Fairmont employees offering support during company time.

Well my biggest person professionally in my role, my biggest success has been working with closely with three people at the Fairmont. One Cassandra, who she sort of spearheads the green team I believe or the sustainability team. And we awarded her and her boss which was like one of the I think CEOs of Fairmont with a long time service award [...] And we wanted to recognize some long term people and players right so her and her boss came and accepted that. And again she organizes, she is very hands on as well, she is not only a park steward herself. [...] So she signed up for a training and she is out there a lot, she organizes her own teams and staff, and gets people to things like our big litter picks. She does the shoreline cleanups, [...] she'll organize that.

Stephanie also added:

The other one was the groupings coordinator. [...] So at the time when he was here, he was also a parks steward and that was also a good connection. [...] Because he obviously had that values set right. [...] Where he is putting his personal time into doing stuff for the park. [...] On a voluntary basis but he also made that huge connection back to work and he would send some connections my way for volunteering for the corporate. [...]

Like big conference groups. The third, there was an employee who supervised the other staff at the Gold Lounge [Fairmont] and she was really involved with this volunteer program in the park and cross connections all over the place. [...] Basically, she had some of our volunteers going and setting up wildlife tables talk(s) at the Gold Lounge.

Similarly, Fairmont employees also expressed that the support that they have given often occurs without formal direction from the hotel, during their own time, and sometimes with their own individual resources. Particularly, all seven interviewees provided examples of either themselves or fellow employees providing community support without formal direction of the hotel and or on a voluntary basis. The extent of this support included but was not limited to: environmental cleanups, providing equipment, donating their own money, attending committee meetings, finding community initiatives to get involved with. This response highlights how many of the initiatives that Fairmont has become involved in throughout the community, has been a result of its employees individual actions. Subsequently, Fairmont has fostered an environment that encourages its employees to get involved with the community. Emily explained that:

I think too it's the type of people we hire. We hire people who generally have a sense of the greater good. And they will come to us when they want to be involved in the community. So the fact that their employer supports that and encourages it and lets them is really important to them they choose us sometimes for that reason.

Emily, also added that:

Many times we end up working for an organization that one of our employees has brought to us and said this is really important to me. And I work with these people and do you think that we could help them? And do you think that we could be part of this? And that is usually how we start the relationship.

While Fairmont employees are encouraged to have a sense for the greater good, the decision to participate ultimately rests with them. John, Engineering at Fairmont shares how he has taken it upon himself to help in the community:

So they have families that are going through different issues [...] and so for example like Christmas we usually take families that are going through [hard] times and we do an outreach through our hotel. [...] And we just bring members of the hotel together we

essentially go through Christmas lists for kids, we take care of their meals things like that [...] And it's on an individual basis, it's not the hotel directly supplying anything, it's the people. Like I went out and got things for the kids [...]it's all personal, so it's not just something that the hotel says this is from Fairmont, no its each person.

Interviewee responses demonstrated how an informal approach can be effective in fostering open lines of communication, creating opportunities for more frequent collaboration, allowing for flexibility to accommodate community partners, and in turn service the community. Size of a community can have a substantial impact on the nature of professional partnerships. A lack of resources, has generally resulted in an increased level of reflection and creativity in collaborative efforts between community partners and Fairmont employees. The next theme will provide a detailed description of how Fairmont has developed a sense of the expectations community members have for the support they receive from Fairmont. The next theme will also highlight how Fairmont has been working towards meeting these expectations.

4.2 Living up to External Stakeholder Expectations

Over the last nearly two decades, Fairmont has established itself as a recognizable international brand with hotels in over 20 countries (Forbes, 2015). Fairmont is perhaps best known for its grand historic properties (e.g. The Plaza, New York; Savoy Hotel, London, Peace Hotel, Shanghai; Makkah Clock royal Tower Hotel, Makkah) (Boluk, 2017). Including the entire portfolio of what was once the Canadian Pacific Hotel (e.g. Chateau Frontenac, Quebec City; Royal York, Toronto; Chateau Laurier, Ottawa; and the Empress Hotel, Victoria British Columbia) (Boluk, 2017). Analysis of the data suggests that the success of Fairmont has influenced expectations that the hotel has set for themselves, and expectations of the community in regards to community support. Four of the seven Fairmont employees interviewed frequently mentioned either Fairmont's reputation as a global luxury hospitality brand, historic status in Banff National Park, and/or its sheer size in the community as reasons why it not only has the

capacity to give back, but is expected to. Additionally, Fairmont has been able to meet these expectations by designating responsibility, and thus efforts to reinvest into the community. Specifically, Fairmont has empowered its employees to act and contribute to the community in which they belong and in which the hotel runs. These employees make up a substantial portion of the Bow Valley and as such their efforts largely benefit the reputation of the hotel. Fairmont has also made an effort to work with organizations specializing in understanding community needs. Thus, this theme is comprised of two sub-themes which will be discussed below:

1. Leveraging brand power
2. Designating responsibility back into the community.

4.2.1 Leveraging Brand Power

In the process of analyzing the data it became clear that Fairmont employees associated the company's success with their capacity to give back to the community. While analyzing the data, Fairmont's size as an employer is frequently mentioned as one of the reasons why they are a valuable partner and it is for this reason that their support could and should be expected. However, the brand power of Fairmont appears to add to the impacts associated with the sheer size of Fairmont in the community. Specifically, Samantha, from Public Relations at Fairmont suggests that the size of Fairmont along with its brand power has increased both the communities expectations for Fairmont to give back, and their capacity to do so. For example, *We have incredible resources at our disposal in terms of a large body of colleagues that are passionate, we have the visibility of the brand behind us [...] with the right personalities involved anything is possible.* Simply, the visibility of Fairmont's brand places a higher level of meaning and potentially can result in larger impacts from its employee's actions. Furthermore, in an effort to ensure that employees are 'passionate' and have the 'right personalities' Fairmont

appears to make a concerted effort to ensure that their organizational outlook on social responsibility trickles down to its employees through training. Emily, from Talent and Culture at Fairmont explains how employees are trained on the role they are expected to play in supporting the community before they even begin their careers with Fairmont:

It is a very integrated belief in the hotels that we are here to support the community, but I think sometimes in the Talent and Culture department we call it culture now is a conduit for that, and we help connect people to do that. So I think that and then the other piece of that is we have values that, and our mission, and our statement, that we share with our employees, and our colleagues. [...] One of the things we always ask our colleagues to be is an ambassador, and we actually include the concept of community involvement and representation during orientation and it is an expectation that you know you will be involved.

Emily's response demonstrates that Fairmont has actively been educating employees on the company's expectations for the role individual employees must play in supporting the community. Interestingly, the Fairmont brand and what it represents in the minds of the locals has also been a key part of their efforts to develop a culture of giving back. Emily goes on to touch on what the Fairmont brand represents and how that has translated to a better understanding of the community's expectations of Fairmont and the expectations Fairmont as an organization has set for itself:

The reality is that our hotels tend to be very pivotal and iconic centres of their community. The Fairmont Banff Springs is a huge castle in the middle of this town of 10,000 people. It is recognized globally when people look at a picture of it, it is prominent it is big, when anyone has a life event, if someone is getting married and you are from Banff you want it to be at the Fairmont Banff Springs. So knowing that we mean that, to our communities I think it starts to build that culture that we are expected, and want to give back to our communities. [...] We are also profitable and we also feel a real responsibility to make sure that we are donating back to the communities that allow us to be so profitable. So Banff has something called the Melissa's Road Race. 50 years it has been a race, a half marathon and it hosts 2500 runners a year. [...] The race happens on our golf course so we are always the biggest group with the most support, with the most volunteers because we should be. [...] I think it's expected, like the community expects us to be, and I think that we expect us to be because it's what we commit to.

This quotation suggests that embedded within the Fairmont training is a piece about the culture - and expectations- of how employees should engage with the community they are a part of. As such, Fairmont employees demonstrate an understanding of what the Fairmont brand and hotel has come to represent in the minds of locals. This has led to an elevated sense of responsibility which has seen Fairmont not only recognize the community's expectations of the hotel but also push the hotel to set their own expectations. Markedly, the hotel's growth and Fairmont brand has happened right before the eyes of the community, which has given Fairmont several opportunities to expand upon community expectations and demonstrate its value as a community partner. Taylor, from Conference Services at Fairmont states:

Banff Springs has been around as long as the town has been around [...] well longer. It's been here since pretty much Banff has been discovered. [...] And I think we really are a partner in town, the hotel has a lot of employees and those employees can also make an impact in town. And with the number of employees we have, we also have some impact [...] because of the size of the hotel. If we are successful in making a change it is a bit of a wave in the ocean sort of speak. [...] It does have an impact if we do it or then maybe some of the other hospitality partners will do it as well.

Interestingly, one of the expectations that the community has set for Fairmont, and that Fairmont has set for itself has been to be a leader. This can be seen in both of the previous responses.

Emily mentions how Fairmont has *'the biggest group with the most support, with the most volunteers'* and Taylor mentions how Fairmont's success in making a beneficial change can lead to other hospitality partners making a beneficial change. John, from Engineering at Fairmont continues on this idea of Fairmont accepting the onus of being a leader in the community, and how that has helped the community.

Well that's an easy one, that again ties into the influence in the community [...] the weight that the name carries in general. It's a global very high end brand and the weight that it carries within Banff. Again, just because of the sheer amount of the population in Banff that is the hotel anything that we do reflects on the community. A lot of people that come and visit here, this is one of the main reasons that they come to Banff, you know its

world famous you see pictures everywhere the castle on the hill in the Rockies. [...] We have a good image and we sustain that good image so its beneficial to other companies as well. [...] So when we do something it almost tends to set a standard for the community.

While John also acknowledges the success of the Fairmont as a brand, his response alludes to a lofty inkling, that Fairmont is often viewed as the standard throughout the community. Some of the community partner representatives appeared to agree with this idea of Fairmont setting a standard in the community. Rachel, a coordinator at a community resource organization shares how Fairmont's policies were used to help enhance a community program:

The workplace inclusion charter is this program we are trying out which is basically a list of 15 things social agencies want employers to do to support inclusion of foreign born locals. Basically you know practical changes they want to see in the workplace or things that employers can do to help new locals settle in our community. [...] One of the commitments we asked people to take on this year is to adopt an open door and fair treatment policy we modeled the suggestions in there on Fairmont's policy. [...] We had heard feedback from immigrants in the Bow Valley that when they have bad experiences in the workplace and they want to bring feedback forward that often there is a fear of retaliation. [...] So I started looking for open door and fair treatment policies that we could copy and give to people as an example and it was interesting because when I was looking for this I found that there are a lot of so called open door policies out there that are actually what I just described [...] they are hierarchal. It says we have an open door policy, first go to your supervisor, then go to your manager. [...] Fairmont's policy is different they allow for people to bring things forward to anyone, and their HR doors are always open, so we borrow some suggestions from their policy [...] to recommend to other employers.

This example demonstrates Fairmont's ability to set the standard and draw the communities focus to an issue that is currently contentious in the community. Several immigrants fear that bringing something forward may threaten their status in staff housing, immigration status (if they are not a permanent resident), and or their chances of sponsoring a family member to come over. Bringing Fairmont's open door policy to the attention of other employers and potentially implementing it, serves as an example with practical implications for this group of community members. While practical implications such as these have resulted in Fairmont being a well-

respected organization in the community, there are other factors too such as its sheer size and the amount of time it has been in Banff. These characteristics have encouraged the community to view Fairmont as not only the standard, but as a company that they can expect support from in the form of donations due to their resources and experience. Monica, Programs and Operations Manager for a local community foundation in Banff discusses how the Fairmont status has translated to community support:

When we have such a well-respected organization in this community like the Fairmont Banff Springs that is huge for us in terms of fundraising and partnerships. [...] They are a big employer so when you think about the people that are actually living around us working, buying groceries and walking to work and doing all those things and we see those employees as really, really valuable assets in our community.

Fairmont's status as one of the area's largest employers has enabled its employees with the appropriate resources to contribute back to the community. This has encouraged community partner organizations to develop a certain expectation of Fairmont employees. Essentially, for Fairmont employees to use hotels resources that they have access to, and/or even their personal resources, especially if it is a cause they personally can identify with. Danielle, the Executive Director of a daycare in Banff touches on this idea of Fairmont being a big employer and its employees using the resources of the hotel to help because they personally identify with the need:

So they're a big employer. So many of the children are a piece of that puzzle. They have donated things to us like, we have a silent auction every year and so they give, they contribute for our fundraising. Which is awesome because you know a night stay at Jasper or Lake Louise or Banff is a hot commodity and it costs a lot of money, so people are interested in those items and so they bid on those, so that supports us too. [...] If we probably needed a room or something like that they would definitely support us and that kind of thing because we are a non-profitable organization. So I know that if I were to reach out to them I'm sure they would try to accommodate us in some way.

Stephanie, a Volunteer Engagement Leader for a Government Agency in Banff suggested that some community partners have a certain expectation when it comes to Fairmont's resources and what they could and possibly should be offering due to its size and status:

Obviously if we formalized everything that we did, we would probably look at a formal collaborative partnering arrangement with like any [...] corporation that we would want to look at doing that with. Fairmont would be probably fairly high on the list. Because they exist in the Park [laughter]. They are a fairly big corporate entity in the Park. [...] So I assume that in my mind that means they probably have a lot of resources and like a formal process and structure.

In summary, the data has demonstrated how Fairmont's brand and reputation, history in the community, along with its size has influenced the level of expectations Fairmont has set for itself, and that the community has set for Fairmont in terms of the types of support they can offer. The next sub-theme will unpack how Fairmont designates responsibility back into its internal and external communities in an effort to meet their expectations.

4.2.2 Designating Responsibility Back Into the Community

While identifying the expectations of stakeholders is an important part of the engagement process, perhaps an even more significant part is responding to these expectations. When discussing how decisions were made with regards to which sustainability initiatives and community partnerships the hotel pursues, all seven of the Fairmont employees interviewed expressed the importance of employee input. Specifically, Fairmont employees noted that the hotel welcomes employees' ideas and valued employee input. Emily, from Talent and Culture at Fairmont highlights this notion of Fairmont placing the bulk of decision-making in the hands of their employees, who also happen to be community members themselves: *Many times we end up working for an organization that one of our colleagues has brought to us and said this is really important to me and I work with these people and do you think that we could help them and do you think that we could be part of this and that is usually how we start the relationship. With*

Fairmont employees representing such a large percentage of the community already in the area, allowing employees to drive the decision-making process is just one of the ways that Fairmont has ensured that they are cognizant of community members' preferences. One of the internal systems that has been put in place to ensure that Fairmont is engaging its employees and providing a forum for them to share their opinions is the many committees they have established. Emily, goes on to detail how Fairmont has encouraged its employees to join a committee that resonates with them:

We are very committee driven so we have a social committee, we have a recognition committee, we have a sustainability committee, health and safety committee and all of these committees engage our employees within their passion. So our sustainability committee people who are interested in making shifts in our carbon footprint will join this committee, and they will do things like make sure they are always part of a lakeshore cleanup. They will go out and when there is an adopt a highway program that the community puts on our green team will always be out there with a kilometre of highway to cleanup. So they will find things that are happening in the community that align with their passion and their representation from Fairmont and they will involve themselves.

These examples demonstrate that Fairmont when deciding where it should focus its community support efforts are not only welcoming of its employees suggestions, but they are also relying on them.

While Fairmont has designated responsibility back to its employees, by having them help make the bulk of decisions in regard to which organizations they support and which initiatives they pursue; they have also done the same for their community partners. Fairmont has achieved this by taking somewhat of a back seat to these community partner organizations. Analysis of the data reveals that Fairmont has placed responsibility back into the hands of community partners through giving them control over deciding on Fairmont's behalf how to use their resources for community outreach. Cassandra, from Turf and Grounds at Fairmont describes the decision-making process of the hotel and their perceived role in community outreach:

It just happened [...] we reached out to them because we won the environmental hotel of the year the one year. The prize was a donation, and we had to pick, and we chose them [the community foundation]. [...] We just decided because their program supports so many other programs and that they would have the best idea of who needs what whereas we might not know where all the needs are in the community. They have [their] finger on the pulse of what is happening and who needs what. We know how to deal with hospitality and guests and you know we have people who are talented in their own fields whether it's with the food bank or the community foundation, [...] so yeah [...] go to them and they can figure it out. I guess that is why we are involved with the [...] Community Foundation because people with needs would go to them and then they can distribute it. [...] We have approached the one social profit organization for adopt the family, and that is up to them [...] they find us a family.

Evidently, Cassandra's response was able to provide some more insight on the role the hotel perceives itself as having in facilitating community outreach, which appears to be more of a supporting role. Being that Fairmont is a luxury hotel they must prioritize managing their properties and on providing their guests with the best experience. However, strategically aligning themselves with community partners whose sole purpose of existence is to understand and cater to the needs of the community has allowed them to perhaps make a more impactful contribution to the community. By designating responsibility to an organization such as the community foundation who specializes in offering the community support, Fairmont can be confident that their efforts and resources are not fruitless. Specifically, teaming up with the community foundation and the social profit organization Cassandra mentioned has enabled Fairmont to not only support many other programs, but also improve their efficiency as they are able to remain focused on operating the hotel, while their community partners works on finding them families in need for events like 'Adopt a Family'. Community partner organization representatives appear to demonstrate an understanding of this arrangement. When describing her organization's relationship with Fairmont, Monica, from the Community Foundation suggests that this not only enables Fairmont to be more efficient in their community outreach but also one of the main reasons why they are working together:

We are working on a granting relationship so they will philanthropically give us money, and when we scrape that back out into the community we do that for the purpose of impact, and we will then ask our grantors organization to report to us on what actual impact happened, and then we would report that back to Fairmont. So that is what we are trading on. And that is our responsibility to be connected in all of these areas [...] another big employer in the valley phoned the other day and they said they had a real tragedy in one of their staff areas and what did they support through us that was related? What services do we have in the area? What partnerships do we have? What services have they already supported? What grants have we given? What projects have been done? [...] But think how great it is if you are a manager of staff, and talent and culture, and you have someone to phone like that when you have something like that happen on your team and I can either hook them up with the right partners, tell them exactly who to phone if they immediately need some help; or just hook them up with project ideas if they wanted to work something out in that area; or add some value in a certain area or if they see some opportunities.

This description from Monica suggests that Fairmont's relationship with community organizations is one of a joint-responsibility for servicing the community. Monica goes on to detail the in-depth approach the Community Foundation takes to consolidate community needs, and use that information to help Fairmont, and other businesses in the community decide on the most impactful use of the resources they offer in support of the community:

We will speak directly with organizations but also individuals and we will do that over a course of a year. [...] Broadest as possible we actually did a study last year to try to determine what are our areas of priority what do people think about how we are doing on social factors or economic factors or environmental factors so we actually collect that data and so what we are in the process of doing is pointing at our leadership circles that will help us prioritize the information in these areas. [...] And then act on them [...] So we will work with actually small groups of experts in those communities so again we are lucky, we are a small area so all the people who really want to work in [the] environment are real experts in that area, so we will gather a bunch of data but we won't tell them what to do we will say here is all the data here is what our wider community is saying but also you're experts tell us where the need is. [...] We have a group with truth and reconciliation, we have a group true sport council who will work on sport and outdoor recreation so when we work with a partner like Fairmont then like if the sustainability team were to walk in the door and say so what should we do [laughter] we can hook them up right away.

Essentially, having organizations like the community foundation as a resource has improved Fairmont's efficiency and effectiveness in providing adequate support to their community.

Another example of Fairmont relying on the strengths of their community partners was described by Stephanie, a Volunteer Engagement Leader from a local government agency:

They had one group of accountants from [a company][...] at the Banff Fairmont [...] And they were 110 that signed up. They had busses and they litter picked the whole Bow Valley Parkway [...] super organized. We had three busses, a bus guide for each, packages pre-made up, with their gloves, their litter pick sticks, their garbage bags. [...] And we made it into a bit of a fun scavenger hunt [...] some of them got to see wildlife because the Bow Valley Parkway is such a teaming area for wildlife. They saw elk [...] so it was educational, I think they felt like they accomplished a lot for a couple of hours

In this particular instance, Fairmont assigning this group staying at the hotel to volunteer not only resulted in a more efficient outreach initiative, as the community partner organization planned everything out, but it also resulted in this organization receiving help and bringing awareness to its cause. This informal pact between the hotel and its community partner organizations has been even described as a ‘win-win-win’ by Taylor who works in conferences at Fairmont:

The nice thing is we had a group that wanted to bring something back to the community, that's something else that we have had with conferences, and they were actually able to raise funds so that they built essentially a safe space for battered women and or children. [...] That's a huge impact [...] because it is not money that is easily accessible all the time, so for them to have this space because of a group and all of their participants that came to the hotel, that's a win-win-win.

This is another example of Fairmont placing responsibility back into the hands of its stakeholders. By assigning conference groups to a community organization they are enabling these organizations to utilize these groups in a way that they themselves deem is best suiting to their current needs. This arrangement allows for community partners as stakeholders to feel more engaged, and offer their expertise on which needs should be focused on, and it also allows them to communicate these needs in a way that connects on a deeper level with conference groups. Simply, the Community Foundation has processes and systems in place that allow them to approach community support with a different rigour than what Fairmont would be able to on

their own. While some community partners have been okay with Fairmont's disposition as a strategic designator of responsibility, some have expressed that they feel Fairmont has left it completely up to them to do their jobs as community organizations. Dawn, from the Municipal office in Banff stated:

I definitely think it was interesting when you described them as doing outreach, I see us as more being the outreach people and reaching out to them[...]What I see about the Fairmont is [...] the reality is they are trying to run a business [...] And obviously they care about the community that they are in and they care about their staff [...] And so a lot of our work we do with them you know I feel sometimes they you know at the end of the day our job is to do this community stuff so we tend to be more the people who are reaching out saying what about this? This is happening have you got any ideas? How can we connect and so I kind of see it as us reaching out to them [...] Or sometimes with the staff that they are connected with it will be like hey this is going on is there any resources you can help with or is there anything that we can do to make this better? [...]So sometimes it's either way but I think generally they are focused on running a business and so because our work is focused on the community and it can be more often us going hey we are doing this do you want to be involved?

Dawn's response sheds light on how sometimes partnerships can feel one sided. However, there does appear to be an understanding amongst most community partners that Fairmont has to prioritize its business and that their job is the 'community stuff'. Dawn even goes on to state:

"we are trying to be a little bit coordinated in how we ask for [Fairmont's] time because at the end of the day they are running a business". To conclude, interviewee responses offered a detailed look into how Fairmont has approached deciding which community organizations to work with, and which community initiatives to work on in an effort to cater to the expectations of their stakeholders. Fairmont's various employee committees have provided a forum for employees to be involved with organizational decision-making, placing decision-making in the hands of their employees. Fairmont has also engaged their community partners as well in the decision-making. Fairmont has done this by enabling community partner organizations to decide how to utilize the resources that they give to them, connecting them with groups staying at the

hotel who are looking to give back, and helping them decide what the best use of their resources are. While both Fairmont employees and community organization representatives appear to have developed an understanding of this dynamic, some have expressed that Fairmont has been too reliant on the community organization to lead the charge. The next theme will explore how Fairmont has been able to utilize its resources for the collective benefit of the community. Specifically, examining how Fairmont has formed partnerships with community organizations based on their shared passions and strengths. This theme will also take a look at how partnering on shared passions and strengths has led to a partnership based on trading assets to achieve common goals.

4.3 Utilizing Assets to Achieve Collective Community Benefit

It has been suggested that in order to improve individual and family well-being, communities, neighbourhoods and their residents need to be involved as co-producers of their own and their community's well-being; as everyone has something to contribute and we need their "gifts and assets" (Duncan, 2016, p. 4). Analysis of the data suggests that Fairmont has embraced the idea of 'everyone' having something to contribute and the need for their gifts and assets. Through their work with community partner organizations it appears as though Fairmont has not only involved partners but has also acknowledged their strengths and have utilized them to improve the collective well-being of the community. Primarily, Fairmont has done this in two ways that will be discussed further below:

1. Partnering on Shared Passions and Strengths
2. Trading Assets With Community Partners to Achieve Common Goals

4.3.1 Partnering on Shared Passions and Strengths

One of the ways Fairmont has mobilized its assets in a way that achieves collective community benefit is by partnering with community partner organizations that they share passions and or interests with. All eight of the community partner representatives that I interviewed communicated that they partnered with Fairmont due to having shared passions in a particular cause. Stephanie, from a local government agency shared how her organization makes a concerted effort to partner in a way that aligns with Fairmont's goals as a company with her organizations goals:

Partnering is you know we would consider doing with Fairmont for instance would be something bigger that we would look at bigger than just the volunteer program. [...] Right, so it would be like their goals for corporate environmental and social responsibility. [...] And our goals and how can we be mutually working together to collaborate around those goals of the park. [...] On what needs to happen in the Park right so there are resources being used here all the time with the fact that we have 4.5 million visitors. [...] And they need things like services, hotels, and restaurants and bathrooms and you know things like that. So I think that there are some basic things that services can do to be mindful and conservative. We are in a national park. Let's you know try to save water, let's try to be like the showcase for conservation all around in sustainability. [...] But what I do is I try to work with companies or corporate groups that want to give back to the park in a more hands on way so get their employees out. [...] To help the park and give back.

Stephanie's description of the decision-making process behind establishing partnerships confirms that *partnering* based on shared passions and interests is an important consideration. Due to being located in a national park, it is most certainly in the interests of Fairmont to be a showcase for conservation and work closely with the park to educate its staff. With 4.5 million annual visitors and many of them supporting the Fairmont, it is important that the company makes an effort to help reduce their impact and limit harm to what is perhaps the hotel's biggest resource, the natural environment, which is the main attraction for visitors in the community.

Courtney, from a local retailer in town shared how her organization and Fairmont connected on a shared interest for healthy lifestyle and the environment:

What's cool about plogging is its marketed or you think of it as a hybrid between doing something environmental and something active. In practice once you are walking around it's really hard to move at any quick pace when you are picking up garbage. It's actually more of a walk but when we first started talking about it, it was this combination of jogging and running with picking up some garbage, and so it was really in line with the healthy active lifestyle positive engagement with the community. Making a difference and showing up in a way where we make quality stuff that you could go running in and then we organize things where people can connect and do great things for their community. So it was a partnership and soon as Samantha sort of talked about it we were excited to share it with the people in our community that she might not have access to. So we post on our social media, or share it amongst our staff, those events grow to people we know. And then when she shares it through her channels it grows to other people, and all of a sudden those communities come together, and friendships are made, and all sorts of great things happen.

Cortney's example demonstrates how both partners and the larger community can benefit from deciding to partner based on their common interests and shared passions. In this particular case, for Fairmont, plogging provided a fresh new way to continue on the company's trajectory of economic stewardship, contributed to employee well-being by promoting a healthy active lifestyle, connecting both the company and its people with likeminded community members outside of their usual reach. For the local retailer, this partnership served as an opportunity for the brand to promote what they have to offer in terms of their apparel and community clubs, and reach a larger audience with Fairmont sharing it on their channels. For the community, this event helped to clean up the town. Another example of Fairmont partnering based on common interests was provided by Dawn, a Community Development Coordinator at the municipal office:

We would work with them in a collaborative way to say well what do you have going on? What do you see happening with your staff that you need help around? [...] So for the longest time, it stopped a few years ago but we ran a welcome fair every year called 'One Hot Summer' [...] we would usually get about 2000 people coming every summer but it was huge. [...] It was usually downtown and there was live music and it was a welcome event for young people coming to work for the summer. [...] It was in the first week of June and there were booths from all the sports organizations. Any of the groups you

could get involved in over the summer. [...] Any of the helping organizations like Bow Valley victim services who helps if you have been sexually assaulted and there addiction services. So we would have a mix of things you can do [...] And if you get into trouble things that can help. Basically a really fun atmosphere, there would be free food, live music. [...] And also the barbecue would be hosted by the Mayor and lots of local people that were well known. Kind of like a welcome [...] you are here in Banff to work for the summer, have a great time while you are here.

Dawn's example here of Fairmont collaborating with the municipality in Banff was based on a shared interest in ensuring that hospitality staff are taken care of, as they are an extremely vital part in making hospitality happen in the community. Providing hospitality staff with the resources they need and ensuring that they are integrated, which is in the interests of both Fairmont and the community as it reasonably makes for a more sustainable hospitality industry. Simply, as staff needs are catered to, they can focus on providing visitors to the community with the best experience. While these last two examples suggest positive outcomes, they are only a sample of what Fairmont has been able to achieve in the community by partnering with community organizations that share their passions. Interestingly, further analysis of the data suggests that Fairmont has not only recognized the importance of partnering based on the passions and interests of their employees, but it appears that they have made a concerted effort to do so. Immigrants, young adults, and women have been three major groups communicated by interviewees that Fairmont appears to be focusing on. Fairmont's properties in both Lake Louise and Banff employ several immigrants who move to the area to make a living, support their family, and ideally integrate themselves into the area. In an effort to provide staff who immigrated with the best experience possible Fairmont teamed up with a community support organization for immigrants. Rachel, who works for the community support organization for immigrants shared how her organizations partnership with Fairmont came to be, and some of the benefits deriving from their partnership:

Yeah so in the Bow Valley we have full employment which means that the employers are the most important site for integration for us. They are kind of the frontline of settlement services, most people come here for employment. [...] Whether they are coming from another country or another part of the world so it's really critical for us to work with employers to reach newcomers. [...] Fairmont definitely they hire immigrants, permanent residents, refugees, foreign workers, and community born residents too and so what we are trying to do is help them make sure they are providing the right support to anyone who wasn't born in Canada. So the workplace inclusion charter is this program we are trying out which is basically a list of 15 things social agencies want employers to do to support inclusion of foreign born locals. Basically you know practical changes they want to see in the workplace or things that employers can do to help new locals settle in our community, and then it's a bunch of resources to support that. The Banff Springs hotel is a signatory to that so I met with them when we were early in the stages, when we were developing the charter to see what might be possible. [...] Then ultimately when we finished the first version of the charter they signed it and they have been implementing it.

In this particular instance Fairmont saw the importance of catering to its immigrant staff population. Through collaborating with a local community resource group that focuses strictly on integrating immigrants, Fairmont was able to implement a workplace inclusion charter that helped them provide better support for their employees whom recently immigrated. The community resource group for immigrants benefitted, as they were able to help a demographic they are passionate about and raise awareness of their services. Additionally, Fairmont has made an effort to collaborate with the municipality to offer immigrant employees the support they need. Dawn from the municipality office shared how Fairmont and the municipality has collaborated on serving this population:

I worked a lot with the Fairmont to get the immigrant support services up and running that we have. [...] So in order to get the immigrant staffing that we had we needed to prove to the federal government that we had a continued need for this. The federal government kept saying to us well you know yes you have immigrants but they are not going to stay, they are going to leave. So it was a lot of work with Fairmont, and the other businesses in town for them to project and show who they were hiring, how many families were coming, and how many people from different countries. [...] Because the demographics change so instead of having all these young people that just came for a season and left, we were getting people that were getting permanent residency, they were bringing their families over. [...] And we wanted to work very preventative[ly]. Like well okay tell us how many people are you nominating for permanent residency that are going to be coming? Do they have families? Are they going to be in the school system? [...] So

they were really great at identifying what we needed what was happening with the trends and to help us prove to the funders that this was a continued need that needed to happen. [...] I managed settlement services for the last 10 years [...] And they still work with all of the businesses including Fairmont to check and say well what's happening with your staff? And basically just to have those conversations. We have got a ton of people who visas are running out, they don't seem to know that they are supposed to check on their visas. [...] How can we help them with that? And so basically they are in communication so that they can phone and say this is happening with our staff what can you do?

Dawn's example here of Fairmont and the municipality collaborating to better service its growing immigrant population points to several benefits for both sides. For the municipality, this collaboration helped them respond fittingly to a change in the communities demographics.

Collaborating with Fairmont provided the town with the funding and resources from the federal government to cater appropriately to the immigrant community. For Fairmont, this collaboration gave Fairmont the guidance it needed to help their immigrant employees, as the municipality served as a liaison between the federal government and Fairmont. Getting Fairmont to consider factors such as its immigrant employees Visas, permanent residency, and education of their children helped them to better cater to their needs. In addition, to the work Fairmont has done to service its immigrant employee population, Fairmont formed a partnership with a community resource group for young adults, who represent another large percentage of its staff population.

Lisa, a coordinator for a local community resource group for young adults shared how her organization provided value to Fairmont:

Serving the community of 18- 30 year old's living and working in Banff [...] And we serve them with the mandate of connecting and engaging and providing opportunities for things to do when they're not working. [...] We are kind of welcoming, connecting and helping them engage with community. So I 100% see the program as a connector, to many resources but mainly your first point of contact or just connecting you to resources you might need. [...] Staff make the community happen, they bring visitors in. If they are not well maintained, then neither is hospitality. [...] We do run a number of programs. From integrating people, showing them how to travel in the mountains, to providing a weekly affordable meal and substance free event, for people that come just to relax at.

As Lisa points out, staff make the community happen, and they help to bring visitors, a negative staff experience can make for a negative hospitality experience. Fairmont appears to be aware of this, as their effort to form this connection has helped staff in the 18-30 demographic by giving them the resources that they need to succeed. This partnership has also catered to any major concerns that they may possibly run into, such as connecting them to workshops in the community for suicide prevention, sexual violence, and mental well-being. Fairmont appears to be cognizant of the major issues facing the 18-30 demographic making up a large percentage of the community and their staff. Dawn, from the municipal office provides another example of Fairmont partnering out of concern for their young adult staff wellbeing:

Another program that we have in our department is called community helpers and its funded by the province [...] And it's a suicide prevention project. [...] So of course we have lots of young people, older people here, who are all away from their homes, and away from their supports. Definitely stress, anxiety, mental health, suicide is something that is at risk. [...] Basically what they do is it works on natural helpers [...] there are people who just naturally come and talk to them. The statistic if someone is suicidal, only 2% of people will actually seek professional help. [...] So most people are displaying signs to their coworkers or talking to people that are friends but not actually going to a professional person. [...] So this program really tries to make sure that those natural helpers are trained to be aware of when somebody might be in trouble and their job isn't to solve their problems but their job is to get them to professional help and so one of our employees [...] works with Fairmont, she will go in and work with the staff and they do questionnaires and they find out if you were in trouble who would you talk to and anybody's name that comes up more than a few times as a natural helper. [...] Gets trained up so they don't burn themselves out. They feel comfortable if someone comes to them, or if they are noticing somebody is not doing well, how can they get them to seek out the help. [...] So the Fairmont was one of the main partners in that so and the employers came up with topics that needed to go into a staff orientation video [...] it was a VHS video which was used for about 5 years. Now they have what ended being the ambassador session.

In this particular example, Fairmont was able to develop a program in collaboration with the municipality that caters to the needs of their young adults staff population. While it is difficult to measure the impact of this program due to the anonymous nature of such a program, it is clear that a lot of thought was placed in the program by both the municipality and Fairmont. Having a

program that naturally integrates into their employees lives through establishing ‘natural helpers’ is a very innovative way of providing this demographic with the support that they need. Overall, both the municipality and Fairmont stand to benefit from healthier citizens who are better equipped to service the community as a hospitality worker.

Another group that Fairmont has formed a partnership with is a social profit organization catered towards women. Jessica, from this social profit organization shared how Fairmont managed to partner with them and how it has enabled the hotel to offer more support to this demographic through the use of their resources:

There was a ladies golf event that was held earlier this year and they have a really great golf course here at Banff Springs so they put together a ladies golf event where you could you know drive, putt, do yoga, and the proceeds from that event were donated [to this organization][...]. Yeah and then [...] there is a staff housing manager who has been really proactive over the year in looking for ways to encourage good lifestyle choices for the employees especially the ones who are living on site and has collaborated with the YWCA to share our information and materials because we do programs here like consent training, bystander intervention and that sort of thing [...] so our number is out in the community and people know [...] this is what we do, a lot of people come to us, or sometimes we get referrals. People are coming to us in those areas and that's what we are here for.

This is another example of how Fairmont is demonstrating a commitment to their staff well-being and it is translating to many benefits for all stakeholders who are involved. For Fairmont, both women on their staff and in the wider community can feel empowered and appreciated as the company hosts large events catered to them like the ladies golf event. Fairmont has also ensured that they have the tools in terms of consent training, bystander prevention and other information and materials to ensure that they are well taken care of.

In addition, to Fairmont partnering based on the shared passions and interests of the company as a whole and their community partners, analysis of the data also shows that Fairmont has partnered based on the shared passions and interests of their individual employees and

community partner organizations. Danielle, executive director at a local daycare in the community when asked about Fairmont's interest in partnering stated:

Yeah, there is no reason to not talk. I know that they were showing interest when we were talking about childcare and the needs of the community. They definitely were interested in learning more about the needs of the community. [...] Because we only have eighty two spots here, how many needs are there? [...] So I know a lot of staff members who have children and need care, so they're definitely part of that conversation.

This example from Danielle, makes a connection between Fairmont expressing interest in wanting to partner based on their employees personal interests. Due to a large number of Fairmont staff having children who need care, Fairmont has made the decision to get involved with the local daycare as it directly benefits their employees children. Mainly, Fairmont's support in the form of donating supplies, annual silent auction and other fundraising efforts have supported the daycare as it provides care to the children of Fairmont and employees and the wider community. This theme explored how Fairmont has made an effort to use their resources in a way that creates benefits for their business and the community at large. One of the ways that Fairmont has done this is through partnering with community partners based on the interests of the business as a whole and the interests of its individual employees. Specifically, Fairmont has made a concerted effort to cater to certain demographics of its staff population like young adults, immigrants, and women. The next theme will unpack how Fairmont is trading assets with community partners to achieve common goals.

4.3.2 Trading Assets with Community Partners in Pursuit of Common Goals

In addition to partnering based on shared passions and interests, Fairmont has also been trading assets with community partner organizations in pursuit of common goals. Markedly, all eight of the community partners interviewed were able to attest to their organization trading assets with Fairmont in pursuit of common goals. Dawn, from the municipal office in Banff

shared a number of examples of how her organization was able to team up with Fairmont out of a shared passion and interest for the staff who also happen to be members of the community. However, in order to make this possible, Fairmont and this local retailer had to pool together their resources: *“The way we work with Fairmont usually is we are sharing time together to work on something. [...] We are pooling resources together, they might offer space, or they might offer funding. [...] Or they might they do let us advertise in their staff e-letter. [...] And make sure the information goes out.”* This particular example from Dawn gives some insight into the few different ways that Fairmont has been trading assets with their community partners in pursuit of common goals. Mostly, Fairmont has been offering tangible assets such as space or funding to community organizations, in exchange for their expertise in an area that Fairmont requires assistance with such as employee training. Notably, Monica, from the community foundation went as far as to acknowledge that without Fairmont’s tangible assets, particularly their state of the art facilities, they would not be able to put on some of the community support events that they did:

Not all of it isn’t just straight donations, but they worked with us on that project. We could not have done that project in the same way without Fairmont. The way that they do and what they have to offer as partners. [...] It wasn’t just a donation, they were supporting what we were doing. Absolutely the golf tournament, [...] they offer something very unique too. [...] And we just don’t have that anywhere else we couldn’t have pulled off a gorgeous half a million dollar fundraiser in Banff without Fairmont [laughter] it’s the spot to do that and the golf course too at that. So those things make them really valuable community partners.

Nevertheless, Fairmont has also been able to offer its partners intangible assets such as their customer service expertise. Jessica, from the social profit organization in Banff shared an example of how intangible assets such as customer service expertise has enabled both her organization and Fairmont’s pursuit of common goals: *“They are always a really big help of Walk a Mile, and then with Fine Art Gala, it’s just a dream to work with them. They are*

impeccable customer service, they are so good at what they do so it's quite a fancy event that we throw and being able to have work with them on it is really fantastic." In this particular example, Fairmont was able to help this social profit organization in Banff hosting major events, by raising funds and awareness about causes that both Fairmont and the social profit organization were passionate about. Another notable example of intangible assets helping both Fairmont and a community partner organization in their pursuit of a common goal came from Stephanie, a Volunteer Engagement Leader for a Government Agency in Banff:

I think Fairmont produces quite a lot of leadership. [...] You know in their employees. [...] And by that I mean they have really good structure. [...] But I think they also believe in their people, and developing people with whatever interest them so. [...] For those I have been connected with it's been very good for results for the volunteer program. [...] I find they are the ones that are leading, coordinating, communicating, connecting [...] making those connections.

Stephanie's example demonstrates how an intangible asset such as Fairmont employee's abilities to lead, coordinate, communicate, and connect have attributed directly to the success of the volunteer program, which has enabled both the Government Agency and Fairmont to better pursue common goals such as promoting park stewardship. The data suggests that Fairmont has managed to utilize both their tangible and intangible assets in pursuit of goals they have in common with their select community partners. The next theme will explore some of the barriers associated with Fairmont furthering its commitment to sustainability. Particularly, the next theme will look at challenges Fairmont is facing when it comes to integrating their sustainability stories and efforts with everyday business, how employee turnover has led to several initiatives being discontinued and or opportunities missed, and the challenges associated with educating stakeholders.

4.4 Overcoming Barriers to Furthering Commitment to Sustainability

Perhaps, the most important part of progressing a sustainable agenda in hospitality and even tourism as a whole is identifying and examining the barriers hindering sustainability so that strategies can be developed to reduce and or eliminate the barriers. In the process of analyzing the data it became clear that many Fairmont employees and community partners were identifying a number of barriers to sustainability efforts. This next section will attempt to explore barriers to furthering Fairmont's commitment to sustainability as identified by the hotels employees and community partners. Thus, this section will consist of two sub-themes. The first sub-theme will unpack the challenges associated with dropped connections between Fairmont and its community partner organizations. The second sub-theme will examine the other challenges facing Fairmont as they further their commitment to sustainability.

4.4.1 Dropping Connections

One of the most frequently mentioned barriers to furthering Fairmont's commitment to sustainability was the possibility of connections between Fairmont and community partners either stalling or being lost entirely due to turnover at the hotel. Considering that Fairmont's work with the community is largely driven by its employees and their personal connections, dropped connections can be a huge hinderance to Fairmont's efforts to work with community stakeholders. Astonishingly, four out of the eight community partners voiced their concerns over their connections with Fairmont either stalling and or being lost entirely. Cortney, from a local retailer in Banff while sharing how she felt personally connected to Fairmont due to having personal relationships with individual employees also expressed concern over the possibility of all of her connections leaving: *If the two or three people that I have relationships with were to leave [...] Those lines of communication would definitely stall out a little bit.* Cortney's example

highlights the drawbacks of partnerships between the hotel and community partner organizations being heavily based on personal relationships. Simply, if an individual leaves the hotel and or a community partner it can endanger the partnership between organizations. Particularly, in Lake Louise this has been of major concern to stakeholders there. Dawn, from the municipality expressed how challenging it has been from her organization's perspective:

I know with the Fairmont in Lake Louise, we talk about relationships, there has been a huge turnover in staff. So you get frustrated because you contact the person that you originally contacted and they have now left and there is somebody else and the information gets lost. [...] I think sometimes there is frustrations. [...] We do provide support to Lake Louise, so if we go out and run a workshop on how to get new visas or employment standards, so you know your employment rights, we are relying partly on the employer and the business to get that information to their staff. [...] And then if you go up there and you see there weren't posters put up or it wasn't put in the e-letter, I think sometimes in the past there has been some frustrations. [...] We are trying to help your staff, you need to help us by getting the word. [...] And I think at different times it has been more successful than not. [...] But I think they get asked a lot by all of us to be like can you share this information with your staff so maybe formalizing that would be better I don't know. [...] I think a lot of it is based on personal relationship, so maybe that's difficult when people leave and that's lost. I know particularly more the Chateau in Lake Louise than here in Banff there has been a lot of turnover in staff. [...] And you just lose that connection and you get frustrated.

Dawn's example reinforces a concern that appears to be consistent amongst community partner organizations that due to partnerships being heavily based on personal relationships when an employee moves on connections can either stall or be completely lost. Currently, there appears to be no formal plan to ensure a smooth transition in the area of partnerships. Interestingly, Dawn expressed that perhaps formalizing this transition could be help but was not sure. A formal transition process would entail briefing new employees on existing partnerships, introducing them to community partner representatives, and or providing new employees with community partner representatives contact information. Another issue that was highlighted in Dawns example was the frustration that often is felt by community partner organizations when their messages are not being communicated with Fairmont. One of the benefits for community partner

organizations working with Fairmont has been the ability to communicate their agenda as an organization in an effort to rally support and inform employees about helpful services and other resources available to them as community members. When community partner organizations are unable to do this their frustration is warranted. Lisa, from a community resource organization for young adults also expressed her frustrations with being unable to share information with Fairmont employees and inform them about the helpful services and resources her organization provides to employees as members of the community:

I have put on a number of workshops and I know there are a number of workshops in the community for suicide prevention, sexual violence and I have even reached out to the Fairmont [...] HR both in the Chateau and the Springs to say donate some of your staff time or something to get your folks in here for information. I am not quite sure where the breakdown goes, but I have employees asking me for training, supervisors asking me for training. I bring it to the Bow Valley and then no one is actually signing up. [...] And I am trickling it through HR, as I am trickling it through managers, and I am not quite sure if it's not allowing the time off? I don't know [...] but the want is there. Legislation has actually changed and they should be sending their folks to these free trainings that I am bringing but they're not. [...] I don't know what their process is but I am bringing solutions and they are not being utilized so it makes me question how much I should be bringing as a resource for them. [...] I would love a lot more collaboration because we can bring a lot of things to and from. We can work together but I don't know who their contact is to arrange all that stuff

Lisa's example really highlights just how frustrated community partner organizations can become when they are trying to communicate important messages but are unable to. Lisa response suggests that perhaps the biggest issue is not having a direct point of contact, as she states she does not know who the contact person is. Interestingly, these frustrations have arrived mostly after the group Lisa was working with dissolved, and the primary contact having moved away.

Yeah basically since they have dissolved, I have been looking for other mental health supports. I am still going along with that theme, it is just with another agency, so that we can keep highlighting the resources in the community. [...] Yeah I don't know who is running it. I have reached out a couple times with no contact [...] her name was Abby and she moved away.

While these examples are negative in the sense that they are highlighting the frustrations community partners have with Fairmont, they are also highlighting just how instrumental Fairmont employees have been in helping to support community organizations with their agendas. Jessica, from a social profit organizations story of how a former Fairmont employee would help put on a haunted house for both the community and guests, with proceeds being donated further emphasizes this. When asked when and why the haunted house stopped, Jessica stated: *I am guessing it was probably around 2015 and it may have been because the employee who organized it had been there for some time, and I am wondering if he possibly retired? But it doesn't say here in this document.* While her answer may have lacked certainty, it did not lack instinct, as this appears to be an ongoing trend amongst community partners, that when community initiatives spearheaded by Fairmont employees cease, often times it was due to the employee who was the lead and or main contact moving away. Stephanie, from a government agency acknowledged that simply this is just the nature of partnerships with Fairmont:

But yeah change means change [...] you know things go away when people or organizations leave. [...] And or they go away and they morph into something I think [...] That's my take over time. 12 years of it so far [...] but you know I think back to just the question around ways, there is endless ways to work together. [...] When you said have you had meeting with people at Fairmont, I used to. [...] Again, early on in the years in the development of the volunteer program there seemed to be more results with for instance Fairmont [...] having a meeting with [...] the group bookings coordinator. [...] It was so good, [...] he got promoted and went to a different Fairmont. [...] Yeah so it might be a clue to the fact that meetings might actually might equate in terms of more results but it has to be also a few other things you know. [...] And I think that that comes when you make a really good connection with a person. You make a really good connection with a person, you can make a really good connection with an organization.

This response from Stephanie serves as another example of a Fairmont employee moving away and a connection taking a step back. Perhaps the biggest takeaway from Stephanie's response was her statement around good connections with a person translating to good connections with

an entire organization. This point in particular demonstrates just how challenging it can be for both Fairmont and its community partners when individual employees move away as they have proven to be a valuable assets in leading both preserving valuable partnerships and leading community initiatives. This section unpacked the challenges that related to dropped connections between Fairmont and its community partner organizations. The next theme will assess the other challenges that Fairmont faces in furthering their sustainability commitment.

4.4.2 Other Challenges in Furthering Sustainability Commitment

Perhaps one of the most challenging issues facing Fairmont as they strive to further their commitment to sustainability is how they approach educating their stakeholders on the topic.

John from engineering at Fairmont shared some of the challenges facing the hotel as they attempt to educate guests:

Community wise I think overall we do fairly well. The only piece that I think is still missing community wise and I know PR [...] they are doing what they can, it's the education piece. [...] Yeah education, communication which is really difficult when you are in such a touristy area. You are such a touristy area right, so the majority of people who are coming in and out, they are here for a day, two days and then they are gone. It's pretty hard to educate and communicate with people that are very briefly here. [...] So personally, and I know a lot of the community feels the same, it's that we need to be a bit more aggressive you know in terms of fines things like that. When people aren't adhering to the rules. [...] And most people where they are from don't see it as a big deal, so I think that's the only big one in the community. Other than that the people that live here are for the most part all very passionate about being here, it's a unique area. If you live here you are probably very outdoor oriented, and you already heavily care about being in the parks, and trying to keep it the way it is if not better.

Interestingly, John vocalized that his response was one that resonates throughout the wider community, as several community members have expressed frustration with visitors not sharing the same standard of care for the park, and rules not being reinforced. This response highlights

the unique challenges Fairmont is facing being in a National Park, and the responsibility that brings of educating guests in a short period of time.

Another challenge for Fairmont has been how they approach integrating sustainability efforts into standard operating procedures. Samantha, from Public Relations at Fairmont stated:

This is a big hotel and sometimes it is challenging to make these issues a priority when people are barely getting through the work day, with checking the guests in, and getting the rooms cleaned in time, and what not. So how do you showcase that these sustainable needs are just as important as the business needs? [...] I think that the more we can confirm that there is a business case behind these sustainable practices, which there always is, then it would maybe be easier to move the needle. But when the bulk of the work right now is asking for more time and more effort above the daily grind, it can be a bit challenging to rally the troops. [...] The people who show up to the meetings are clearly committed, but then how do you convince an entire department to also jump on board.

Samantha brings up some valid concerns as she details the challenges facing the hotel as they attempt to juggle their day to day tasks with sustainability initiatives, which are often extracurricular in nature taking place on employees personal time. This provides Fairmont with a challenge of encouraging more employees to become a part of sustainability efforts.

Fairmont's status as a leading luxury hotel has also made it challenging for them to further certain sustainability efforts. Specifically, Vanessa, from sustainability at Fairmont shared the tradeoffs that are often made when making sustainability decisions:

Unfortunately it is really hard to make decisions because there is always trade-offs. It is like you think you are doing the right thing a lot of the time but there is always some kind of impact so the question is what result do you want? [...] We are trying to figure out a way to get rid of plastic water bottles in the room. Out here it is very dry and a lot of guests come here to go hiking and to do outdoor activities, and so we provide plastic water bottles complimentary, and it is what guests ask for, they want water to go. On our Gold Floor we have glass bottles that have the Fairmont logo, they [guests] fill up the glasses themselves, and then housekeeping would go and fill them up for the next room. Now the problem with that is if we decide we are going to scrap the plastic water bottles, and we decide to put glass bottles in all the rooms, that would increase the burden on housekeeping so extensively. So things like that thus far we haven't found a solution for because we want to try and find one that is better, that doesn't have an impact on the people that work here you know. So that's always what I am dealing with, and then

another thing is guests experience, so that is very important to us, we are a luxury hotel, we are a five star hotel, we can never compromise the guests experience.

Vanessa's response offers some insight into how the nature of Fairmont's business as a luxury hotel forces them to either make compromises that limit the hotels ability to be fully sustainable in certain areas. This example in particular demonstrates how sometimes it is not a matter of just implementing a seemingly quick fix, such as switching from plastic to glass water bottles.

Furthermore, a lot more thought is often required as decisions, can have adverse impacts on a number of the hotels stakeholders. Cassandra, from Turf and Grounds fortifies these concerns expressed by Vanessa, as she shares her experience learned about the importance of economic balancing in sustainability decision-making:

I think I learned more about the economic balancing, because you know as a hotel we have priorities for our guests, what do they want in a luxury brand. It might [...] conflict with a sustainability standpoint and we are in a corporation too, so what does head office want? Compared to what we want maybe on the ground at the hotel? Can we work together? Or is it a set standard that we just have to implement? So it's about learning about the return on investment and things that, we can do even small things low hanging fruit getting those that maybe more part of the big picture I'd use if that makes sense. Like with Fairmont the Sustainability Partnership program it was really just do everything you can.

This example, reiterates the challenge Fairmont is often faced with as they make an effort to prioritize other business goals over their sustainability goals. Furthermore, Cassandra's response also reinforces an earlier point that various stakeholders views must be considered by the hotel as they pursue their sustainability goals. From head office to groundworkers various stakeholder views must be considered when crafting sustainability efforts. This response also suggests that in an effort to cater to these various views, certain decisions are made to 'meet in the middle'.

Specifically, this can be seen in the Public Relations department, as often corporates vision for communications appears to be centred on the guest experience. Samantha from Public Relations

at Fairmont shared how she has gone about sharing hotel sustainability stories that align with corporate visions:

Right I don't want to say the path of least resistance, but finding a way to integrate these messages into the stories already being told. So from the hotel standpoint, our culinary scene, promoting our restaurants, promoting our menus is really important. [...] What makes our menu unique is that its seasonal, its sourced locally, that we work with local providers. So when I am telling the story about hey the Vermilion room just opened, try the Bison dish, this Bison came from that farm, here is the pictures from the farm. [...] And I'll take you downstairs to show you the full cow [...] the full piece of meat that we get in once a month, its dry aged in the basement. [...] Did you know that you know that we don't just order chunks of meat? We order whole piece of meat so that we can use it in all of our outlets from nose to tail, [...] in the cafeteria, [...] for the burgers on the patio. [...] So our sustainability might not be the lead, but the lead is going to be a new culinary experience, [...] all of the supporting details would tie back to the sustainable initiatives of their part of it.

This response from Samantha provides some insight into the decision-making process behind Fairmont's online communications. Despite the hotel business standpoint of promotion of the culinary experience taking first priority, Samantha was able to find a way to 'meet in the middle' and still make a connection to sustainability. However, when there is no connection between a sustainability story and the hotel business, often times the story will not receive coverage on the hotels main communication platforms. Moreover, many of the guests, and potential guests appear to be more so interested in the experience the hotel offers and not so much the hotels sustainable initiatives. When asked about why this may be the case Samantha shared:

Yeah like the Golf course is world class, but does anyone know the reason that some of the areas are a little bit brown on the edges is not because we are doing a good job of watering, but we have chosen to save water and let that land return to its natural state. I don't think anybody knows that all of the golf carts are electric, that our maintenance vehicles are also now electric, like those aren't really sexy details. [...] So I don't think anyone is going to compliment us on it[...]But it's my job and our marketing teams job to figure out ways to integrate those details into the daily life of the hotel.[...] Like we have a greenhouse, beside people being like ah that looks nice, like no but we actually grow those things, and need those things, [...] we aren't just doing it for show. [...] It definitely is a current challenge to educate the guests and to do it I think in a humble way, and not in a show-offy way, like we are doing these things because we care and because they make sense not because we want the guest to then say oh isn't that nice you know.

Samantha's concession that certain sustainability details are not viewed as 'sexy' enough to be shared and or considered of importance to the hotels clientele further highlights the challenges facing the hotel in communicating its sustainability efforts to the public. As a result, it appears as though the hotel has often not communicated their sustainability efforts on the hotels on its external communication channels. Additionally, Samantha was sure to stress that another challenge is to educate guest about their sustainability efforts in a way that does not come across as boastful. Other Fairmont employees have reiterated this claim, Cassandra from turf and grounds when asked about why the hotel often does not share sustainability efforts stated with its external stakeholders:

Well it's one of our weaker spots for our hotel we definitely don't toot our own horn too much about what we are doing. [...] We are humble [...] I am not too sure it is moving forward more part of the Planet 21 program to have more a PR piece. [...] We have just done it usually from a colleague level, like the adopt a family, the fundraising we have done run for a cure like all those things usually are from colleague up. So I don't know the hotel doesn't take credit for it because it is the colleagues who are driving it you know.

In addition to acknowledging that the hotel does not want to appear boastful, Cassandra's response also suggests that perhaps why the hotel is not sharing about its sustainability efforts is because of its employee driven nature. Furthermore, it is possible that the hotel does not want to take credit for its employees efforts on their personal time. Emily from Talent and Culture also conceded that the hotel could do a better job in sharing about sustainability efforts not just externally but also internally.

I think sometimes we are so big and there are so many things that [...] I am not sure we have enough time to summarize them and let our colleagues see exactly how much impact we do have. I think we could do a lot better job of that [...] how many donations did we make this year? How many organizations did we touch? [...] Having an opportunity to sit back and evaluate. [...] Do people know what we are doing so that they can be proud of it? [...] I think there might be opportunity to step back and take some time to re-evaluate rather than just do it, which we tend to do because we are hotel

people. I mean it starts with the senior leadership of the hotel just making it a priority. [...] I think to be honest one of the reasons we probably don't is we feel it is a bit self-serving and we are not trying to be self-serving by saying oh look at what we have done.

Again, Emily's response highlights the hotels concern of coming across as boastful if they share sustainability stories and also the concession that being 'hotel people' has resulted in the hotel not putting as much thought into sustainability initiatives . Nevertheless, the hotels current system of empowering its employees through committees and working strategically with community partners to carry out sustainability initiatives that resonate with the wider community. This section explored some of the other challenges facing Fairmont as they work toward improving their organizational commitment to sustainability. Specifically, how Fairmont approaches educating their stakeholders on sustainability, integrating sustainability efforts into standing operating procedures, and finally the challenges of sharing sustainability stories with their stakeholders. The next section will revisit my research questions, and provide a discussion around answers to these research questions. This section will also revisit the main gaps in literature and calls for research this dissertation attempted to respond to. This discussion will be based on the findings that were unpacked in this section.

CHAPTER FIVE: DISCUSSION

5.0 Discussion

The exploration into the decision-making processes behind the sustainability efforts of two luxury Canadian hotels and their partnerships with the local communities surrounding them was motivated by examining how shared value is created. In order to understand the shared value created it was important to examine both internal and external perspectives. Insights were gathered through interviews carried out with Fairmont employees involved with the sustainability activities of their respective hotels sharing their unique and personal experiences. Similarly, interviews were also carried out with representatives from a variety of local community partner organizations such as NGOs, government, and retail suppliers also sharing their personal experiences with the communities giving voice to external perspectives. This discussion chapter intends to further discuss the research findings and link them with the research questions. Moreover, this chapter offers clear connections between previous research on CSR in a general context and CSR in a tourism and hospitality context.

5.1 Generating Value Through Brand Power and Shared Responsibility

In order to explore the processes by which the Sustainability Partnership Program creates value between the two hotels and their surrounding communities, we must first understand how the Chateau Lake Louise and Banff Springs go about determining whether or not their sustainability efforts are creating shared value between themselves and community partners. The first research question in this study aimed to understand the respective hotels processes in determining if sustainability efforts are creating shared value between the hotels and their community partners. In an effort to answer this research question, various interview questions were posed to Fairmont employees relating to the two hotels' priority areas for sustainability

teams, decision-making processes, individual employees and community members perceived level of influence on decision-making, factors that made Fairmont a valuable partner, and examples of previous and current projects. By asking such questions, we can begin to understand how Fairmont determines which sustainability activities to pursue; and how they ensure that these activities are creating shared value.

As expected, when asked what made Fairmont a valuable community partner, Fairmont employees confidently referenced the company's status as a large employer, success as a global hospitality brand, and history in the community. Community partner organization representatives also referenced these characteristics of Fairmont when asked what they thought made the hotel a valuable partner. It was also anticipated that many of the Fairmont employees would feel that they had an adequate amount of agency in determining the types of sustainability initiatives the hotels pursued. Sustainability initiatives were expressed as a second priority following the hotel's primary business functions which did not come as a surprise. However, it was somewhat surprising to learn how much agency Fairmont was willing to give its employees. This was surprising in part due to the prior assumption that the hotel would have had more examples of corporate leadership, community members and or even guests offering their suggestions on what could be done from a sustainability standpoint. However, corporate appeared to have more of a 'do what you can' outlook as Cassandra from Turfs at Fairmont pointed out.

Additionally, it seemed as though Fairmont was relying on employees to not only put forth ideas for sustainability initiatives that the hotel should pursue, but also dedicate their own time, and in some cases their own resources to implementing certain sustainability initiatives. Interestingly, Emily from Talent and Culture framed it as Fairmont giving employees an opportunity to engage employees with their passions, through committees (ie. sustainability,

health and safety, social, recognition, etc.). Emily, also noted that many of the employees Fairmont hire typically have a sense of the greater good and want to take certain initiatives up by themselves. With the large 18-30 demographic employed at the two hotels, it is important for us to consider recent findings in the literature. It has been suggested that millennials have the desire to share goals and values with their employer, and contribute ideas and solutions to help the companies meet its social responsibilities. Specifically, a 2016 Cone Communications study revealed that: 75% of millennials would take a pay cut to work for a socially responsible company, 76% of millennials consider a company's social and environmental commitments before deciding where to work, and 64% of millennials will not take a job if a potential employer does not have strong corporate responsibility practices (Dailey, 2016). Correspondingly, all of the members of the sustainability team at both Fairmont properties expressed that they have been satisfied with their experience. Community partners also communicated this as well, that often times Fairmont employees were involved with sustainability initiatives on their own time and without the Fairmont necessarily knowing. Arguably, this demonstrates the altruistic nature of employee's actions, as they were done without necessarily receiving recognition from Fairmont. Nevertheless, Fairmont did have structures internally to reward the sustainability efforts of their employees in the form of a monthly sustainability award.

Another surprising finding was that instead of Fairmont carrying out their own analysis and deciding how resources should be allocated, they were reliant on their community partners to determine this for them. Specifically, analysis of the data showed that Fairmont was assigning different roles and tasks to their community partners to carry out sustainability initiatives. For example, Cassandra from Turf and Grounds shared that while the hotel does not necessarily have an official forum for the community to communicate with them their needs, Fairmont still made

an effort to connect with the community through local community foundations such as NGOs. Cassandra, explained that this was due to community members with specific needs typically going to these local community foundations for help. Therefore, it made sense for them to decide how to allocate Fairmont's resources amongst the community. Markedly, contemporary CSR is seen as a multi-stakeholder approach where stakeholders are not only receivers but also partners for realizing and implementing CSR strategies (Lund-Durlacher, 2015). Furthermore, these findings align with Smith and Ong (2015) work which found that stakeholders other than the hotels played pivotal roles in the implementation of CSR programs. Comparatively, hotels examined in this study tended to partner with other nonhotel stakeholders such as Government and NGOS to execute CSR programs. While Smith and Ong (2015) findings were similar, this was still surprising considering the different contexts (ie. nature of community, difference in hotel brands, strategies and approaches etc.).

5.2 External Relationships Supporting Internal Operations

One of the challenges facing hotels as they strive to further their commitment to sustainability is finding the right balance between prioritizing their business goals and sustainability goals. Accordingly, another question of this study was to determine how Fairmont Chateau Lake Louise and Fairmont Banff Springs balance their day-to-day operations with giving back to the community. As per Henderson (2007), when it comes to the commercial priorities, social and environmental orientation of tourism businesses, it is imperative that companies strike an appropriate balance in their degree of commitment, in order to avoid excessive involvement, which may undermine the pursuit of vital corporate goals. The research findings chapter of this dissertation suggests that one of the ways Fairmont is finding balance is by fostering a shared sense of responsibility amongst both its employees and community partner

representatives. Specifically, Fairmont has empowered employees to plan and execute sustainability initiatives on behalf of the hotel on their personal time. While getting employees excited to take on many sustainability activities outside of work on behalf of the hotel, Fairmont is able to maintain their primary focus on the delivery of quality services and products.

Precisely, Fairmont is fostering this shared sense of responsibility amongst its employees and community partner representatives through internal functions such as the sustainability committee and educating employees through internal communication networks about ways to get involved with community partners. This has also allowed for Fairmont employees to feel more empowered and valued as their feedback is not just simply being listened to, but often times placed into action. As per Williams et al. (2007), there is currently little research that explores *how* CSR relationships are initiated and evolve in tourism destinations. Williams et al. (2007) found that the extent to which CSR strategies are employed is a function of community stakeholders providing a 'social license to operate'. Similarly, this study aimed to examine how CSR relationships were initiated and the functionality of these relationships. Specifically, when interviewing Fairmont employees and community partner representatives, a number of them expressed that many of their partnerships external stakeholders were initiated due to either informal pre-existing relationships and/or personal connections made outside of work. Moreover, a connection can be made here to ABCD as informal associations and networks in the community have mobilized Fairmont employees and community organization representatives for change. There has also been a connection to the characteristics of these associations between Fairmont employees and community organization representatives under ABCD such as the voluntary nature of associations, trust and reciprocity.

In fact, community partner representatives like Cortney from a local retailer and supplier stated that they she felt more of a connection to Fairmont employees directly, and not so much the organization. Some community partners, like Lisa from a local community resource group even went as far as to say she did not even realize that Fairmont and or the sustainability team were responsible for certain initiatives, as employees would dedicate so much of their own time. Interestingly, it was even suggested that this dynamic might be perhaps why often times Fairmont did not report on some of the efforts of its individual staff, as the hotels may feel that they cannot take credit for it.

Additionally, both Fairmont employees and community partner representatives were quick to credit the nature of being in a small town and how that led to an increased level of familiarity and trust that sparked partnerships. Furthermore, there seemed to be a general understanding amongst Fairmont and their community partners that interactions were informal and more laid back in nature. Surprisingly, many community organization representatives expressed that there was not many set formal meetings between the hotels and their community partners. Fairmont employees and community partner representatives suggested that the nature of being a small town meant that people were less likely to be further removed from the project as in a larger town centre, resulting in an increased investment of commitment and energy as often times projects would be directly impacting individuals involved or someone close to the individuals involved.

5.3 Collaborating Based on Common Goals and Strengths

Another question that this research sought to answer was does Fairmont Chateau Lake Louise and Fairmont Banff Springs mobilize their assets to support the community? As established earlier in the literature review, the community needs to be involved as co-producers

of their own well-being as everyone has something to contribute (Duncan, 2016). The research findings section suggests that Fairmont has embraced this approach, as there are several examples of Fairmont partnering with external stakeholders throughout the community. Particularly, Fairmont has partnered with these external stakeholders based on common passions and strengths (ie. mental health awareness, immigrant services, women empowerment, etc.). Fairmont has also traded assets with these external stakeholders in order to achieve common goals. Fairmont's partnerships being based on some form of shared interest came as no surprise. Additionally, it was not surprising that Fairmont had lots to offer community partner organizations in terms of their unique location, and world class facilities. Especially, when considering the lack of spaces available throughout the communities surrounding the hotels.

Nevertheless, it was somewhat surprising to me to see that Fairmont's laidback approaches have resulted in a number of organizations stating that they would not be able to do what they do without Fairmont. Perhaps demonstrating how valuable Fairmont's support has been to some community partner organizations and community members. Particularly, Monica from the community foundations example of Fairmont providing its one of the kind golf course, in what turned out to be a million dollar fundraiser. Considering, the criticism that is often levied on hotels sustainability efforts in the literature, it is easy to anticipate that a lot of improvements need to be made to the collaboration process. Appropriately, I was expecting more community partners to voice dismay with their experience partnering with Fairmont. However, there are many factors to consider as to why mostly positive outlooks were shared. Only a limited number of community partners were spoken with, whom were listed on respective hotels websites. Reasonably, a partner whom had a bad experience would be left absent from the website.

Another consideration is community partners not wanting to risk offending Fairmont or damaging their relationship.

By establishing what Porter and Kramer (2006) referred to as a ‘constructive relationship’ with external stakeholders (ie. government, non-governmental organizations, and suppliers), Fairmont has been able to achieve a relational approach. Furthermore, Fairmont has adopted some of the thinking associated with the ABCD approach, as it is embracing the idea that people have strengths and capacities, essential to taking action for change (Mathie and Cunningham, 2005). Through partnering with community organizations based on their strengths and capacities, Fairmont has been able to work towards change for the community. Considering that these partnerships have mostly been people driven, as they are based on personal and individual connections and abilities to coordinate plan and execute. Mainly, trending community issues in Lake Louise and Banff such as suicide prevention and immigrant support issues have been catered to, thanks to the work of resourceful individuals at both Fairmont and community partner organizations. Fittingly, Andriof and Waddock (2002) posited that in order to achieve the successful implementation of CSR, managers must connect with their stakeholders through formal and informal dialogues and engagement practices, in the interests of common goals, and convince them to support the firm’s chosen strategic course. Fairmont has been doing just this as leaders from the organization have been connecting with external stakeholders based on common goals to improve services, raise awareness, and financially support important community causes which align with strategic aims of Fairmont’s Sustainability Partnership Program. Additionally, Bramwell and Lane (2000) provided a number of potential benefits of collaboration and partnerships in tourism planning. Similarly, the benefits that have been experienced by both Fairmont and their community partner organizations also align with some of the benefits that

Bramwell and Lane (2000) pointed out (see p. 7). Particularly, benefits such as a creative synergy leading to greater innovation and effectiveness appear to have occurred with Fairmont teaming up with community partners (ie. community helpers-suicide prevention program and workplace inclusion charter).

5.4 Addressing Gaps in Current Research and Suggestions for Improving Practice

CSR in hospitality and tourism has been receiving an increased amount of attention in academic research (Bohdanowicz & Zientara, 2008/2009; Garay & Font, 2012; Holcomb et al., 2007; Levy & Park, 2011). Particularly, in the context of CSR in hotels there has been a focus on environmental practices (Kang et al., 2012; Zientara & Bohdanowicz, 2016); importance of CSR (Boluk, 2013; Kasim, 2007); reporting and communication (de Grosbois, 2012; Zizka, 2017), and challenges to implementation (Garay & Font, 2012; da Silva et al. 2014).

Nevertheless, there is still a lack of research examining the perspectives of external stakeholders, impacts of hotel CSR practices on the local community, CSR effects on a community and the extent to which companies may still feel responsibility to their community, and understanding how sustainability processes are determined. Font and Lynes (2018) highlight a lack of focus on certain external stakeholders such as suppliers, governments, and NGOS. Accordingly, this study has made an effort to include the perspectives of external stakeholders who are often not considered in previous studies by speaking directly to representatives. Specifically, this research has revealed that Fairmont has been able to foster a shared sense of responsibility by enabling these external stakeholders to make decisions using their expertise on how to effectively allocate Fairmont's resources to support the community. There appears to be value in the idea of focusing on strengths, as several Fairmont employees communicated that the company had made the decision to focus on their expertise in hospitality, and leaving the 'community stuff' to external

stakeholders such as government and NGOs. While individual Fairmont employees able to offer insight based on what they have encountered on their personal time, it is perhaps best to leave these decisions about what the community needs to their partnering organizations, who assess community needs with the same rigour they approach their hotel business with. This has proven to be an effective strategy as community members that need assistance are receiving it directly through community organizations specializing in different areas of support. Additionally, community organizations can provide ideas that Fairmont may not have thought of.

Martinez and Del Bosque (2013) highlight the lack of studies currently focusing on the impacts and effects of CSR on the local community and the extent to which companies may still feel responsibility to that community. This study attempted to respond to this call as a number of community partners shared how their organizations, family, friends, and neighbours have benefitted from the CSR actions of Fairmont. In terms of the extent to which companies still feel responsibility to communities, this study showed that Fairmont has perhaps a heightened sense of responsibility in Lake Louise and Banff as the hotels represent pivotal and iconic centres of their community. As one Fairmont employee shared, knowing what the hotel means to the community has helped to build a culture where the hotel is expected and wants to give back to the community. Also, Prud'homme & Raymond (2016) underlined the scarce amount of current studies that seek to understand how sustainability processes are determined. This current study has uncovered that both Fairmont Chateau Lake Louise and Fairmont Banff Springs have embraced an employee driven approach, as it is the employees in most cases, who determine the areas of priorities for the hotels Sustainability Partnership Program. Additionally, the hotel has relied on the input of community partner organizations as well.

In relation to practice, there are several suggestions for overcoming barriers arising from the experiences of Fairmont in this study. One major challenge for Fairmont and their community partners arising from this study was dropped connections. Dropped connections are when a Fairmont employee leaves their role and a community partner loses their direct connection to Fairmont. This has resulted in a number of community initiatives stalling and or ceasing. Due to the transient nature of the communities in Banff and Lake Louise people are constantly coming and going. For other transient tourism communities facing the same challenge, it has been proposed that outgoing staff members share contact information for community partners with incoming staff members. It is also suggested that a current organizational contact list and or a page dedicated to outlining the preferred methods of communications are listed on company websites. This would make it accessible for community partners looking to collaborate.

Other challenges include finding ways to implement sustainability initiatives with minimal impact on the guest experience and staff productivity. Generally, the best way to approach sustainability implementation is to find the connections to the business case. Fairmont employees in Lake Louise and Banff concurred that often times when connections are made back to the business, there is less resistance, and an increased likelihood of overall success. Another challenge has been finding the balance between educating stakeholders and appearing self-serving when sharing sustainability stories with the public. In this particular study, Fairmont employees expressed that corporate communication channels are generally heavily controlled environments that seem only interested in 'sexy details'. This has resulted in managers (ie. public relations and sustainability) sharing stories about recent sustainability efforts by other employees on their own personal social media accounts (ie. Instagram, LinkedIn, Facebook). One

suggestion would be to link these personal accounts on corporate websites so it is accessible for those who may be interested in learning more. Finally, Fairmont and other hotels do stand to benefit from the four steps provided by Porter et al. (2012) to measure shared value. Currently, Fairmont appears to be completing the first two steps, with a fair rate of success as it relates to identifying social issues to target and making the business case. However, several Fairmont employees have conceded that both hotels are currently doing little in terms of formally tracking progress and measuring the results in order to gain insights and unlock new value.

CHAPTER SIX: CONCLUSION

6.0 Conclusion

Once viewed as the individual philanthropic activities assumed by a businessperson or simply a useful marketing tool, CSR has undoubtedly become one of the primary focus areas of many business entities worldwide (Lee, Ham, & Koh, 2019). Evidently, businesses way of thinking has changed considerably since (Friedman, 1962, 1970) posited that the companies only responsibility was to maximize their owners' and shareholders' wealth. Particularly, in the tourism industry there has been growing pressures from stakeholders to behave in a more sustainable way (Font et al., 2012). Consequently, CSR has become more a matter of *how* than why (Smith, 2003). Given these recent shifts in viewpoints, it has become increasingly important for both practitioners and researchers alike to understand *how* tourism businesses go about implementing their CSR practices. This study responds to the calls for more research to explore *how* hotels sustainability processes are determined (Prud'homme & Raymond, 2016). Additionally, this research responds to the call for more research to focus on the externalities of CSR in hospitality tourism research (Font et al., 2012), particularly on commonly overlooked stakeholders such as NGOs, government, and suppliers (Font & Lynes, 2018). Hence, this study aimed to explore the processes by which the Sustainability Partnership Program creates value for the communities surrounding Fairmont Chateau Lake Louise and Fairmont Banff Springs.

In an effort to create value, Fairmont Chateau Lake Louise and Fairmont Banff Springs, have simply relied on the power of its brand and ability to foster a shared sense of responsibility amongst both employees and community partners by frequently approaching them for their insight and ideas. By adopting a 'do what you can' approach, Fairmont has encouraged employees to join committees on an extra-curricular and voluntary basis. This has resulted in

several employees acting on behalf of the hotel on their own time, planning and implementing sustainable initiatives, utilizing both the hotel and their own personal resources to fulfill identified community needs. As for community partners, Fairmont has also given them full control in some cases to decide on the behalf of the hotel how to allocate its resources for the benefit of the community. These resources include both direct and indirect financial contributions from the hotel, along with willing volunteers. Direct financial contributions come in the form of straight donations from the hotel to a particular organizations. Indirect financial contributions can come from money that was awarded to the hotel for charity of choice style donations and or other companies and or guests that are staying at the hotel for pleasure or business. Volunteers can come from both employees and or guests (usually from companies attending a conference). Fairmont's mostly informal approach has been workable but does have room for improvement. Fairmont appears to have embraced 2 out of the 4 steps for measuring shared value (ie. identify the social issues to target; make the business case) really well. However, they stand to improve in the areas of tracking progress and measuring results.

Remarkably, Fairmont being able to foster a shared sense of responsibility amongst its employees and community partners has taken the pressures off the hotel, thus allowing hotel management to solely focus on the day-to-day operations. In addition to having both employees and community partners contribute in the form of planning and implementing sustainability initiatives on the behalf of the hotel they have also been able to benefit from personal connections made between individual staff and community partners. Many of the hotels collaborative projects were the result of one of their employees' personal connections. Being in a small town has resulted in Fairmont and community partners feeling more comfortable to reach out directly for support. This has allowed the hotel to mobilize their assets by partnering with

community partners that they identify with in term of goals and passions, allowing them to support one another in pursuing them.

6.1 Key Contributions

This study explores the processes by which the Sustainability Partnership Program is involved with the community surrounding Fairmont Chateau Lake Louise and Fairmont Banff Springs. Through the sharing of participant experiences, we have gained some valuable insight into *how* a hotel might go about establishing their corporate sustainability priorities at two historic luxury hotels in Canada. We have also gained insights into *how* CSR relationships are initiated and evolve in tourism destinations. This project has contributed to the increasing body of literature on CSR in hospitality and tourism, particularly hotels. There is currently scarce research on CSR in tourism and hospitality in a Canadian context.

This thesis also contributes to the stakeholder engagement research within a hospitality context, as it begins the conversation with external stakeholders who have been generally overlooked in the CSR in tourism and hospitality research such as NGOs, government, and suppliers in response to Font and Lynes (2018). Furthermore, this inquiry establishes again the importance of engaging both internal and external stakeholders in the decision-making process. This research also establishes that an informal approach or lack of formal processes can work in smaller tourism focused communities like Banff and Lake Louise.

6.2 Limitations

Undoubtedly, one of the challenges in progressing CSR in hospitality and tourism research has been access. It can be challenging to get in contact with both hotel employees who are not only focused on their day-to-day jobs and family life but also extracurricular activities such as being a part of sustainability efforts. In addition to access being a challenge another

challenge is deciding who exactly would be most beneficial to speak to. This could possibly explain why certain external stakeholders have remained understudied in tourism and hospitality research. Another challenge was the limited amount of time a number of community partner representatives had for an interview. Several interviews with community partner representatives and even Fairmont employees lasted roughly 30 minutes, with several interviewees expressing that they were in a crunch for time due to work schedules. Interestingly, a number of interviewees expressed that they would prefer an interview that they could fill out in their own time. Perhaps this is an invitation for more survey-based designed research in this field of inquiry. Lack of knowledge of the innerworkings of the hotel was also a limitation. In retrospect, it was reasonable to anticipate that an area such as Banff or Lake Louise would be transient in nature (ie. temporary residents, such as university and college students only working for the summer, and or individuals like my friend taking a break from their usual jobs to live in the park for the summer). However, it was still difficult to decipher that Fairmont Chateau for example had a higher turnover rate than Fairmont Lake Louise, which meant that it would be more challenging to secure interviews with employees who were involved with sustainability initiatives of the hotel. Additionally, there was varying understandings of the terms CSR and sustainability amongst interview participants which did lead to some uncertainty in terms of how to formulate their responses. Moreover, it is challenging to gauge just how much credit the hotels should receive for employee efforts outside of their work time, as many individuals arguably were passionate individuals volunteering their own time to sustainable causes and/or initiatives before and after their employment at Fairmont. Lastly, this research took place during a huge transitional period for the hotel as they were moving from the Sustainability Partnership Program to the Planet 21 program under Accor. Therefore, it was challenging to decide what to base this

research on as many employees were still getting a feel for Planet 21. Nevertheless, the main differences appear to be that the Sustainability Partnership Program was more of a ‘do what you can’ approach to sustainability, whereas Planet 21 has mandatory initiatives and directives from Accor’s corporate office. It is important to note that Planet 21 has only two mandatory actions under communities (ie. participate in “Plant for the Planet” and Roll out the WATCH child protection program). The remaining actions are listed as a ‘choice of actions to go further’. Both Fairmont Chateau Lake Louise and Banff Springs have essentially achieved all five of these optional actions under the old Sustainability Partnership Program (ie. donating products being phased out for reuse or recycling, supporting a local association, having fundraising operations in place, opening up to the surrounding area and supporting the local economy). Due to their location, both the Chateau Lake Louise and Banff Springs instead of donating unused food products, have made an effort to reduce food waste by tracking their food use in an effort to produce only what is being used.

6.3 Implications for Future Research

As stated in the previous section, this research only begins the discussion with external stakeholders. Similarly, to Font & Lynes (2018) call for more of a focus on external stakeholders such as NGOs, government, and suppliers is still needed. Perhaps, a study that focuses exclusively on these stakeholders and their perspectives of how hotels and other tourism businesses engage with them would be of great benefit. When considering the different overall makeup of communities, organizational structures of hotel brands and locations, particularly preferences around formal and informal approaches to planning and implementing sustainability initiatives is needed. Specifically, it would be beneficial to see comparative studies featuring similar resort towns that are also small and transient in nature. It would also be useful to see a

similar study look at the dynamics in a larger town cite in a Canadian context, perhaps comparing informal approaches to formal approaches.

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Appendix A Interview Guide

INITIAL BACKGROUND INFORMATION:

- How long have you worked for Fairmont?
- What is your position at Fairmont?
- How long have you worked for this community organization?
- What is your position at this community organization?
- How long have you been living in Lake Louise/Banff and surrounding area?
- What would you say attracted you to the prospect of working and living in Lake Louise/Banff and surrounding area?
- How did you become involved with the sustainability team at Fairmont?
- What is an area of sustainability that you as an individual are passionate about?

RESEARCH QUESTION #1: How does Fairmont's Chateau Lake Louise and Banff Springs identify and prioritize material issues facing the community?

POTENTIAL PROBES:

- What are the priority areas of the sustainability committee and how were those determined?
- How often do these priority areas change?
- What would you say is your level of influence/do you have the ability to give input into these priority areas?
- What is the process for projects being suggested?
- Does the sustainability team seek out the suggestions of employees and or the community?
- What is the costs and length of the funding and investment of the projects taken on by the sustainability team?
- What are some examples of previous and current projects?

RESEARCH QUESTION #2: How does Fairmont's Chateau Lake Louise and Banff Springs engage with their community to identify and determine which material issues should be of priority and value to the community in which they operate?

POTENTIAL PROBES:

- How are community members involved to express what needs to be done/prioritized?
- How does Fairmont's sustainability team decide which community organizations to work with/who to form partnerships with?
- What forms of communication takes place with community members/partner organizations?
- How does your community partner organization interact with Fairmont's sustainability team/what is the preferred method of communication?
- As a community partner, how would you describe your communication with Fairmont?
- How often do you meet with community members and or representatives of the community/partner organizations?
- How often does your community partnership organization meet with Fairmont?

RESEARCH QUESTION #3: How does the Fairmont Chateau Lake Louise and Banff Springs ensure that their intended impacts are creating shared value?

POTENTIAL PROBES:

- As a community partner, how would you describe your organizations level of involvement with the sustainability team at Fairmont?
- As a community partner, how has your partnership with Fairmont benefitted your organization overall?
- As a community partner, what would you say you offer Fairmont?
- What is the criteria used to determine if a community outreach project is successful?
- What are some reasons that a community partner organization should become involved with the sustainability team at Fairmont?
- Is there anything being done after projects are completed to ensure that relationships with those involved are sustained?
- Do you continue to draw on the expertise of community members after the completion of a project?
- From your time working and living in Lake Louise/Banff and surrounding area what do you identify as an area of sustainability (can be environmental, economic, social) that could be addressed more?
- How does Fairmont determine which previous projects to advertise?
- Has your input regarding programs or initiatives ever been requested?
- How long do you foresee your organization working with Fairmont's Sustainability Team?

- How long has your community organization worked with Fairmont's sustainability team?
- Is there a limit on how long Fairmont's sustainability team works with a certain community partner?
- As a community partner, did Fairmont approach you or did you approach them?
- As a community partner, are you working with any other hotels/tourism establishments on sustainability initiatives?
- How long do you foresee working with Fairmont?
- What is your perspective on how Fairmont engages with you? And chooses projects to fund and support?
- Do you all advertise your relationship/previous projects with Fairmont?
- How would you like Fairmont to support your community as a whole?

Is there anything else you would like to tell me about Fairmont's sustainability team and or the community in Lake Louise/Banff and surrounding area?