

STAKEHOLDER INVOLVEMENT IN CORPORATE SOCIAL
AND ENVIRONMENTAL STRATEGIES IN MONT-
TREMBLANT

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ABSTRACT

Corporations at mountain resort destinations have far reaching impacts on the communities in which they operate. This research examines the extent to which a resort development company (Intrawest, Mont-Tremblant) involves stakeholders in planning and decision-making and how this influences the company's social and environmental strategies and the community's evolution. The results suggest that Intrawest utilized inclusive stakeholder strategies when it first arrived in Mont-Tremblant. These relationships fostered trust and openness, influenced the community's evolution and the company's strategies. Recently, Intrawest appears to have become more selective in its stakeholder strategies and now focuses on those groups able to provide it with the licenses and permits required to conduct business. Overall trust and general stakeholder awareness about environmental or social programs, development plans and Intrawest's long-term vision have decreased.

DEDICATION

I would like to dedicate this thesis to my *mother* for her endless love and support throughout my life and university career. Throughout the trials and tribulations of this master's degree she never failed to believe that I could achieve. To my *father* for his support and words of wisdom which helped me see problems in new light and push to achieve my dreams.

Most of all, I would like to dedicate my thesis to my boyfriend *Rick* for his love and understanding throughout the last two years. He has been an inspiration and a pillar of support throughout the six years that I have known him and especially through this degree. Even though I would move 5,000 kilometres away to complete my masters, he supported and encouraged my decision. He made me believe that I had the inner strength to achieve my goals and never doubted my abilities even when I did. His undying love and encouragement made being so far from him and home feel not so very far away.

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LIST OF ACRONYMS

AVT: Association Villégiature de Tremblant

CCU: Comité Consultatif d'Urbanisme (Urban planning consultation committee).

CER: Corporate Environmental Responsibility

CRE Laurentides: Regional Council for the Environment in the Laurentians

CSR: Corporate Social Responsibility

EA: Environmental Assessment

EMS: Environmental Management System

ENGO: Environmental Non-Governmental Organization

MENV: Quebec Ministry of the Environment

MRC: Municipalité Régional de Comté des Laurentides

NGO: Non Governmental Organization

SAC: Strategic Action Committee

CHAPTER 1: INTRODUCTION

1.1 STUDY RATIONALE

The impacts of globalization have had far reaching impacts on the tourism industry and have forced a fundamental change in approaches to destination planning and management. Global communication and technological tools have enabled individuals to access a wealth of information and have triggered access to previously remote, culturally and environmentally rich communities. The impact of this trend has increased demand for tourism products and competition between destinations (Keller 2000). As tourist numbers and demand continues to increase, corporate entities involved in the tourism industry are increasingly demonstrating their control and influence over destination communities (Rothman 1998). The result is a transformation within communities and across landscapes which, in some cases, diminish the areas unique sense of place (Gill and Williams 2004). It is increasingly important to maintain not only a sustainable tourism product which will benefit the community without harnessing negative social, economic or environmental impacts but also to maintain strong relationships between the community and the corporation to ensure long-term destination viability.

1.2 PURPOSE OF STUDY AND RESEARCH QUESTIONS

This research is part of a larger overarching project dealing with the theme of “Corporatization and Environmentalism at Destination Places”. The overarching project examines the forces driving the strategic decisions of mountain resort corporations and their influence on destination character. The overall objective for this research is to

explore the way in which corporate involvement of community stakeholders in a specific resort destination context influences social and environmental strategies.

1.2.1 Research Questions

The research is driven by 2 overriding questions:

- What factors influence the extent to which resort corporations involve community stakeholders in developing social and environmental strategies?
- What factors influence the nature of the corporate-stakeholder relationships?

1.2.1.1 Secondary Research Questions

Associated with the main questions are a series of related secondary questions including:

- Who are the community stakeholders that interact with Intrawest Mont-Tremblant? Are they representative of all relevant stakeholders? Why are these groups the stakeholders?
- What factors and/or characteristics motivate the extent to which Intrawest, Mont-Tremblant builds relationships with and involves stakeholders in planning and decision-making?
- How have these relationships and stakeholder involvement influenced the community of Mont-Tremblant's evolution?

1.3 METHODS

1.3.1 Literature Review

A literature review was conducted in order to develop a framework for assessing the relationships between a corporation and stakeholders at a mountain resort destination. The literature review focused on a number of themes including; stakeholder theory, corporate management, and resort community development. These themes helped to identify key criteria for assessing the factors which influenced stakeholder involvement in corporate social and environmental strategies. The criteria was then translated into an interview framework to assess relationships at a Intrawest, Mont-Tremblant.

1.3.2 Case Study

Intrawest, Mont-Tremblant was used as a case study for this research because of the dynamic relationship between the corporation and the community. Using findings from the literature review, interview questions were developed and undertaken with representatives from the community and Intrawest employees. The interview responses were analyzed both qualitatively and quantitatively to produce a number of overall findings regarding relationships between stakeholders and Intrawest in Mont-Tremblant.

1.1 REPORT ORGANIZATION

This research is organized into six chapters; introduction, literature review, methods, findings and analysis, discussion and recommendations, as well as conclusion. Chapter One provides an overview of the research including the study rational, purpose, questions and methods. The second chapter reviews the literature relevant to this research and demonstrates how the literature was used to develop case study interview frameworks. Chapter Three outlines the methods used to conduct the

research and includes a brief overview of the chosen case study (Intrawest, Mont-Tremblant). The fourth chapter provides the case study background necessary to understand the context for discussions regarding Mont-Tremblant. In addition, it provides a detailed analysis of interview results. Chapter Five discusses the overarching themes emerging from the research and discusses some of the management implications resulting from the findings. The chapter also outlines a number of recommendations for Intrawest and stakeholder groups based on the themes and management implications discussed. Chapter Six concludes the research and provides recommendations for areas of further research.

CHAPTER 2: LITERATURE REVIEW

2.1 INTRODUCTION

The literature review examines areas relevant to the objectives of this research. The premise of the research is built on the theoretical foundations of stakeholder theory within the context of corporate management and resort communities. The thesis applies a number of these concepts to a place- specifically to the mountain resort destination of Mont-Tremblant, Quebec. As a result, literature on resort community development was important for contextualizing this research. Similarly, the literature review also examined global trends influencing the nature of corporate and stakeholder relationships. In combination, the themes identified in the literature review helped identify the criteria for assessing the factors influencing stakeholder involvement in social and environmental strategies. These were then translated into an interview framework, presented in the methods section, which was used to assess the nature of relationships at a resort mountain destination.

2.2 Trends

The rapid pace of globalization is fundamentally changing the way people do business. The television and the Internet are important communication forums that are scrutinizing business like never before (Holliday et al. 2002). On a global scale four trends are forcing a change in the management of corporations worldwide; a power shift, globalization, economic restructuring and transforming technologies (Wilson 2000). The trend of transferring responsibility from the public to the private sector (i.e. privatization, deregulation) has increased the requirement for power sharing in corporate decision-

making (Wilson 2000). Globalization is raising the bar on expectations between countries establishing several *de facto* best practices for corporate performance (Wilson 2000). Corporate stakeholders are requesting economic restructuring, greater stability in relationships and more equitable sharing of benefits and losses (Wilson 2000). Finally, technological changes are increasing the importance of access to information which has radically changed relationships between corporations and stakeholders (Wilson 2000). As a result of these forces, new rules for corporate conduct have begun to emerge these include (Wilson 2000):

- legitimacy: to retain social legitimacy a corporation must define its mission in terms of a social purpose;
- governance: to manage and govern as a community of stakeholders;
- equity: to achieve fairness in the distribution of wealth and treatment of all stakeholders;
- environment: to integrate sustainable development into the business strategy;
- employment: to rewrite the social contract to reflect the new workforce values and increase effectiveness and loyalty of employees;
- public-private sector relationships: to work closely with government to redefine roles and responsibilities;
- ethics: to monitor the level of performance in the company's operations in order to build trust and relationships with stakeholders.

The impacts of tourism on a destination can be either positive or negative depending on the management regime that exists. As a result, corporate entities in the tourism industry have not been ignored in light of these new trends. Perceived environmental and/or cultural impacts can have a significant influence on the financial and social performance of a destination. Because resort destinations are concerned with gaining a competitive advantage in global markets, the quality of natural and cultural resources available to them is essential for product quality and ensuring satisfying overall visitor experiences. The Resource Based View (RBV) of the firm suggests that a

competitive advantage is driven by the ownership of a valuable resource that allows the firm to perform better and cheaper than competitors (Collis and Montgomery 1995). Resources can be financial, physical, human, technological, organizational or reputational (Grant 1991). RBV "is linked to the company's internal capabilities (what it does well) and its external environment (what the market demands and what competitors offer) (Collis and Montgomery 1995, 120). Barney (1991) suggests that resources are likely to lead to a competitive advantage if they are; valuable, rare, unique, and the firm can deploy these resources effectively. This is especially true of the tourism industry which is highly dependent on unique natural and cultural resources to sell their destination.

Because natural and cultural resources can be competitive assets to a destination, acquisition, protection and enhancement of these resources should be an important management strategy. Corporations are now incorporating into planning and decision-making what is known as a "triple bottom line", whereby environmental and social goals and responsibilities are included alongside financial ones (Marsden 2000, McIntosh and Thomas 2002). By engaging in social issues, firms ensure they can compete in the market place, improve reputation and successfully manage risk and human resources (Marsden 2000). Protecting environmental resources ensures that key assets, which serve to attract tourists, remain competitive. The development and growth of a destination must be compatible with the environment in order to maintain competitive advantage (Hassan 2000). Hart (1995) suggests that strategies for pollution prevention, environmental stewardship, and sustainable development be interconnected. By integrating social and environmental responsibilities into strategic plans corporations can improve financial and social performance even in the tourism industry.

2.3 CORPORATE MANAGEMENT

The purpose of most businesses is to generate wealth which enables profit and continued operation over time. Corporations generate wealth by providing goods and services to society, employment (Wilson 2000), earnings for investors, compensation for employees, (Post et al. 2002) and economic benefits for the community. A corporation is defined as “a body that is granted a charter recognizing it as a separate legal entity having its own rights, privileges, and liabilities distinct from those of its members” (Lexico Publishing Group 2004). The corporation is an entity separate from those who own and operate it, implying that investors are not personally liable for the company (Greenfield 2004). Corporations operate under a formal legal charter granting it responsibility to shareowners however, they also operate under an unwritten but critically important social charter that outlines the values to which the entity must adhere and the terms under which society grants the company legitimacy (Wilson 2000).

The modern corporation is expected to generate wealth in a responsible manner however, the corporate “license to operate increasingly depends on [its] ability to meet the expectations of an increasingly numerous and diverse array of constituents” (Post et al. 2002, 9). Evidence of late suggests that corporations are supportive of evolving theories regarding corporate social or environmental responsibility and stakeholder engagement (Bendell 2000). Corporate entities realize that failing to recognize the interests of employees, communities, environment, NGOs, and customers can have negative impacts on their reputation and commercial activities (Webb 2005). In light of the changing environment within which the corporate entity operates, Post et al. (2002, 17) suggest a corporation should be defined as;

An organization engaged in mobilizing resources for productive uses in order to create wealth and other benefits (and not to intentionally destroy wealth, increase risk, or cause harm) for its multiple constituents, or stakeholders.

The concepts of corporate social and environmental responsibility have become important key words in today's world of corporate management. According to the Global Environmental Management Initiative (GEMI 2002), firms must ensure they:

- Protect and preserve the fundamental rights of employees, treat employees fairly and contribute to employee quality of life.
- Protect and preserve the fundamental rights of employees, treat employees fairly and contribute to employee quality of life.
- Work with community stakeholders to improve the social well-being of the community (e.g. education, culture).
- Support the protection of human rights within their influence and promote honesty, integrity and fairness in conducting their business
- Create shareholder value by securing a competitive return on investment, protecting assets, and enhancing their reputation and brand image.
- Build the capacity of economic development in the community.
- Minimize and eliminate negative environmental impacts resulting from their operations, products and services.
- Promote the sustainable use of natural resources and conservation.

2.3.1 Corporate Social Responsibility (CSR)

The premise of corporate social responsibility states that corporations have further responsibilities to society than maximizing profits (Pava and Krausz 1995), philanthropic activities (Abbey and Jantzi 2000) or legal compliance. There has been increasing debate surrounding the level of social responsibility a corporation should assume. Friedman (no date, in Cragg 1996) argues that the sole responsibility of the firm is to maximize profits for its shareholders. The function of a corporation is no doubt economic; however, its purpose is social- it exists to serve society's needs (Wilson 2000) and influences the quality of life of employees, customers, shareholders and the community (Pava and Krausz 1995). Profit provides the means to operate and being socially responsible is compatible with this goal (Wilson 2000).

“A socially responsible corporation seeks to balance its obligations to its shareholders with its obligations to its other stakeholders” (Cragg 1996, 16). Whitehouse (2003, 300) states that CSR “is concerned with the relationship between companies and society and in particular, with constraining the adverse impacts of corporate activity on individuals and communities”. Corporate social performance is defined as having four important components; economic responsibility to investors and consumers; legal responsibility to the government/law; ethical responsibilities to society; and discretionary responsibilities to the community (Carroll 1979).

The 1960s were an important turning point in the social responsibility movement by reshaping the public and private value systems (Wilson 2000). Income levels doubled, consumption patterns were significantly altered, people were more educated, technology exploded, and new ways of thinking began to emerge (Wilson 2000). During the 1970s, interest groups began pressing corporations and challenging their management regimes (Pava and Krausz 1995). While the initial corporate reaction to this new social movement was disbelief, by the end of the 1970s many entities became proactive in their environmental and social activities in an effort to minimize public attacks (Wilson 2000). Globalization in the 1990s instigated the need for corporations to play a broader social role in the communities where they operated (Holliday et al. 2002). Expectations for corporate values and ethics moved from the simple economic, legal and regulatory requirements to moral and societal obligations (Wilson 2000).

There is no “one size fits all” solution to corporate social responsibility. Companies can make up their own version as they go along thus ensuring a good fit within their market (Holliday et al. 2002). Ultimately, a firm’s commitment to corporate social responsibility (CSR) is dependent upon stakeholder issues and the communities considered (Maignan and Ferrell 2004) but, are not limited to the sector of operation or

its size (Webb 2005). Holliday et al. (2002) state that a corporation can expect to experience three key benefits by incorporating CSR: improved brand value and reputation, improved human capital; and revenue generation.

In the tourism industry especially, a corporation which builds relationships with private (hotels, tour operators), public (local government) and NGOs and/or citizen groups allows it to redefine its approach to sustainability (Hassan 2000). Mutually beneficial relationships with stakeholders, may contribute to more proactive environmental and social strategies that can benefit the destination and product brand; strengthen its competitive advantage; preserve natural resources; improve the company image, reputation, product development, sales and customer loyalty; attract and retain employees; reduce the regulatory environment (Rondinelli and Berry 2000); and improve financial performance (Williams et al. 1993 in Rondinelli and Berry 2000). One would expect that the relationship between CSR and financial performance to be negative. However, Pava and Krausz (1995) studied the relationship between CSR and financial performance concluding that firms considered socially responsible were able to outperform or performed as well financially as their competitors.

2.3.2 Corporate Environmental Responsibility (CER)

Corporate environmentalism suggests that firms take a proactive approach in managing their environmental impacts. A proactive approach is most often accomplished through the implementation of an environmental management system (EMS). An EMS is defined as

an organizational change within firms and a self-motivated effort at internalizing environmental externalities by adopting management practices that integrate environment and production decisions, which identify opportunities for pollution reduction and enable the firm to make continuous improvements in production methods and environmental performance (Khanna and Anton 2002, 409).

Berry and Rondinelli (1998) suggest that if a firm is to remain competitive during the new industrial revolution, its EMS must outline goals, objectives and performance measures aimed at continuous environmental improvement. The key components of an EMS include: monitoring, auditing, reporting and ongoing evaluation (Holliday et al. 2002). In addition, or instead of an EMS, firms may also instill environmental values throughout the organization; sponsor environmental causes; appoint environmental advocates; implement environmental programs; conduct environmental audits; issue environmental policy statements; and reward successful environmental ideas and activities (Hartman and Stafford 1997). Regardless of the method used, management must move from seeing environmental strategies as difficult and costly to seeing them as potential cost savings and business opportunities; from using end-of pipe solutions for pollution to making sustainable development integral to business development; from throughput approaches to closed loop approaches; and from confidential to open and transparent discussions with stakeholders (Holliday et al. 2002).

Corporations have shifted from simply regulatory compliance towards a more proactive environmental management strategy in an effort to manage potential impacts efficiently and effectively (Berry and Rondinelli 1998, Khanna and Anton 2002). The historic processes involved in this change are explained by three external influences:

- the corporate practice in the 1960s and 1970s of controlling and dealing with environmental crisis as they occurred;
- the changing government regulatory environment in the 1980s; and
- the new proactive management strategy of the 1990s whereby firms anticipate environmental impacts and seek to stay ahead of changing regulations (Berry and Rondinelli 1998).

In addition to these historic trends, the firm is also influenced by internal financial or technical (inputs and outputs) resources, and by social influences found in rules, laws, standards, markets (Hoffman 1997), and communities. Customers, suppliers, labor

unions, governments, communities, and the general public interpret the external environment for the firm (Hoffman 1997). These stakeholders are interested in influencing the product, increasing employee health and safety, maximizing benefits to the community, and protecting the environment. In summary, the move toward proactive environmental management is due to increased legislative/regulatory demands, the costs of non-compliance to environmental regulations, growing stakeholder forces and demands for total quality management, competitive requirements (Berry and Rondinelli 1998), and the increasing complexity of environmental liability (Banerjee 1998).

Significant leadership from top management plays a vital role in the firm's development of an EMS (Berry and Rondinelli 1998). Top management commitment is a key step in the process because executives guide the process and provide a climate for the organization to learn how to internalize environmental issues. The first step toward environmental management is to develop a mission statement which aligns with the corporate strategy and demonstrates involvement with environmental issues (Coddington 1993 in Banerjee 1998). The organization can then develop strategies and policies which reflect environmental goals and implement monitoring, auditing and reporting tools for environmental management (Berry and Rondinelli 1998). The final step involves communicating environmental performance to all stakeholders.

The design and implementation of an EMS varies based on the incentives a firm faces (Khanna and Anton 2002). Khanna and Anton (2002) suggest that a firm's environmental activity can be separated into two categories, type one and type two. If a firm's activities fall into the first category, they have usually implemented such things as; environmental audits and policies, hired personnel to address environmental issues and set aside funds for environmental liability (Khanna and Anton 2002). If they are in the second category, they are more likely to continuously improve and evaluate

environmental performance and training; encourage and reward staff for efforts and reporting (Khanna and Anton 2002). Firms are more likely to adopt type one strategies as a result of mandatory regulatory compliance regimes (Khanna and Anton 2002). Type two strategies are more likely to be adopted by firms who perceive an opportunity to improve their competitive advantage, increase market share and improve stakeholder relations (Khanna and Anton 2002).

When a firm adopts a corporate environmental strategy, it reflects its ability to recognize the importance of relationships between themselves, the environment and stakeholders (Hart 1995). To a certain extent, all firms will be influenced by economic theory meaning they adopt a certain course of action until it is cheaper or more beneficial to adopt a different one (Miller 2001). However, moral obligations to stakeholders also influence a company to take action in order to maintain their social license to operate and avoid negative publicity. Incorporating corporate environmentalism within the firm can contribute several benefits such as an improved corporate image (Hartman and Stafford 1997) resulting from involving and informing stakeholders about its environmental strategies. A competitive advantage may also be amassed due to cost savings from the implementation of new technology (e.g. energy efficient machinery) or the reduction of waste (Bansal 2001); improved quality and efficiency of operations, and improved stakeholder relationships.

2.3.3 CSR/CER Implementation and Reporting

Integrating corporate social and environmental responsibility into an organization requires that management: re-evaluate the way in which they do business; develop new organizational competencies; participate in forums to raise awareness; promote and encourage learning; and develop tools for employee training, skills development, performance measurement (McIntosh and Thomas 2002), monitoring and reporting.

“Extending their horizon beyond the traditional areas of markets and the workplace, to include the community and natural environment” requires new visions, values, ethics, cooperation and understanding as well as new processes of institutionalization, operationalisation and capacity building (McIntosh and Thomas 2002, 7).

Annual reports are seen as an accountability tool to communicate corporate performance across a broad spectrum of activities (Wilson 2000). Historically, reporting focused solely on the financial and management components of the corporate business however; increasingly sustainability is being integrated as an important component. Reporting on CSR and CER occurs under the premise that if it is not reported, stakeholders will not be aware of efforts. The annual report to shareholders and the president’s letter are an important medium used to communicate activities (Pava and Krausz 1995). Reporting on sustainability is found to enhance reputation, increase investor confidence, improve operations and management and/or improve risk management (Hawke 2004). Similarly, the annual report becomes a baseline for achievements and progress in achieving sustainability. Many companies have used the Global Reporting Initiative¹ as a sustainability reporting tool to inform stakeholders regarding the corporations planning, operations, governance arrangements and sustainability indicators (Hawke 2004).

2.4 STAKEHOLDER THEORY

The traditional structure of corporate management, which focused on profit and growth, is no longer the sole criterion to a successful business strategy. Increasingly, managements focus is on the “boundaryless corporation” where partnering with external stakeholders is a tactic for achieving a common goal (Harrison and St-John 1996).

¹ The Global Reporting initiative is a set of guidelines for voluntary use by organisations to report economic, environment and social dimensions (triple bottom line) of their activities, products, and services. <http://www.globalreporting.org/>

Stakeholders are defined as “those who are likely to be directly affected either positively or negatively by the actions or operations of a corporation” (Cragg 1996, 16). In this broad sense, anyone from community members to suppliers is considered to have a stake in the corporation. Post et al. (2002, 19) define corporate stakeholders as “the individuals and constituencies that contribute, either voluntarily or involuntarily, to its wealth-creating capacity and activities, and that are therefore its potential beneficiaries and/or risk bearers.

Primary stakeholders are those driven by market interests, including: employees, owners, customers and suppliers (Waddock and Smith 2000, Waddock and Graves 1997). Secondary stakeholders such as communities and governments are those who supply the infrastructure and other resources (land, zoning, manpower) necessary for the firm’s survival (Waddock and Smith 2000). Clarkson (1995) suggests alternatively, that there is no distinction between the type of stakeholder- they are all considered primary. Each stakeholder voluntarily or involuntarily contributes and receives something from the corporation (Post et al. 2002). Regardless of where a stakeholder is classified, all stakeholders are interested in emphasizing benefits and minimizing risks in such a way that makes each of them better off. Long-term relationships with all stakeholders can add value to the firm thus, improving its competitive advantage (Hillman and Keim 2001) and corporate performance (Williams et al. 1993 in Rondinelli and Berry 2000). To be socially responsible and more sustainable, the corporation must openly communicate with those who have a stake and are interested in the success of the corporation (Holliday et al. 2002).

The stakeholder view of the firm states that the capacity of a company to generate wealth and long-term value depends on its relationship with critical stakeholders (Post et al. 2002). In this sense, the ability to generate wealth is not simply

based on the stock of resources as stated by the resource based view of the firm but also by the stakeholder interactions over time (Post et al. 2002). The concept of stakeholder involvement finds its roots in the idea of “stakeholder theory” which was first coined by Evan and Freeman (1988 in Langtry 1994). The theory states that a corporation should be managed for the benefit of its stakeholders and should provide them with an opportunity to participate in decisions that affect their welfare (Evan and Freeman 1988 in Langtry 1994). Furthermore, it purports that management must act in the interest of both the firm and the stakeholders in order to ensure the long-term stakes of both groups (Evan and Freeman 1988 in Langtry 1994). The theory implies that values such as mutual respect, human dignity, ecological sustainability and feelings of family and community are also important for business (Waddock and Smith 2000). A positive stakeholder relationship emphasizes “mutual engagement in dialogue, acceptance of (and ability to see) others’ perspectives, transparency of information and processes, as well as acceptance of responsibility for actions (Waddock and Smith 2000, 2). “The corporations survival and continuing success depends upon the ability of its managers to create sufficient wealth, value, or satisfaction for those who belong to each stakeholder group, so that each group continues to be a part of the corporation’s stakeholder system” (Clarkson 1995, 107). A positive relationship with stakeholders should contribute to business stability, growth, profitability and other business indicators (Post et al. 2002).

2.4.1 Stakeholder Saliency

The competitive environment is now forcing managers to consider stakeholders who were once external to the firm, how the groups operate, the cause and importance of issues to interest groups, and their willingness to expend resources to help or hinder the firm (Jonker and Foster 2002). Cragg (1996) argues that identifying stakeholders and

responding to their needs and interests effectively, efficiently and creatively is key to the success of a firm. Kochan and Rubenstein (2000) suggest that a stakeholder is identified according to: their supply of resources; their power to influence; and the impact the company has on their welfare. According to Mitchell et al. (1997) a company identifies stakeholders based on three factors: power, legitimacy and urgency. Power exists in three forms: coercive, utilitarian and normative. Coercive power relates to the use of violence, force or restraint. Utilitarian power refers to the degree of financial or material power the stakeholder holds over the firm. Normative power refers to the group's symbolism such as prestige or esteem. A stakeholder's power over a firm is also explained by the dependence of the firm on stakeholders relative to the community's dependence on the firm (Maignan and Ferrell 2004) or the stakeholder's access to critical resources upon which the firm depends (Agle et al. 1999). Legitimacy refers to the legal or moral claim a stakeholder has on the firm and urgency relates to the importance for immediate action regarding the stakeholder's concerns (Mitchell et al. 1997). Maignan and Ferrell (2004) identify three strategies that a stakeholder can use to develop the sense of urgency: a legal approach, exit strategy or voice strategy. Stakeholders adopt a legal approach if they use the law to oppose practices. They use an exit strategy when they withhold or threaten to withhold resources from the corporation. They use a voice strategy to stimulate awareness and action such as a protest.

The degree to which each stakeholder possesses one or more of Mitchell et al's (1997) factors indicates the level to which a corporation will involve the group in planning and decision-making. If a stakeholder possesses only legitimacy, they have no power or urgency to support their claim, therefore, they are not considered salient to the firm. A stakeholder possessing all three attributes is considered a definitive stakeholder. Their

involvement in planning and decision-making is therefore vital to the corporation's success and image. A study conducted by Agle et al. (1997, 520) indicates that the stakeholder attributes are "individually and cumulatively related to stakeholder salience". However, the salience of a stakeholder depends on their own recognition and willingness to use each attribute and the ability of the corporation in turn, to recognize these characteristics and subsequently develop relationships (Mitchell et al. 1997). Finally, the values of corporate management (e.g. profit maximization, corporate performance) (Mitchell et al 1997), the type of issue and the timing (Post et al. 2002) can also influence stakeholder salience. "Not every stakeholder wish can be granted, but the legitimate concerns of all stakeholders require consideration, and ultimate decisions conflicting with specific stakeholder viewpoints need to be explained (Post et al 2002, 245).

The study of power in a tourism destination merits further reflection since power governs the interaction of individuals, organizations and agencies trying to influence policy (Hall 1994, Hall and Jenkins 1995). Power is defined as the "ability to impose one's will or advance one's own interest (West 1994 in Reed 1997). Power can also be defined as "all forms of successful control by A over B- that is, of A securing B's compliance" (Lukes 1974, 17) or controlling the resources that the other values or needs (Ap 1992). The more resources one actor has, the greater power they yield over the other (Ap 1992). If one player has more power, the disadvantaged player may view tourism negatively (Ap 1992). In most communities, a small group of elite individuals have control over resources, personnel and key decisions within the community (Waste 1986). Dye (1986) remarks that the ability of any community to influence its own future is limited. However, when a community controls the resources they hold the power to dictate tourism development (Kayat 2002).

2.4.2 Community Engagement and Collaboration

The once common top-down approach to planning, decision-making and management of tourism projects often excluded community residents. However, tourism development, coordination and planning is no longer a one business or one government job (Gunn 1988). Increasingly, collaboration among public and private stakeholders is becoming the key to successful community destination planning and development. Collaborative partnerships encourage new approaches to responding to social and environmental problems; mobilize a wider range of resources; enhance innovation; and increase access to diverse skills (Holliday et al. 2002). However, Hall (1994) argues that many governments do not implement collaboration because it would imply the community has control over development. Instead, they use a form of tokenism in which decisions, or the direction of the decision, have already been prescribed by government. Similarly, since policies are shaped by the values of those establishing them (Hall and Jenkins 1995), what decision maker's value socially and economically influence outcomes. Hall (1994) further states that the objectives of the local elites are exogenously derived and they have much to gain financially through policy development. Therefore, if public, private and not-for profit work together for planning and development, it is more likely that the community will positively benefit from tourism.

Reed (1997) argues that participating in collaborative processes often overcomes the power imbalances between stakeholders by involving them in a process which meets their needs. Since "power is never evenly allocated within a society [...], there is usually at least some attempt to provide equitable access to the decision-making" (Hall 1994, 145). Collaboration in tourism planning is defined as "a process of joint decision-making among autonomous, key stakeholders [...] to resolve planning problems [...] and/or to manage issues related to the planning and development [of tourism]" (Jamal and Getz

1995, 188). A collaborative process “offers a dynamic and flexible process for incorporating the often diverse views of multiple and interdependent stakeholders, such that changes can be made to the planning process as situations evolve” (Jamal and Getz 1995, 195). Ladkin and Bertramini (2002) argue that collaboration is a tool used to help solve problems caused by uncommon goals and a lack of understanding between parties. Through a process of shared information and decision-making, tourism planning can occur with limited negative impacts (Ladkin and Bertramini 2002). Communicating with stakeholders does not mean that they need to be included in every decision but that their input is thoughtfully considered (WBCSD in Holliday et al. 2002). The purpose of collaboration is to recognize differences and commonalities; acknowledge different values and interests; and address the need for tradeoffs (Holliday et al. 2001).

Due to the fragmented nature of the tourism industry, no single organization or individual can have complete control over tourism development therefore; there is a need for cooperation among stakeholders with an interest in tourism (Jamal and Getz 1995, Ladkin and Bertramini 2002). Partnership between residents, businesses and governments enable broader input and protects the interests of all parties (Sheldon and Abenoja 2000). While there has been an increasing trend toward collaboration or partnership in tourism planning and decision-making, some authorities may remain unwilling to follow the new development. Collaboration may be viewed as unnecessary, cumbersome and time consuming (Haywood 1988).

Stakeholders participate in social exchanges in order to satisfy a need. Unless a need exists, there is no “rational, motivation, or basis upon which the actor can develop a willingness to initiate exchange with another party” (Ap 1992, 671). Table 1 indicates the factors which drive businesses and NGOs to collaborate.

Table 1: Drivers for Partnership

Drivers for Business	Drivers for NGOs
Access to markets	Interest in markets
Credibility with NGOs	Disenchantment with government as provider of solutions
Challenge	Need for resources
New thinking	Business credibility with the government
Efficiency	New thinking
Avoiding negative confrontations	Access to supply-chains
Desire to engage stakeholders	Greater leverage

*Adapted from Elkington and Fennell 1998.

The Tamarack group (2004) developed a continuum depicting levels of citizen engagement including:

- passive: organizations and residents are informed and they seek information on issues from external sources;
- reactive: residents and organizations provide input on priorities and resource use;
- participative: residents and organizations influence priorities and resources;
- empowerment: residents and organizations work in shared planning and action;
- leadership: residents and organizations initiate and lead on issues.

Arnstein (1969) developed a ladder like hierarchy to express the participation of citizens in community planning and policy development. The bottom rung of the ladder starts with manipulation and is typically characterized by public relation activities to educate, persuade or advise. The top rung of the ladder, citizen control, delegates power to the community in decision-making thus giving them the ability to influence and control outcomes. The ladder consists of eight steps or levels of engagement:

- manipulation: the entity educates, persuades or advises citizens;
- therapy: citizens participate in planning and decision-making to convince others of decisions;
- information: the entity provides information to citizens with no opportunity for feedback;
- consultation: the entity solicits opinions from citizens but does not guarantee these will be taken into account for decision-making;
- placation: citizens are given the opportunity to advise but decision-makers are not obliged to implement it;
- partnership: the citizens are given some of the power and decisions are made through negotiation;
- delegated power: citizens are delegated most of the power for decision-making;
- citizen control: citizens are responsible for planning and decision-making.

The spectrums developed by both the Tamarack group and Arnstein provide an interesting way to categorize the level of public involvement in planning and decision-making within communities. Similarly, they enable a firm to evaluate their performance. If corporate-stakeholder involvement is characterized by the low end of the spectrum, it could motivate the firm to take action to move ahead.

Collaboration in tourism avoids the cost of conflict between stakeholders (Healey 1998 in Bramwell and Sharman 1999, Post et al. 2002, Holliday et al. 2002); improves political legitimacy (Benveniste 1989 in Bramwell and Sharman 1999); better the coordination of policies and actions; promotes the consideration of potential economic, environmental and social impacts (Bramwell and Sharman 1999); strengthens the understanding of issues; leads to more innovative policy (Roberts and Bradley 1991 in Bramwell and Sharman 1999); and helps build trust (Holliday et al. 2002). A partnership is more likely to be successful if the participants feel they will benefit from the collaboration (Selin and Chavez 1995).

2.4.3 Mechanisms for Public Participation

Once the type of collaboration is decided, there are various mechanisms it can use for various situations or issues. The Province of British Columbia, Canada (1993) identifies a list of 10 public participation techniques (table 2).

Table 2 Province of British Columbia Public Participation Techniques

Steering committee/ round table	A joint management team comprised of government representatives and the public. The technique is used to coordinate planning process, facilitate communications, develop and negotiate packages of information, issues, proposals and recommendations. It is considered the most intense form of public participation
Community resource boards	The technique is comprised of autonomous groups of public representatives working with government to address resource management concerns. The public is given control over the planning process.
Public advisory group	The group, established by the public, is formed to provide direct comment on a topic, issue or decision.
Working group	The group is comprised of select individuals with a range or perspectives on a topic or issue. The group is brought together to discuss and assess issues, determine priorities, and establish preferences.
Workshops	A workshop is a joint working session with representatives from all stakeholder groups to exchange background information, evaluate needs, and develop consensus on issues, topics or decisions.
Forums, seminars, conferences	These techniques are considered formal or semi-formal events held to share and learn about technical information and ideas.
Public interest group consultation	The technique is considered an information meeting between representatives and interest groups to initiate dialogue, discuss projects, and exchange information concerning issues, values, and objectives.
Public meetings	Public meetings are semi-formal or formal sessions providing an opportunity for the public to hear and comment on a project, issues, topic or plan.
Open houses	An open house is an event where information regarding an issue, project, topic, or decision is publicly displayed. The public can informally meet representatives.
Newsletters	Newsletters are a technique used to express ideas and issues heard at a public meeting. They inform the public about a project, public meeting, open house, etc.

2.5 RESORT COMMUNITIES

There are a number of factors which influence the characteristics and evolution of a resort community: stakeholders, perceptions and attitudes and the destination's life

cycle. The degree of involvement of three key stakeholder groups (public private and NGO) in planning and managing tourism in the community influences the direction of destination growth and development. Similarly, stakeholder perceptions and attitudes as well as the destination's position in the life cycle, influences the destinations success and the community's evolution.

2.5.1 Resort Community stakeholders

The development of tourism in a community depends upon several economic, social, environmental and political factors. The importance of each of these factors in planning and decision-making is dependent upon the roles and interactions between the public, private and NGO sectors. These groups, residents and government play a pivotal role in corporate planning and decision-making in a destination since they provide the company with the "social license to operate" or permission to conduct its business in their community. In addition to profit making, the private sector at a resort destination is concerned about expansion and integration, bringing with it financial and technical advantages (Pearce 1989). Its role is to provide tourism facilities and services to visitors while maximizing returns (Mill and Morrison 1992).

NGOs (e.g. community associations) create special events, provide travel information (Mill and Morrison 1992), and act as a public and/or private sector watchdog. NGO vary in how they interact with business or how they conduct their affairs because they are all driven by differing values, beliefs and political persuasions (ie. economic vs. environmental) (McIntosh and Thomas 2002). A company can learn about NGOs values through the activities of these groups seeking to educate the company about its responsibilities (Pava and Krausz 1995). Increasingly, NGOs feel it is more efficient to work directly with business then through government, because of more efficient reaction times(Holliday et al. 2002). Gill (1997) also suggests that resident entrepreneur groups

are politically active since they have vested interests in the economic situation of the destination. This group usually lobbies their position through a coalition such as the chamber of commerce (Gill 1997).

The public sector (local, provincial or national) may become involved in tourism for a variety of economic (regional development, increased income, employment, economic diversification), socio/cultural (health, culture), environmental (protection/conservation of resources) or political (legitimacy, international influence) reasons (Pearce 1989, Mill and Morrison 1992). Ap (1992) states that municipalities strive to develop tourism in their community in order to improve residents economic, social and psychological well-being. Hall (1994) argues that politicians promote economic development from tourism with a particular focus on employment, regional development and wealth distribution. However, destination planners and decisions makers are often caught between meeting ecological, economic, tourist, business and resident needs (Britton 1991 in Jamal et al. 2002). The government plays a coordination role (Mill and Morrison 1992) and may "solicit private investment and development through the provision of infrastructure, a development plan and fiscal incentives" (Pearce 1989, 48). The government also legislates, regulates, and provides infrastructure, education and training programs required for resort destinations to function (Mill and Morrison 1992).

Research was conducted under the same overarching project dealing with the theme of "Corporatization and Environmentalism at Destination Places" using Intrawest, Whistler-Blackcomb, located in British Columbia, Canada as a case study. One research project examined the changing nature of relationships between Intrawest and an environmental NGO, AWARE (Xu 2004); and the second examined the influence of community stakeholders on corporate environmental strategies (Marcoux 2004). The

results of the former research indicated that relationships between AWARE and Intrawest evolved from antagonistic to collaborative. The positive and growing relationships between Intrawest and AWARE were due to AWARE's solution-oriented and collaborative style, the influence of key individuals, and the nature of Intrawest's environmental practices (Xu 2004). The evolution is attributed to the identification of common group and public expectations as well as AWARE's credibility and the need for support and leverage (XU 2004).

Marcoux's (2004) research concluded that community stakeholders had a strong influence on the environmental strategies and activities of Intrawest. This interaction is largely the result of Intrawest, Whistler-Blackcomb recognizing the need to build relationships with stakeholders in order to:

- lower risk management costs;
- enhance brand value and reputation;
- garner a competitive advantage;
- invest in the places where employees live;
- improve operational efficiency;
- retain and increase employee morale;
- improve congruence with personal values; and
- improve efficiency of resource allocation (Marcoux 2004).

These relationships have positively influenced Whister's sense of place by creating a seamless visitor experience (Marcoux 2004).

2.5.2 Resident Perceptions and Attitudes

Residents tend to support tourism in their community as long as the benefits exceed the costs (Kayat 2002, Ap 1992, Thomason et al. 1979, Rothman 1978).

Resident perceptions and attitudes of tourism development in their community and its related impacts varies (Mason and Cheyne 2000, Hall 1994, Ryan and Montgomery 1994) according to their:

Table 3 Factors Influencing Resident Perceptions and Attitudes of Tourist

Factors	Reference
Economic dependency	Harill 2004, Murphy 1985, Pizam 1978 and Rothman 1978 in Kayat 2002
Tourism/tourist concentration	Williams 1979 in Smith and Krannich 1998
Tolerance threshold Degree of involvement Contact/proximity of residency	Murphy 1985
Population growth	Smith and Krannich 1998
Community size Levels of understanding	Mason and Cheyne 2000
Length of residency	Harill 2004, Allen et al 1988 in Mason and Cheyne 2000
Perceived ability to influence development	Lankford 1994 in Mason and Cheyne 2000
Perception of impacts and economic gains Use of the tourism resources Attachment to the community Attitudes toward the environment	Kayat 2002

Residents of tourism destinations often play several roles simultaneously (i.e. employee, customer, shareowner, volunteer) and thus require corporate managers to acknowledge these unique needs. Because residents play various roles they can influence the success or failure of the tourism industry (Ap 1992). The corporation also requires resident support for development permits and approvals and customer service quality to support its image (Gill and Williams 2004). As a result, the attitudes and

perceptions of residents toward tourism is a good predictor of their behavior (Ap 1992) and support for future development projects. Incorporating resident perspectives, values and opinions into planning and decision-making can increase the probability of resident support for development and can help avoid conflicts between the industry and the host community (Sheldon and Abenoja 2000). In particular, mature destinations facing the decline stage of the destination life cycle should be most compelled to determine resident attitudes towards development as revitalization will require their input (Sheldon and Abenoja 2000). Similarly, if residents have the power to control resources required for further development (Kayat 2002) and growth, it is more likely that development will be compatible with local lifestyles (Murphy 1985) and values.

2.5.3 Destination Life Cycle

There has been significant research examining the concept of the tourism destination life cycle (Butler 1980, Johnston 2001, Prideux 2004). Gilber (1939) and Christaller (1963) were the first to describe stages of evolution at a resort including; discovery, growth and decline (in Getz 1992). Next, Butler (1980) developed a model to explain the development and growth of a destination based on the product life cycle. He described six stages through which a destination may evolve: exploration, involvement, development, consolidation, stagnation and finally either rejuvenation or decline. Minimal tourists, few tourist facilities, and high contact with local residents characterizes the first stage of development. As the tourist numbers increase, facilities are built to serve tourist needs; advertising is used to attract visitors and local involvement in tourism planning declines. This eventually leads to stagnation when the number of visitors declines and environmental, social and/or economic problems accrue. At this point, the resort can either continue its decline or rejuvenate itself based the decisions and actions taken. Hovinen (1982) argues that a resorts decline is related to three factors: location and

accessibility, diversity of the tourism base, and planning effectiveness (in Getz 1992). As a destination grows and develops, it may begin to attract different types of tourists. Cohen (1972) argues that as the destination becomes more institutionalized and standardized, the larger the flow of mass tourists. On one side of the spectrum, he describes tourists as non-institutionalized explorers and drifters who, for the most part, avoid mass tourism to experience the host country, the people, places and culture. On the other end are the institutionalized tourists who seek familiarity, order, predictability and control (Cohen 1972).

Getz (1992, 767) suggests “consolidation, decline and rejuvenation can be collinear and perpetual, as the industry and planners deal with arising problems and seek to enhance attractiveness and competitiveness of the destination”. Therefore, he suggests the term “maturity” to accurately describe those three stages occurring simultaneously. Despite the type of model used to assess a destinations life cycle, Martin and Uysal (1990) argue that each stage of the cycle is accompanied by different capacity thresholds which require individual policy responses (in Getz 1992). While some destination life cycle models purport that local participation decreases as the resort grows (van Door 1979 in Pearce 1989), others argue that regional participation increases over time (Gormsen 1981 in Pearce 1989). Sheldon and Abenoja (2000) suggest that decision-makers at a mature destination in the stagnation stage must determine resident perceptions and attitudes in order to choose a path of rejuvenation that the community can support.

2.5.4 Community Evolution in a Tourism Setting

Tourism in a destination community consumes and utilizes resident resources implying that the society is a commodity (Haywood 1988) and that residents compete with tourists for basic resources (e.g. space, facilities) (Gill 1997). The advent of tourists

within a destination community can lead residents to undergo changes in attitudes, values and/or behaviors (de Kadt 1979). Gill and Williams (2004) suggest that as the resort community grows and is commodified by tourism, the attitudes of local residents begin to change. Residents start to contest the priorities placed on resort growth (Gill and Williams 2004), are irritated by tourists, and are concerned with tourism in general (Harill 2004). Residents compete for space and resources with tourists and may begin to feel that tourism is managed primarily in the interest of visitors (Murphy 1985). Residents of mountain tourism destinations often cannot afford to live in their community as a result of increased costs of living and property value (Clifford 2002). Tourism development can, at one extreme, lead to social changes which improve quality of life and increase social benefits. At the other extreme, these changes can lead to economic dependency underdeveloped social structures or social discrepancies (Murphy 1985). The people affected by resort development should be involved in major decision-making in order to help the community retain its "sense of place and develop according to its own priorities and capacities" (Murphy 1985, 165). A tourism industry which maintains a "sense of place" should, among others, support the regions environment, culture, heritage, aesthetics and resident quality of life.

2.6 Summary

Corporate-stakeholder relationships in the tourism industry are evolving based on "new codes of corporate conduct". Globalization initiated the need for company's to play a broader role in the community where they operate and take greater responsibility for social and environmental impacts it creates. In response, corporate entities have integrated CSR, CER and stakeholder theory into business strategies and management activities. Understanding and integrating these three theories into corporate planning, management and decision-making increases the likelihood that residents will provide the

company with the social license to operate within their community. In the long-term, these strategies can positively influence the corporate brand, reputation, relationships with key stakeholders, and the competitive environment.

The ways in which a corporation identifies and involves stakeholders in planning and decision-making will ultimately influence the nature of relationships between both parties. Similarly, these relationships can influence the corporation's social and environmental strategies and the community's sense of place. The literature review identified important key themes required to develop an interview framework for probing Mont-Tremblant stakeholders regarding their relationships with and influence on Intrawest (see sections 3.4.2 and 3.4.3).

CHAPTER 3: METHODS

3.1 INTRODUCTION

A qualitative approach was used for this research as it offers a preference towards “freedom of form and open-endedness rather than for structure and constraint” (Palys 1997, 383). Considering the research examines human behavior, it would be incomplete without taking into consideration the perceptions of the people involved in the issues (Palys 1997). Rather than relying simply on theories and concepts found in the literature review, semi-structured interviews offer the ability to incorporate the informants’ perspectives, experiences and understandings into the analysis (Palys 1997).

3.2 RESEARCH OBJECTIVE AND QUESTIONS

The overall objective is to explore the way in which corporate involvement of community stakeholders in a specific resort destination context influence the resorts social and environmental strategies.

3.2.1 Research Questions

The research is driven by 2 overriding questions:

- What factors influence the extent to which resort corporations involve community stakeholders in developing social and environmental strategies?
- What factors influence the nature of the corporate-stakeholder relationships?

3.2.1.1 Secondary Research Questions

- Associated with the main questions are a series of related secondary questions including:

- Who are the community stakeholders that interact with Intrawest Mont-Tremblant? Are they representative of all relevant stakeholders? Why are these groups the stakeholders?
- What factors and/or characteristics motivate the extent to which Intrawest builds relationships with and involves stakeholders in planning and decision-making?
- How have these interactions influenced Mont-Tremblant's evolution?

3.3 CASE STUDY

Intrawest, Mont-Tremblant was chosen as the case study for this research based on the regulatory and cultural environment within which the company operates and the dynamic relationships which exist between it and the community stakeholders. While it is argued that case studies lack precision or quantification, rigor and objectivity, a well-designed case study can advance knowledge and understanding (Yin 2003) regarding the literature. As a result, the case study is considered a useful tool in examining the relationships between Intrawest and community stakeholders since it will help to develop hypotheses and propositions regarding the results of the exploratory research (Yin 1984).

3.3.1 Intrawest, Mont-Tremblant

Intrawest is a leading developer of ski resorts in North America. Since opening its first resort in Whistler, British Columbia, Intrawest has acquired or become involved in a network of resorts including 14 ski destinations in North America and Europe (Intrawest 2001). Founded in 1976, the corporation began its activities as a residential and urban housing developer. In 1980s, Joe Hussian, president of Intrawest, and Hugh Smyth, president of Blackcomb Mountain, combined interests and began developing ski resorts (Station Mont-Tremblant 2004). The corporation owes its success to exceptional design, development and operation of its four-season resorts (Intrawest 2001). Intrawest

maintains they “demonstrate a great respect for nature and highlight the uniqueness of the cultural and geographic settings of each resort” (Intrawest 2001).

Located in the heart of the Laurentians of Quebec and 100km north of Montreal, Mont-Tremblant resort is consistently ranked as the number one ski destination in Eastern North America by the readers of *Ski Magazine* (Intrawest 2003b). The Mont-Tremblant area is characterized by forests, rivers, valleys, mountains, the Provincial Park² and French culture (City of Mont-Tremblant 2005). The community is strongly rooted in Quebec French language culture and history (Station Mont-Tremblant vision Statement unknown date). Mont-Tremblant is North America’s oldest ski resort and has been entertaining visitors for over 60 years (Station Mont-Tremblant vision Statement unknown date). In the 1930s the Laurentians were a typical vacation destination for the middle-class (Station Mont-Tremblant 2004). Prior to 1991, the ski resort was developed, owned and operated by an American who fell in love with the region during a vacation (Arbique 1998). The resort transferred owners a couple of times between 1965 and 1991 (Arbique 1998) until its near bankruptcy in the early 1990s. Considering that the resort community developed an early dependence on the tourism industry, the ski resort’s near bankruptcy was concerning and created a taxing economic challenge for the community. When Intrawest bought the ski resort in the early 1990’s, the company was seen as a saving grace for the region. Throughout the 1990’s Intrawest transformed the ski hill into a four-season resort destination targeted at a new class of tourists (Harel 1999). In the process it created an influx of positive economic and social benefits for the region. The purchase and subsequent financial and infrastructural investments generated an interesting and dynamic relationship between the corporation and the community of Mont-Tremblant.

² The Park is recognized as Provincial in Canada but is referred to as a National Park in the Province of Quebec.

3.4 Data Collection

For the purpose of the case study, data was collected between January 2004 and June 2005. Primary data collection centered upon qualitative personal interviews with stakeholder groups in the Mont-Tremblant region and Intrawest employees. Secondary data collection focused on a review of literature from public presentations and meetings, government documents and local newspaper articles.

3.4.1 Interview Methods

“One of the most important sources of case study information is the interview” (Yin 1984, 82). Using this method, key informants provide insight into a specific issue and can suggest sources of evidence to support their concerns. The use of a general interview guide (table 4 and 5) permitted the researcher to gain a greater understanding of the perceptions, feelings and knowledge of the participants' experience (Patton 1983) and involvement in the issue being studied. A basic interview framework, which outlined themes and relevant questions to be discussed, guided the researcher in the query but did not restrain the questions and answers recorded. The interview technique permitted the opportunity to examine further issues or topics of interest within a pre-determined subject area and made the best use of available time (Patton 1983). A pre-testing phase, using the draft interview guide, was completed with colleagues to identify any discrepancies or confusion regarding the wording, meaning or subject relevancy. The pre-test phase brought changes to the interview guide that included improving the style, format and wording of the survey instruments.

3.4.2 Interview Framework for Community Stakeholders

Based on the literature review, a number of key questions were developed to provide information which would respond to the key research questions (see table 4).

Table 4: The Interview Framework for Community Stakeholders in Mont-Tremblant

What factors influence the extent to which resort corporations involve stakeholders in developing social and environmental strategies? What factors influence the nature of the corporate-stakeholder relationships?	
<i>What factors and/or characteristics motivate the extent to which Intrawest, Mont-Tremblant builds relationships with and involves stakeholders in planning and decision-making?</i>	
Theme	Interview question
Triple bottom line (Marsden 2000)	Extent of organizations past relationships with Intrawest related to: economic, social, and environmental issues.
Resident perceptions, attitudes and roles (Murphy 1985, Kayat 2002, Ap 1992, Thomason et al. 1979, Rothman 1978, Sheldon and Abenoja 2000)	Extent to which the organization plays a number of roles in its activities with Intrawest; express concern of an issue on behalf of others, collaborate in planning and decision-making, act as a link between Intrawest and residents, conduct research or participate on an advisory panel, contest planning or decisions using the law. Organizations awareness of Intrawest's past environment, social, economic performance, development phases and relationships with the community
Power dynamics (Ap 1992, Hall 1994, Hall and Jenkins 1995, Kayat 2002)	Organizations ability to influence Intrawest/City's planning and decision-making Organizations method for influencing Intrawest/City City/Intrawest's ability to influence the organizations activities Extent to which Intrawest/City have used power strategies; use of threats, and/or financial, professional, technical and material resources to influence decisions

What factors influence the extent to which resort corporations involve stakeholders in developing social and environmental strategies? What factors influence the nature of the corporate-stakeholder relationships?	
<i>How have these relationships and stakeholder involvement influenced the community of Mont-Tremblant's evolution?</i>	
Values (Ladkin and Bertramini 2002)	Extent to which economic, social, and environmental values drive Intrawest's planning and decision-making
Sense of place (Gill 1997, Gill and Williams 2004, Harill 2004, Murphy 1985, Ap 1992)	Change in attitude since Intrawest first came to Mont-Tremblant Describing the top 3 defining moments in the development and growth of the resort. Extent to which factors influenced the respondents decision to become a member of their organization; general interest in Mont-Tremblant's development, concerns related to the changing character of Mont-Tremblant, specific issue that was effecting the community or family
Collaboration (Ladkin and Bertramini 2002, Sheldon and Abenoja 2000, Jamal and Getz 1995, Elkington and Fennell 1998)	Extent to which various motives influence the organizations work with Intrawest Examples of valuable collaboration Rating the organizations awareness of Intrawest's past performance on working with the community to resolve environment and social issues, gaining the support of local citizens, developing in ways that respect the values and visions of residents, reshaping Mont-Tremblant in its own image, involving local groups in development decisions
<i>Who are the Community stakeholders that interact with Intrawest Mont-Tremblant? Are they representative of all relevant stakeholders? Why are these groups the stakeholders?</i>	
Stakeholder engagement (Arnstein 1969, Tamarack 2004)	Extent to which the organization has interacted with Intrawest by; seeking information on issues, providing input on priorities and resource use, influencing priorities and resources, working toward shared planning and/or actions, initiating and leading on issues Extent to which citizen participation activities describe the organizations relationship with the City and Intrawest.
Stakeholder Theory (Harrison and St-John 1996, Cragg 1996, Waddock and Smith 2000, Waddock and Graves 1997, Willman and Freeman in Langtry 1994, Clarkson 1995)	Factors influencing the nature of a relationship between the organization and Intrawest Does Intrawest regard your organization as a stakeholder in resort planning and decision-making? Does your organization regard Intrawest as a stakeholder? If no, how could your organization benefit from a stronger relationship with Intrawest? Description of lessons learned in terms of getting Intrawest/City to consider their values, opinions and concerns

3.4.3 Interview Framework for Intrawest

Table 5 outlines the interview framework used to assess Intrawest's perception of their relationships with community stakeholders and its influence on social and environmental strategies.

Table 5: The Interview Framework for Intrawest in Mont-Tremblant

What factors influence the extent to which resort corporations involve stakeholders in developing social and environmental strategies? What factors influence the nature of the corporate-stakeholder relationships?	
<i>What factors and/or characteristics motivate the extent to which Intrawest, Mont-Tremblant builds relationships with and involves stakeholders in planning and decision-making??</i>	
Theme	Interview question
Resource Based View of the firm (Collis and Montgomery 1995) Protecting key resources (Hart 1995)	Intrawest's actions to ensure access to natural resources Extent to which the availability of: natural/cultural or financial resources; skilled and committed local employees; effective communication techniques; public utilities; supportive local government and community, is important to achieving Intrawest's long-term goals.
Stakeholder Involvement strategies (Mitchell, B. 2002, Province of British Columbia 1993)	Extent does Intrawest has used the following strategies to involve local stakeholders: offer workshops; hold community meetings; organize group/community programs; deliver newsletters; present guest speakers
Power Dynamics (Mitchell et al. 1997, Healey in Bramwell and Sharman 1999, Ap 1992, Hall 1994, Hall and Jenkins 1995, Kayat 2002) Cost of stakeholder involvement (Haywood 1988)	Importance of the following factors in influencing stakeholder involvement: level of impact actions/decisions will have; legitimacy of a stakeholders claim; stakeholder knowledge of issues; stakeholder credibility; cost; regulatory requirements; power of the stakeholder. Extent to which Intrawest influences the City's planning and decision making. Extent to which community stakeholders influence Intrawest's planning and decision-making.

What factors influence the extent to which resort corporations involve stakeholders in developing social and environmental strategies? What factors influence the nature of the corporate-stakeholder relationships?	
<i>How have these relationships and stakeholder involvement influenced the community of Mont-Tremblant's evolution?</i>	
Triple bottom line (Marsden 2000)	Intrawest's social, environmental and economic goals
Corporate Environmental Responsibility (Hartman and Stafford 1997) Environmental programs (Khanna and Anton 2002)	Examples of environmental planning activities (on and off the mountain) that have improved/influenced the way in which environmental management occurs at Mont-Tremblant? Extent to which the following environmental activities are in place at Intrawest: an EMS; trained and dedicated environmental staff; environmental mitigation/monitoring programs; incentives for environmental performance; environmental philanthropy. Extent to which Intrawest head office transfer lessons learned from other resorts concerning environmental and social strategies to management and staff at Mont-Tremblant?
Collaboration (Ladkin and Bertramini 2002, Sheldon and Abenoja 2000, Jamal and Getz 1995, Elkington and Fennell 1998)	Extent to which Intrawest is involved with local stakeholders in the matters related to: economic development issues, social development issues, environmental management issues Extent to which working with local community groups has helped Intrawest: avoid conflicts with the community; improve political support for actions; improve the perceived public legitimacy of actions; Improve the coordination of policies and actions; Identify and/or address potential environmental impacts; identify and/or address important community social concerns; identify and/or address important economic impacts; strengthen the support projects or image
Leadership from top management (Berry and Rondinelli 1998, Banerjee 1998)	Extent to which Intrawest's environmental and social programs lead by: senior management; individual staff members; community groups/NGOs; government representatives. Extent to which Intrawest head office transfer lessons learned regarding: environmental planning and resort initiatives; social planning and resort initiatives; community stakeholder management initiatives.
Sense of place (Gill 1997, Gill and Williams 2004, Harill 2004, Murphy 1985, p 1992)	Extent to which Intrawest contributed to the community by providing: human resources training; employment opportunities; recreation/cultural opportunities; social support programs; affordable housing options; health support services; community infrastructure. Extent to which Intrawest's environmental and social programs shaped the way Mont-Tremblant is evolving in terms of: environmental management activities; social service activities; economic development activities.

What factors influence the extent to which resort corporations involve stakeholders in developing social and environmental strategies? What factors influence the nature of the corporate-stakeholder relationships?	
<i>Who are the Community stakeholders that interact with Intrawest Mont-Tremblant? Are they representative of all relevant stakeholders? Why are these groups the stakeholders?</i>	
Corporate Social Responsibility (Cragg 1996, Carol 1979, Hassan 2000, Abbey and Jantzi 2000) Building relationships (Hassan 2000)	Extent to which the following factors influence stakeholder involvement in planning and decision-making at Intrawest: legal responsibility; ethical responsibility; contribution to community relations; contribution to employee retention and motivation Importance of: Local, provincial, federal governments; local environmental and or social NGOs; business organizations; tourism business operators; residents, to ensuring Intrawest's access to the resources it needs for its activities.
Stakeholder Theory (Willman and Freeman in Langtry 1994, Waddock and Smith 2000, Clarkson 1995)	Lessons that Intrawest has learned regarding the inclusion of community stakeholders in the planning and development of the resort in Mont-Tremblant? What characteristics make an interest group important to the activities of Mont-Tremblant?

3.4.3.1 Interview Structure

Two French interview guides were developed to guide interviews with stakeholders and Intrawest. The first focused on issues and topics of interest to community stakeholder groups (appendix A and B). The interview guide for City employees was modified slightly from the main community stakeholder guide in order to avoid questions pertaining to how NGOs viewed their interaction with the local government. In doing so, this enabled the identification of stakeholder salience based on past interactions and without being biased by the City's personal opinion. The community interview guide consisted of 17 open-ended or Likert-scale questions as well as 12 additional open ended and optional questions. The interview focused on four key areas including: "About themselves", "About their Organization", "About their Organization's Interaction with Intrawest", and "Follow-up".

A second interview guide was developed for Intrawest employees focusing on issues and subjects pertinent to their interactions with the community as well as their social and environmental policies (appendix C and D). This guide consisted of 16 Likert-

scale questions followed by 12 additional open ended or optional questions. The guide was based on another four key themes: “Intrawest’s Development Goals and Resources”, “Intrawest’s Stakeholder Involvement”, “Intrawest’s Environmental and Social Activities”, and “Follow-Up”. In all three cases, respondents were given the opportunity to discuss responses for Likert-scale questions. Interviews were one to two hours in duration and were held face to face at the participant’s location of choice. Interviews were recorded using a tape recorder which was later transcribed. Participants were given the opportunity to review the transcription and provide comments to improve the accuracy.

3.2.1 Sampling and Recruitment Process

The interview selection process focused on three groups of individuals: community stakeholder groups and individuals; municipal employees and elected officials; and Intrawest employees. These three groups were chosen in order to examine Intrawest’s relationships with various stakeholders. A variety of groups representing social, economic, environmental and governmental issues were chosen to determine the extent of salience Intrawest accorded to stakeholders based on areas of interest. The stakeholder groups interviewed are described in table 6. The selection of interview participants was based on their availability, involvement in important issues related to resort development and growth, and/or knowledge concerning the research topic. In order to be considered for an interview as a community stakeholder, the participant must be working or volunteering with a stakeholder group interested in Intrawest, Mont-Tremblant’s development and growth. In order to be selected as an interview participant representing Intrawest the individual must be an employee working in areas of planning and policy which focus on the environment or community relations.

Table 6: Stakeholder Groups Interviewed

Organisation	Description*	Interviewed
Comité Technique	Committee created by the City to analyze Intrawest's requests for permission to develop phases 3 and 4	No longer existent**
Urbanisation Consultation Committee (CCU)	Committee created the City to provide recommendations to municipal council regarding urbanization issues	Yes
Strategic Action Committee	Committee created to develop a new Strategic Development Plan for the community	No longer existent**
Basin Versant Committee	Committee created to cooperatively manage use of the waters in the "Rivière Diable"	Not yet created
Chamger of Commerce	A not-for-profit organization created to attract and retain business entrepreneurs in the community and work with members to address social and economic issues	Yes
Tremblant Consultation Committee	Committee created by Intrawest to provide opinions and perspectives related to resort development plans and decisions.	Yes
Regional Municipality for the Laurentians County (MRC)	Regional government organization concerned with development in the Laurentians	Yes
Regional Council for the Environment in the Laurentians (CRE Laurentides)	Regional environmental not-for-profit organization created to ensure sustainable development.	Yes
Association Villégiature de Tremblant (AVT)	Group created by the City to operate and promote resort development	No
Tremblant Foundation	A charitable organization created by Intrawest to provide underprivileged children a better quality of life through participation in sport, education, art and cultural activities.	No
Environnement Mont-Tremblant	A local environmental not-for-profit group created by residents to monitor growth, development and management of the resort	Yes

*For more detailed information regarding the committees refer to appendix E

** The organization/committee is no longer existent but an interview took place with a past representative

*** The organization/committee was not yet created but an interview took place with a representative who will be sitting on the committee in the future.

Initial participants representing stakeholder groups were chosen through newspaper articles and website reviews and informal interviews with key participants in the Mont-Tremblant community. Additional participants were identified through both formal and informal interviews using the snowball technique. Prior to the interview, each participant received a letter describing the research goals and objectives as well as the the issues to be discussed (see appendix F). In addition, participants were given a copy of the interview guide prior to arrival for their review. All information provided was in compliance with the Simon Fraser University's Research Ethics Regulations.

3.2.2 Sample Distribution

The researcher met with a total of 17 community stakeholders belonging to environmental, social, or economic NGOs, business organizations and employees or committee members of the City of Mont-Tremblant. Over three-quarters of the stakeholder respondents were male and approximately the same proportions (including females) were residents of Mont-Tremblant. Thirty eight percent of respondents had been with their organization for over 10 years and 31% were working with their stakeholder group for 6 to 7 years. They provided the researcher with an in depth view of Inrawest's past and present relationship with the community. In addition, 29% of respondents were in executive director or president positions with their organizations while a similar percentage were employees. Table 7 provides further demographic detail regarding the profile of interview participants.

Table 7: Demographic Profile of Community Stakeholder Interview Participants

Characteristic	Category	% of Participants*
Gender	Male	83%
	Female	18%
Residency	Mont-Tremblant	92%
	Other	8%
Organization	Governmental (City/Regional)	40%
	Economic Groups	24%
	Environmental Groups	18%
	CCU	18%
Length of Involvement in their organization/committee	1 to 2 years	6%
	3 to 5 years	19%
	6 to 7 years	31%
	8 to 10 years	7%
	over 10 years	38%
Role the stakeholder played in their organization/committee	executive director/ president	29%
	member	24%
	volunteer	18%
	employee	29%

n=17

*Table results apply only to community stakeholders and not Intrawest employees.

In addition, the researcher met with a total of three Intrawest employees whose position related to community relations or environmental management, planning and monitoring. Unfortunately, it was impossible for the researcher to meet with executives from Intrawest, Mont-Tremblant due to their work related commitments.

3.5 Data Analysis

3.5.1 Ratings

Community stakeholder respondents were asked to indicate the importance of their statements or their extent of involvement for all Likert scale questions. In the first case, responses were recorded and coded as ranging from 1 'not at all important' to 4

'very important' and 5 being 'don't know'. Questions regarding the extent of involvement were recorded and coded as ranging from 1 'never' to 4 'often' and 5 being 'don't know' (in one question, an error in drafting the survey was made and the rank went only from 1 to 3). In only a few cases, participants were asked to rate their response as low, moderate and high. For the purpose of the analysis, all 'don't know' answers were converted to invalid responses. In analyzing responses, mean scores are reported for the average rating of 1 to 4 (or 1 to 3 for the one question).

Responses from IntraWest could not be described statistically due to the small number of participants therefore their responses are simply described throughout and compared, when possible, to community stakeholder views.

3.5.2 Response Analysis

All but two community stakeholder interviews were conducted with IntraWest and community respondents in French and translated to English for the analysis. Considering the respondents could not be considered a representative sample, inferential statistics could not be used to analyze the data collected. Interview results were therefore presented using descriptive statistics: mean and frequency response. The descriptive statistics were chosen to demonstrate the importance or extent rating patterns based on the type of interest group responding. Where possible, the responses from all 17 interview participants were used; however, certain questions were not always applicable to certain respondents and were therefore removed. For example, a question regarding reason for involvement in an organization did not apply to City employees; however, it did apply to elected officials. Cases where respondents were excluded are indicated throughout the analysis section. Occasionally, due to time constraints, respondents were unable to answer all questions therefore; the total number of respondents is indicated for each interview question.

3.5.3 Respondent Consensus

In addition to analyzing the ratings using frequencies and mean scores, a framework was developed to help determine the level and nature of consensus between respondents. The framework measures the degree to which respondents agreed on the importance or extent of a particular statement. The higher the number of respondents rating a statement similarly means there was a higher rate of consensus. Since, the mean response only indicates the average rating respondents associated with a particular statement, the consensus framework illustrates how the majority felt about a particular statement. Table 8 demonstrates the four categories used to measure the degree of consensus among respondents: high, moderate, low and none.

Table 8 Consensus Framework

Level of Consensus	Similar Response Frequency
High =	75%
Moderate =	60-74%
Low =	50-60%
None =	Below 50%

Source: adapted from de Loe 1995

3.6 STUDY LIMITATIONS

The results of the study are limited by a number assumptions relating to the context of qualitative research including:

Limited transferability: Relying on a single case study may prove difficult to generalize key research results outside of Intrawest, Mont-Tremblant. In doing so, one must use caution and consider the culture, nature and context of the community.

Limited representativeness: Interviewing only selected participants based on knowledge, experience and involvement may not adequately represent the interests of all interview participants. Similarly, since some stakeholder groups only had 1 or 2 interview participants, there is a risk responses may not fully represent their interests.

Limited scope: The interviewing process may be biased as interview responses are “contingent upon the questions the interviewer chooses to ask” (Cochrane 1973) therefore; important perspectives may have been missed. While interview participants were provided the opportunity to elaborate on their responses or to add any further details they felt were omitted, time did not always permit an extensive review of additional interests.

Limited interpretation: There is a possibility for the researcher to misinterpret the information and participant perspectives during interview sessions and to lose meaning during translation from French to English. In an attempt to minimize misinterpretations, the interviews were transcribed and verified by participants and transcriptions were reviewed by an experienced translator for accuracy.

3.7 SUMMARY

The researcher used a qualitative research approach to determine the factors which influenced corporate-stakeholder relationships in Mont-Tremblant and how these influenced Intrawest’s social and environmental strategies. An in depth literature review provided the theoretical frame and context to develop an interview guide. Using a case study approach, the researcher interviewed key Intrawest employees and community stakeholders to determine the nature of their relationships as they related to the research questions.

CHAPTER 4: FINDINGS AND ANALYSIS

4.1 INTRODUCTION

The following chapter presents the findings emanating from the analysis of stakeholder interviews. The chapter focuses on outlining the characteristics which define the relationships between Intrawest and community stakeholders.

4.2 BACKGROUND

Prior to describing the interview findings, this section provides background information that serves to contextualize the respondent remarks that follow. More specifically, the section provides:

- an overview of Intrawest's past and forthcoming developments;
- the City and Intrawest's visions for development;
- a chronology of important events leading up to Intrawest's forthcoming projects;
- the development project approval process;
- a review of the Canadian Environmental Assessment Act and how it relates to this forthcoming project and;
- a brief review of the community committees.

4.2.1 The Initial Resort Development

The City of Mont-Tremblant signed a protocol with Intrawest for the development of Versant Sud and Versant Nord in December 1992. This protocol outlined a number of objectives and requirements related to Intrawest's development. One objective stated that Intrawest would ensure harmonious resort development on ski hills and associated mountain real estate. Some of the requirements outlined: the number of allowable

accommodation units; the amount of land that could be deforested; the types of road networks and infrastructure that could be developed (Christine 2001). A more detailed element of the protocol required Intrawest to complete construction of "Le Diable" golf course no later than 36 months after receiving authorization for development. Non-compliance with this requirement would result in a fine of \$300,000 (Christin 2001). Intrawest was also required to reimburse the City of Mont-Tremblant for 50% of the costs associated with purchasing new fire prevention equipment for the community (Christin 2001).

Intrawest's initial investments in Mont-Tremblant for Versant Sud and Versant Nord totaled \$967 million between 1993 and 2004 (Station Mont-Tremblant 2004c). The development, combined with related marketing activities and programs, increased visitors to 2.3 million per year (Station Mont-Tremblant 2004d), created 2,824 direct and indirect jobs, and generated \$130 million in tourism revenues annually (Station Mont-Tremblant 2004c). From 1993 to 2000, skier/days increased from approximately 11,500 to 14,480 and skier/visits increased from approximately 350,000 to 735,000 (Christin 2001). Employment in the region also grew by 23% over the same period (Christin 2001).

4.2.2 The City of Mont-Tremblant- Vision for Development

Intrawest's development in Mont-Tremblant contributed to a population increase from 6,137 in 1991 to 8,500 permanent residents and 6,000 seasonal residents in 2004 (Comité d'Action Stratégique 2004). The Mont-Tremblant region benefited from population growth, job creation, increased fiscal spending and international recognition as a result of Intrawest's purchase and development. This performance was unparalleled across the province of Québec (Groupe Gauthier, Biancamano, Bolduc 2003b) and spoke to the success of Intrawest's initiatives in Mont-Tremblant.

Mont-Tremblant is attractive to residents and visitors because of the quality and diversity of the region as well as its cultural authenticity and natural environment. It is also a popular destination because of the area's visitor and resident services, recreational opportunities and most importantly the spirit and solidarity of local residents (Comité d'Action Stratégique 2004). Intrawest's arrival and development expanded and highlighted these unique features. However, the development of Mont-Tremblant as a tourism destination also required new infrastructure and services to meet visitor needs and expectations. The City re-evaluated and modified its policies, regulations, plans, and strategies to reflect these new realities. For example, the City became aware of the importance of maintaining the unique features of the community despite continued growth and development. The importance of these unique features is evident in the City's strategic vision for community development:

The City is an international tourism destination that is developed in harmony with the environment in order to ensure quality of life for its residents, community pride, quality visitor experiences, and value for the cultural and built environments- all in an effort to respect the authenticity of the region (translated quote Comité d'Action Stratégique 2004).

The City's vision was created by the Strategic Action Committee. While there were representatives from political, economic, environmental, cultural and social sectors on the committee there was limited direct citizen participation in formulating this vision.

4.2.3 Intrawest's Vision for Development

Intrawest Mont-Tremblant's resort mission is to "offer a typical Québécois village experience which surpasses the expectations of visitors while delighting employees, visitors and our community" (translated from Station Mont-Tremblant 2003e). It stresses that the local mountain, lakes, music, personality, architecture, colours and activities create the unique experience that defines Mont-Tremblant (Aubin 2004). Intrawest's

vision statement accentuates these attributes by highlighting the resorts: history in the region; cultural character, distinguishing features and ambiance; and range of amenities and attractions (Station Mont-Tremblant 1994). Their vision states:

Tremblant has been recognized as the premier resort ski village in Eastern North America for the last seven years. Tremblant is Québec's international crossroad for attracting visitors. Visitors meet friends. Family and friends meet once again.

Tremblant operates year round, every hour, no matter the temperature. A stay in Tremblant is incomparable. No matter Mother Nature's tendencies, the experiences offered by the resort village will surpass visitor expectations.

Tremblant is reknown for its Québécois architecture and ambiance; for the special attention afforded to its operations; its superior service; the exceptional snow conditions and accommodations; for its ski and snowboard schools; the quality of its food; the variety of its boutiques; spectacular golf courses and the residential neighbourhoods surrounding them (translated quote Station Mont-Tremblant 2004e).

4.2.4 The Next Steps for Resort Development

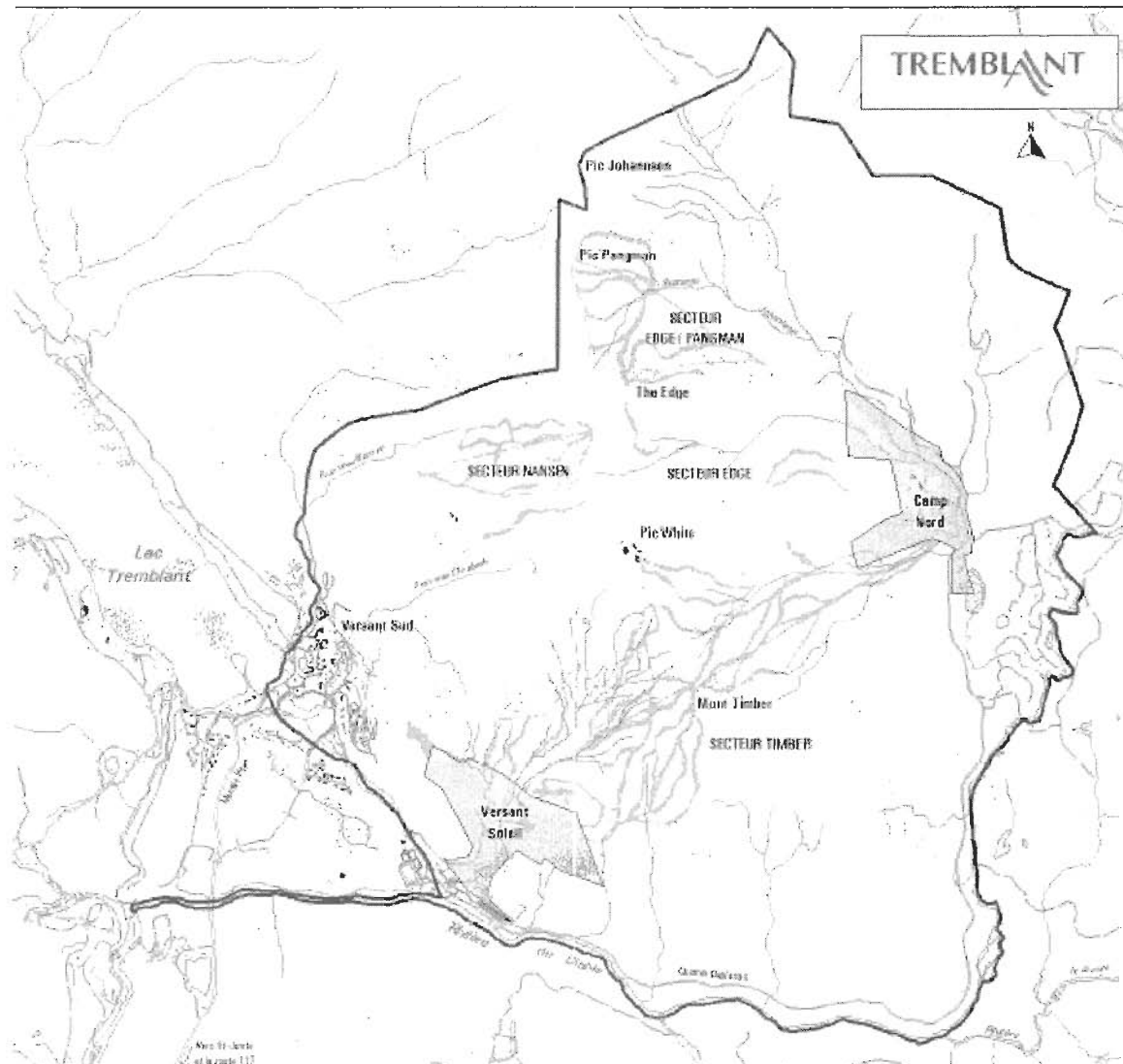
While the initial Intrawest developments (Versant Sud and Versant Nord) were completed in 2004, Intrawest announced its intention to continue development in the Tremblant region in June of 1999 by proposing the development of two new villages (Versant Soleil and Camp Nord) (see figure 1) as well as new skiable domain. These new phases of development were formally introduced to the City of Mont-Tremblant and the community of Paroisse Saint-Jovite³ in 1999 (Station Mont-Tremblant 2004a). For the purpose of this study, only that portion of the development strategy related to the "Versant Soleil" project will be described as it was scheduled for immediate initiation.

"Versant Soleil" is located 2km east of the original resort development at the foot of a 210-metre rock face, "*La Falaise de l'Avalanche*". The resort master plan proposed the development of a conference centre, six condominium/hotels and spa, an artificial

³ Part of the new development crossed the Mont-Tremblant border into Paroisse Saint-Jovite, these communities have since been amalgamated and are now referred to as the City of Mont-Tremblant.

lake (Intrawest 2003b), underground parking facilities, ski trails, multifunctional trails, mechanical lifts and other recreation amenities (bike paths, ski hills). In addition, the development includes the creation of related infrastructure such as: water supply systems, sewers, and a road network (Infrastructure Canada, 2004). The developments are expected to create new jobs, provide extensive provincial and federal tax revenue and generate a significant amount of additional international tourists (Roche Ltee 2003).

Figure 1: Location of Versant Soleil and Camp Nord



Source: Roche ltée (2004) use permitted by Station Mont-Tremblant

4.2.5 Key Dates and Events Relating to the Versant Soleil Project

Table 9 describes the key dates and activities leading up to the approval of the Versant Soleil and Camp Nord projects.

Table 9: Key dates and activities for the Versant Soleil and Camp Nord Developments

Date	Key Activity
1999	<ul style="list-style-type: none"> • Intrawest and the Mont-Tremblant Provincial Park (now referred to as the Park) exchanged land enabling the Park to preserve environmentally valuable land and Intrawest to proceed with development plans on suitable property. • Intrawest tabled its Strategic Plan for Phases 3 and 4 to the City of Mont-Tremblant and Paroisse Saint-Jovite. • A "Comité Technique" was formed with the City of Mont-Tremblant to discuss and negotiate Intrawest's Strategic Plan. The committee met twice in 1999 before it was abolished in 2000 after the province of Québec forced an amalgamation between four communities.
November 2000	<ul style="list-style-type: none"> • The province of Québec amalgamated four municipalities including: Mont-Tremblant, Saint-Jovite, Paroisse Saint-Jovite and Lac Tremblant Nord. • The new City of Mont-Tremblant created the "Strategic Action Committee" to develop a strategic plan for future development.
March 2001	<ul style="list-style-type: none"> • The residents of Mont-Tremblant elected their new City council.
July 2001	<ul style="list-style-type: none"> • A new "Comité Technique" was formed to analyse Intrawest's requests for permission to: develop Versant Soleil and Camp Nord, develop new urbanisation regulations that allowed development to proceed, and to define the content of a protocol between Intrawest and the City.
October 2002	<ul style="list-style-type: none"> • Intrawest submitted a preliminary environmental report for the development of Versant Soleil and Camp Nord to the provincial Ministry of the Environment, federal governments and the City. • City council modified and approved urbanisation regulations based on recommendations from the "Comité Technique". These enabled zoning changes and related permits to proceed with development.
January/ February 2003	<ul style="list-style-type: none"> • The mayor of Mont-Tremblant met with representatives from "Environnement Tremblant" and "Association Lac Tremblant" to hear their concerns about Intrawest's proposed development.

Date	Key Activity
March 2003	<ul style="list-style-type: none"> ● IntraWest prepared an information document about the development projects. The information was presented to residents through a regional newspaper "Information du Nord". ● The City held a community information session to present the Versant Soleil project to the community. The presentation covered the project history; project and site characteristics; results of negotiations between the City and IntraWest; environmental findings; entity responsibilities; transportation issues; and the protocol details.
April 2003	<ul style="list-style-type: none"> ● IntraWest and the City signed the Versant Soleil Protocol (a mutual agreement for development). The protocol indicated: the urban regulations and principles concerning project construction, project responsibilities, financing, and project requirements. Requirements included, IntraWest paying 60% of the costs for a new community fire truck, preserving the riparian zones along the "Rivière Diable", and providing residents free access to the mountain peak once per year ● The City adopted a new urban plan outlining their short, medium and long-term goals as well as the regional and municipal regulations related to planning, development and growth. The new urban plan was adjusted to include zoning changes, new road systems, and designated conservation sites related of IntraWest's development.
August 2004	<ul style="list-style-type: none"> ● Infrastructure Canada and the Quebec Ministry of Regional and Economic Development and Research (MREDR) announced the provision of \$47.5 million in funding to support infrastructure development over 10 years for the Versant Soleil and Camp Nord projects. ● A "screening" level environmental assessment of the project was launched under the requirements of the <i>Canadian Environmental Assessment Act</i> because of federal funding through the Strategic Infrastructure Fund.
August 23 to September 20, 2004	<ul style="list-style-type: none"> ● The screening level environmental assessment required Infrastructure Canada and Fisheries and Oceans Canada to provide the public with the opportunity to comment on the screening report (Station Mont-Tremblant 2005c). (Further details are in section 4.2.7).
December 2004	<ul style="list-style-type: none"> ● IntraWest received approval to move forward with phases 3 and 4 of development after the authority responsible for the screening level environmental assessment concluded there were no significant adverse environmental impacts expected to result from construction and development of Versant Soleil and Camp Nord.

Sources: Christin 2001, Comité d'Action Stratégique 2002, Infrastructure Canada 2004c, Ministère du Développement Économique et Régional et de la Recherche 2004, Roche Ltée 2003, Station Mont-Tremblant 2004a, Station Mont-Tremblant 2004b, City of Mont-Tremblant 2004.

4.2.6 Approval for the Versant Soleil Development

After the amalgamation of four communities into the new City of Mont-Tremblant in 2000, the council quickly formed the Strategic Action Committee (SAC) to examine

Intrawest's proposed Versant Soleil and Camp Nord developments. This committee, comprised of representatives from the City and Intrawest, reviewed the corporation's proposal and environmental impact reports for Versant Soleil and Camp Nord. Based on these reports, a protocol between the City and Intrawest was established.

Once the protocol was finalized, a public information session was held to discuss phases 3 and 4. While the City organized and delivered the session, representatives from Intrawest and the Provincial Ministry of the Environment (MENV) answered specific questions pertaining to various aspects of the development (City of Mont-Tremblant 2003b). A total of 250 participants including businesses, NGOs and residents attended the information session. A total of 17 people asked specific questions regarding social, economic and environmental impacts of the development. Concerns expressed by residents at that session included (Roche Itée 2004):

- Why was the City presenting the project and not Intrawest?
- Why the protocol was signed before project funding was received and all concerns were considered?
- To what extent was the proposed level of urbanization compatible with protecting environmental integrity?
- To what extent would the proposed development influence the ability of local residents to afford living in the area?
- How would Mont-Tremblant be able to accommodate more tourists without creating any major negative impacts?

Despite the significant level of attendance by residents at the public information session, the attendees were only provided opportunities to ask questions of clarification regarding the development. Participants were not able to contribute to the development of the protocol content agreed to by Intrawest and City officials. City representatives suggested that since the council was "given an opportunity to give Intrawest feedback and since [they] represented the community, residents were able to provide indirect

feedback” (interview respondent- translated quote). In addition to the information session, the City also published an information bulletin and the mayor held meetings with community groups (Chamber of Commerce, residents, Environment Mont-Tremblant) to discuss the Versant Soleil and Camp Nord projects (City of Mont-Tremblant 2003b).

In August of 2004, the Government of Canada and the Province of Québec each announced financial contributions of \$47.5 million to support “one of the largest projects currently underway in North America” (Station Mont-Tremblant 2004a). The Government of Canada’s funding, through the “Canada Strategic Infrastructure Fund”, was slated to support infrastructure development in the region including: water supply system, sewers, and a road network (Infrastructure Canada 2004). The Fund was intended to support projects of regional and national significance in sectors important for improving the economy and quality of life for Canadians (Infrastructure Canada 2004c). When completed, the project was expected to generate economic benefits of approximately \$140 million annually, create 5,200 permanent jobs, and generate 800,000 new tourists (MDERR 2004).

4.2.7 Canadian Environmental Assessment Act

Québec law does not require projects such as “Versant Soleil” to undergo an environmental assessment or related public reviews or consultations. As a result, no provincial review of Intrawest's proposed development was completed. However, because the Government of Canada contributed financially to support the project, the Canadian Environmental Assessment Act was triggered at the screening level. Infrastructure Canada (2004b), the delegated authority responsible for the assessment, drafted the screening report. In their due diligence activities, the Ministry of Environment, Transport Canada, Canada Economic Development, Fisheries and Oceans Canada,

Public Works Government Services Canada, and Natural Resources Canada were consulted. These entities provided expert advice regarding the projects implications for areas such as: forestry, hydrology, wetlands, avian fauna and navigable waterways (Infrastructure Canada 2004b). Provincially, the Quebec Ministry of the Environment and the “Société de la faune et des parcs du Québec” were called upon to provide their perspectives on potential project impacts within their areas of responsibility (Infrastructure Canada 2004b).

The final environmental assessment screening report produced by Infrastructure Canada considered a number of factors related to the physical, human and biological impacts and potential cumulative effects of the project. In considering the biological impacts, the report reviewed the development's potential effects on; aquatic vegetation, wetlands, and avian fauna (Infrastructure Canada 2004b). The screening report also suggested a number of mitigation strategies that should be used to reduce negative effects of the project on the area. These strategies were related to areas of land use (ski and multi-use trails), construction (use of machinery, blasting), water management (artificial lake, water supply, water quality), and environmental management (flora and fauna, buffer zones) (Infrastructure Canada 2004b). The report also recommended monitoring and mitigation strategies as well as compensation measures. The report recommended Intrawest ensure that specific actions related to these recommendations be followed and implemented during the development of phases 3 and 4 (Infrastructure Canada 2004b).

Infrastructure Canada was required to provide an opportunity for the public to comment on the screening report and its recommendations. From August 23, 2004 to September 20, 2004, a total of 10 letters were received from groups and residents such as; Environnement Mont-Tremblant; CRE Laurentides; Tremblant Resort Association;

Club des Moucheurs EnDiablés; Lake Tremblant Property Owners Association; and Mouvement au Courant

Their comments focused on issues related to: the development's potential impacts on water and wastewater management, road construction, air quality, wetlands, artificial lakes, resident quality of life; and cumulative environmental effects (Infrastructure Canada 2004b). In addition, most letters requested public hearings and more in-depth studies be held to discuss Intrawest's development plans (Infrastructure Canada 2004b). Despite these issues and requests, public participation and stakeholder involvement activities remained minimal since the project did not legally require more in-depth consultations. One respondent from the groups mentioned above, indicated the public consultations were very disappointing and did not resolve some key issues of personal concern. In addition, since the screening report concluded that there were no apparent significant adverse environmental effects associated with the projects; Infrastructure Canada did not need to initiate further public hearings or in-depth studies (Infrastructure Canada 2004b).

The report which outlined the results of the public consultation suggested Intrawest continue to work with the community via committees involving the City and broader public. It was suggested Intrawest adopt Hydro-Québec's model and contribute 1-2% of its capitalized costs to a fund that would help address environmental impacts that could be caused by infrastructure development activities (Infrastructure Canada 2004b, 24). Intrawest representatives indicated that the company expected to fund a number of compensation projects linked to phases 3 and 4 of development. Similarly, the representatives also indicated it would partner in financing the work done by the Basin Versant Committee (see appendix E).

4.3 INTERVIEW RESULTS

The following section presents a summary of responses received from community stakeholders and Intrawest respondents. Overall, 17 respondents associated with 8 organizations provided responses to the interview questions. This section summarizes their views regarding a variety of issues influencing relationships between Intrawest and community stakeholders.

4.3.1 Information about the Organizations

All respondents (9 of 9)⁴ became involved in their organization because they felt a general interest in Mont-Tremblant's development. They expressed moderate consensus (6 of 9) that concerns related to the changing character of Mont-Tremblant were important in influencing their involvement with the organization. They revealed low consensus regarding the importance of any family or community issues affecting their decision to become engaged with their group. Table 10 describes the results in more detail.

⁴ City employees were excluded from this question since they became involved for employment purposes. Elected officials were however included since they chose to become political candidates for the community.

Table 10 Factors Influencing Stakeholder Involvement in an Organization

<i>Factors Influencing Stakeholder Involvement in their Organization</i>	<i>Level of Consensus*</i>	<i>Mean Rating**</i>				<i>Overall Mean Rating</i>
		Government	CCU	Environmental	Economic	
General interest in Mont-Tremblant's development	High	4.0	4.0	4.0	4.0	4.0
Concerns related to the changing character of Mont-Tremblant	Moderate	3.3	4.0	4.0	3.5	3.7
Specific issue affecting the community	Low	3.7	3.0	4.0	2.0	3.1
Specific issue affecting themselves or their family	Low	3.0	2.3	4.0	2.5	2.8
<i>Number of responses</i>		3	3	2	2	9

n=9

* The level of consensus is based on a scale ranging from high= 75% or more stakeholders responding similarly, moderate= 60-74%, low= 50-59% and none is less than 50%.

** Mean scores are based on a scale ranging from 1 (not at all important) to 4 (very important).

4.3.1.1 Organization's Role

Respondents were asked to rate the frequency with which their organization played various planning roles in their activities with Intrawest in Mont-Tremblant. The results are reported in table 11.

Table 11: Organizational roles in activities related to Intrawests' development

<i>Factors Influencing Involvement in their Organization</i>	<i>Mean Rating*</i>				<i>Overall Mean Rating</i>
	Government	CCU	Environmental	Economic	
Express concern of an issue on behalf of others (advocate)	3.6	4.0	3.0	4.0	3.7
Act as a link between the residents and the corporation (mediator)	3.5	2.3	2.7	2.3	2.8
Conduct research for the firm or participate on an advisory panel to help with decision-making (researcher/advisor)	3.7	3.0	2.0	3.5	3.2
Contest planning or decisions using the law (litigator)	3	1.0	2.0	1.8	2.7
Collaborate in planning and decision-making (collaborator)	2.8	2.5	1.3	1.0	1.9
Number of responses	5-6	3	3	4	14/16

n=14-16

* Mean scores are based on a scale of 1 (never) to 4 (often)

The results indicated that most organizations (13 of 15) expressed concern about an issue on behalf of others. Of the 16 respondents, 62% (largely City (5/6) and CCU (2/3) representatives) stated their organization acted as a link between residents and Intrawest. Of the 15 respondents, 9 felt their organization never played a role as researcher or advisor in helping Intrawest with decision-making. City and CCU respondents stated they often conducted research to assess Intrawest's development requests. There were few community representatives who felt they contested Intrawest's planning or decision-making using the law. The City stated they often played a litigation role since the urban planning and environmental departments enforced municipal bylaws when reviewing Intrawest's request for a zoning changes. Finally, only 7 of 16 respondents felt they often collaborated with Intrawest while 5 of 16 stated they did not.

The collaborator role was most often played by the City, economic groups and the Provincial Park.

4.3.1.2 Perceived IntraWest Values

Respondents were asked to rate the importance of economic, social, and environmental values in driving IntraWest’s planning and decision-making. Economic values pertained to financial aspects such as profit and return on investment. Social values related to the importance of community and employee health, safety, and support. Environmental values related to the importance of healthy natural resources. The results are outlined in table 12.

Table 12 Respondent Perception of IntraWest’s Values

IntraWest Values	Level Consensus*	Percentage of Respondents Rating Similarly
Economic values	High	100%
Environmental values	Low	51%
Social values	None	N/A

n=16

* The level of consensus is based on a scale ranging from high= 75% or more stakeholders responding similarly, moderate= 60-74%, low= 50-59% and none- less than 50%.

All respondents agreed economic values were very important in driving IntraWest’s planning and decision-making. There was low consensus concerning the importance of environmental values and no consensus concerning the importance of social values in the corporation’s activities. Of the 16 respondents, 8 felt environmental values were very important to IntraWest’s planning and decision making and 6 of them stated it was somewhat important. One respondent felt that incorporating social and environmental values were now more important to IntraWest as a means of protecting its

image. However, the respondent indicated that this however did not appear to be a fundamental value for the company.

4.3.2 Intrawest's Goals

Intrawest respondents were asked to describe the company's economic, environmental and social goals in the context of their development activities in Mont-Tremblant.

4.3.2.1 Economic/Development Goals

The company's driving economic goal was to ensure profitability by developing an international resort which operated year round and provided a viable and lucrative tourism infrastructure for investors. While economic goals were considered to be the company's priority, the respondents felt that Intrawest also recognized the need to integrate social and environmental goals since their product and profitability (i.e. nature, mountain, culture) were dependent on all these factors.

4.3.2.2 Environmental Goals

Intrawest respondents felt that the company recognized that its developments needed to minimize impacts on natural resources in order to ensure the availability of those attributes for future generations. Intrawest's overarching environmental value was to offer "a quality experience in a natural surrounding" (Station Mont-Tremblant 2005a). Respondents indicated that Intrawest worked to ensure ongoing access to high quality natural resources by collaborating with regional partners in various environmental studies designed to reduce negative development effects and by reviewing its activities/ programs in order to improve overall environmental sustainability (Station Mont-Tremblant 2005a).

4.3.2.3 Social Goals

Intrawest respondents stated that the corporation recognized the importance of community support in its planning and development. They believed Intrawest attempted to develop its projects in ways which benefited the community. In order to garner community support for its projects, Intrawest respondents felt there was a need to participate on various community and municipal committees (i.e. affordable housing, architecture, and environment). Intrawest respondents also felt that developing strong contacts with key individuals in the community helped create links and opportunities for common projects or initiatives. For example, Intrawest used the same water source for fabricating artificial snow as the City utilized for residential purposes. In the past, there were problems with maintaining water availability therefore Intrawest worked closely with the City to create a water management strategy. Intrawest respondents also felt honesty and open communication with the community about the company's proposed and existing development activities was critical. However, one Intrawest respondent felt better communication with community members concerning environmental aspects of the company's developments and operations could be established.

4.3.3 Intrawest's Environmental and Social Activities

Intrawest environmental activities have been voluntarily or due to governmental regulation and requirements. Intrawest is not currently mandated by government to involve NGO groups or residents in its resort planning or decision-making. However, Intrawest respondents stated that ethical responsibilities are important in influencing the extent to which the company involves stakeholders in such pursuits. Intrawest described those activities conducted within and beyond Intrawest's immediate jurisdiction.

4.3.3.1 Environmental Activities

The following examples helped depict how environmental management and community relations activities occurred at Mont-Tremblant.

Sustainable Slopes: Intrawest endorsed the “Sustainable Slopes” charter created by the National Ski Areas Association. The charter outlined principles to guide ski area development towards greater sustainability (Station Mont-Tremblant 2005b).

Environmental Plan: Intrawest developed an Environmental Plan in 2002 which outlined their vision and action plan with respect to environmental practices. Since the plan was put in place, the development of an Environmental Management System (EMS) had been initiated. The EMS was based on ISO 14000 principles but was also modified to incorporate Intrawest, Mont-Tremblant's unique activities.

Environmental Monitoring: Intrawest integrated environmental monitoring programs into its operations including: pollution prevention, erosion control during construction, and pesticide management on golf courses. Intrawest also put in place an internal environmental committee, comprised of a biologist, civil engineer and one experienced environmentalist. This committee developed annual action plans and objectives based on key environmental themes (i.e. water, air, mountain, etc). The committee conducted environmental studies and programs that focused on minimizing slope erosion and negative impacts on streams, mountains, and ski trails. The committee also established programs to ensure healthy regeneration of natural resources (i.e. flora and fauna) and minimized pollution of local water supplies.

Protection of Wildlife Habitat: During a consultation period with residents regarding the protocol for phases 1 and 2 of Intrawest's development, concerns regarding the conservation of important wildlife habitats were announced. In response, Intrawest voluntarily created a natural reserve to protect the area's Virginia Deer

population. Intrawest used a specific law created by the Quebec MENV to encourage property owners to protect important habitat and ecosystems throughout the province. During the application process, Intrawest outlined the conservation measures that would be put in place and the activities permitted or prohibited on site to protect the deer population. The natural reserve, which acts as a protected area, forced the resort to adhere to specific criteria.

Environmental Training: Intrawest established environmental programs to train some of its employees on matters related to recycling and golf course management. The company's employees also meet twice annually to discuss various aspects of environmental management and related operational activities associated with its developments. While resort respondents felt incentives for employee environmental performance were very important their implementation of sound environmental practices, representatives felt that such systems were not currently in place.

Intrawest respondents felt contributions to local environmental initiatives were very important to its operations. While Intrawest does not make any financial contributions, it was a participant on a number of committees within the community. Since 2003, Intrawest has been a member of a municipal golf management committee. The committee had representatives from all 6 area golf courses, the City's environmental manager, municipal councilor, a resident and an employee from the Quebec MENV. The golf management committee grouped efforts to manage environmental impacts and focused attention on protecting the "Rivière Diable". Similarly, Intrawest has become an active member of the Basin Versant Committee. In this context, the company can present and discuss development projects and receive feedback from other committee representatives.

In addition to internal environmental strategies, Intrawest respondent indicated that the company also complied with a number of regulations and policies set out by local, provincial or federal governments. For example:

- The Quebec MENV regulated the water withdrawal from Lac Tremblant. The Minister imposed quotas on Intrawest regarding the amount of water which could be extracted for the creation of artificial snow.
- The City required annual environmental reports from Intrawest. Every year, Intrawest monitored environmental activities including erosion control measures, restoration, and vegetation cover and presented the results in its annual report to the City. A similar report will be required once Intrawest's phases 3 and 4 of development begin.
- During the construction phases of Versant Sud and Versant Nord, the City required Intrawest to establish a monitoring committee that evaluated and mitigated the environmental impacts from construction and development activities. When the Versant Soleil and Camp Nord projects move forward, Intrawest will be required to establish a similar committee with members from the community, City and its own company. One respondent believed this committee would help maintain strong links with the City and provide ongoing monitoring of the company's development activities.

4.3.3.2 Social Development Activities

Intrawest respondents were asked to rate the extent to which the company contributed to various community social development activities. Their opinions are described in table 13. A check mark (✓) indicates Intrawest respondents considered their company's contribution to be very important while an X suggests they felt the support was minimal. Table 13 also includes a brief description of why this factor is or is not important to Intrawest.

Table 13: Intrawest's Contribution to Social Development in Mont-Tremblant

Areas of Contribution to Social Development	Importance*	Reasoning
Human Resources Training	√	The Quebec government mandated companies such as Intrawest to invest the equivalent of 1% of total employee salaries into a fund for regional training programs. In the Mont-Tremblant region, the Chamber of Commerce received subsidies from the fund to run the local training programs.
Employment Opportunities	√	Intrawest's development in Mont-Tremblant created a total of approximately 2500 jobs (Roche Ltee) and another 5,200 are expected to be needed for Versant Soleil and Camp Nord developments (MDERR 2004). In the early 1990's, Intrawest employed individuals with limited skills and experience. Through Intrawest's training and support opportunities, these employees have improved their skills and many have opened their own businesses.
Recreation Opportunities	√	The protocol for phases 1 and 2 stipulated Intrawest offer members holding a Leisure Access Card (given to all homeowners in Mont-Tremblant by the City); a 60% reduction in lift ticket prices on Tuesdays throughout the ski season and Wednesdays from April until the end of season, and free access to the Gondola on an annual "Citizen Day".
Cultural Opportunities	√	Intrawest's development emphasized the unique Québécois culture of the community. For example, during the summer, Intrawest hosted a "Blues Festival" reflecting regional culture and music.
Community Social Support Programs	√	Intrawest supported community programs through their participation on various committees and provided financial support to children and youth programs through the Tremblant Fondation.
Affordable Housing for their Employees	X	Intrawest participated on a committee addressing the affordable housing issue. The company provided perspective and ideas on proposals to alleviate the housing problem. However it did not provide rooms or funds for the development of such accommodation.

Areas of Contribution to Social Development	Importance*	Reasoning
Health Support Services (e.g. health programs, medical services)	X	Intrawest has developed and integrated health and wellness programs for its employees.
Community Infrastructure (e.g. theatre, community centre, etc).	X	During negotiations for phases 1 and 2 of development, Intrawest developed a multi-use trail and beach area for the City. Similarly, during negotiations for the Versant Soleil project with the City, Intrawest agreed to pay 60% of the costs for a new community fire truck and fire hall, and complete a study on traffic impacts (City of Mont-Tremblant 2003).

4.3.4 Intrawest's Access to Resources

Intrawest employees were asked rate the extent to which various resources were important in achieving the company's long-term goals at Mont-Tremblant. Intrawest respondents stated the availability of high quality natural and cultural resources; skilled and committed local employees; effective communication techniques; public utilities; supportive local government officials; and an engaged local community were all very important in achieving its long-term goals. Federal and/or provincial financial support were also considered important in defraying the costs of initial infrastructure development (e.g. sewers). For example, infrastructure financing for the Versant Soleil project was equally shared between the provincial and federal governments and accounted for 10% of total project costs. Intrawest respondents believed that the taxes generated from the project's construction and operation enabled these governments to quickly recover their investments.

4.3.5 Intrawest's Corporate Leadership

Intrawest respondents believed that the corporation's head office transferred a limited amount of information regarding approaches to environmental/social planning and stakeholder management from other resort operations to Mont-Tremblant. One respondent recognized the difficulty in transferring such information due to the uniqueness of each resort development. The respondent indicated that while each Intrawest resort development project followed the same general management principals, the corporate head office provided limited guidance on how to address location specific development issues. One respondent admitted that it would be beneficial if the corporate head office provided information and examples of best practices from other resorts.

4.3.6 Corporate-Stakeholder Relationships

Community stakeholders were asked to rate the extent to which their organization had relationships with Intrawest in the past related to economic, social, and environmental issues. The results in table 14 indicate the key areas of interaction between Intrawest and community stakeholders.

Table 14: Key Areas of an Organizations Relationships with Intrawest

<i>Type of Relationship with Intrawest</i>	<i>Level of Consensus*</i>	<i>Mean Rating**</i>				<i>Overall Mean Rating</i>
		Government	CCU	Environmental	Economic	
Environmental Issues	High	3.2	4.0	2.5	3.8	3.7
Economic issues	Low	3.2	2.0	2.5	3.8	3.0
Social Issues	Low	3.5	3.7	2.0	3.8	3.4
<i>Number of responses</i>		5-6	3	2	4	14-15

n=14-15

* The level of consensus is based on a scale ranging from high= 75% or more stakeholders responding similarly, moderate= 60-74%, low= 50-59% and none= less than 50%.

** Mean scores are based on a scale of 1 (never) to 4 (often)

There was a high consensus among respondents (12 of 15) that they often had relationships with Intrawest regarding environmental issues. In contrast there was a low consensus among respondents concerning the degree to which they had relationships with Intrawest concerning economic and social issues. Of the 15 respondents, 8 felt they had often interacted with Intrawest regarding economic and social issues. Economic and CCU respondents in particular rated their frequency of past relationships with Intrawest on social issues as being high.

Most areas of social interaction were linked to issues of affordable housing, employee training and transportation. One community respondent indicated that despite many existing social problems, Intrawest's involvement in such issues was relatively low. In contrast, one Intrawest respondent stated while the company had not financially

supported many social initiatives, it was part of the "Strategic Action Committee" which was dealing with a range of social, economic and environmental issues in the community.

4.3.6.1 Intrawest's Past Relationships with Stakeholders

Table 15 describes the extent to which Intrawest respondents felt they worked with community stakeholders regarding economic, social and environmental development issues. It also indicates the type of stakeholder Intrawest had typically engaged regarding these issues.

Table 15: The Extent of Intrawests Relationships with Stakeholders

<i>Issue Area</i>	<i>Intrawest's Rating of Stakeholder Involvement*</i>	<i>Stakeholders Involved</i>
Economic Development Issues	Often	Chamber of Commerce, Tourism Office, and the City
Social Development Issues	Often	AVT, Tremblant Foundation, Strategic Action Committee
Environmental Management Issues	Often	City and Quebec MENV

* The level of involvement is based on an average respondent scores ranging from 1 (never) to 4 (often)

Intrawest representatives stated they often interacted with different community stakeholders depending on the issues. For example:

- For economic issues, Intrawest dealt primarily with the Chamber of Commerce, the Tourism Office and the City.
- For social concerns, Intrawest participated on the Strategic Action Committee and provide community assistance through their "Tremblant Foundation".

- For environmental management issues, Intrawest collaborates with the City and Quebec MENV.

While community respondents stated Intrawest made some attempts to work with the community many felt improvements could be made. “Intrawest tries to ensure good relations with the community to maintain a positive image, but, this does not mean they always listen to resident concerns” (interview respondent- translated quote). Another respondent stated “the community could provide important feedback and had a lot of talent [...]. If Intrawest listened to the residents it would prove helpful to resort operations” (interview respondent- translated quote). An economic representative stated the business community was satisfied with Intrawest’s development. However, the representative felt that Intrawest could become more involved in social planning issues since residents were increasingly frustrated with development and tourism. City respondents also felt they had a strong relationship with Intrawest.

Overall, community respondents appeared hopeful that relationships with Intrawest would continue to grow and evolve. Economic and Provincial Park respondents expected that their future relationships with Intrawest would be positive. Environmental respondents hoped that their relationships would improve. For instance, the MRC hoped stronger relationships with Intrawest would bring the company's plans more in line with overall regional and environmental objectives.

4.3.6.2 Awareness of Intrawest’s Past Performance

Table 16 outlines the extent to which community respondents claimed they were aware of Intrawest’s past performance related to a variety of issues.

Table 16: Stakeholder Awareness of Intrawest’s Performance Related to Key Areas

Key Performance Areas	Level of Consensus**	Mean Awareness Rating	Percentage of Respondents who felt they were very aware of Intrawest's performance*
Development phases/activities	High	3.9	87%
Economic	High	3.8	81%
Environment	High	3.6	75%
Relationships with the community	Moderate	3.6	73%
Social	Moderate	3.4	63%

n=15-16

*Respondents were asked to rate their awareness on a scale of 1 (not at all aware) to 4 (very aware).

** The level of consensus is based on a scale ranging from high= 75% or more stakeholders responding similarly, moderate= 60-74%, low= 50-59% and none= less than 50%.

There was a high consensus that stakeholders were very aware of Intrawest's past economic (13 of 16), environmental (12 of 16) and resort development (13 of 15) performance. There was moderate consensus among respondents concerning their awareness of Intrawest’s past performance related to social and community relations. Awareness of social performance varied depending on the type of respondent. For example, economic respondents expressed the highest levels of awareness of the company’s social activities while CCU representatives expressed lowest awareness of such pursuits.

Interestingly, some respondents felt Intrawest’s relationship with the community had deteriorated over the last decade. For instance, one respondent stated “the residents have less trust [in Intrawest] because they are consulted less than [they were] in 1992”. Other respondents also suggested that Intrawest was quite involved with community engagement initiatives during the early stages of development. However, they felt that for the Versant Soleil project, residents were only represented in the

committee formed to negotiate an agreement (“Comité Technique”). Similarly, some respondents felt that while the initial phases of development engaged extensive consultation with residents, local citizens were only informed about phases 3 and 4 via the local newspaper and one municipally run information session.

4.3.7 Intrawest’s Community Relations

Community stakeholder respondents rated the extent to which they were aware of Intrawest’s past performance related to a number of community relation scenarios (table 17).

Table 17: Stakeholders Perceptions of Intrawest’s Interactions with the Community

<i>Community Interaction Scenario’s</i>	<i>Level of Consensus*</i>	<i>Mean Rating**</i>				<i>Overall Mean Rating</i>
		<i>Government</i>	<i>CCU</i>	<i>Environmental</i>	<i>Economic</i>	
Intrawest attempted to work with the community to resolve environmental issues	None	3.2	2.7	1.0	4.0	2.9
Intrawest attempted to work with the community to resolve social issues	None	2.2	2.0	1.5	3.5	2.4
Intrawest attempted to gain the support of local citizens for its development	None	2.0	3.3	2.0	3.3	2.5
Intrawest attempted to develop in ways that respect the values and visions of Mont-Tremblant’s residents	None	2.5	2.3	1.0	3.5	2.5

<i>Community Interaction Scenario's</i>	<i>Level of Consensus*</i>	<i>Mean Rating**</i>				<i>Overall Mean Rating</i>
		<i>Government</i>	<i>CCU</i>	<i>Environmental</i>	<i>Economic</i>	
Intrawest attempted to reshape Mont-Tremblant in its own image	None	2.3	3.3	1.0	1.5	2.1
Intrawest attempted to involve local groups in its development decisions	None	2.2	1.6	1.0	2.0	1.9
<i>Number of responses</i>		4-6	3	2-3	3-4	14-15

n=14-15

* The level of consensus is based on a scale ranging from high= 75% or more stakeholders responding similarly, moderate= 60-74%, low= 50-59% and none= less than 50%.

** Mean scores are based on a scale ranging from 1 (not at all aware) to 4 (very aware).

There was no overriding consensus among respondents concerning their awareness of Intrawest's past performance with respect to:

- involving local groups in development decisions;
- reshaping Mont-Tremblant in its own image;
- working with the community to resolve social or environmental issues;
- gaining the support of local citizens for its development; or
- developing in ways that respect the values and visions of Mont-Tremblant's residents.

Generally, City and economic respondents expressed the highest level of awareness about the corporation's efforts to work with the community to resolve social and environmental issues. In contrast, environmental groups were the least aware of Intrawest's community engagement strategies. One environmental respondent stated that Intrawest's attempts to work with the community to resolve environmental issues might improve with the establishment of the Basin Versant Committee. However,

another environmental respondent noted “there seems to be no synergy between the values and visions of residents and Intrawest's projects” (translated quote).

4.3.8 Stakeholder Involvement

Community representatives were asked to rate the extent to which various citizen involvement techniques characterized their organizations relationships with Intrawest for the Versant Soleil development. The ratings are summarized in table 18.

Table 18: Community Perception of Intrawest’s Citizen Involvement Activities

Citizen Involvement Activities	Perceived level of use of the technique	Mean Score*	Percentage of respondents agreeing with Intrawest’s Use of the Activity
Intrawest assigned decision-making power to the organization	Low	1.5	73%
Intrawest provided information with no opportunity for feedback.	Low	1.5	67%
Intrawest actively sought input from the organization on planning issues but with no guarantee that input will be used	Low	1.9	50%
Intrawest educated, persuaded and advised the organisation	High	2.1	50%
Intrawest negotiated with the organization to arrive at consensus based decision.	High	2.1	45%

n=15-16

* Mean Scores are based on a scale of 1 (low) to 3 (high)

Respondents generally felt Intrawest did not use any one type of citizen participation technique exclusively. Respondents rated the extent to which Intrawest assigned decision-making power; provided information with no opportunity for feedback;

and actively sought input on planning issues as being low. They assigned higher ratings regarding the extent to which Intrawest educated, persuaded or advised; and negotiated engagement techniques. The City respondents stated Intrawest often negotiated with them since it was mandatory for zoning changes or permits. One City respondent stated;

“Intrawest is a good negotiator because they know what they are talking about and they are serious about it. Certainly they want to achieve the most profit possible but they know that is not possible without having quality products and services.” (interview respondent- translated quote).

Interviews with community stakeholders indicated that the City played an important role in acting as an intermediary between Intrawest and community stakeholders. Consequently, economic, CCU and environmental representatives were asked to characterize their organization’s relationships with the City for the Versant Soleil development⁵. Overall the majority of respondents felt the City primarily educated persuaded or advised the their organization. However, the City was perceived to be less apt to:

- assign decision-making power to their organization;
- provide information with no opportunity for feedback;
- seek input from their organization on planning issues with no guarantee input would be used;
- negotiate with their organization to arrive at a consensus based decision.

4.3.8.1 Motivations for Stakeholder Involvement

Intrawest respondents were asked to indicate the importance of various factors in motivating the company to include local stakeholders in planning and development decisions. The following factors were perceived to be important or very important by all Intrawest respondents:

⁵ City and park employees were excluded from this interview question since their involvement was for employment purposes. Elected officials were however included since they voluntarily chose to run for council and represent the community:

- the level of impact Intrawest's decisions or actions would have on stakeholders;
- the legitimacy of a stakeholder's claim;
- the stakeholder's knowledge of an issue;
- the stakeholder's credibility;
- the legal or regulatory requirements associated with addressing the issue;
- the power of the community/regional groups.

Intrawest representatives claimed that they were sensitive to the impacts of the company's decisions and/or actions on the community but clearly stated that "at times, business decisions must be made without resident involvement" (interview respondent-translated quote). In many cases Intrawest hired professional consultants to help with some of its planning and decision-making. While stakeholders were not necessarily directly involved, they stated that the consultants often considered community perspectives and concerns and built these into the recommendations presented to Intrawest. Similarly, Intrawest, Mont-Tremblant's president regularly consulted with the "Tremblant Consultation Committee" for its perspectives regarding community concerns and other issues related to the environment, urban development and local politics.

In an effort to ensure an efficient approval process and to demonstrate their willingness to consider community values, Intrawest tried to align its project proposals with the community's vision when presenting projects to the CCU. Since members of the CCU were usually from the community, one Intrawest respondent argued the company was aligning projects to respect community values.

Intrawest respondents did not feel that local environmental groups provided significant information to help the company in resort planning, management and decision-making. An Intrawest respondent indicated that he/she attempted to become a part of a local environmental organization. The ENGO, however, was not receptive to

Intrawest's involvement since they considered themselves to be the company's environmental watchdog. He/she stated "there will always be groups of community members against Intrawest's development projects, however, Intrawest believes there is always a majority of silent community members supporting the project" (interview respondent- translated quote).

4.3.8.2 Outcomes of Stakeholder Involvement

Intrawest respondents rated the extent to which achieving various outcomes was important to the company when working with community stakeholder's. Intrawest respondents indicated that avoiding conflicts with the community and improving the coordination of policies and actions were both very important outcomes of community involvement. For example, Intrawest's strong relationships with the City helped to avoid conflicts with residents in Mont-Tremblant. The following factors were considered unimportant:

- improving the political support for its actions;
- improving the public perception of its actions;
- identifying/addressing potential economic, social or environmental impacts.

In rating all outcomes, there was a marked difference between Intrawest's relationship with the City, City committees, and economic, social and environmental groups. While, relationships with the former three were often ranked as very important because their support was required for development approvals and/or permits, relationships with environmental groups were rated low.

4.3.8.3 Methods for Stakeholder Involvement

Intrawest respondents rated the extent to which various stakeholder involvement strategies were important in the company's environmental planning and management.

The following instruments were rated as somewhat or very important for involving stakeholders: holding community meetings, organizing community programs and delivering community newsletters. Despite the relative importance associated with these instruments, representatives suggested these were not used on a regular basis to inform or involve the broader community in environmental planning and management at the resort. Intrawest rated the following methods as unimportant: offering workshops, holding advisory panels and presenting guest speakers.

4.3.8.4 Motivations for Stakeholders Interaction with Intrawest

Community interview participants were asked to rate the extent to which various factors were important in motivating their organizations to be involved with Intrawest. Table 19 describes each factor and the mean rating of importance respondents associated with each of them.

Table 19: Drivers of NGOs Involvement with Intrawest

Why Respondent Interact with Intrawest	Level of Consensus*	Mean Response**
Need for greater leverage with those who can make things happen	High	2.6
Need to generate more consensus and support for new ideas and programs	High	2.0
Need for resources (technical support, equipment and supplies)	High	1.7
Inability to get things done through government	Moderate	1.9
Need to increase credibility with government	Moderate	1.6

n=11-14

*The level of consensus is based on a scale ranging from high= 75% or more stakeholders responding similarly, moderate= 60-74%, low= 50-59% and none= less than 50%.

**Mean scores are based on a scale ranging from 1 (not at all important) to 4 (very important).

Respondents held common perspectives regarding their motivations for interacting with Intrawest Mont-Tremblant. However, it appears the factors used in the survey instrument were not perceived to have strongly influenced interactions between the organizations and Intrawest.

There was a high consensus among respondents regarding the extent to which the organization interacted with Intrawest because of resource needs. Of the 14 respondents, 11 felt that accessing Intrawest's resources was not at all important in driving their organizations involvement with the company. There was moderate consensus that the following factors were unimportant in motivating interactions with Intrawest:

- need to increase credibility with government (8 of 11),
- inability to get things done through government (7 of 11).

There was also limited consensus among respondents that the need to generate consensus and support for ideas and programs (7 of 12) was unimportant in motivating their interactions with Intrawest. More important reasons for their organization's becoming involved with Intrawest included the need to:

- negotiate and come to a consensus which benefits all;
- generate tax revenues from development and operations;
- foster open and continuous communication; and
- communicate community values and concerns.

4.3.9 Identified Stakeholders

Intrawest respondents were asked to state the importance of distinct community groups to ensuring the corporation's access to the resources it needed for its activities.

Intrawest respondents rated the following stakeholders as important:

- local government and committees for approving permits, licenses and zoning;
- provincial and federal governments for financing and project authorization;
- environmental organizations to understand issues and improve projects;
- business organizations (tourism or other) for acting as suppliers of products or services; and
- residents for the cultural role they play in a visitor's experience.

While Intrawest respondents rated involvement with environmental groups high, one representative stated that if the corporation approached these groups too eagerly, the organizations might feel that the company was trying to "buy support". Paradoxically, if these groups were ignored, the company looked bad. In the past, environmental groups would communicate with the Quebec MENV in writing to discuss issues and/or concerns. The Minister of Environment could in turn limit Intrawest's access to resources needed for development. An Intrawest employee stated the best way to work with these groups was through a committee. For example, from 1992 to 1999, an environmental committee was created to monitor environmental impacts from development. The committee consisted of representatives from an environmental group, Intrawest, municipal council and City departments. This committee was disbanded in 2000 thereby reducing Intrawest's link with the environmental community. An Intrawest representative was however hopeful that the company's participation on the Basin Versant Committee would improve communication between the company and local environmental groups.

Intrawest respondents suggested that while the company may be less involved with local environmental groups it was highly involved with the City's environmental manager and the Quebec MENV in matters related to the design and development of their projects. While these stakeholders were not directly involved in day to day management, they were considered important because they held management

perspectives and could therefore discuss issues and concerns from a common knowledge base.

4.3.9.1 Saliency

Overall, 85% of stakeholder respondents (11 of 13) stated they felt Intrawest regarded their organization as a stakeholder in resort planning and decision-making. However, one respondent felt Intrawest was more interested in working with the City than with environmental groups. In contrast, CCU representatives felt they were automatically an important stakeholder because all development projects had to be reviewed by that organization before being approved or rejected by municipal council. Economic organizations felt they were also important stakeholders since they were regularly consulted for their perspectives regarding potential decisions or activities. Intrawest often initiated consultation with the economic organizations because these groups were involved within the community and therefore “can be the ears for the company and provide feedback’ (interview respondent- translated quote). Such interactions were perceived to have lead to project modifications that better reflect resident values.

Overall, 92% of respondents (12 of 13) stated they considered Intrawest a stakeholder in their own organizations’ planning and decision-making. For example, the Provincial Park representative stated Intrawest was an important stakeholder in their organizations planning and decision-making. Intrawest was a key participant in the development of the organizations 10 year strategic plan. As a result of Intrawest’s participation, the company now provides their clients with day excursions to the Provincial Park which included opportunities to promote environmental values to an international clientele.

4.3.10 Collaboration/ Partnership

Community stakeholder respondents rated the extent to which their organization had attempted to engage with Intrawest in collaborative planning activities (table 20).

Table 20: Collaborative Planning Activities used by Stakeholders

Types of Collaborative Strategies	Level of Consensus*	Mean Rating**				Overall Mean rating
		Government	CCU	Environmental	Economic	
Empowerment: worked toward shared planning and/or actions	High	1.7	1.0	1.0	1.3	1.4
Reactive: provided input on priorities and resource use to Intrawest	Moderate	2.8	1.5	2.5	3.0	2.6
Leadership: initiated and lead on issues	Moderate	2.5	2.0	2.0	2.8	2.4
Passive: sought information on issues from Intrawest	None	2.2	1.5	1.3	2.3	1.9
Participative: influenced priorities and resources	None	1.7	1.5	1.5	2.0	1,7
<i>Number of responses</i>		5-6	1-2	2-3	4	14

n=14

* The level of consensus is based on a scale ranging from high= 75% or more stakeholders responding similarly, moderate= 60-74%, low= 50-59% and none= less than 50%.

** Mean ratings are based on a scale ranging from 1(never) to 3 (often).

There was high consensus among respondents (10 of 14) who felt their organization rarely initiated shared planning or actions with Intrawest. Respondents

appeared to play two dominant roles when attempting to engaged Intrawestin planning activities. Moderate consensus results indicated the organizations either:

- provided input on priorities and resource use (10 of 14) or,
- initiated and lead on issues (9 of 14).

There was no consensus among respondents regarding the extent to which their organization sought information on issues from Intrawest or influenced Intrawest's priorities and resource use. Many City respondents stated that more often, Intrawest informed them in order to seek approval for development permits. Economic respondents as well as the urbanisation and environment departments appeared to be the only organizations which engaged Intrawest to influence the company's priorities and resources.

Community stakeholder respondents provided examples of valuable collaboration between Intrawest and their organization;

- After resident complaints about Intrawest's architectural designs, the CCU reviewed Intrawest's plans and suggested changes. Through such collaboration, the architectural designs for the Westin Hotel and the resort aqua club were improved to better integrate these buildings with the Mont-Tremblant community and resort village.
- During negotiations for phases 1 and 2 of development, the City required Intrawest initially fund and build a multi-use trail for use by residents and visitors.
- Intrawest helped the Mont-Tremblant Provincial Park develop a new strategic action plan. The process helped the park design their business strategy in a way that would attract Intrawest visitors to the area and generate additional revenues to be reinvested into conservation programs.

4.3.11 Power and Influence

Respondents were asked to rate the extent to which Intrawest used various power strategies to achieve their goals with respect to the Versant Soleil project (see table 21).

Table 21: Respondent Perception of Power Strategies Used by Intrawest

Power Strategies	Level of Consensus*	Mean Rating**
Use of professional resources to influence decisions	High	3.7
Use of technical resources to influence decisions	High	3.6
Use of threats if Intrawest's preferred actions are not followed	High	1.5
Use of financial resources to influence decisions	None	2.7
Use of material resources to influence decisions	None	2.7

n=8-11

*The level of consensus is based on a scale ranging from high= 75% or more stakeholders responding similarly, moderate= 60-74%, low= 50-59% and none= less than 50%..

** Mean ratings are based on a scale of 1 (never) to 4 (often).

There was high consensus among respondents regarding the extent to which Intrawest used professional and technical resources as well as threats to the community in its relationships with organizations. Of the 11 respondents, 10 stated Intrawest often used professional resources such as powerful lobbyists to influence decisions. In addition, 6 of 7 respondents felt that Intrawest often used technical resources to influence decisions. Another 6 of 8 respondents felt Intrawest frequently used threats to the community if its preferred actions were not followed. One respondent stated that Intrawest threatened to leave if it did not get approval for zoning changes. However,

another respondent stated the City feared disagreements would push Intrawest out of the region and cause an economic downturn. As a result, Intrawest was generally perceived to easily influence the City. There was no apparent consensus regarding the frequency with which Intrawest used financial or material resources to influence decisions concerning the Versant Soleil development.

4.3.11.1 Stakeholder Influence on Intrawest

Community stakeholder respondents were asked whether or not their organization had influenced the City and/or Intrawest's planning and decisions-making for the Versant Soleil development. There was moderate consensus (8 of 12 respondents) that the respondents felt their organization influenced planning or decision-making undertaken by Intrawest or the City. Respondents also indicated that their professionalism, community respect, and their knowledge of existing bylaws provided the basis for being able to influence decisions. One respondent also noted that by grouping people together, individuals had a stronger voice and were more likely to be heard by Intrawest and/or the City.

The City influenced Intrawest by using municipal bylaws, education, requirements, discussions, meetings/committees, laws, regulations, zoning changes, permits, and protocols. When Intrawest requested development approvals, the City had the power to negotiate outcomes that best reflect the community's vision (see section 4.2.1.5). For example, the City required Intrawest conduct an environmental study of the planned artificial lake associated with the Versant Soleil development.

Economic respondents also stated their professionalism provided them the opportunity to voice their opinions strongly to Intrawest or the City. For example, the chamber of commerce expressed concerns to Intrawest or the City by drafting

resolutions explaining the issue and providing suggestions to incorporate their concerns into final decisions. The CCU also felt that by providing well researched recommendations they were able to influence City council decisions. While the Provincial Park respondent stated he/she could occasionally influence Intrawest's decisions, other environmental representatives felt they could not.

4.3.12 Mont-Tremblant's Defining Moments

In order to determine Intrawest's impact on the community, stakeholder respondents were asked to identify three defining moments in the development and growth of the company in Mont-Tremblant. The five most commonly cited defining moments outlined in table 22 offer insight into the factors which influenced the nature of corporate-stakeholder relationships in Mont-Tremblant.

Table 22: Defining Moments in the growth and development of Mont-Tremblant

Event	Percentage of Respondents
Purchase and investment	50%
Construction of pedestrian village	35%
Development agency	26%
City Amalgamation	26%
Exchange of land	26%

n=15

4.3.12.1 Purchase and Investment

The first most frequently cited defining moment was the initial purchase of the Mont-Tremblant ski hill by Intrawest and the subsequent investments made. Prior to Intrawest's resort purchase, the community was suffering economically and had a poor

tourism reputation. The resort was not competitive due to declining investment and development of the ski hill and its amenities. The arrival of Intrawest representatives, was the first step to improving the communities' economic situation. The representatives integrated themselves into the community by taking French courses and holding community meetings to explain their company's vision and goals. They invested significantly into ski hill infrastructure and provided a better product for customers. This in turn generated greater economic stability and long-term investment confidence. Intrawest's initial initiatives created strong ties between itself and the community.

4.3.12.2 Construction of the Pedestrian Village

Prior to Intrawest's purchase and investment, the resort area was primarily a ski tourism destination. When Intrawest built a pedestrian village at the base of the mountain, they successfully transformed the visitor experience by expanding the quality and quantity of services and activities available. In building a quaint "French" style village at the mountain's base complete with shopping, dining, galleries, services and activities, Intrawest attracted a host of new visitors and transformed the resort into an attractive four season international destination. In designing the pedestrian Village, and particularly the village square in Place St-Bernard (found in the centre of the pedestrian village), a number of designers, including Eldon Beck⁶, undertook a tour of successful North American and European ski resorts and villages as well as Quebec City's "Rue du Petit Champlain" (Arbique1998). As a result, the building architecture follows four distinct eras; 17th century Empire-style of Quebec City, restored buildings of the original resort (1930-50's), heritage buildings from around the province and present day buildings (Tremblant Vision Statement document unknown date). Since the pedestrian village

⁶ Eldon Beck is a master plan designer hired by Intrawest to design the Mont-Tremblant resort village.

communicated a distinct Québécois culture, residents of Mont-Tremblant were proud and supportive of Intrawest's achievements. While the community was not directly involved in designing the pedestrian village, relationships between Intrawest and the community no doubt benefited from the corporation's initiatives to portray the region's unique culture.

4.3.12.3 Creation of the Development Agency

For phases 1 and 2 of development, Intrawest required infrastructure such as roads and sewers to accommodate visitors. This infrastructure would have cost approximately \$15 million. At the time, the City did not want to borrow money in the event the project fell through and residents were left in debt. Similarly, Intrawest did not want to pay for the infrastructure nor did they consider it their role to provide such support. The provincial government called for the creation of a "development agency", instituted by a law adopted in 1997 (Christin 2001). The prime objective of the agency was to enable and finance the construction of municipal infrastructure. The agency, administered by the City of Mont-Tremblant, lent money to the developer and was repaid using the taxes Intrawest generated. Approximately 70% of the taxes paid by Intrawest since the early nineties payed the "development agency" loan. As a result of this agency, the municipality received minimal direct return on investment from phases 1 and 2. To date, the agency still exists and the City is still trying to pay for phases 1 and 2 using tax revenue. The creation of the "development agency" put a strong economic focus on the relationships between Intrawest and the community. The City for example, gained an interest in maintaining Intrawest's development and growth to generate a tax base to repay the loan.

4.3.12.4 City Amalgamation

Many respondents felt the amalgamation between St-Jovite, Paroisse Saint-Jovite, Lac Tremblant Nord and Mont-Tremblant was forced by the Quebec government because Intrawest wanted to speed the approval process for the Versant Soleil development. The old City of Mont-Tremblant collaborated with Intrawest but when the request for the Versant Soleil project came through the approval process for agreements and zoning changes began to slow. The old City Council wanted more control over the development to ensure positive benefits to the community. The new city Council on the other hand, “collaborated from the beginning without any community participation or transparency” (interview respondent- translated quote). It is likely that residents of the old Mont-Tremblant lost power to control development since the local concerns were diluted within the larger municipal council. “While Intrawest never positioned itself for or against the amalgamation they had a definite advantage with the amalgamated city” (interview respondent- translated quote). . “Intrawest knew with a new diluted government⁷ things would be easier” (interview respondent- translated quote) since it needed to communicate with only one local government as opposed to four⁸.

Contrastingly, other respondents believed the amalgamation was forced by the Quebec government because of the St-Jovite municipality. St-Jovite had 6,000 residents and housed businesses, as well as tourism and resident support services without receiving any additional financial benefits from resort taxes. The old Mont-Tremblant received all the taxes from the resort and condos sold, which was then used to serve only 800 residents. The Quebec government agreed that benefits should be equally

⁷ A diluted government refers to new council members who do not solely represent the interests of those residents living within the old Mont-Tremblant but also living in St-Jovite and Paroisse St-Jovite. Respondents speculated the new diluted government was more supportive of Intrawest’s development projects.

⁸ For the Versant Soleil and Camp Nord projects, Intrawest provided a development plan to both the City of Mont-Tremblant and Paroisse Saint-Jovite since the proposal fell within both jurisdictions.

shared between the municipalities and forced the amalgamation. It is also important to note that the Quebec government was forcing municipal amalgamation across the province in an effort to produce costs savings. While it is more likely the second scenario contributed to the amalgamation process (ie. ethical distribution of taxes between communities), the speculative first scenario (ie. diluted government) speaks to the way in which residents are beginning to view Intrawest's relationships with the community. It appears that while there was overall support for Intrawest's development and growth, residents felt that the company was building calculated relationships with select stakeholders.

4.3.12.5 Exchange of Land

In order to continue development in Mont-Tremblant, Intrawest was required to acquire land on which it could expand its condominium, hotel and pedestrian village concept. In 1998 negotiations between the Mont-Tremblant Provincial Park and Intrawest resulted in the exchange of land between both parties. The Park acquired 75.51 hectares on the Johansen pique and 84.74 hectares of land bordering the "Rivière Diable", an important transportation route for deer (City of Mont Tremblant 2003). Intrawest accepted 78.34 hectares of land for development and 81.91 hectares at the foot of the "Falaises de l'Avalanche" (City of Mont-Tremblant 2003) which would enable construction of two pedestrian villages at the base of ski trails (Roche Ltée 2003). The exchange enabled phases 3 and 4 of development to proceed while maximizing economic benefits for the community and protecting a valuable piece of property for the park's conservation goals.

The exchange legally required the provincial government to undertake community consultation. A number of groups requested that the "Johansen Pique" be removed from the lease agreement between the Park and Intrawest and zoned as

“preservation land”. Intrawest agreed, and the lease was terminated in 1999. As a result of this agreement, Intrawest was chosen as a finalist for “Les Phénix de l'environnement”⁹ in the category “conserving biodiversity” (Roche Ltée 2004). The decision to exchange land was made between Intrawest, the Park and the Provincial government. The City was not formerly involved therefore Intrawest's stakeholder relationships at this point focused on building relationships with those parties which would enable the exchange to take place (ie. Park and provincial government).

4.3.12.6 Summary of Defining Moments

The moments described above have been and continue to be important in defining the relationships between Intrawest and the community over time. It is evident that the the first three events took place during the early years of Intrawest's development in Mont-Tremblant. At this point, the community was highly involved in resort development processes. It is also evident that these events marked the beginning an economically focused relationship between the community and Intrawest. Intrawest's purchase, investment and construction in Mont-Tremblant generated new economic opportunities for the community. The creation of the development agency demonstrates the City's initial economic dependence on Intrawest, one which remains to this day. As time passed, Intrawest appears to have gradually become more selective in its stakeholder strategies by building strong relationships with institutional groups. These institutional groups have been selected based on the company's needs and the group's ability to provide Intrawest with the approvals and licenses needed for development.

⁹ "Les Phénix de l'environnement" is an environmental award administered by the government of Quebec which recognizes environmental actions in a number of categories. More information is available at <http://www.phenixdelenvironnement.qc.ca>

4.3.13 Influence of Development on the Community

Intrawest's arrival in Mont-Tremblant created a unique opportunity for businesses in the region. Business owners were forced to adapt and improve their products and services in order to meet the needs and demands of an international clientèle and avoid missing out on an important economic opportunity. The company's arrival also instigated a number of problems and challenges in the region (Groupe Gauthier, Biancamano, Bolduc 2003b). These challenges have forced local and regional governments to re-evaluate their plans, priorities, policies, tools, and regulations. While the challenges and responses are not unique to resort villages, they may help explain some of the fears residents now hold about further development. Respondents provided examples of how the City was influenced by Intrawest's arrival:

- Because Intrawest attracted an international clientele the City continually re-evaluated the quality of its infrastructure and municipal services and re-allocated funding for improvements.
- As a result of the number of tourists coming into Mont-Tremblant, use of the single access road into the resort has more than tripled in the last 10 years (Christin 2001) causing health and safety concerns.
- As a result of Intrawest's success, the City is almost entirely dependent on the tourism and recreation industries for their economic base. The City is challenged with trying to diversify the economy even though there is only one major developer in their region, Intrawest.
- The City is also challenged with finding a balance between development and conservation pressures in a city of residents who are distinctly different (permanent residents vs. occasional) (Christin 2001). Intrawest's activities in the beginning had

significant short and long-term impacts (e.g. erosion, lake sedimentation and turbidity). The Quebec MENV became involved because the City did not have the legal or political strength to deal with these environmental issues. Today the City recognizes that environmental impacts can be mitigated using tools, regulations and requirements to modify aspects of Intrawest's projects.

4.3.13.1 Affordable Housing

The issue of affordable housing was used to illustrate in more detail some of the challenges associated with Intrawest's development and growth in the region. Affordable housing has become a major issue for residents, employers and stakeholder groups in the Mont-Tremblant region. In 2001, the SAC compiled a study which outlined the housing issues and recommended construction of 510 affordable housing units beginning in 2002 (Courey 2005). While Intrawest did not contribute financially to the housing project, it did provide input by participating on the SAC to determine solutions. The Quebec Government and the City contributed \$1.5 million to the project. The construction of seven buildings with a total of 104 moderately priced apartment units, 83 of which are for employees in the community and 21 for people or families in need, began in the spring of 2005 (Courey 2005). It is expected that demand will be greater than supply therefore criteria were developed to determine unit allocation including; annual income, employment in Mont-Tremblant, dependents, and parental status (Courey 2005).

4.3.14 Change of Attitude over Time

The development and growth of the Mont-Tremblant region caused significant changes in the lives of residents. Respondents were asked to describe how their attitude changed over time since Intrawest first came to Mont-Tremblant. A number of key

themes were extrapolated from their comments. These themes demonstrate how Intrawest's stakeholder involvement strategies have evolved over time and how these have influenced community perceptions about the company.

Intrawest arrived in Mont-Tremblant at a time of economic downturn, unemployment and financial crisis. The community was skeptical of Intrawest's interests therefore kept a close eye on them. "When a developer comes to a region, the community will be skeptical. It takes significant time and negotiation before the community will recognize that the development can be beneficial" (interview respondent- translated and adapted quote). Stakeholders became more enthusiastic when Intrawest began investing in the ski hill and its amenities thus demonstrating the company's commitment to the region. While there were some negative environmental impacts in the first years of Intrawest's development, the City is now more vigilant. "We understand what we did not before, Intrawest can have a particular status in certain respects, they bring more benefits to the community than they do negative impacts. With the benefits Intrawest generates, the City can manage the impacts" (interview respondent- translated quote). The community of Mont-Tremblant was now proud to have Intrawest in their region. Respondents recognized the economic advantages of Intrawest's development (e.g. employment), were happy about the progress to date and looked forward to an improved economic, social and cultural situation in the future.

Throughout the interview process, one of the recurring themes was that the community was significantly more involved in development decisions when Intrawest first came to Mont-Tremblant. Residents were initially positive about the development but were now less enthusiastic. "In some housing districts there is a growing group against development because there is a lack of awareness and information" (interview respondent- translated quote). One respondent also stated that Intrawest since has not

provided the community with a long-term vision of its development, residents worry that when real estate development is complete, Intrawest will leave. The community knows economic problems influence Intrawest, but there are many who depend on Intrawest for employment.

The first investment lasted 10 years, and the new investment another 10 years, but residents are wondering what after that? Everything that is being created now does not have a 20 year life span and residents worry what will happen if Intrawest leaves tomorrow (interview respondent-translated quote)?

Confidence from the business community was much stronger ten years ago.

“Intrawest does not hire any local contractors; they simply go to the lowest bidder, which is often based in Montreal (interview respondent- translated quote). One respondent felt this demonstrated a lack of support for the community. “The managers that first came to Mont-Tremblant had a vision and a way of seeing Tremblant. They created something outstanding which came from a flame and spirit, but this is gone, it is now the numbers that drive everything” (interview respondent- translated quote), customer satisfaction and community support are less important. As a result businesses in the community are negatively impacted because visitors do not buy condominiums and visitors do not return.

4.3.15 Lessons Learned

Respondents were asked to describe some of the key lessons their organization learned in terms of getting Intrawest and/or the City to consider their values, opinions and concerns. These lessons indicate the characteristics which are important to foster strong relationships between community stakeholders and a corporate developer such as Intrawest. While some of these lessons have been acted upon, the first two have not.

The value of public opinion. There are currently two dominant players controlling resort development in Mont-Tremblant: Intrawest and the City. The interaction between these two parties is missing the most important player, the grassroots community representatives. One respondent stated that if the community was involved in planning and decision-making, it would foster greater trust in the company and its projects. Intrawest needs to understand and respect community values by seeking more local public opinion and involvement in resort planning and decision-making.

Maintaining control over development. City respondents stated that the most important thing to consider when working with a corporate entity such as Intrawest was to maintain control over the development. The City maintained control by putting in place mechanisms (e.g. urbanization plans and regulations) to minimize environmental impacts and maximize community benefits. Once these tools were in place, the City was in a better position to negotiate with Intrawest while respecting the community vision for development. In the City's experience, many of these mechanisms were put in place after phases 1 and 2 of development. While the initial development activities may have had important environmental impacts such as erosion and sedimentation, they are expected to be minimized in phases 3 and 4.

Confidence in the developer. While the City should have the tools in place to control development it may also be important to have confidence in the developer. Intrawest provided advice to the City on a number of matters. Considering Intrawest was well versed in the risks and opportunities of the project, the company was able to communicate that to the City and community.

4.4 Summary

The interview guide provided the opportunity to determine the factors which influenced the nature of corporate-stakeholder relationships in Mont-Tremblant from the perspectives of both parties. Similarly, it enabled the researcher to determine the extent to which Intrawest involved stakeholders and how this influenced the company's social and environmental strategies. The interview results suggest that Intrawest utilized effective stakeholder engagement strategies when the company first arrived in Mont-Tremblant. These strategies created a trust and openness between parties and positively influenced the community's evolution. Similarly, these relationships have influenced the company's and the City's social and environmental policies and activities. Recently, Intrawest appears to have become more selective in its stakeholder involvement strategies focusing on building strong relationships with those groups able to provide the licenses and permits to conduct its business in the region. General stakeholder awareness about environmental or social programs, development plans and Intrawest's long-term vision has decreased over time. These factors may be contributing to the way in which some stakeholder groups view Intrawest. Increasingly, non-governmental and non-economic groups are frustrated with Intrawest's strategies, engagement techniques and involvement in community social issues.

CHAPTER 5: MANAGEMENT IMPLICATIONS AND DISCUSSION

The following chapter examines the management implications associated with the findings from the case study. The chapter is separated into three sections. The first section describes the themes which became apparent when analyzing the information collected. The second part discusses the implications of these themes and the third section discusses the recommendations for both Intrawest and the stakeholder groups to address issues.

5.1 THEMES

Throughout the research process a number of themes became apparent. These themes related to: social involvement; relationships; power and influence; and shifting perspectives.

5.1.1 Environmental/Social Activities

It was evident that Intrawest initiated or participated in a number of environmental and/or social activities in the community and on the resort property. These initiatives have had positive impacts on the community. However, while Intrawest has made efforts, respondents felt Intrawest could make more social contributions to the community. Similarly, respondents felt that Intrawest could also improve communication information regarding its environmental/social efforts to the community.

5.1.2 Relationships

Intrawest built strong relationships with a number of key stakeholder groups in Mont-Tremblant. However, it has also placed a much lower priority on engaging other interest groups. Intrawest's relationships with economic and governmental groups helped the company gain support for its projects. Each of these groups strongly supported continued resort development and growth and appeared to have economic priorities in their decision-making. Relationships of this nature are important but also tend to restrict opportunities for the broader public and environmental groups to also meaningfully participate in determining the direction of resort development and growth.

5.1.3 Power and Influence

The research identified a group of dominant stakeholders shaping the development and growth of the resort. These stakeholders included: the City of Mont-Tremblant, the Provincial Park, Intrawest, the Chamber of Commerce and the Tremblant Consultation Committee. The legitimacy and credibility of these groups within the community gave them significant status in influencing Intrawest's planning and decision-making. These groups were generally well respected for their opinions and perspectives regarding Intrawest's planned activities and projects.

5.1.4 Shifting Perspectives

Overall, the respondents in this study were supportive of Intrawest and its projects because of the economic benefits it has brought to Mont-Tremblant. However, there seemed to be a growing shift in attitude regarding Intrawest's future plans for development and growth in Mont-Tremblant. Initial support for Intrawest's development in the 1990's was strong and the community was highly involved, informed and engaged in development issues. As Intrawest's activities in Mont-Tremblant grew, certain

stakeholder groups maintained strong involvement while others were engaged to a lesser degree. As a result, there was increasing concern about Intrawest's: interests in the community; the economic and environmental viability of its projects; its long-term goals and vision; and its impacts on the community. While Intrawest appeared to have a strong "social license to operate" in the 1990s, it is now appears to be faltering at the community level.

5.2 DISCUSSION

The following section elaborates on some of the stakeholder relations identified in the preceding section.

5.2.1 Intrawest vs. the City: Their Visions for Development

While there were some similarities between Intrawest and the City's vision for Mont-Tremblant, there were also some significant differences. The City's vision focused on being an international resort developed in harmony with the environment while ensuring quality of life, resident pride, quality visitor experiences and respect for culture. Intrawest's vision centered on the unique features which make the resort an attractive international tourist destination and the importance of ensuring high quality visitor experiences. Despite differences in orientation, Intrawest has generally respected the City's vision by following regulatory requirements and through its own activities/programs. Intrawest has attempted to minimize environmental impacts during development and operation; it has respected and accentuated the region's culture and architecture; and has helped nurture resident pride. Intrawest has also made contributions to resident quality of life through the company's economic vitality, international recognition and programs such as the "Tremblant Foundation".

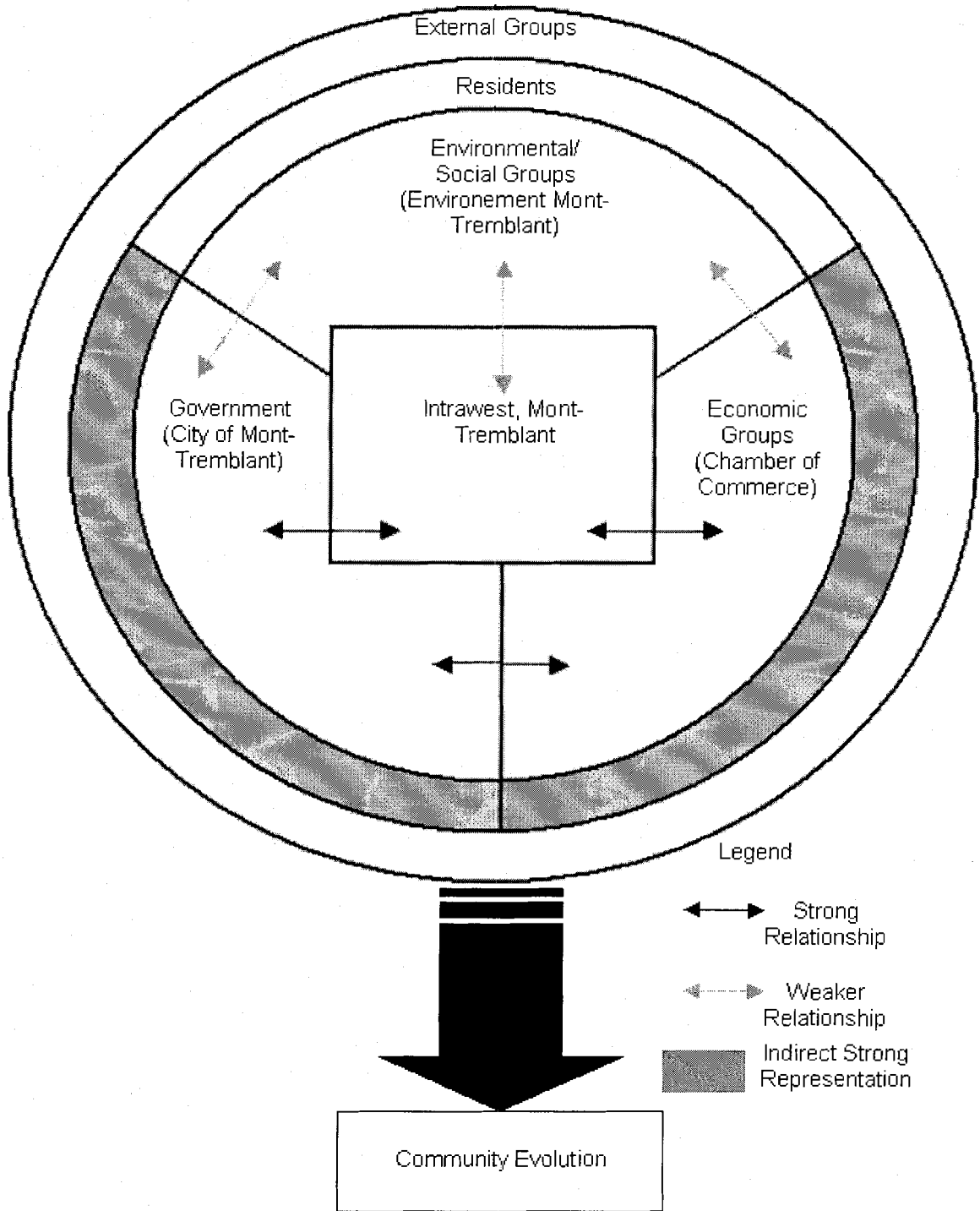
The City's vision and Intrawest's mission are much more streamlined although marked differences remain. Intrawest's mission, focused on the unique cultural features accentuated by the resort and the opportunities for a unique and memorable visitor experience. However, while the City has emphasized the importance of environmental protection and resident quality of life, Intrawest's priorities, as reflected in its mission statement, are elsewhere.

5.2.2 A Model of Stakeholder Relationships in Mont-Tremblant

In an attempt to clarify the nature of relationships between Intrawest and community stakeholders, figure 2 depicts the interactions between them. The strong relationship between Intrawest, governmental bodies and economic groups is immediately evident while relationships with environmental groups are significantly weaker. The second outer circle, representing Mont-Tremblant residents, demonstrates that economically or politically focused residential interests (represented by the grey area) are indirectly considered during interactions between Intrawest, government and economic groups regarding resort development, planning and decision-making. Environmentally or socially focused groups are less involved (represented by the white area)¹⁰. The last outer circle depicts that external stakeholders can also indirectly influence Intrawest's planning and decision-making or its corporate-stakeholder relationships. The circle is white since representatives from this group were not interviewed therefore their influence is unclear.

¹⁰ Social groups were not interviewed during the research however, Intrawest's involvement regarding social issues such as affordable housing were discussed repeatedly during the interview process.

Figure 2: Stakeholder Relationships at Intrawest Mont-Tremblant



5.2.2.1 Factors Contributing to Relationships

Figure 2 demonstrates a strong economic and political focus in relationships between Intrawest and stakeholders in Mont-Tremblant. While environmental and social elements are not without their importance, the dominant economic/political focus appears to be influencing Mont-Tremblant's "sense of place". Intrawest relies on the City, CCU and economic groups to represent community interests and environmental concerns when discussing project plans. However, each of these groups strongly support continued resort development and growth and appear to have economic biases in their decision-making. Similarly, while CCU members are chosen by municipal council to represent the community, the committee is not at liberty to discuss issues with the general public and minutes from their meetings are not publicly available for review. Considering all of these factors, there seems to be limited opportunities for general residents and environmental groups to publicly express their issues or influence resort development. While Intrawest's stakeholder involvement strategies have been effective to date, there remain many gaps which could have significant long-term impacts for the company in Mont-Tremblant. It is important to note however that as of June 2005, the Basin Versant Committee was officially established. Over time, relationships between Intrawest and environmental groups are expected to improve.

5.2.2.2 Stakeholder Characteristics

Interactions between community stakeholders and Intrawest range from collaborative to advisory depending upon the type of interest group. Those organizations able to successfully collaborate with Intrawest and/or the City have built significant credibility within the community. They also appear to be of importance to Intrawest because of their ability to provide the company with the licenses or approvals needed to

develop or operate in the community. The strategies used by these stakeholder groups in expressing their concerns are typically based on strong, well-researched arguments and offer innovative solutions to problems. Previous research examining the interactions between an interest group, AWARE, and Intrawest, Whistler-Blackcomb also demonstrated that when the interest groups shifted towards finding and implementing solutions, their saliency with the corporation increased (Xu 2004). Similarly, AWARE's solution oriented and collaborative style also played an important role in their saliency (Xu 2004).

5.2.3 Benefits of Intrawest's Current Stakeholder Strategies

Intrawest's initial development activities in Mont-Tremblant led to: job creation, successful business ventures, improved infrastructure and services, and increased quality of life and income. Similarly, its current stakeholder involvement strategies have generated a number of positive outcomes in the community.

5.2.3.1 Positive Stakeholder Interactions

Intrawest selects stakeholders that provide the company with the licenses and support needed to conduct their operations in Mont-Tremblant. Through strong and positive relationships with the City council, City departments and the Provincial Park, Intrawest receives approvals, permits and licenses required to conduct its operations efficiently and effectively. Similarly, relationships with economic community based groups provide Intrawest with advice regarding local perceptions of its projects. Relationships with each of these groups have enabled Intrawest to present resort development projects to municipal council which are more alligned with the City's vision and benefit the community. Much like Selin and Chavez (1995) have argued, these partnerships are successful because the parties felt they would benefit from the

interaction. On numerous occasions, engagement between the City and Intrawest has helped both parties achieve economic goals and objectives. In addition, since these stakeholder groups were engaged in decision-making concerning resort development and growth since Intrawest first came to Mont-Tremblant, they were more supportive of the company's plans (as previously argued by Selin and Chavez 1995).

5.2.3.2 The Influence of Relationships on Mont-Tremblant's Evolution

Intrawest has made numerous efforts to create a unique environment in the resort village representative of traditional Québécois culture. The architecture in the resort village and many of the seasonal activities offered accentuate the unique cultural, historic and traditional values and activities of the Mont-Tremblant region. The corporation's approach benefits residents, attracts and retains tourists while enhancing the regions unique attributes.

5.2.3.3 Resident Support for Continued Growth

Intrawest's presence in Mont-Tremblant has generated significant economic benefits for the community. Stakeholders were generally supportive of Intrawest's continued development and growth. Respondents' positive perceptions were based on the company's achievements to date as opposed to the way in which it has managed stakeholder relations. While overall stakeholder involvement in resort planning and decision-making has decreased over time, the fact that Intrawest's development has helped pull Mont-Tremblant out of an economic slump and created an attractive international tourism destination has generated significant social capital for the company.

5.2.3.4 Moving Towards Improved Sustainability

Intrawest's development in Mont-Tremblant has created learning opportunities for Intrawest and community stakeholders. For example, the City has developed greater

capacity to create tools and regulations which can be used to minimize negative impacts while maximizing long-term benefits. Conversely, Intrawest also recognized the importance of demonstrating to local organizations its commitment to creating a more sustainable development. The company has strengthened its ability to take action on social, economic and environmental fronts. In particular, the company has created shareholder value and contributed to building local capacity for economic development. Similarly, Intrawest is moving forward on social and environmental issues.

5.2.4 Weaknesses of Intrawest's Current Stakeholder Strategies

Intrawest's arrival has also instigated a number of negative community impacts largely associated with rapid growth and development. The rapid pace of development has caused skepticism about the resort's sustainability and concern about overdevelopment, environment and quality of life.

5.2.4.1 Limited Stakeholder Awareness of Intrawest's Initiatives

It appears that because of Intrawest's selective stakeholder relationships, the broader public and certain interest groups were not significantly aware of the company's programs and activities. Hawkes (2004) argued that reporting on environmental and social initiatives could enhance the company's reputation. While Intrawest does provide an annual report to the City which outlines environmental and social activities, nothing is provided to the broader public. As Murphy (1985) argued, the lack of information provided to residents may be an important factor influencing the increasingly negative resident perceptions toward Intrawest.

5.2.5 Destination Life Cycle

Prior to Intrawest's arrival in Mont-Tremblant, the ski resort shifted through the exploration, stagnation and decline phases of Butler's (1980) destination life cycle. When Intrawest purchased and invested in the ski resort, it initiated the destinations rejuvenation; however, it appears as though the resort may be once again reaching the stagnation stage. Currently, Mont-Tremblant is experiencing, a decrease in tourist traffic and an increase in environmental (e.g. water quality and availability) and social problems (e.g. transportation and affordable housing). While Versant Soleil is expected to provide additional economic benefits to the community, this alone does not respond to some of the recurring social and environmental problems.

Sheldon and Abenoja (2000) have suggested that at the stagnation stage, destination developers should involve stakeholders in planning and decision-making in order to choose a path of rejuvenation residents will support. Without meaningful stakeholder involvement in resort planning and decision-making, it is unlikely that social and environmental problems will be solved or that the community will support continued development. In the long-term, lack of involvement may decrease the quality of the tourist product, the availability of employees, and support for further development. In addition, any negative publicity generated by the disgruntled residents could have repercussions on Intrawest's corporate brand and credibility.

5.3 ADDRESSING THE ISSUES

A number of tools and techniques for addressing the weaknesses described in the preceding section have been included. The suggestions offer direction to Intrawest and its stakeholders in creating a working environment more conducive to sustaining the region's tourism economy.

5.3.1 Recommendations

Intrawest can make significant strides in CER/CSR by including environmental and social commitments in their core mission statements and adopting "triple bottom line reporting". Imbedding corporate social and environmental responsibility into Intrawest's policies, values and mission statement will demonstrate the company's commitment to protecting the environment and working with the community. However, in order for corporate social/environmental responsibility to be successful, Intrawest must involve all employees in creating and striving towards the mission statement and new values (Holliday et al 2002). In doing so, encouragement, recognition, education and training tools also need to be put in place to support the employees social and environmental performance.

Reporting on the triple bottom line is often done through a sustainability report which highlights the corporation's commitment to social and environmental actions. The report might include the company's activities with respect to: key sustainability issues; stakeholder engagement; corporate governance; as well as social and environmental programs and performance.

Intrawest could expand the range and level of community stakeholder engagement it undertakes. Community stakeholder involvement should not be limited to economic and/or governmental groups. Intrawest Whistler-Blackcomb's (W/B) experience has demonstrated that building strong relationships with community stakeholders positively influenced the activities of the corporation (Marcoux 2004). In certain cases, W/B resort operations public meetings with the community and invites groups/individuals to new construction sites to review activities (Marcoux 2004). Activities such as these build trust and support and also demonstrate commitment to community, its values and the concerns of local citizens.

Intrawest could increase its engagement in activities addressing emerging community issues. With the development of Versant Soleil and Camp Nord, social problems in the region are likely to increase. Past research suggests it is possible to financially support social initiatives such as affordable housing while providing profit to shareholders. For example, Intrawest, W/B is currently providing affordable housing to 30% of its employees (Moore 2005). Intrawest's decisions to become more involved in certain social issues should be based on their interactions with community stakeholders and the company's social and environmental goals.

Intrawest's corporate office could become more involved in transferring stakeholder engagement tools and best practices to its Mont-Tremblant operations. Intrawest's corporate head office has an important role to play in integrating social and environmental responsibility in all of its resort planning and development decision-making. Transfer of stakeholder engagement tools and best practices would help facilitate implementation of programs, activities or policies at Mont-Tremblant. Such transfers could be conducted via monthly electronic news-bulletins or by holding best-practice conferences, workshops or seminars that demonstrate unique and successful resort strategies.

The City could support and implement community engagement programs for planning and decision-making processes which will impact residents and Mont-Tremblant's evolution. As a guide, the City could use a consultation matrix and tool kit developed by the Warringah Council (2000)¹¹. Its citizen engagement tools provide user-friendly approaches to community involvement. The community consultation matrix identifies four steps to community engagement including: 1) assessing the level of impact of the project or decision; 2) determining the level of

¹¹ Both are both available online for review at www.warringah.nsw.gov.au/community_consultation.htm.

community participation required; 3) determining the type of consultation; and 4) fine tuning the consultation tasks. Within each of these steps, they have identified criteria for determining actions to be taken.

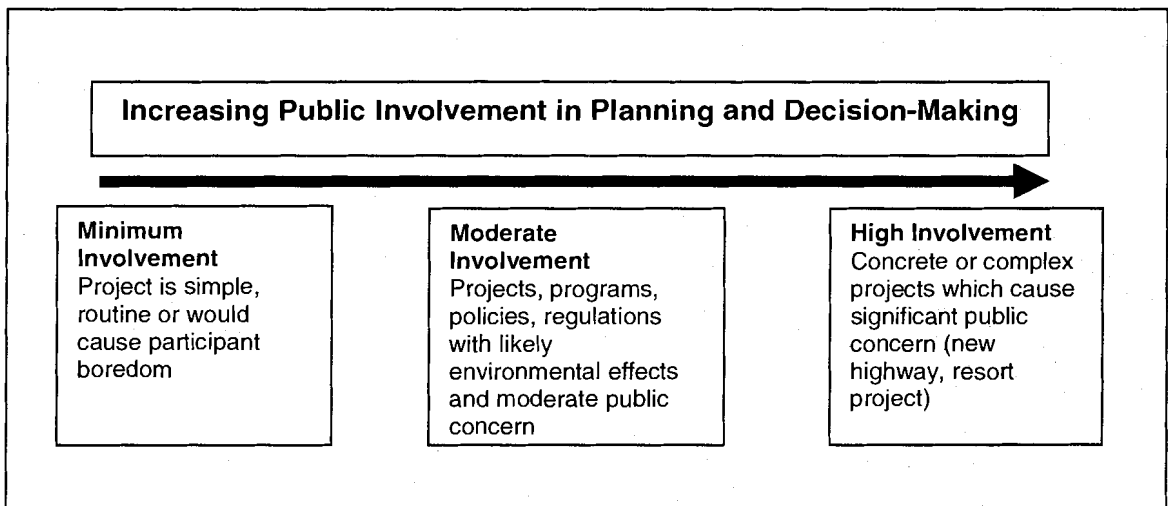
The City could broaden community representativeness on its committees and boards that evaluate Intrawest's development proposals and activities. It is important that the city recognize the increasing variety of interests and values that lie within the Mont-Tremblant community. Committee representatives should reflect the widening range of all relevant social, economic and environmental values in the selection of community representation on its committees. In this way the committees provide accurate recommendations to council which will benefit the community as a whole.

Community groups could become more effective in their engagement activities. The lack of engagement of certain stakeholder groups is as much a problem of the stakeholders themselves as it is that of Intrawest or the City of Mont-Tremblant. In order to become involved and garner a stronger voice in discussing environmental or social issues with Intrawest and/or the City, community groups must be willing to become engaged. Without the willingness to participate in engagement activities, Intrawest's efforts are useless. Similarly, a group unwilling to negotiate creates contributes to weak relationships between themselves and other stakeholders and increases the negative perception of the organization within the community. Results of this and previous research demonstrate that legitimacy and credibility play an important role in stakeholder saliency.

5.3.2 Stakeholder Involvement Tools

The extent of stakeholder involvement in planning and decision-making varies according to the issues and circumstances. While it is true that many projects are too small or insignificant to require public consultation, for others, such as Versant Soleil, citizens lack the opportunity for input in the process. Based on the findings of this research, figure 3 describes a spectrum of public participation that could be used to determine opportunities for consultation depending on the type of project. At one end of the spectrum, public involvement in the process is minimal. Projects at this stage are considered simple or routine and would not create strong public concerns (i.e. improving sewers). The intermediary stage describes those projects which would require moderate consultation where there is concern for projects but there are no contentious issues. The final stage describes those projects which are concrete or complex and cause a significant amount of public concern.

Figure 3 Public Involvement Spectrum



Once a decision is made regarding the degree of public involvement in planning and decision-making, there are various mechanisms to use depending upon the situations or issues. The province of British Columbia (1993) has identified a list of ten

public participation techniques including: steering committees/round tables, community resource boards, public advisory groups, working groups, workshops, forums/ seminars/ conferences, public meetings, open houses, newspaper advertisement, flyers, etc. The most effective techniques depend on the extent of involvement required. If a project falls under the category of minimum involvement in figure 3, techniques such as newspaper advertisements would suffice. Those falling under the intermediary category may require seminars, open houses or public meetings while a project categorized as high would require round tables, advisory groups or working groups. High stakeholder involvement scenarios require: compatibility between participants based on trust and respect; benefits to all partners; equitable representation and power; facilitated communication between parties; flexibility enabling adaptation to uncertainty; as well as integrity, patience and perseverance (Mitchell 2002).

CHAPTER 6: CONCLUSIONS

This chapter describes the major conclusions emanating from the results of the case study research and opportunities for further research.

6.1 SUMMARY OF FINDINGS

The objective of this research was to explore the factors which encouraged a corporate entity to involve community stakeholders in destination planning and decision-making and how this influenced the company's social and environmental strategies. The research also examined the factors which influenced relationships between a corporation and stakeholders and how these affected the community's evolution. The research objectives were achieved using a literature review to develop an assessment framework. The framework was then applied to a case study in Mont-Tremblant examining corporate-stakeholder relationships. Finally, a qualitative and quantitative analysis was undertaken to determine relationships between Intrawest and community stakeholders in Mont-Tremblant.

This study verified the literature findings on "stakeholder view" which stated that the generation of wealth and long-term value was based on relationships with critical stakeholder groups over time. The analysis demonstrated evidence that Intrawest engaged the stakeholder's which provided the company with the licenses and permits required to conduct its business in Mont-Tremblant. While economic and governmental groups were key stakeholders in Intrawest's corporate social activities, they did not appear to be representative of all interests in the community. Consistent with the literature, it appears there is a small group of stakeholders making all the important

decisions regarding resort development and growth since the involvement of other stakeholder groups within the community appeared to be limited. Respondents suggested that residents did not appear to have control over development decisions since planning and direction were prescribed by the City and Intrawest. Regardless, over time, the relationships between Intrawest and the City created learning opportunities for both parties which eventually influenced the company's social and environmental strategies by making them more sustainable over the long-term.

The characteristics that contributed to strong relationships and motivated involvement between Intrawest and stakeholders appeared to be influenced by power, legitimacy and urgency as discussed in the literature. The use of power is important to describe in more detail since it is an essential element to understanding decision-making and stakeholder involvement. According to the literature, the more resources one group controls the more power they wield. The City, Provincial Park and Intrawest, in one way or another, have the power to influence resource availability for the other group. The City appeared strongly engaged and influenced by Intrawest because of its economic dependence on the company's continued growth and development in the region. Stakeholder groups also felt that Intrawest wielded significant power through the use of professional and technical resources to influence decisions. Relationships and involvement also appeared to be influenced by the supply of resources from one group to another.

Intrawest did not appear to be influenced by the same benefits of stakeholder involvement as the literature identified. Avoiding conflicts with the community and improving the coordination of policies and actions were the only two outcomes Intrawest felt they achieved by involving stakeholders in planning and decision-making.

The drivers of NGO involvement with corporations such as Intrawest did not appear to influence interactions in Mont-Tremblant. Instead, stakeholders identified the following motivations for their involvement with Intrawest, the need to:

- negotiate between parties to come to a consensus;
- generate tax revenues from development and operations;
- foster open and continuous communication; and
- communicate community values and concerns.

The stakeholders were generally involved in their organization because they felt a general interest in Mont-Tremblant's development. In relation to their organizations role regarding Intrawest's development in Mont-Tremblant, most organizations felt they expressed issues on behalf of the community. As a result, the organizations appeared to play two dominant roles when attempting to engage Intrawest in collaboration:

- provide input on Intrawest's priorities and resource use or,
- initiate and lead on issues.

Results from this research demonstrated that certain residents in Mont-Tremblant were undergoing a distinct change in attitude toward Intrawest. Residents trusted and supported Intrawest's initiatives when the company first came to Mont-Tremblant because the community was economically dependent on the company's success and was strongly involved and informed about the development. As time passed, Intrawest removed itself from close relationships with community stakeholders to building strong relationships with institutional groups. Intrawest's evolved stakeholder strategies have influenced community perceptions about the company from positive to increasingly negative. These findings are consistent with the literature examining the influence of resort development on a destinations evolution. Similarly, this research also suggested that the community's economic dependency on Intrawest, their extent of involvement in

decision-making and their ability to influence decisions has defined their relationships with Intrawest. Those groups rating highly on all three categories displayed positive overall perceptions and attitudes of Intrawest's operation and continued development in Mont-Tremblant. Those rating the same categories less positively generally displayed more apprehensive perceptions and attitudes toward Intrawest.

In conclusion, Intrawest's stakeholder involvement strategies have had both positive and negative impacts on Mont-Tremblant's evolution. The dominant economic/political focus of interactions between Intrawest and key stakeholder groups has influenced relationships, resident attitudes and perceptions as well as the company's corporate social and environmental strategies. While this is not an uncommon situation in destination communities, it does present some challenges. Because the City has placed a high priority on relationships with Intrawest for resort development and vice versa, the broader community lacks a strong voice in major decisions which influence their lives. It is expected that without broader overall collaborative techniques regarding resort development and growth will have long-term impacts on the community's evolution and Intrawest, Mont-Tremblant's brand image.

6.2 RECOMMENDATIONS FOR FUTURE RESEARCH

In conducting this research new areas of investigation began to emerge including:

- The results of this research indicated there was limited transfer of information from Intrawest's corporate Head Office to resorts regarding social planning and stakeholder management initiatives. Analyzing the strategies for integrating corporate social and environmental responsibility using another corporate tourism business as a case study would help determine the potential for integrating similar strategies at

Intrawest Head Office. Building the business case for integrating CSR and CER in planning and decision-making at Intrawest's Head Office would no doubt trigger positive effects on the planning and decision-making of individual resorts.

- The results of this research may not be directly transferable to other corporately run mountain tourism ski destinations. Conducting similar research at other mountain tourism destinations that have experienced a similar destination life cycle as Intrawest, Mont-Tremblant would help validate the findings of this research and determine the stakeholder relationship trends associated with the unique circumstances of a destination.
- There is currently limited research delineating a clear relationship between the implementation of social and environmental policies and their impact on a corporation's bottom line. Research is required to determine the benefits of CER and CSR at a mountain tourism destination setting in order to help build the business case for integrating these into resort management strategies and policies.
- The results of this research indicated that Intrawest plays an important role within the community. However; there is a need to explore the extent to which resort corporations are central to destination discourse versus part of a web of dialogue occurring within the community. Such research would help determine the specific roles of corporate resort developers and operators as they relate to stakeholder involvement.

APPENDICES

Appendix A- Community Stakeholder Interview Guide

Dear participant;

Thank you for agreeing to participate in this survey. As an informed member of the Mont-Tremblant community, we would like to learn about your views on a variety of issues related to Intrawest's approach to working with community stakeholders in the planning and development of the Mont-Tremblant area. While your personal responses will be kept strictly confidential, they will be combined with those of several other respondents to provide an overall understanding of the relationships between Intrawest and the community. All data will be destroyed upon completion of this research. Your participation in this research is very important to us, and we appreciate the valuable time you are sharing to complete this interview. If you have any questions about the survey's content or use, please feel free to contact my supervisor Dr. Peter Williams, Director of the Centre for Tourism Policy and Research at Simon Fraser University at 604-291-3074 or peter_williams@sfu.ca

A. About You

1. Are you a resident of Mont- Tremblant?

Yes No

↓

Permanent

Part-time

Seasonal

2. What local organizations/committee are you involved with?

3. What role do you play in the organization/committee?

Executive director

Member

Volunteer

Employee

Other (please specify)

4. How many years have you been a member of the organization/committee?

5. To what extent were the following factors important in deciding to become a member?

Please tick the response that best reflects your viewpoint.	1 Not at all important	2 Somewhat unimportant	3 Somewhat important	4 Very important	5 Don't know
1. General interest in Mont-Tremblant's development					
2. Concerns related to the changing character of Mont-Tremblant					
3. Specific issue that was effecting the community					
4. Specific issue that was affecting you or your family.					
5. Other (please specify)					

Other:

B- About Your Organization

1. What is your organization's main focus as it relates to Intrawest's development at Mont-Tremblant?
2. What are the main objectives of your organization as it relates to Intrawest's development at Mont-Tremblant?
3. Overall, to what extent were the following roles important to your organization in its activities related to development at Mont-Tremblant?

Please tick the response that best reflects your viewpoint.	1 Not at all important	2 Somewhat unimportant	3 Somewhat important	4 Very important	5 Don't know
1. Express concern of an issue on behalf of others (advocate)					
2. Collaborate with the organization in planning and decision-making (Collaborator)					
3. Act as a link between the residents and the corporation (mediator)					
4. Conduct research for the firm or participate on an advisory panel to help with decision-making (researcher/advisor)					
5. Contest planning or decisions using the law (Litigator)					
6. Other (please specify)					

Other:

4. To what extent has your organization had relationships with Intrawest in the past with respect to:

Please tick the response that best reflects your viewpoint.	1 Never	2 Almost Never	3 Sometimes	4 Often	5 Don't know
1. Economic issues					
2. Social issues					
3. Environmental issues					
4. Other (please specify)					

Other:

C. About Your Organizations Relations with Intrawest

1. How aware is your organization of Intrawest's past performance relating to;

Please tick the response that best reflects your viewpoint.	1 Not at all aware	2 Somewhat unaware	3 Somewhat aware	4 Very aware	5 Don't know
1. Environmental performance					
2. Social performance					
3. Economic performance					
4. Development phase/activities					
5. Relationships with the communities					
6. Other (please specify)					

Other:

2. Based on your awareness of Intrawest's past performance, to what extent has the corporation;

Please tick the response that best reflects your viewpoint.	1 Not at all aware	2 Somewhat unaware	3 Somewhat aware	4 Very Aware	5 Don't know
1. Attempted to work with the community to resolve environmental issues					
2. Attempted to work with the community to resolve social issues					
3. Attempted to gain the support of local citizens for its development					
4. Attempted to develop in ways that respect the values and visions of Mont-Tremblant's residents					
5. Attempted to reshape Mont-Tremblant in its own image					
6. Attempted to involve local groups in its development decisions					
6. Other (please specify)					

Other:

3. How important are the following values in driving Intrawest's planning and decision-making?

Please tick the response that best reflects your viewpoint.	1 Not at all important	2 Somewhat unimportant	3 Somewhat important	4 Very important	5 Don't know
1. Economic values					
2. Social values					
3. Environmental values					
4. Personal values					
5. Shareholder value					
6. Other (please specify)					

Other:

4. To what extent do these types of citizen participation activities describe your organizations relationship with Intrawest for the Versant Soleil development?

Please tick the response that best reflects your viewpoint.	Low	Moderate	High
1. Educates, persuades and advises citizens			
2. Citizens provided information with no opportunity for feedback.			
3. Intrawest actively seeks input from your organization on planning issues but with no guarantee that input will be used			
4. Intrawest negotiates with the organization to arrive at consensus based decision.			
5. Intrawest assigns decision-making power to your organization			

5. **(This question was not asked to City employees)** To what extent do these types of citizen participation activities describe your organizations relationship with the city for the Versant Soleil development?

Please tick the response that best reflects your viewpoint.	Low	Moderate	High
1. Educates, persuades and advises citizens			
2. Citizens provided information with no opportunity for feedback.			
3. The city actively seeks input from your organization on planning issues but with no guarantee that input will be used			
4. The city negotiates with the organization to arrive at consensus based decision.			
5. The city assigns decision-making power to your organization			

6. To what extent are the following motives important in influencing your organizations level of interaction with Intrawest?

Please tick the response that best reflects your viewpoint.	1 Not at all important	2 Somewhat unimportant	3 Somewhat important	4 Very important	5 Don't know
1. Inability to get things done through government					
2. Need for resources (technical support, equipment and supplies)					
3. Need to increase credibility with government					
4. Need to generate more consensus and support for new ideas and programs					

Please tick the response that best reflects your viewpoint.	1 Not at all important	2 Somewhat unimportant	3 Somewhat important	4 Very important	5 Don't know
5. Need for greater leverage with those who can make things happen					
6. Other (please describe)					

Other:

7. Please describe and rank the top 3 defining moments in the development and growth of the Mont-Tremblant resort?

- 1.
- 2.
- 3.

b) In what cases would it have been beneficial to have a stronger relation between your organization and Intrawest? (Please describe).

9. To what extent has your organization attempted to engage Intrawest in collaborative planning activities?

Please tick the response that best reflects your viewpoint.	1 Never	2 Sometimes	3 Often	4 Don't know
1. You seek information on issues from Intrawest				
2. You provide input on priorities and resource use to Intrawest				
3. You influence priorities and resources at Intrawest				
4. You work toward shared planning and/or actions				
5. Leadership: initiate and lead on issues				
6. Other (please describe)				

Other:

b) Can you provide an example where such collaboration has been especially valuable?

c) Can you provide an example where such collaboration would have been very valuable but it did not happen?

Thank you for your responses to these questions. I appreciate your time and effort to help with this research. Can you suggest other people in the community that I should contact to answer these questions? Can you suggest any documents that would help me understand the context your answers (minutes from meetings, reports from council)?

D. Follow up Interview Questions

B3. What strategies did you use for the Versant Soleil development? Why?

C3. How does this positively or negatively reflect the values of your organization?

C4. What do you think are the future directions of the relationship between your organization/committee and Intrawest?

C4. In your opinion, would your organization/committee benefit from a stronger relation with Intrawest? Why?

Other questions

1. a) Relating to the Versant Soleil development, what major events initiated interaction between your organization, Intrawest and the city?

b) What position and actions were taken by the organization?

c) How did Intrawest/city respond?

d) Have you maintained a relationship as a result of these interactions

2. a) Does Intrawest regard your organization as a stakeholder in resort planning and decision-making?

b) Does your organization regard Intrawest as a stakeholder?

c) If no, how could your organization benefit from a relationship with Intrawest?

3. a) How has your attitude or behaviour toward resort development and growth changed since Intrawest first came to Mont-Tremblant?

b) why?

c) How has this influenced the activities of your organization?

4. a) Can your organization influence planning and decision-making at the resort or municipal level for the development of Versant Soleil?

b) If no, have you been able to in the past?

c) If yes, how do you exert this influence?

d) How has this influenced your organizations ability to meet its interests?

e) How has this influenced development in Mont-Tremblant?

5. a) Can the city/Intrawest influence the activities or campaigns of your organization?

b) If yes, how do they exert this influence?

c) How has this influenced your organizations ability to meet its interests?

d) How has this influenced development in Mont-Tremblant?

6. a) To what extent are the following power strategies used by Intrawest on the development of the Versant Soleil project?

Please select the response that best reflects your viewpoint for Intrawest	1 Never	2 Almost Never	3 Sometimes	4 Often	5 Don't know
1. Use of threats to the community is intrawest's preferred actions are not followed					
2. Use of financial resources to influence decisions					
3. Use of professional (accountant, lawyer, planners) resources to influence decisions					

Please select the response that best reflects your viewpoint for Intrawest	1 Never	2 Almost Never	3 Sometimes	4 Often	5 Don't know
4. Use of technical resources to influence decisions					
5. Use of material resources (equipment, computers, buildings) to influence decisions					

b) **(not a question for City employees)** To what extent are the following power strategies used by the city on the development of the Versant Soleil project?

Please tick the response that best reflects your viewpoint for the city	1 Never	2 Almost Never	3 Sometimes	4 Often	5 Don't know
1. Use of threats to the community is Intrawest's preferred actions are not followed					
2. Use of financial resources to influence decisions					
3. Use of professional (accountant, lawyer, planners) resources to influence decisions					
4. Use of technical resources to influence decisions					
5. Use of material resources (equipment, computers, buildings) to influence decisions					

c) How does this influence the activities of your organization?

7. What are some of the key lessons the organization has learned in terms of getting Intrawest and the city to consider the values, opinions and concerns of your organization?

8. What factors would you say influence the nature of the relationship between a committee/organization like yours and Intrawest?

Appendix B- Question d'entrevue pour la communauté

Cher participant et chère participante;

Je vous remercie d'avoir accepté de participer dans cette initiative. Au fait que vous êtes un membre informé de la communauté de Mont-Tremblant, j'aimerais mieux comprendre votre point de vue concernant l'approche qu'utilise Intrawest pour travailler avec le public en ce qui touche la planification et le développement de la région de Mont-Tremblant. Remarquez que votre réponse restera confidentielle et sera combinée avec les réponses des autres participants. Votre participation dans cette étude est très importante pour nous et nous apprécions le temps que vous consacrer à compléter ce questionnaire. Si vous avez des questions concernant la recherche, s'il vous plait communiquez avec Dr Peter Williams, Directeur du Centre d'étude de tourisme et de politique à l'université de Simon Fraser au 604-291-3074 ou peter_williams@sfu.ca.

A. Parlez-nous un peu de vous

1. Est-ce que vous êtes résident de Mont-Tremblant?

Oui Non

↓

_____ Permanent

_____ Temps partiel

_____ Saisonnier

2. Quelle organisation/comité local faites vous partie?

3. Quel rôle jouez-vous dans l'organisation/comité?

_____ Directeur général

_____ Membre

_____ Bénévole

_____ Employé(e)

_____ Autres (S.V.P spécifiez)

4. Combien d'années faites vous partie de cette organisation/comité?

5. À quel point est-ce que les facteurs suivants vous ont influencé à devenir membre de votre organisation?

S.V.P. Cochez la réponse qui reflète le mieux votre point de vue.	1 Aucune importance	2 Quelque peu important	3 Moyennement important	4 Très important	5 Je ne sais pas
1. Intérêt général concernant le développement de Mont-Tremblant					
2. Inquiétudes reliées aux changements de caractère à Mont-Tremblant					
3. Une question ou un problème spécifique ayant effet sur la communauté					
4. Une question ou un problème spécifique ayant effet sur votre famille					

Autres:

B- Concernant votre organisation

1. Quel est le but central de votre organisation en ce qui a trait au développement d'Intrawest à Mont-Tremblant?

2. Quels sont les objectifs principaux de votre organisation en ce qui a trait au développement d'Intrawest à Mont-Tremblant?

3. En général, à quel point est-ce que les rôles suivants étaient importants à votre organisation dans vos activités reliées au développement à Mont-Tremblant?

S.V.P. Cochez la réponse qui reflète le mieux votre point de vue.	1 Aucune importance	2 Quelque peu important	3 Moyennement important	4 Très important	5 Je ne sais pas
1. Exprimez votre intérêt concernant une question/un problème de la part de quelqu'un d'autre					
2. Collaborez avec Intrawest pour la planification et les décisions					
3. Agissez comme lien entre les résidents et la corporation					
4. Complétez la recherche pour Intrawest ou participez comme conseiller sur un comité pour aider avec les décisions					
5. Contestez la planification ou les décisions d'Intrawest utilisant la loi					

Autres:

4. Depuis qu'Intrawest c'est installé à Mont-Tremblant, à quel point est-ce que votre organisation a eu des relations avec Intrawest concernant:

S.V.P. Cochez la réponse qui reflète le mieux votre point de vue.	1 Jamais	2 Presque jamais	3 Parfois	4 Souvent	5 Je ne sais pas
1. Les problèmes/questions économiques					
2. Les problèmes/questions sociales					
3. Les problèmes/questions environnementales					
4. Autres (S.V.P spécifiez)					

Autres:

C. Concernant les relations entre votre organisation et Intrawest

1. Est-ce que votre organisation est consciente de la performance d'Intrawest reliée à:

S.V.P. Cochez la réponse qui reflète le mieux votre point de vue.	1 Pas du tout conscient	2 Quelque peu conscient	3 Moyennement conscient	4 Très conscient	5 Je ne sais pas
1. L'environnement					
2. La société					
3. L'économie					
4. Les phases de développements/ activités					
5. Les relations avec la communauté					

Autres:

2. Basé sur votre connaissance de la performance d'Intrawest, à quel point est-ce qu'Intrawest Mont-Tremblant a:

S.V.P. Cochez la réponse qui reflète le mieux votre point de vue.	1 Pas du tout conscient	2 Quelque peu conscient	3 Moyennement conscient	4 Très conscient	5 Je ne sais pas
1. Essayé de travailler avec la communauté pour résoudre des problèmes environnementaux					
2. Essayé de travailler avec la communauté pour résoudre des problèmes sociaux					
3. Essayé d'accroître le support des résidents pour le développement					
4. Essayé de développer des méthodes de gestion et de planification qui respectent les valeurs et visions des résidents de Mont-Tremblant					
5. Essayé de vous imposer leur image					

S.V.P. Cochez la réponse qui reflète le mieux votre point de vue.	1 Pas du tout conscient	2 Quelque peu conscient	3 Moyennement conscient	4 Très conscient	5 Je ne sais pas
6. Essayé d'inclure les groupes communautaires locaux dans les décisions de développement					

Autres:

3. Selon vous, à quel niveau d'importance les valeurs suivantes ont influencées la planification et les décisions d'Intrawest?

S.V.P. Cochez la réponse qui reflète le mieux votre point de vue.	1 Aucune importance	2 Quelque peu important	3 Moyennement important	4 Très important	5 Je ne sais pas
1. Valeurs économiques					
2. Valeurs sociales					
3. Valeurs environnementales					
4. Valeurs personnelles					

Autres:

4. À quel point les types d'activités de participation communautaire suivantes décrivent les relations entre votre organisation et Intrawest pour le développement de Versant Soleil?

S.V.P. Cochez la réponse qui reflète le mieux votre point de vue.	Bas	Moyen	Haut
1. Intrawest enseigne, cherche à convaincre ou avise les résidents			
2. Intrawest fournit de l'information sans donner une opportunité pour de rétroaction			
3. Intrawest cherche les opinions de votre organisation sur les questions de planification sans donner une garantie que les idées seront incorporées dans les politiques ou les décisions.			
4. Intrawest négocie avec votre organisation pour arriver à une décision de consensus			
5. Intrawest donne le pouvoir de décision à votre organisation			

5. **(Cette question n'a pas été demandé aux employés de la Ville de Mont-Tremblant)** À quel point les types d'activités de participation suivantes décrivent les relations entre votre organisation et la ville concernant le développement de Versant Soleil?

S.V.P. Cochez la réponse qui reflète le mieux votre point de vue.	Bas	Moyen	Haut
1. La ville enseigne, cherche à convaincre ou avise les résidents			
2. La ville fournit de l'information sans donner une opportunité pour de rétroaction			
3. La ville cherche les opinions de votre organisation sur les questions de planification sans donner une garantie que les idées seront incorporées dans les politiques ou les décisions.			
4. La ville négocie avec votre organisation pour arriver à une décision de consensus			
5. La ville donne le pouvoir de décision à votre organisation			

6. À quel point est-ce que les motivations suivantes sont importantes à influencer les niveaux d'interaction entre votre organisation et Intrawest?

S.V.P. Cochez la réponse qui reflète le mieux votre point de vue.	1 Aucune importance	2 Quelque peu important	3 Moyennement important	4 Très important	5 Je ne sais pas
1. Impossibilité d'atteindre les objectifs avec le gouvernement					
2. Besoin de ressources (support technique, équipement et les provisions)					
3. Besoin d'améliorer votre crédibilité avec le gouvernement					
4. Besoin de générer plus de consensus et de support pour de nouvelles idées et programmes					
5. Besoin d'une plus grande influence pour atteindre vos objectifs.					

Autres:

7. a) S.V.P. décrire et classer les trois événements clés dans le développement et l'agrandissement de la station Mont-Tremblant depuis le début?

- 1.
- 2.
- 3.

b) Dans quel cas est-ce qu'il aurait été avantageux d'avoir une meilleure relation entre votre organisation et Intrawest?

8. a) À quel point est-ce que votre organisation a essayé d'engager Intrawest dans des processus de décisions collaboratives pour la planification?

S.V.P. Cochez la réponse qui reflète le mieux votre point de vue.	1 Pas du tout	2 Quelque peu	3 Souvent
1. Vous cherchez seulement de l'information de la corporation			
2. Vous fournissez de l'information à la corporation			
3. Vous participez et vous influencez les priorités et les ressources de la corporation			
4. Vous travaillez avec la corporation pour partager la responsabilité de planification et d'action			
5. Vous initiez le leadership quand il y a des questions ou des problèmes			
6. Autres (S.V.P spécifiez)			

Autres:

b) Est-ce que vous pouvez fournir un exemple par lequel la collaboration entre vous et Intrawest vous a été avantageuse?

c) Est-ce que vous pouvez fournir un exemple par lequel la collaboration aurait été très importante mais n'a toutefois pas été utilisée?

D. Questions à suivre

B3. Quelles stratégies avez-vous utilisés pour le développement de Versant Soleil? Pourquoi?

C3. Comment est-ce que cette stratégie reflète positivement ou négativement les valeurs de votre organisation?

C4. Que pensez-vous seront les relations futures entre votre organisation et IntraWest?

C4. Selon vous, est-ce que votre organisation pourrait bénéficier d'une meilleure relation avec IntraWest? Pourquoi?

Autres questions:

1. a) Relié au développement de Versant Soleil, quels événements ont initié une interaction entre votre groupe et IntraWest/ la ville?

b) Quel position et quelles actions a-t-elle prise?

c) Comment est-ce que IntraWest/la ville a répondu?

d) Est-ce que vous avez maintenu une relation à cause de ses interactions?

2. a) Est-ce qu'IntraWest perçoit votre organisation comme membre important pour la planification et les décisions de la station?

b) Est-ce que votre organisation perçoit IntraWest comme membre important de vos activités?

c) Si non, comment est-ce que votre organisation pourrait être avantagée par une relation avec IntraWest?

3. a) Comment est-ce que votre attitude envers le développement et l'agrandissement de la station ont changé depuis qu'IntraWest s'est installé à Mont-Tremblant? Pourquoi?

b) Comment est-ce que ceci a influencé les activités de votre organisation?

4. a) Est-ce que votre organisation peut influencer les décisions de planification ou de développement de la municipalité pour le projet Versant Soleil?

b) Si non, est-ce que vous étiez capable dans le passé?

c) Si oui, comment exercez-vous cette influence?

d) Comment est-ce que ceci influence l'habileté de votre organisation à rencontrer vos objectifs?

e) Comment est-ce que ceci influence le développement à Mont-Tremblant?

5. a) Est-ce que la ville ou IntraWest peuvent influencer les activités ou les campagnes de votre organisation?

b) Si oui, comment est-ce qu'ils exercent cette influence?

c) Comment est-ce que ceci influence l'habileté de votre organisation à rencontrer vos objectifs?

d) Comment est-ce que ceci influence le développement à Mont-Tremblant?

6. a) À quel point est-ce que les stratégies de pouvoir suivantes ont été utilisées par IntraWest pour le projet de Versant Soleil?

S.V.P. Cochez la réponse qui reflète le mieux votre point de vue.	1 Jamais	2 Presque jamais	3 Parfois	4 Souvent	5 Je ne sais pas
1. IntraWest menace la communauté si les choix préférés d'IntraWest ne sont pas suivis					
2. IntraWest utilise des ressources financières pour influencer les décisions					
3. IntraWest utilise des ressources professionnelles (tel que comptable, avocat, urbaniste) pour influencer les décisions					
4. IntraWest utilise des ressources techniques pour influencer les décisions					
5. IntraWest utilise des ressources matérielles (telles que l'équipement, ordinateurs, bâtiment) pour influencer les décisions					

b) *(Cette question n'a pas été demandée aux employés de la Ville de Mont-Tremblant)* À quel point est-ce que les stratégies de pouvoir suivantes ont été utilisées par la ville pour le projet de Versant Soleil?

S.V.P. Cochez la réponse qui reflète le mieux votre point de vue.	1 Jamais	2 Presque jamais	3 Parfois	4 Souvent	5 Je ne sais pas
1. La ville menace la communauté si les choix préférés d'IntraWest ne sont pas suivis					
2. La ville utilise des ressources financières pour influencer les décisions					
3. La ville utilise des ressources professionnelles (tel que comptable, avocat, urbaniste) pour influencer les décisions					
4. La ville utilise des ressources techniques pour influencer les décisions					
5. La ville utilise des ressources matérielles (telles que l'équipement, ordinateurs, bâtiment) pour influencer les décisions					

b) Comment est-ce que ceci influence les activités de votre organisation?

7. Quels sont les leçons clés que vous avez apprises pour faire reconnaître les valeurs et les opinions de votre organisation par la ville et/ou IntraWest?

8. Quels facteurs diriez-vous influence la nature des relations entre une organisation comme la vôtre et IntraWest?

Appendix C- Intrawest Interview Guide

Dear participant;

Thank you for agreeing to participate in this survey. As an informed member of the Intrawest Corporation, we would like to learn your views on the company's approach to working with community stakeholders in the planning and development of the Mont-Tremblant area. While your personal responses will be kept strictly confidential, they will be combined with those of several other respondents. All data will be destroyed upon completion of this research. Your participation in this research is very important to us, and we appreciate the valuable time you are sharing to complete this interview. If you have any questions about the survey's content or use, please feel free to contact my supervisor Dr. Peter Williams, Director of the Centre for Tourism Policy and Research at Simon Fraser University at 604-291-3074 or peter_williams@sfu.ca

A. About Intrawest: Development Goals and Resources

1. Intrawest's ability to develop and grow its business opportunities at Mont-Tremblant is dependent upon the availability of enough resources to meet its goals. What are Intrawest's goals with respect to development at Mont-Tremblant?

- Economic (please specify)
- Environmental (please specify)
- Social (please specify)

2. To what extent are the following resources important to Intrawest in achieving its long-term goals at Mont-Tremblant.

Please tick the response that best reflects your viewpoint.	1 Not at all important	2 Somewhat unimportant	3 Somewhat important	4 Very important	5 Don't know
1. Availability of high quality natural and cultural resources					
2. Availability of skilled and committed local employees					
3. Availability of effective communication techniques					
4. Availability of public utilities (sewers, roads)					
5. Availability of supportive local government officials and leaders					
6. Availability of a supportive local community					
7. Availability of local and regional financial resources					
8. Other (please specify)					

Other:

3. What actions are taken by Intrawest to ensure ongoing access to high quality natural resources?

4. What actions are taken by Intrawest to ensure a positive perception of the organization in the community?

5. How important are the following interest groups to ensuring Intrawest's access to the resources it needs for its activities?

Please tick the response that best reflects your viewpoint.	1 Not at all important	2 Somewhat unimportant	3 Somewhat important	4 Very important	5 Don't know
1. Local government					
2. Provincial government					
3. Federal government					
4. Local Non Governmental environmental/social Organizations					
5. Business organizations					
6. Tourism business operators (hotels, tour operators, restaurants)					
7. Residents					
8. Other (please specify)					

Other:

5. To what extent is Intrawest involved with local interest groups in the matters related to:

Please tick the response that best reflects your viewpoint.	1 Never	2 Almost never	3 Sometimes	4 Often	5 Don't know
1. Economic development issues					
2. Social development issues					
3. Environmental management issues					
9. Other (please specify)					

Other:

B. About Intrawest's Stakeholder Involvement

1. How important are the following factors in influencing Intrawest's to include local interest groups in planning and development decisions?

Please tick the response that best reflects your viewpoint.	1 Not at all important	2 Somewhat unimportant	3 Somewhat important	4 Very important	5 Don't know
1. Perceived level of impact actions/decisions will have on interest groups					
2. Perceived legitimacy of a stakeholders claim					
3. Perceived stakeholder knowledge of issues					
4. Perceived stakeholder credibility					
5. Perceived cost of involving stakeholders					
6. Perceived legal or regulatory requirements					

Please tick the response that best reflects your viewpoint.	1 Not at all important	2 Somewhat unimportant	3 Somewhat important	4 Very important	5 Don't know
7. Perceived power of the group in the community or region					
9. Other (please specify)					

Other:

2. With respect to resort planning and development issues at Mont-Tremblant, please indicate the extent to which working with local community interest groups has helped Intrawest?

Please tick the response that best reflects your viewpoint.	1 Never	2 Almost never	3 Sometimes	4 Often	5 Don't know
1. Avoiding conflicts with the community					
2. Improving the political support for its actions					
3. Improving the public's perception of your actions					
4. Improves the coordination's of policies and actions					
5. Identifies and/or addresses potential environmental impacts					
6. Identifies and/or addresses important community social concerns					
7. Identifies and/or addresses important economic impacts					
8. Strengthens support for Intrawest's activities within the community					
9. Reduces the overall costs of development for Intrawest					
10. Strengthens Intrawest's image with visitors/ markets.					
11. Other (please specify)					

Other:

3. To what extent are the following strategies important to Intrawest when involving local interest groups in its environmental planning and management?

Please tick the response that best reflects your viewpoint.	1 Not at all important	2 Somewhat unimportant	3 Somewhat important	4 Very important	5 Don't know
1. Offer workshops (information is presented and solicit public opinion)					
2. Hold community meetings (presenting information)					
3. Hold advisory panels					
4. Organize group/ community programs					
5. Deliver newsletters					
6. Present guest speakers					
7. Other (please specify)					

Other:

C. About Intrawest's Environmental and Social Activities

1. To what extent are the following environmental activities important to Intrawest's operations at Mont-Tremblant?

Please tick the response that best reflects your viewpoint.	1 Not at all important	2 Somewhat unimportant	3 Somewhat important	4 Very important	5 Don't know
1. Presence of an Environmental Management System/Program					
2. Presence of trained and dedicated environmental staff					
3. Presence of environmental improvement programs					
4. Presence of environmental monitoring programs					
5. Incentives for environmental performance					
6. Contributions to local environmental initiatives (cash or in kind)					
7. Other (please specify)					

Other:

2. Can you provide examples of environmental planning activities that have improved/ influenced the way in which environmental management occurs at Mont-Tremblant (the city)?

- On mountain activities
- Off mountain activities

3. To what extent are the following contributions to social development important to Intrawest in providing the community with:

Please tick the response that best reflects your viewpoint.	1 Not at all important	2 Somewhat unimportant	3 Somewhat important	4 Very important	5 Don't know
1. Human resources training					
2. Employment opportunities					
3. Recreation opportunities					
4. Cultural opportunities					
5. Affordable housing options					
6. Health support services					
7. Community infrastructure					
8. Other (please specify)					

Other:

4. To what extent are the following factors important in influencing the amount of interest group involvement in planning and decision-making at Intrawest?

Please tick the response that best reflects your viewpoint.	1 Not at all important	2 Somewhat unimportant	3 Somewhat important	4 Very important	5 Don't know
1. Legal responsibility					
2. Ethical responsibility					
3. Contribution to community relations					
4. Contribution to employee retention/motivation					
5. Other (please specify)					

Other:

5. To what extent are Intrawest's environmental and social programs lead by:

Please tick the response that best reflects your viewpoint.	1 Never	2 Almost never	3 Sometimes	4 Often	5 Don't know
1. Senior management at Intrawest corporation (head office)					
2. Senior management at Intrawest Mont-Tremblant					
3. Individual staff members in Mont-Tremblant's operations					
4. Community interest groups and NGOs					
5. Government representatives					
6. Other (please specify)					

Other:

7. To what extent have the environmental and social programs at Intrawest been important in shaping the way in which the community of Mont Tremblant is evolving in terms of:

Please tick the response that best reflects your viewpoint.	1 Not at all important	2 Somewhat unimportant	3 Somewhat important	4 Very important	5 Don't know
1.Environmental activities					
2. Social service activities					
3. Economic development activities					
4. Other (please specify)					

Other:

8. To what extent does Intrawest head office transfer lessons learned at its other resorts concerning environmental and social strategies to management and staff at Mont-Tremblant?

Please tick the response that best reflects your viewpoint.	1 Never	2 Almost never	3 Sometimes	4 Often	5 Don't know
1. Environmental planning and resort development					
2. Resort social planning initiatives (housing programs)					
3. Community interest group initiatives					
5. Other (please specify)					

Other:

Thank you for your responses to these questions. I appreciate your time and effort to help with this research. Can you suggest other people at Intrawest that I should contact to answer these questions?

D- Potential Follow-up Questions

A5. What characteristics make an interest group important to the activities of Mont-Tremblant?

C1. Please provide an example. How does your organization benefit from incorporating environmental policies and strategies in planning and decision-making?

C5. Please provide an example. How does this influence your business practice?

Others questions:

1. How do you communicate to the community and/or key interest groups, the role and the contribution of the resort to the local community?

2.a) To what extent does Intrawest influence planning and decision-making at the municipal or community level for the development of Versant Soleil?

b) If no, have you been able to in the past?

c) How has this influenced your ability to meet the interests of the organization?

3. a) To what extent does the city influence planning and decision-making at Intrawest?

- b) How has this influenced your ability to meet the interests of the organization?
4. a) To what extent does the community influence planning and decision-making at Intrawest?
- b) How has this influenced your ability to meet the interests of the organization?
5. What are some of the key lessons that Intrawest has learned regarding the inclusion of community stakeholders in the planning and development of the resort in Mont-Tremblant?
6. Please describe and rank the top 3 defining moments in the development and growth of the Mont-Tremblant resort?
- 1.
 - 2.
 - 3.

Appendix D- Question d'entrevue pour Intrawest, Mont-Tremblant

Cher participant et chère participante;

Je vous remercie d'avoir accepté de participer dans cette initiative. Au fait que vous êtes un membre informé de la corporation d'Intrawest, j'aimerais mieux comprendre votre point de vue concernant l'approche qu'utilise Intrawest pour travailler avec le public en ce qui touche la planification et le développement de la région de Mont-Tremblant. Remarquez que votre réponse restera confidentielle et sera combinée avec les réponses des autres participants. Votre participation dans cette étude est très importante pour nous et nous apprécions le temps que vous prenez pour compléter ce questionnaire. Si vous avez des questions concernant la recherche, s'il vous plaît communiquez avec Dr Peter Williams, Directeur du Centre d'étude de tourisme et de politique à l'université de Simon Fraser au 604-291-3074 ou peter_williams@sfu.ca.

A. Concernant Intrawest: les ressources et objectifs du développement

1. La disponibilité de suffisamment de ressources affecte la capacité d'Intrawest de développer ainsi que d'explorer les opportunités de commerce à Mont-Tremblant. Quels sont les objectifs d'Intrawest en ce qui a trait au développement à Mont-Tremblant?
 - Economiques (S.V.P spécifiez)
 - Environnementaux (S.V.P spécifiez)
 - Sociaux (S.V.P spécifiez)

2. Comment important sont les ressources suivantes pour Intrawest dans la réussite de leurs objectifs à long terme?

S.V.P. Cochez la réponse qui reflète le mieux votre point de vue.	1 Aucune importance	2 Quelque peu important	3 Moyennement important	4 Très important	5 Je ne sais pas
1. Disponibilité de ressources naturelles et culturelles					
2. Disponibilité d'employé(e)s dédié(e)s avec les habiletés requises et qui résident dans la communauté					
3. Disponibilité de méthode effective de communication					
4. Disponibilité de services d'infrastructures publics (ex. chemins, égouts)					
5. Disponibilité de représentants du gouvernement local qui supportent les initiatives					
6. Disponibilité d'une communauté qui supporte les initiatives					
7. Disponibilité de ressources financières locales et régionales					
8. Autres (S.V.P spécifiez)					

3. Quelles actions sont prises par IntraWest afin d'assurer l'accès aux ressources naturelles de haute qualité à long terme?

4. Quelles actions sont prises par IntraWest afin d'assurer l'accord positif de la communauté?

5. Quel degré d'importance accordez-vous aux organisations suivantes afin d'assurer l'accès aux ressources requises par IntraWest pour ses activités?

S.V.P. Cochez la réponse qui reflète le mieux votre point de vue.	1 Aucune importance	2 Quelque peu important	3 Moyennement important	4 Très important	5 Je ne sais pas
1. Gouvernement local					
2. Gouvernement provincial					
3. Gouvernement fédéral					
4. Groupes à buts non lucratifs environnementaux de Mont- Tremblant et de la région					
5. Commerce général					
6. Commerce touristique (hôtels, restaurants)					
7. Résidents					
8. Autres (S.V.P spécifiez)					

Autres:

5. À quel point est-ce qu'IntraWest est impliqué avec les groupes communautaires suivants dans la planification et le développement de la station?

S.V.P. Cochez la réponse qui reflète le mieux votre point de vue.	1 Jamais	2 Presque jamais	3 Parfois	4 Souvent	5 Je ne sais pas
1. Développement économique					
2. Développement social					
3. Gestion environnementale					
9. Autres (S.V.P spécifiez)					

Autres:

B. Concernant l'implication des groupes communautaires

1. Comment d'importance sont les facteurs suivants à influencer les décisions d'IntraWest à inciter la participation des groupes communautaires dans les décisions de planification et de développement?

S.V.P. Cochez la réponse qui reflète le mieux votre point de vue.	1 Aucune importance	2 Quelque peu important	3 Moyennement important	4 Très important	5 Je ne sais pas
1. Perception du degré d'impact que les décisions/actions vont avoir sur les groupes communautaires					
2. Perception que les groupes					

S.V.P. Cochez la réponse qui reflète le mieux votre point de vue.	1 Aucune importance	2 Quelque peu important	3 Moyennement important	4 Très important	5 Je ne sais pas
communautaires ont un cas de litige					
3. Perception que les groupes communautaires ont suffisamment de connaissances d'un problème					
4. Perception de la crédibilité d'un groupe communautaire					
5. Perception des coûts additionnels à cause de l'implication d'un groupe communautaire					
6. Perception qu'il y aura des exigences réglementaires ou légales					
7. Perception du pouvoir des groupes communautaires					
9. Autres (S.V.P spécifiez)					

Autres:

2. En ce qui a trait aux décisions de développement et de planification à Mont-Tremblant, S.V.P. indiquez l'importance auquel l'implication des groupes communautaires aide Intrawest à :

S.V.P. Cochez la réponse qui reflète le mieux votre point de vue.	1 Aucune importance	2 Quelque peu important	3 Moyennement important	4 Très important	5 Je ne sais pas
1. Éviter les conflits avec la communauté					
2. Améliorer le support politique pour les actions prises					
3. Améliorer la perception publique de vos actions					
4. Améliorer la coordination d'actions et de politiques					
5. Identifier ou adresser l'impact environnemental					
6. Identifier ou adresser les inquiétudes importantes de la communauté					
7. Identifier ou adresser l'impact économique d'importance					
8. Améliorer le support pour les activités d'Intrawest dans la communauté					
9. Réduire les coûts de développement pour Intrawest					
10. Améliorer la perception que tiennent le marché publique et les visiteurs d'Intrawest					
11. Autres (S.V.P spécifiez)					

3. À quel degré est-ce qu'Intrawest utilise les stratégies suivantes pour inclure les groupes communautaires dans la gestion et la planification environnementale?

S.V.P. Cochez la réponse la plus appropriée	1 Jamais	2 Quelque peu important	3 Moyennement important	4 Souvent	5 Je ne sais pas
1. Offre un atelier d'information					
2. Tient des rencontres communautaires					
3. Tient un comité qui donne les conseils appropriés					
4. Organise des programmes communautaires/de groupes					
5. Produit et distribue un bulletin d'information					
6. Présente un conférencier d'honneur					
7. Autres (S.V.P spécifiez)					

Autres:

C. Concernant les activités sociales et environnementales à Intrawest

1. À quel degré les activités environnementales suivantes sont importantes dans les opérations d'Intrawest à Mont-Tremblant ?

S.V.P. Cochez la réponse qui reflète le mieux votre point de vue.	1 Aucune importance	2 Quelque peu important	3 Moyennement important	4 Très important	5 Je ne sais pas
1. Présence d'un programme/système de gestion environnementale					
2. Présence d'employé(e)s formés et dédiés à l'environnement					
3. Présence d'un programme environnemental pour les circonstances atténuantes					
4. Présence d'un programme environnemental de surveillance					
5. Présence de récompenses pour la performance environnementale					
6. Contribution aux initiatives locales environnementales					
7. Autres (S.V.P spécifiez)					

Autres:

2. Est-ce que vous pouvez partager des exemples de planification environnementale qui ont contribué à améliorer ou influencer la gestion environnementale à Mont-Tremblant?

- Les activités de montagne

- Les activités hors montagne

3. À quel point est-ce qu'Intrawest trouve important de contribuer au développement social de la communauté de Mont-Tremblant? Est-ce en fournissant :

S.V.P. Cochez la réponse qui reflète le mieux votre point de vue.	1 Aucune importance	2 Quelque peu important	3 Moyennement important	4 Très important	5 Je ne sais pas
1. La formation de ressources humaines					
2. Opportunités d'emplois					
3. Opportunités de loisirs					
4. Opportunités culturels					
5. Programme de support communautaire					
6. Options de maison à prix modique					
7. Services de support pour la santé					
8. Infrastructure communautaire					
9. Autres (S.V.P spécifiez)					

Autres:

4. À quel point est-ce que les facteurs suivants sont importants à influencer le niveau de participation communautaire dans la planification et les décisions à Intrawest?

S.V.P. Cochez la réponse qui reflète le mieux votre point de vue.	1 Aucune importance	2 Quelque peu important	3 Moyennement important	4 Très important	5 Je ne sais pas
1. Responsabilité légale					
2. Responsabilité éthique					
3. Contribution aux relations communautaires					
4. Contribution à la motivation et la rétention des employé(e)s					
5. Autres (S.V.P spécifiez)					

Autres:

5. À quel point est-ce que les programmes sociaux et environnementaux à Intrawest sont dirigés par:

S.V.P. Cochez la réponse qui reflète le mieux votre point de vue.	1 Jamais	2	3	4 Souvent	5 Je ne sais pas
1. La direction supérieure de la corporation d'Intrawest (bureau directeur)					
2. La direction supérieure à Intrawest Mont-Tremblant					
3. Les employé(e)s individuels impliqués dans l'opération de Mont-Tremblant					
4. Groupes communautaires					
5. Représentants gouvernementaux					
6. Autres (S.V.P spécifiez)					

Autres:

7. À quel point est-ce que les programmes environnementaux et sociaux à Intrawest ont été importants à influencés la façon que Mont-Tremblant a évolué en termes de:

S.V.P. Cochez la réponse qui reflète le mieux votre point de vue.	1 Aucune importance	2 Quelque peu important	3 Moyennement important	4 Très important	5 Je ne sais pas
1. Les activités de gestion environnementales en général					
2. Les services sociaux en général					
3. Les activités de développement économique en général					
4. Autres (S.V.P spécifiez)					

Autres:

8. À quel point est-ce que la corporation d'Intrawest transfère des leçons pratiques venant d'autre station concernant les stratégies environnementales et sociales aux gestionnaires et employé(e)s de Mont-Tremblant?

S.V.P. Cochez la réponse qui reflète le mieux votre point de vue.	1 Jamais	2 Presque jamais	3 Sometimes	4 Souvent	5 Je ne sais pas
1. La planification environnementale et le développement					
2. Les initiatives de planification sociale					
3. Les initiatives d'engagement communautaire					
5. Autres (S.V.P spécifiez)					

Autres:

Merci pour vos réponses à ces questions. J'apprécie le temps et l'effort que vous avez pris pour m'aider à compléter cette recherche. Pourriez-vous suggérer d'autres personnes à Intrawest qui pourraient aussi répondre à ses questions?

D- Question à suivre

A5. Quelles caractéristiques fondamentales font qu'un groupe communautaire est important dans les activités de Mont-Tremblant?

C1. S.V.P. fournir un exemple. Comment est-ce que votre organisation obtient des avantages en incorporant des politiques et stratégies environnementales dans la planification et les décisions à Mont-Tremblant?

C5. S.V.P. fournir un exemple. Comment est-ce que ceci influence vos pratiques de commerces?

Autres questions:

1. Comment communiquez-vous le rôle et la contribution économique, sociale et environnementale de la station Mont-Tremblant à la communauté?

2.a) À quel point est-ce qu'Intrawest influence les décisions et la planification au niveau municipal ou communautaire concernant le développement de Versant Soleil?

b) Si non, est-ce que vous étiez capable dans le passé?

c) Comment est-ce que ceci influence l'habilité de l'organisation à rencontrer vos intérêts ou objectifs?

3. a) À quel point est-ce que la ville de Mont-Tremblant influence la planification et les décisions à Intrawest?

b) Comment est-ce que ceci influence l'habilité de l'organisation à rencontrer vos intérêts ou objectifs?

4. a) À quel point est-ce que la communauté influence la planification et les décisions à Intrawest?

b) Comment est-ce que ceci influence l'habilité de l'organisation à rencontrer vos intérêts ou objectifs?

5. Quels sont les leçons clés qu'Intrawest a apprises concernant la participation des membres de la communauté dans la planification et le développement de la station de Mont-Tremblant?

6. S.V.P. décrire et classer les trois événements clés dans le développement et l'agrandissement de la station Mont-Tremblant depuis le début?

- 1.
- 2.
- 3.

Appendix E- Stakeholder Groups Interviewed

"Comité Technique"

The Committee was created to analyze Intrawest's requests for permission to develop "Versant Soleil and Camp Nord"; develop new urbanization regulations that allowed development to proceed; and define the content of the development protocol that would guide construction and requirements of phases 1 and 2. The committee had representatives from the City, general population, local businesses and Intrawest. It formed 10 sub-committees to discuss specific issues related to: environment, transportation, parks and trails, public security, communication, regulations, infrastructure, responsibilities, fiscality, and the new protocol.

Urbanisation Consultation Committee (CCU)

Quebec law requires every community/City to organize an urbanization committee that is responsible for providing recommendations to municipal Council on urbanization issues (i.e. zoning, regulations, permits, architectural design). Its goal with regards to Intrawest's development in Mont-Tremblant was to ensure projects met the needs of the community, while protecting the unique characteristics of the area's environment and community.

Strategic Action Committee

The Strategic Action Committee included representatives from local social, cultural, environmental and economic groups (including Intrawest). Its goal was to develop a new Strategic Development Plan that would become a reference for municipal Council in all future decisions relating to growth and development in Mont-Tremblant.

Basin Versant Committee (BVC)

The Basin Versant committee was created by Mont-Tremblant's City council to cooperatively manage use of the waters of the "Rivière Diable". CRE Laurentides was

given the task to create the committee. Representatives on the committee were from regional environmental groups, the City and Intrawest.

Chamber of Commerce

The Chamber of Commerce is a not-for-profit organization comprised of representatives from the business community in Mont-Tremblant. Its goal was to attract and retain business entrepreneurs in the community and to work with its members to address social and economic issues (e.g. affordable housing). In relation to Intrawest's development in Mont-Tremblant, its goal is to ensure the business community benefited from the corporation's development activities.

Tremblant Consultation Committee

The Tremblant Consultative Committee was created by Intrawest to provide opinions and perspectives related to ongoing resort development plans and decisions. It was comprised of representatives selected by the corporation to reflect business, government and community interests. The Committee was a consultative body that provided Intrawest with non-binding advice on how to avoid costly conflicts with local governments, organizations and the community.

Municipalité Régional de Comté des Laurentides (MRC)

The MRC is a regional government organization concerned with development in the Laurentian area. Its objectives related to Intrawest's development was to maintain control and coherence in development of the resort and its periphery areas.

Regional Council for the Environment in the Laurentians (CRE Laurentides)

CRE Laurentide's is a regional environmental organization. Its objectives were to ensure sustainable development, to protect and value the environment, and to collaborate and participate with regional partners for all development projects and activities in the Laurentians region (including Mont-Tremblant).

Association Villégiature de Tremblant (AVT)

The AVT was created by special law in 1993 to operate and promote the development of the Mont-Tremblant resort. This involved creating development programs and activities; as well as managing ground maintenance activities, security and reservation/information systems (Christin 2001). The AVT was a non-profit organization funded via a 2% resort tax levied on items consumed as well as a 3% tax on the use of overnight commercial accommodation in the resort area.

Tremblant Foundation

The Tremblant Foundation is a charitable organization that provides underprivileged children a better quality of life through participation in sport, education, art and cultural activities (Station Mont-Tremblant 2005d). The foundation was funded by Intrawest and sponsored by Bell Canada.

Appendix F- Project Description

Dear Respondent,

My name is Carolyn Pharand I am a graduate student in the School of Resource and Environmental Management at Simon Fraser University in British Columbia. I am in the process of conducting interviews related to the relationship between mountain resort destinations and the community under the supervision of Dr. Peter Williams and Dr. Alison Gill at Simon Fraser University.

My intention is to examine the methods of involving interest groups (public or private) in tourism destination planning processes. The objective of my research is to assess the extent to which Intrawest involves community stakeholders in planning and decision-making regarding the development of Versant Soleil. I have chosen Mont-Tremblant as a case study because of its recent history with major tourism development activities. To keep the research current, I have selected the Versant Soleil development as the focus for this work. Using this case, I hope to examine the interactions between various interests groups and Intrawest, as well as try to identify what works well and what can be improved in terms of communication, involvement and outcomes.

Initial information sessions with various Intrawest representatives, citizens groups or residents in Mont-Tremblant have identified you as a key person to discuss this topic with considering your involvement and/or perspectives on this issue. Please note that while your individual responses will be kept confidential, they will be reported collectively in my research along with the perspectives of other interview participants. All data will be destroyed upon completion of the research. Please note that formal approval from your current employer has not been sought for your participation in this research. Your participation is voluntary and you may withdraw participation at any time. It is my hope that you and your colleagues will be interested in helping me with this research. At the conclusion of my research, I intend to provide information that will be beneficial to both the community and Intrawest regarding the relationships between all parties.

I would like to meet with you for approximately 45 minutes to participate in a personal interview on this topic. If you are interested, I would like to conduct the interview at a time and date that is convenient for you between July 11th and August 8th, 2004).

Please indicate at your convenience your willingness to participate, and the interview timing. I can be contacted by telephone at (613) 445-5501 or by e-mail at cpp@sfu.ca. Thank you for your time. I look forward to your reply.

Sincerely;
Carolyn Pharand

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