



# Sustainable San Diego

Tapping the Energy of Innovation

**SAN DIEGO  
BUSINESS  
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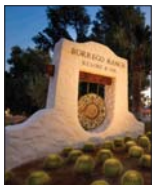
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Lafayette Hotel



**Carl Winston**  
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La Casa Del Zorro

This is a new series of monthly supplements highlighting the region's sustainable business practices and the economic opportunities emerging in resource management, renewable energy and engaging corporate culture for a more efficient, profitable bottom line.

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Lafayette Hotel

## When Old Buildings Go High-Tech

Advanced energy strategy pays off for Historic Lafayette Hotel

■ By Chuck Colgan

Built in 1946 in a grand old Hollywood style, San Diego's Lafayette Hotel was once a retreat for Southern California's rich and famous from Bob Hope and Ava Gardner to Tarzan actor Johnny Weissmuller. By 2010, the historic landmark was in need of extensive remodeling and a creative approach was necessary in order to comply with historic preservation guidelines and incorporate sustainable design.

"A big part of the renovation was looking at how we could incorporate sustainable business practices as that was a key component to the overall project financing," said Jay Wentz, managing partner of Hampstead Lafayette LLC, owners of the hotel. "We wanted to combine the Hollywood history embodied in this hotel from the forties and fifties with a present day urban chic, boutique feel."

When Hampstead Lafayette decided to incorporate sustainable energy into the hotel's \$6 million

► *High-Tech page A22*

## High-End Hotels Reap Rewards with Sustainable Practices

■ By Marty Graham

For hotels, going green requires a delicate balance. Hotel managers know that their guests have — and pay for the right to have — certain expectations for service and amenities.

"It has to be seamless," says the Grand Del Mar's Sustainability Manager James Tosh. "We're here to make our guests comfortable and make them happy."

At check-in, guests are offered the choice of the green guestroom — which includes keeping the same bed and bath linens for their stay. So far, it's

more popular with business and meeting travelers than it is with individual guests, he said.

"We are a luxury hotel, and we don't want guests to feel we're taking something away that they expect, but we want to give them the opportunity to participate in our green initiatives," he said. "We want them to know we're not holding things back."

The luxury resort covers about 380 acres and has 249 rooms, 31 suites and a 4,500 square

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## Sustainable Tourism School at SDSU Trains Tomorrow's Leaders

■ By Marion Webb

When San Diego State University student Jazmine Venegas graduates with a bachelor's degree in sustainable tourism management this December, she hopes to land a job at Balboa Park.

Her job prospects are likely enhanced given that she is already working with staff members at the museums and art galleries at Balboa Park as part of her program. A partnership program between Balboa Park and SDSU allows students to translate their gained know-how into applicable measures. A course focuses on developing a guide to help Balboa Park become more sustainable.

*SDSU's sustainable tourism management program, which is part of the L. Robert Payne School of Hospitality & Tourism Management, was based on tourism concerns for sustainable tourism education and ethics development.*

"The Balboa Partnership Program focuses on creating a best practices guide that museums can follow, such as switching to LED lights to become more energy-efficient and identifying ways to save water," Venegas said. "I feel like all of my experiences in my curriculum will help me when I look for a job and I would love to work at Balboa Park," she added.

SDSU's sustainable tourism management program, which is part of the L. Robert Payne School of Hospitality & Tourism Management, was based on tourism concerns for sustainable tourism education and ethics development.

*'Our program in sustainable tourism management is really focused on trying to help organizations—whether it's in rural developing regions or urban centers like San Diego—do the right thing.'*

—Carl Winston

Thus far, the program has graduated only 34 students.

But Carl Winston, the director of SDSU's Hospitality & Tourism Management program, foresees a rising student interest in the program, driven

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## High-Tech:

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2011 renovation, they chose an innovative fuel cell technology for reducing energy costs and lessening the facility's environmental impact.

Housed in the hotel's basement, the energy system does not affect the building's exterior appearance and complies with historic preservation guidelines.

The 40-kilowatt stationary fuel cell system manufactured by ClearEdge Power generates much of the hotel's electrical needs and supplies heat for its large outdoor swimming pool.

This simultaneous production of electrical and thermal energy from a single source is known as combined heat and power (CHP). CHP can be configured with fuel cells or alternative on-site generation technologies such as a microturbine or internal combustion engine. The dual benefit of generating both heat and power makes CHP systems more cost effective, with a better return on investment and a more efficient use of natural resources.

Nearly three years later, the Lafayette Hotel is saving more than 45 percent on its annual electrical bills with a 40 percent reduction in its carbon footprint. The cost of the fuel cell CHP system was offset by \$100,000 through the California Self-Generation Incentive Program (SGIP) and was eligible for a 30 percent federal tax credit, allowing for an anticipated payback of only 5.8 years for the CHP investment. "The SGIP rebate was essential in allowing our hotel to implement fuel cell technology," Wentz said.

### What is Stationary Fuel Cell Technology?

A fuel cell is an electrochemical energy conversion device that captures the power of hydrogen to produce clean electricity and heat. The hydrogen used to power the fuel cell may come from a variety of sources, including natural gas, waste gas or biogas. The term stationary fuel cell differentiates them from portable fuel cells used



Lafayette Hotel

in cars, forklifts and other applications.

Individual fuel cells produce relatively small amounts of electricity so they are stacked, or placed in series, to increase output. For properties such as the Lafayette Hotel where aesthetic considerations and spatial constraints played a large role in determining the appropriate energy generation technology, fuel cells can be an excellent choice due to their relatively small footprint and scalability.

According to Jeremy Del Real, senior energy engineer at the nonprofit California Center for Sustainable Energy (CCSE), CHP works well with coincident and continuous thermal and electric loads, both of which are inherent to hospitality facilities. "CHP offers the hospitality industry a method to enhance power reliability, reduce electric and thermal operating costs, and promote a green image," Del Real said.

Nationwide, fuel cell use is growing for industrial applications and university microgrids and as a reliable power source for businesses that cannot afford to experience power outages, such as telecommunication firms, medical facilities and grocery stores. Fuel cells are capable of generating power 24/7, even when the power grid goes down.

Self-generating fuel cell systems are

operating in the San Diego region at companies such as Cox Communications, Albertsons and Sheraton San Diego Hotel & Marina and at much larger facilities such as UC San Diego and Camp Pendleton. At the Sheraton, Fuel Cell Energy has installed two fuel cell systems that generate 1.5 megawatts on-site. The fuel cells are quiet enough to be located next to the hotel's guest facilities and supply electricity for the 1,044-room hotel and heat to warm the hotel's pool.

### California Leading the Way

California continues to lead the way in supporting both fuel cell and CHP technologies by providing financial and regulatory support.

In San Diego, CCSE administers the California Public Utilities Commission's SGIP and has provided nearly \$44 million in incentive funding for eligible CHP projects since the program's inception in 2001, with \$7 million devoted specifically to fuel cell CHP projects like those at the Lafayette Hotel and Sheraton San Diego.

CCSE also represents the U.S. Department of Energy (DOE) as the Pacific Combined Heat and Power Technical Assistance Partnership (Pacific CHP TAP) that offers a number of federally funded engineering services for potential

CHP projects in California including hotels, hospitals and critical infrastructure facilities.

"The first step in determining if CHP technologies are a good fit for a facility is to perform a qualification screening" said Del Real. "The results of this first-cut analysis determines if a more detailed analysis should be pursued and the evaluation of a CHP system at a customer's facility should be continued."

### Which Technology is Right for You?

There is a wide range of self-generation technologies, and the one that is right for a business depends on the unique load profile and energy objectives.

CCSE provides technical and financial assistance to San Diego area businesses interested in wind, waste energy recovery, pressure reduction turbines, advanced energy storage and combined heat and power systems. Through the SGIP, CCSE offers substantial cash incentives that can range up to hundreds of thousands of dollars or more. In addition, CCSE assists business and facilities determine if CHP is right for them through the Pacific CHP TAP.

To discover which technology is right for your facility, you can take an energy assessment online at [www.energycenter.org/self-assessment](http://www.energycenter.org/self-assessment). There are details about the DOE Pacific CHP TAP at [www.pacificchptap.org](http://www.pacificchptap.org). For further information, contact CCSE project managers Gene Kogan at (858) 633-8561 or [Gene.Kogan@energycenter.org](mailto:Gene.Kogan@energycenter.org) or Rebecca Feuerlicht at (858) 634-4737 or [Rebecca.Feuerlicht@energycenter.org](mailto:Rebecca.Feuerlicht@energycenter.org).

Submitted by California Center for Sustainable Energy  
By Chuck Colgan

## Hotels:

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foot villa with three bedrooms (day rate: \$5,000). It is next to the Rancho Penasquitos Canyon Preserve and is built around a Tom Fazio Golf Course. Fazio was named "Architect of the Year" three years in a row by Golf Course News and is renowned for his strong sense of environmental design and challenging-but-fair golf course — with electric golf carts.

Tosh became the full-time sustainability manager a year ago, after working part-time on the hotel's recycling program — he earned his sustainability certification two years ago while already working in guest services at the six-year-old hotel.

"We became part of the city's commercial food waste recycling program in October 2011," he said. "And we were recognized by the city as a recycler of the year the past two years."

In a hotel that operates three restaurants, an all-day café and serves meals at poolside, that's no small amount of food, he notes.

"About 35 percent of what we throw away is food," Tosh said. "You plan for who could be here — you need to have things on hand for people who may show up."

An example, the hotel kitchen bakes its



Lodge at Torrey Pines

own bread every day. And it doesn't serve day-old bread to guests.

"I noticed a lot of bread being thrown away — now the San Diego Rescue Mission picks up bread three times a week," he said. "Once we realized how much food you throw away, it led to a partnership with the San Diego Rescue Mission. We reduced how much ends up in the trash and we found a way to work with the city to be sure it's properly composted."

Those efforts have cut waste-hauling costs by 50 percent, he notes.

Another place where the Grand Del Mar achieved a 50 percent savings — this time in energy costs — was in the kitchen, where Tosh persuaded Addison's Grand Chef William Bradley to switch to more efficient exhaust hoods.

"He was one of our tougher customers — quality is his first priority, so his tools have to work perfectly for him," Tosh said. "Not only are the new hoods more



Grand Del Mar

efficient, they're quieter, and that makes them nicer to be around. It used to be so noisy no one wanted to be near them, and now we joke about putting an office in the kitchen."

The reductions in energy use matter more over time, Tosh notes. Next year, electricity rates are expected to increase 18 percent for hotels, and irrigation water costs are expected to rise up to 25 percent.

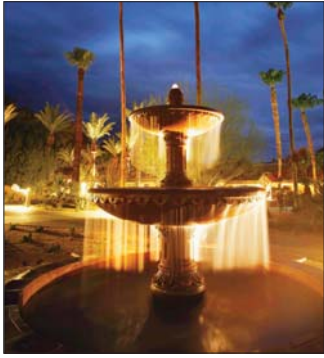
The greening of hotels has taken hold as customers become more concerned about sustainable practices, corporate responsibility has become not just a way of attracting customers but a way of keeping employees.

And, says Ed Pulido, director of engineering for the Lodge at Torrey

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# Hotels:

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La Casa Del Zorro



La Casa Del Zorro

Pines, it is just the right thing to do. "California is the leader in recycling and green practices, and today's consumer expects you to be green," he says. "We are in this amazing place, this cared for native California environment with the Torrey pines, a place that constantly reminds us of the importance of sustainability."

One of his early missions: to design a single, attractive trash container for the public areas in the 170-room resort.

"You can't have three trash cans lined up at the entrances — or anywhere else, it's just ugly," he said. "I designed a beautiful vessel that splits into compartments so there's a place for cardboard, plastic and aluminum, and for things that can't be recycled."

He also set out to eliminate the use of materials that can't be recycled.

"We don't use any Styrofoam or



Grand Del Mar

anything that ruins the environment," he said. "Even our packaging, if you go to Greene's Gift Shop or the Lounge, you will get no plastic. Our café packs orders in waxed cardboard."

When Pulido began the Lodge's

recycling program, more than two tons a week of food waste was headed for the trash. Now, about 78 percent of that is being diverted to compost.

"A few years ago, it was lip service when we talked about composting. We've done

full training with every member of our food and beverage team — it's part of the orientation for new hires," he said.

"We keep raising the bar every year," he says. "I hope to see everything recyclable in the future."

The property has a native Californian landscape, which it waters with recycled water provided by the city, again cutting both usage and costs, he notes. And the Lodge now has three charging stations for electric cars.

"We see a lot of Teslas and Leaps," he said. "We expect that to only increase."

At the recently reopened La Casa Del Zorro, in Borrego, recycling started with hiring people who had worked at the 77-year-old resort before it closed in 2008.

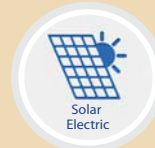
"My guests' history is measured in generations, not in visits," he said.

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# SDSU:

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by a push in the tourism sector, as well as nontourism related organizations, to implement "green practices."

"People like doing the right thing, they just don't know how," Winston said.

"Our program in sustainable tourism management is really focused on trying to help organizations—whether it's in rural developing regions or urban centers like San Diego—do the right thing."

The job opportunities are ample: Graduates become meeting planners, managers in hotel chains or other tourism sectors, work at nonprofit organizations and in public utility companies such as San Diego Gas & Electric, which runs programs to help organizations become more green.

Yet other graduates have traveled abroad, where they have made connections as part of the program's required international experience, and started their own businesses, he said.

Like Venegas, students who join the program are passionate about the earth and the environment.

"I find that millennials are especially concerned about doing the right thing," Winston said.

The curriculum differs from other programs, because it offers students "experiential education," said Vinod Sasidharan, an SDSU associate professor with the program.

"You learn by using the real-world as a laboratory in addition to the classroom



Vinod Sasidharan



Photos Courtesy of L. Robert Payne School of Hospitality & Tourism Management

### Students in SDSU's L. Robert Payne School of Hospitality & Tourism

experience," Sasidharan said. "Students interact with the community to develop grass-roots solutions in terms of social entrepreneurship, farming, education and sustainability management."

The current curriculum calls for 25 units of preparatory work, including principles of economics and physical geography and cultural geography; and 51 units of upper division coursework with electives in environmental sustainability, social and cultural sustainability and social justice and equity, economic sustainability and sustainability development and field application.

"Our sustainable tourism planning

course is where the student gets the real-life experience, such as working at Balboa Park, or in the past, we had a program with Hornblower cruises," said Sashidharan. "Every year, we offer this course and students work with a real-life client and consult with the client to provide solutions to sustainability-related issues."

What makes the program unique is its emphasis on international studies either as a field trip, internship, student

exchange or study abroad program or professional engagement abroad.

Jess Ponting, an SDSU assistant professor and director of SDSU's Center for Surf Research, said that students who take a two-week-long surf trip to Costa Rica, Nicaragua or Peru as part of the international experience return to the United States with a new appreciation for the environment and culture.

"Tourism can destroy or support local culture," Ponting said. "We want them to come back as activists for coastal and marine environment and for the people who live there."

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# SDSU:

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The program has shown success. For instance, a team-effort between a student and resort manager in Fiji to develop a sustainability management plan resulted in the resort receiving "a sustainable tourism surf certification" based on the Global Sustainable Tourism

*In this changing economy where businesses are rewarded for implementing principles that make them more efficient and effective and save costs, graduates are well positioned to fill the jobs of the future, the men agreed.*

Criteria, developed by international experts, he said.

"The student and general manager spent a week doing research and trying to find ways to become compliant, which meant (among others) going through receipts and seeing how much food is being sourced locally or brought in from the outside, how much recycling is being done and how electricity is being produced," Ponting said. "The student also worked with local people on an island to develop a tour which serves as a form of a cultural interpretation."

Winston said there are many other

examples of how students apply learned skills into practice.

"Our students do a lot of work in developing regions," he said. "We try to go into the communities and work with the local population and organize and educate them to help themselves."

Ponting said he has seen students open up their own resorts.

One graduate became a project manager of a LEED-certified sustainable surf resort in Costa Rica.

LEED, which stands for Leadership in Energy and Environmental Design, was developed by the U.S. Green Building Council to guide the building industry and provide standards for sustainability in building projects.

This is no accident.

"Most of our students have an entrepreneurial spirit," Sasidharan said.

In this changing economy where businesses are rewarded for implementing principles that make them more efficient and effective and save costs, graduates are well positioned to fill the jobs of the future, the men agreed.

"It will be broadly applicable to different career path and these opportunities are being multiplied on a daily basis," Ponting said.

"There are convention people now who won't even do business with hotels that aren't green and businesses that pollute the environment," Winston said.

Venegas said she made the right choice when she decided to switch her major from hospitality and tourism management to sustainable tourism management.

"I want to work for a company or organization that is going to be a sustainability leader for the environment," she said. "By becoming more green, companies save money and create a better image."

# Hotels:

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La Casa Del Zorro

"Their grandparents were married here, their families' ties to the place go back generations," Sampson says. "So it makes sense to have the same tall, beautiful blond greet them in the lobby where she greeted them 20 years ago."

For the desert hotel, going green means looking at water and energy use, he says.

"My utility bills are \$1.2 million a year — that's water, electricity and propane. You can imagine how many rooms I have to fill to pay those bills," Sampson said.

The resort has 26 pools — from individual water features in the four-room casitas to five large outdoor pools. All told, the resort has 67 rooms and casitas — 67 keys, as Sampson puts it — on 42 acres. It has six tennis courts that are illuminated at night and 42 acres of pathways and roadways that also require lighting in the dark desert nights.

"We have installed new recirculating pumps, new timers, heaters and covers to really reduce our energy costs," he said. "We modernized the air conditioning to

be more efficient — and put individual thermostats in the rooms and casitas — for about \$1 million. Cutting utility costs takes precedence over everything else."

"We do voluntary conservation of linens, our products are packaged in recycled materials, and of course we recycle everything that we can — and we use environmentally friendly products with post-recycled material whenever we can," Sampson said. "But our focus is on becoming self-sufficient in terms of energy."

Heating and lighting for the tennis courts and two pools cost \$15,000 in December alone, Sampson noted.

The hotel is accepting bids on solar energy projects, small and large, he said.

And they've recently found another source for landscaping irrigation.

"We've activated a well that we use for landscaping, but we are using piped water from the water district for our other purposes," he said.

# SAN DIEGO BUSINESS JOURNAL

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SAN DIEGO BUSINESS JOURNAL

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Tapping the Energy of Innovation

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