

*andCo - The B Corp Hotel of Tomorrow:
Conserving Water & Energy Without Compromising Guest Experience¹*



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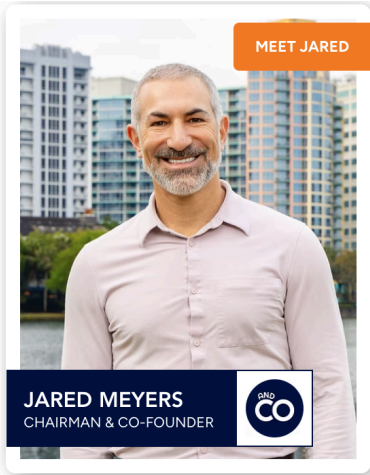


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It was a chilly February morning in 2026, and Alex Smith, President of *andCo Hospitality*, pondered over the latest sustainability dashboard from the company’s Florida flagship property. The numbers were clear, and offered an important moment to reflect. Despite years of progress and thousands of dollars invested in eco efficient systems, efficiency gains in energy and water usage across *andCo*’s portfolio had begun to stabilize. As President Alex Smith sipped his coffee from the office overlooking the shimmering resort pool, he couldn’t help but see a paradox: the very amenities that defined the guest experience, such as lush native landscaping, comfortable linens, sparkling pools, and welcoming ambience, were also the biggest drains on *andCo*’s sustainability goals. The question now was whether strategic innovation, not compromise, could deliver the next wave of savings, and perhaps more importantly, whether *andCo* could become *the B Corp hotel of tomorrow* without attenuating what made it exceptional today.



andCo Background



Founded on the belief that hospitality and sustainability could coexist, *andCo* served as the umbrella brand for a growing portfolio of hotels and resorts committed to positive environmental and social impact. Established in Florida by B Corp trailblazer and co-founder of *Florida for Good*, Jared Meyers, the company began as a timeshare management venture in 2009 under the [Legacy Vacation Resorts](#) (LVR) name before evolving in early 2025 into a broader hospitality group united under the *andCo* identity.

Legacy Vacation Resorts, now one of *andCo*’s cornerstone brands, laid the foundation for this transformation. As Meyers steered the company away from its timeshare origins, he saw an opportunity to redefine what “responsible tourism” meant, that is, focusing on community connection, resource conservation, and transparency. His leadership was instrumental in guiding the organization to become one of the first multi-property hotel companies in the U.S. to achieve Certified B Corporation status, joining a global movement of businesses committed to balancing profit with purpose. As Meyers explained in a [podcast with Aaron Perry](#) in 2024: “We believe that if we do things the right way, we will be profitable.”



Under the *andCo* umbrella, two additional lifestyle properties had since emerged, expanding both reach and experimentation with sustainable hospitality models.

- [*The Local*](#), a 20-room property in historic St. Augustine, Florida, offered a modern twist on the roadside motel with features like contactless check-in, efficient in-room appliances, and proximity to cultural and natural attractions.
- [*The Fold*](#), with three locations, two in Florida and one in Colorado, embodied *andCo*'s next generation of adaptive, design-driven lodging. Each property aims to blend local identity with circular design principles, piloting low-impact construction materials, efficient HVAC systems, and guest engagement programs that nudge visitors toward conscious consumption.



The Fold Hotels offers delightfully better stays—family-friendly, sustainably-minded getaways with local charm in Florida and Colorado.



The Local Inns blends boutique-hotel charm with local authenticity—offering smart, cheerful stays that help guests feel like they truly belong, not just travel

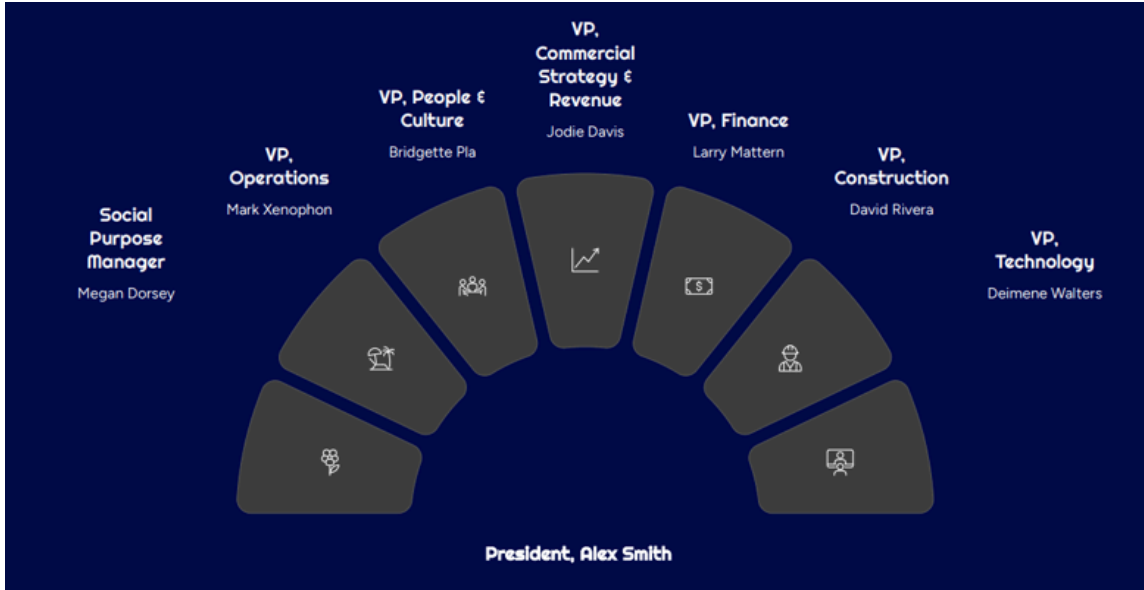


Legacy Vacation Resorts offers spacious, family-friendly vacation experiences designed to help families reconnect, relax, and create lifelong memories

The leadership team of *andCo* Hospitality was led by experienced executives with deep institutional knowledge and a strong commitment to sustainability. Meyers continued to serve as Chair of the Board of Directors while also acting as the company’s lead executive, meeting regularly with the executive team to provide strategic direction and oversight.

The company’s President, Alex Smith, began his career at *andCo* in 2019 as the Director of Social Purpose & Analytics, later advancing to Chief Operating Officer in 2022 before becoming the President in 2025. This internal career progression provided him with a strong understanding of operational challenges and reinforced the importance of sustainability for the company’s long-term value creation. The senior leadership team included leaders overseeing marketing, guest experience, operations, and construction. The organizational structure at *andCo* is provided below:





Sustainability initiatives were managed by Megan Dorsey from September 2024, who served as the Sustainability & Social Purpose Manager, reporting to the Senior Manager Brand, Demand, and Growth, who in turn reports VP of Commercial Strategy & Revenue and directly reports to the President.



As of December 2025, *andCo* Hospitality served a diverse customer base of approximately 400,000 travelers annually across its properties, with roughly 90 percent of guests residing in the United States, including a significant number of local and regional visitors. While many guests were not actively seeking sustainability information at the time of booking, awareness was steadily increasing. Approximately 20–25% of guests indicated they were already familiar with their sustainability efforts, and booking platforms featuring B Corp identifiers and resources like [Tourism Cares](#) maps were helping amplify that visibility. These signals suggested growing interest in responsible travel and provide a strong foundation to expand awareness even further.

Customer profiles varied by brand and location. Legacy Vacation Resorts primarily attracted family-oriented travelers seeking familiar, value-driven accommodations, while *andCo*'s full-service hotels appealed to guests looking for a more lifestyle driven experience. Properties such as The Fold catered to travelers seeking unique, design-forward stays and a sense of escape, whereas locally oriented properties attracted guests who wanted to immerse themselves in the surrounding culture, favoring walkable neighborhoods, local coffee shops, restaurants, and downtown experiences.



AndCo stood at the intersection of environmental innovation and guest experience. As water scarcity and climate concerns rose, particularly across its Florida markets, the company's leadership was doubling down on its sustainability commitments. (see Sustainability Reports 2018-2024 below)

For President Alex Smith, the challenge was both technical and cultural: how to innovate faster, engage guests more deeply, and prove that hospitality can thrive within planetary limits.

The Sustainability Journey


andCo's sustainability journey began not with a single grand initiative, but with a growing sense of responsibility. In the early 2010s, as extreme weather events and sea level rise began to directly impact Florida's tourism economy, founder Jared Meyers recognized that the company's success was inseparable from the health of its environment and communities. Meyer's early engagement with the B Corp movement offered a framework for turning conviction into measurable action—one that balanced environmental stewardship with social responsibility and business performance.

In 2019, after an extensive impact assessment and cultural transformation effort, Legacy Vacation Resorts became a Certified B Corporation, committing to meet rigorous standards of transparency, accountability, and sustainability. This milestone set in motion a broader rethinking of the company's purpose and operations, ultimately giving rise to the *andCo* brand, a platform for hospitality innovation grounded in regeneration and inclusion.

andCo's Sustainability Scorecard soon became the backbone of this transformation. Developed collaboratively by cross-functional teams, the scorecard tracked performance across four key pillars: Energy, Water, Waste, and Community. Each property reported quarterly data, aligning sustainability performance with financial and guest satisfaction metrics. By 2021, energy-efficient lighting and HVAC upgrades, improved waste diversion programs, and expanded community partnerships were producing tangible results. *andCo* also attempted to embed sustainability and conservation stories in the customer experience.

Over time, the company's sustainability ambitions grew bolder. In 2022, *andCo* announced its 2025 Sustainability Targets, which included:

SEE THIS SYMBOL?




YOU'RE LOOKING AT A COMEBACK STORY.
That little upcycle mark means you're standing face-to-face with something that could've ended up in a landfill—but didn't. Instead, it got the full Fold treatment: rescued, reimagined, and repurposed with purpose.

Those breakfast tables once racked up strikes as vintage bowling lanes. The benches started out as church pews before retiring to a life of mountain views and morning coffee. And the check-in desk? Built from a crew of early 1900s dressers that traded socks for room keys and haven't looked back.

We're big fans of second chances, especially the kind that keep things out of landfills and close to home. Whenever possible, we team up with local makers to rework what's already out there into something worth showing off. From lobby to lounge, the second chances are stacking up. How many can you find?

**BECAUSE AT THE FOLD,
SECOND CHANCES LOOK GOOD ON EVERYTHING.**




- Reducing water use by 25% compared to the 2018 baseline.
- Decreasing energy consumption by 40% compared to the 2018 baseline, with an increasing share from renewable sources.
- Diverting 25% of waste from landfills through recycling, composting, and reuse.
- Implement sustainability touchpoints across 100% of properties, including the launch of eco friendly guest guides tailored to each resort.
- Engaging 100% of staff in sustainability education and incentive programs.



By 2024, meaningful progress had been made across several key impact areas. Energy consumption dropped significantly due to Energy Star retrofits and the expansion of on site rooftop solar energy. Waste reduction efforts remain active, and guest satisfaction scores stayed high. Yet water use, the most visible and vital resource in Florida’s climate stressed regions, has not yet seen the same level of significant reduction.

The Industry Context

The global hospitality industry has long faced criticism for its outsized social and environmental footprint. Historically, the sector’s growth model prioritized guest comfort and convenience over sustainability, often at a steep ecological and human cost. From daily towel and linen changes to ubiquitous single-use plastics, many of the industry’s standard operating practices were resource-intensive, wasteful, and far from circular. According to Abdou et al. (2020), such practices accounted for nearly 60% of hotels’ CO₂ emissions, driven primarily by high energy consumption, water use, and poor waste management.

Hotels were among the largest consumers of water and energy per square foot of any commercial building type. Guest rooms, pools, laundries, and landscaping collectively consume thousands of gallons of water daily. In coastal regions like Florida, where tourism and climate vulnerability intersect, this dependence on water poses growing operational and reputational risks to hospitality companies. The [World Sustainable Hospitality Alliance](#) noted that water scarcity was an increasing threat for hotels worldwide, urging the industry to adopt proactive water stewardship strategies that balance conservation with guest satisfaction.

The industry’s environmental impact was matched by social challenges. For decades, hotel workers, particularly in housekeeping and food service, had been compensated near or below the poverty line, raising ethical questions about the true cost of “affordable luxury.” This imbalance

had sparked a new wave of accountability, as consumers, regulators, and investors demand more transparent and equitable business models.

Economic pressures had further accelerated hospitality businesses to shift toward sustainability, for the cost savings such measures often provide. Energy expenditures typically accounted for 3–6% of hotel operating costs, and had risen by 25–30% in recent years (Upadhyay, 2016). Such increases have made efficiency not just a moral imperative but a competitive necessity. In response, hotel groups worldwide were experimenting with low-flow fixtures, smart HVAC systems, renewable energy sources, and guest engagement programs that encourage responsible consumption.

For a growing number of operators, including *andCo*, sustainability is no longer a marketing angle, rather, it was a strategic cornerstone. The challenge was no longer *whether* to change, but *how fast* transformation could occur while maintaining the seamless, indulgent experience that guests expected.

B Corp Certification

Jared Meyers first learned about B Corp certification in 2015 and later embedded its principles into the strategy of Legacy Vacation Resorts (LVR). After earning 88.6 points on the B Impact Assessment, LVR became in 2019 the first multi-state resort hospitality company in the United States to achieve B Corp certification. The company adopted a wide range of environmentally sound practices, including waste reduction initiatives, green-focused renovation projects, and the installation of electric vehicle chargers at every resort. LVR eliminated single-use plastics by installing shampoo and soap dispensers and offsetting guests' entire carbon footprint, joining more than 800 B Corps committed to carbon neutrality by 2030, about twenty years ahead of the Paris Agreement.

LVR also made significant investments in its employees. It was committed to ensuring team members earn a fair wage, supported career growth through its Learning Ladder Program, which helped fund approved development opportunities, and provided Employee Assistance Program (EAP) services so eligible team members could access mental health and wellbeing support. In addition, it offered an Emergency Housing Program. If a team member was displaced from their home, it could provide short-term accommodations at one of its properties at a reduced rate, so they have a safe place to land while they get back on their feet. It also provided paid volunteer time, allowing team members to give back to their communities. LVR also pursued diversity and inclusion goals, with 60 percent of its workforce coming from underrepresented groups and women holding 50 percent of leadership positions.

Beyond its internal operations, LVR demonstrated industry and community leadership by donating 1 percent of revenues to environmental organizations through its participation in [1% for the Planet](#). The company co-created [Florida for Good](#) to connect mission-driven ecosystems



across the state, including Certified B Corps, Conscious Capitalism organizations, governments, chambers of commerce, and academic institutions. Meyers also co-founded [B Tourism](#), a collaborative platform designed to connect Certified B Corps within the hospitality industry and promote sustainable economic development grounded in compassion and interdependence.

In 2023, Legacy Vacation Resorts successfully recertified as a Certified B Corporation with a score of 126, making it the highest scoring Certified B Corp in the accommodations sector worldwide at the time. In February 2026, andCo Hospitality recertified with a score of 133, becoming the highest scoring B Corp hotel group in North America. The company will next utilize the Ecolytics conversion tool to assess how the updated [B Corp Version 2.1 Standards](#) apply to its operations and identify opportunities for continued improvement. This transition marked a pivotal moment for *andCo*, as the company would move from navigating recertification under the existing framework to confronting the more rigorous and prescriptive requirements introduced in the new B Corp standards, which took effect in 2025 for new certifications. Sustainability & Social Purpose Manager Megan Dorsey was comfortable with the demands of the new standards as she explained

We are in a good position for the new standards. Based on where we are today, we do not anticipate needing to make significant adjustments in Year 0. There may be some refinements in Year 3 and Year 5, but overall, our current certification and practices place us in a strong position moving forward.

Still, there were some significant changes. The key changes are outlined in Appendix A.

Looking for recommendations

Despite the time and resource constraints associated with starting to learn about the new Standards, President Alex and Sustainability & Social Purpose Manager Megan were determined to improve the company's sustainability performance and identified 2026 to make good progress on their metric. To support this effort, the leadership team decided to engage external consultants (aka you and your team!) to develop practical, cost-effective recommendations in three priority areas:

- (1) water consumption,
- (2) energy consumption, and
- (3) behavioral nudges targeting both staff and guests.

While *andCo* had previously relied on an internal sustainability dashboard supported by spreadsheets (see [Shared Folder](#)), this system was being phased out as the company transitioned to [Ecolytics](#), a platform specifically designed to align with B Corp reporting and performance requirements. As a result, data availability was uneven, creating additional analytical challenges for decision-making.



In the area of **water consumption**, the majority of the water consumption came from inside the guest rooms, and depending on the season, the laundry facilities. The irrigation system used well water, and the pools represented minimal consumption. *andCo* had already begun implementing efficiency measures, including installing low-flow toilets, showerheads, and sink faucets across properties. The company also installed rainwater collection systems near housekeeping and storage areas to support non-potable uses. However, the team lacked detailed data on water usage by category, such as guest use, irrigation, and pools, and did not use gray water systems (wastewater from streams without fecal contamination). Leadership struggled to determine where the largest reduction opportunities existed and whether investments in additional infrastructure would be cost-effective.

For **energy consumption**, *andCo* set an ambitious goal of reducing electricity usage by 40 percent. The company continued upgrading to ENERGY STAR appliances and energy-efficient lighting and had already invested in solar installations at four of its eight properties, with a fifth installation currently in development at The Local St. Augustine Solar penetration varied by location: Indian Shores reached approximately 78 percent, Palm Coast reached 48 percent, Kissimmee exceeded 55 percent, and Lake Buena Vista reached about 60 percent, while on site solar is not feasible at Brigantine, andCo ensures 100 percent renewable electricity coverage at that location through renewable energy credit purchases matched to its utility consumption.. Over time, *andCo* maintained carbon neutrality by offsetting emissions through renewable energy credit subscriptions and carbon offset programs, at a cost of approximately USD 15,000 per month, with funds reinvested into local communities. This raised a critical strategic question: whether those resources would generate greater long-term impact if redirected toward additional on-site solar installations before tax incentives expired.

The third focus area involved **behavioral nudges** aimed at employees and guests. Internally, the company experimented with education and engagement initiatives, including disposal policies, B Corp knowledge checks, lunch-and-learn sessions, Earth Day activities, repurposing challenges, and volunteer hour goals that combined recognition with raffles. While participation was strong, Social Purpose Manager Dorsey questioned whether too many incentives diluted long-term behavior change. For guests, *andCo* tested sustainability messaging at check-in, including an optional USD 4.99 environmental donation to offset the carbon footprint of a guest's stay. Leadership sought to understand what percentage of guests opted in and how QR codes, signage, and more creative storytelling could improve engagement and/or help reduce utility usage. The company was also developing a destination environmental stewardship map to encourage guests to explore local culture and nature responsibly. *andCo* utilizes a third party [rewards platform](#) that allows guests to earn points redeemable for cash back, charitable donations, or credit toward a future stay. In addition, *andCo* offers internal member rates and direct booking benefits through its email club, providing exclusive discounts and incentives for returning guests. While Sustainability & Social Purpose Manager Megan saw potential in sustainability linked rewards or badges, limited time and resources prevented further exploration.



Against this backdrop, President Alex Smith and Sustainability & Social Purpose Manager Dorsey turned to you, the consulting team for guidance, seeking recommendations that balanced environmental impact, financial feasibility, operational complexity, and alignment with the evolving B Corp standards.

Guidelines for analysis

Assuming the role of external sustainability consultants hired by *andCo Hospitality*, your team has been asked to evaluate the company’s current sustainability initiatives and provide actionable recommendations. Specifically, you are tasked with addressing **ONE** of the following questions.

As you analyze, feel free to refer to the new [B Lab Standards](#). Before your start, we highly encourage you to review the [rubric](#) that the judges will be using to evaluate submissions.

1. Water Consumption

andCo’s Sustainability Target on water is to reduce water use by 25% compared to the 2018 baseline. Based on the information available, where should *andCo* prioritize its efforts to reduce water consumption (e.g., guest use, irrigation, pools, housekeeping operations, signage) to effectively achieve these targets? What cost-effective investments or operational changes would generate the greatest impact, and how should the company address current data gaps?

2. Energy Consumption

andCo’s Sustainability Target on energy is to reduce energy consumption by 40% compared to the 2018 baseline, with an increasing share from renewable sources. How should *andCo* evaluate the trade-offs between continuing to purchase renewable energy credits and carbon offsets versus investing further in on-site solar installations? What recommendations would you make to help the company achieve its goal of reducing electricity usage by 40 percent, given location-specific constraints and expiring tax incentives?

3. Behavioral Nudges for Staff and Guests

andCo’s Sustainability Target on waste is to divert 25% of waste from landfills through recycling, composting and reuse. Also, *andCo*’s Sustainability Target on education is to engage 100% of staff in sustainability education and incentive programs. What behavioral nudges should *andCo* implement to drive more consistent and lasting sustainable behaviors among employees and guests? How can education, incentives, recognition, and communication be designed in alignment with the new B Lab Standards to increase engagement without creating fatigue or reliance on short-term rewards?

Additional *AndCO* Materials



[Shared Folder](#)

Benefit Reports:

[Sustainability at Legacy Vacation Resorts | Certified B Corp](#)
[2024 Annual Benefit Report and Co Hospitality](#)

References

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Suggested Readings

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APPENDIX A

Updates to the B Impact Assessment in 2025

1. Shift from a Points-Based System to Mandatory Requirements: Version 2.1 replaced the old cumulative point scoring system with *non-negotiable performance requirements* that companies must meet across all core impact areas. Companies can no longer compensate for weak performance in one area with strengths in another. ([bcorporation.net](https://www.bcorporation.net))
2. Seven Core Impact Topics with Minimum Thresholds
 B Corps must now demonstrate meaningful action in seven defined impact topics:



- Purpose & Stakeholder Governance
- Fair Work
- Justice, Equity, Diversity & Inclusion (JEDI)
- Human Rights
- Climate Action
- Environmental Stewardship & Circularity
- Government Affairs & Collective Action

Each topic carries specific expectations that all companies must satisfy. ([bcorporation.net](https://www.bcorporation.net))

3. Foundation Requirements and Risk Assessments

New *Foundation Requirements* set baseline eligibility (e.g., legal compliance, stakeholder governance commitments) and introduce risk profiling tools that determine additional due-diligence obligations. ([bcorporation.net](https://www.bcorporation.net))

4. Mandatory Continuous Improvement

Certified companies must not just meet standards at the time of certification but also *demonstrate measurable improvement over time* (often phased across Year 0, Year 3, and Year 5 checkpoints). ([bcorporation.net](https://www.bcorporation.net))

5. Greater Emphasis on Climate Action & Stewardship

Environmental performance received clear differentiation and stronger requirements, with climate action and circular economy practices now separate and more detailed topics. ([sustained.com](https://www.sustained.com))

6. Stronger Governance on Human Rights and Fair Work

Human rights protections and fair work practices are now explicit, standalone requirements rather than optional or loosely scored components, placing greater expectations on treatment of workers, inclusive cultures, and worker engagement. ([bcorporation.net](https://www.bcorporation.net))

7. Third-Party Verification & Alignment with Global Frameworks

While not yet fully integrated in every context, the new standards align B Corp certification more closely with external frameworks and reporting systems (e.g., science-based targets, recognized ESG standards), and in some regions require more formal third-party verification steps. ([zevero.earth](https://www.zevero.earth))

8. Holistic Accountability & Transparency

Companies are expected to embed stakeholder governance in decision making (including legal accountability), engage in collective action, and publicly demonstrate responsible tax and operational practices, especially for larger enterprises. ([bcorporation.net](https://www.bcorporation.net))

