



Schweizerische Arbeitsgemeinschaft für die Berggebiete  
Groupement suisse pour les régions de montagne  
Gruppo svizzero per le regioni di montagna  
Gruppa svizra per las regiuns da muntogna



**Allianz in den Alpen**  
*Das Gemeindenetzwerk*

## **CREATING GOOD FRAMEWORK CONDITIONS**

### **Solutions for employee housing in tourism destinations**

Vera Ambühl – SAB

(Schweizerische Arbeitsgemeinschaft für die Berggebiete /  
Swiss working group for mountain regions)



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# Introduction

- Not enough employees in tourism
  - Housing shortage especially in the mountain regions with a lot of tourism
  - Potential employees cannot find appropriate accommodation
- **Housing shortage amplifies employee shortage**

## Possible measures

- Tourism enterprises and / or municipalities have to take action.
- SAB (national association representing Swiss mountain regions) has elaborated a **guideline with various examples of solutions.**
- Alpine tourism in Switzerland:
  - Strong seasonality
  - Not much state support
  - Many employees from abroad
  - **High demand for employee housing**

## Lösungsansätze für Angestelltenwohnungen in Tourismusgemeinden



## Example 1: Grimentz – Innovative tourism company

- The main tourism company of the area looked for vacant studios and small flats suitable for their employees.
- Tourism company acts as tenant → financial security for homeowners.
- Success: accommodation mobilised for more than 130 employees.

Webinar „Tourism and Life Quality“, 8th May 2025



**GRIMENTZ  
ZINAL**  
ski Val d'Anniviers

WANTED



**NOUS RECHERCHONS**  
STUDIOS OU PETITS APPARTEMENTS

## Example 2: Davos – Housing strategy

- Municipality developed a holistic housing strategy.
- Goal: to create more accommodation for different target groups.
- Seasonally employed workers are an **explicit target group**.



## Example 3: Unterseen – Regulation of Airbnb

- Problem, if **first homes** are conversed and taken away from the housing market.
- Potential accommodation for employees is suited to be offered on Airbnb.
- Measures: Minimum length of stay, proportion of first homes, bans in certain areas of the village.



## Example 4: Zermatt – Obligation of hotels

- New construction of a hotel or extension of a hotel: Municipality requires that **accommodation is created for additional employees.**
- Rule comes into play if the new construction or extension creates more than 5 new jobs.





## Example 5: Goms – Conversion of former military site

- **Vacant infrastructure facilities** can be turned into employee housing.
- Example: former officers' barracks.
- Possibility of renting studios to holiday guests outside of the main season.



## Conclusion

- Housing for seasonally employed workers is primary the **responsibility of the tourism companies.**
- However, the municipalities can offer support in various ways.
- Tourism companies can join forces.
- Individual, location-specific solutions are required for each location.

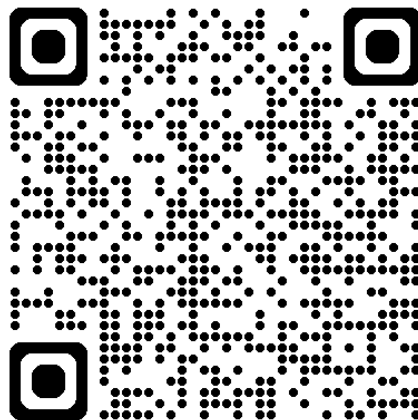




# Document

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## Lösungsansätze für Angestelltenwohnungen in Tourismusgemeinden



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PRÉSIDENTS A SUI COMMUNES  
TOURISTIQUES DU MONTAGNE

## Solutions pour loger des employés dans les communes



## Sources

- Picture Grimentz: Grimentz-Zinal SA
- Picture Davos: <https://fokusrejser.dk/destination/davos/>
- Picture Unterseen: <https://www.edu-unterseen.ch/>
- Picture Zermatt: <https://brasilnaneve.cbdn.org.br/quanto-custa-viajar-para-zermatt/>
- Picture Goms: <https://pomona.ch/story/513621/gemeinde-obergoms-will-k%C3%BCnftig-angestellte-in-ehemaligen-milit%C3%A4rbaracken-unterbringen>
- Picture „Conclusion“: SAB
- Maps: [https://www.atlas.bfs.admin.ch/maps/13/de/17804\\_229\\_228\\_227/27579.html](https://www.atlas.bfs.admin.ch/maps/13/de/17804_229_228_227/27579.html)
- Guideline SAB: <https://www.sab.ch/leitfaden-loesungsansaeetze-fuer-angestelltenwohnungen-in-tourismuskommunen/> (German), <https://www.sab.ch/fr/guide-solutions-pour-les-logements-des-employes-dans-les-communes-touristiques/> (French)