

STAY IN BUSINESS FOREVER.

**TAKE  
RISKS.**

Drive change.

EMBRACE CONTROVERSY.

**20 Years.**

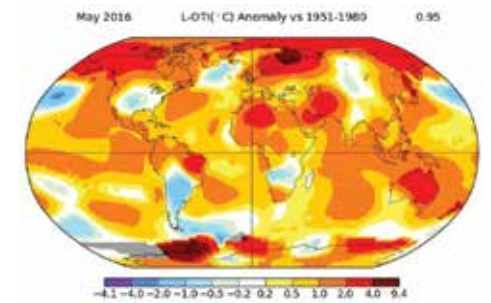
# BIG SUSTAINABILITY

We're two decades into trying.



Twenty years ago, Aspen Skiing Company launched the first environmental department in the ski industry. Since then, with each step forward—lighting retrofits, green

buildings, solar arrays, philanthropy—we ask, “Is this enough?” Understanding the scale of climate change, the answer has always been, “No.” So what more should we do, given who and what we are? Our real power comes from our reach, our role as a model, our media appeal, and our passionate guests, employees, and community. Using Aspen’s influence—in this case on climate—to push for large-scale solutions is our biggest lever. Trouble is, Aspen’s road to the very prominence that gave us power came with unintended consequences. Challenges around housing, poverty, education, transportation, and health care erode our power and moral authority. So we work on that, too. Ecosystems come in many forms.



## DO MORE

It was not enough to come and listen to a great sermon or message every Sunday morning and be confined to those four walls and those four corners. You had to get out and do something.”

— John Lewis, civil rights activist, Georgia congressman

“

The effort to know a place deeply is, ultimately, an expression of the human desire to belong, to fit somewhere. The determination to know a particular place, in my experience, is consistently rewarded. And every natural place, to my mind, is open to being known. And somewhere in this process a person begins to sense that they themselves are becoming known, so that when they are absent from that place they know that place misses them. And this reciprocity, to know and be known, reinforces a sense that one is necessary in the world.”

— Barry Lopez, from [granta.com](http://granta.com)



MID-1990S

Early green team emerges from the primordial soup. Jons Milnor and Brent Gardner-Smith focused on waste reduction and clean-energy purchases.



1994

Aspen Center for Environmental Studies (ACES) on-mountain environmental education partnership created.



1994

Pat O'Donnell arrives as COO; later as CEO implements Guiding Principles and Environmental Department.

## POW ON UNIFORMS

Wearing it on our sleeves.

In 2015, pursuing leverage, we put the logo of the climate nonprofit Protect Our Winters on our uniforms—all 3,800 of them. Having POW on our sleeves unites the company around one clear sustainability message, and it uses Aspen's business itself as an educational and political tool. Our ambitious (delusional? grandiose?) goal was to influence the world: through our employees whom we had educated about climate science, through resulting conversations with our passionate and influential guests, and through press coverage. We paired this with education all over our resort. We found visitors discussing climate change at Up-4-Pizza or deciphering climate charts on the chairlift. Some may have even called their senators from their hotel rooms. Maybe skiing ought to be more than a leisure sport; maybe it can be an act of citizenship.

we put the **Protect Our Winters** logo on all **3,800** of our uniforms



### CORPORATE VOICE MATTERS

In a comprehensive 2014 study of two decades of public-opinion data, the political scientists Martin Gilens and Benjamin Page showed that the views of business leaders and the economic elite matter far more to politicians than what ordinary voters want."

— James Surowiecki, "The Corporate Fight for Social Justice," *The New Yorker*, 4/25/2016

### WHAT REALLY WORKS

We could put a solar panel on every ski lift tower on earth and it wouldn't matter much. But a sign on every ski lift tower saying, 'Pull out your cell phone and call your congressman to tell him to stop caving to the fossil fuel industry and do something about climate change before winter vanishes forever' would be of great use."

— Bill McKibben, author and climate activist in *Fasterskier.com*



Lift Ride Leverage: Communicating climate science to a captive audience.

### A COLLECTIVE EFFORT

In 2013, ASC united the best ski resorts in North America by creating the Mountain Collective pass. Beyond offering pass-holders killer deals, the partnership supercharged climate activism through a collaboration with Protect Our Winters.



A Squaw Valley POW-wow.



1997

ASC hires Chris Lane as the first director of the ski industry's first environmental department. Lane sticks around: he's now CEO of ACES.



1997

ASC's in house non-profit, the employee-founded and -run Environment Foundation, created.



1998

Recycling instituted, and 70 barrels of mystery hazardous waste removed from mountain boneyards.



1999

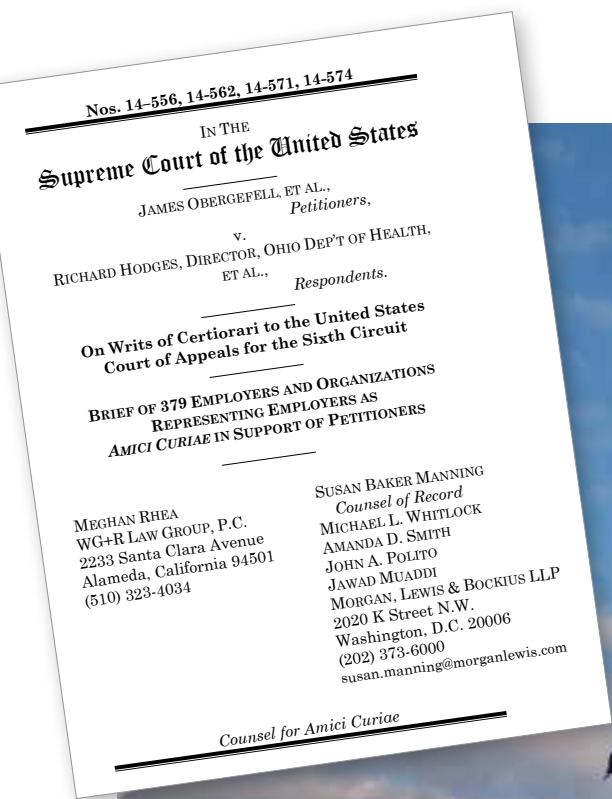
Community Environmental Advisory Committee formed—a council of critics.

# ASPEN TO SUPREME COURT: LET MY PEOPLE GET MARRIED

Climate isn't the only issue we can influence.

On March 5, 2015, ASC joined an Amicus Brief in support of marriage equality along with 379 other businesses. Obergefell v. Hodges held that the fundamental right to marry is guaranteed to same-sex couples by both the Due Process Clause and the Equal Protection Clause of the Fourteenth Amendment to the United States Constitution. The ruling ensures that many of our guests, our employees, and members of our families, are, in the words of the Court, "Not to be condemned to live in loneliness."

**ACTIVISM: A BOUNTY OF RICHES**  
 In only the past two years, we've weighed in on coal-lease reform on public lands, on methane-leak regulation, on the ability of rural electric co-ops to generate clean power in their district, and we defended EPA's Clean Power Plan. With our new Limelight Ketchum Hotel, we protested the Idaho Public Utilities Commission's rule to limit solar development. There is no shortage of battles. We write op-eds, lobby policy makers, pressure trade groups, and generally stir the pot.



1999  
 ASC delivers old uniforms to Kosovo.



1999  
 New Sundeck achieves U.S. Green Building Council Leadership in Energy and Environmental Design (LEED) Certification at Pioneer Bronze level.



1999  
 ASC releases first sustainability report in ski industry.

# ELEVATING DIALOGUE

Inviting experts to share big ideas.

## CRASHING THE BIG TRADE SHOWS

Big trade groups in the winter sports industry typically don't feature keynote speakers talking about climate solutions, clean energy, or renewable technologies. ASC, through its work with Protect Our Winters and in partnership with Snowsports Industries of America (SIA) and the National Ski Areas Association, has changed that by hosting high-level climate speakers at major conferences. In 2016, we helped bring EPA chief Gina McCarthy and Tesla's vice president of business development Diarmuid O'Connell to the SIA trade show in Denver. Both discussed the business opportunities in solving climate change: \$40,000 electric cars that drive like a Porsche; tens of thousands of clean energy and infrastructure jobs; big, giant really cool batteries.

## JIM WHITE: BORING NAME, TOTALLY BAD-ASS SPEAKER

What does a revolution look like? What about a movement? In this case, 300 people violated fire code at the Limelight Aspen Hotel to hear a climate scientist talk. University of Colorado's Jim White riveted the crowd in an overheated room as part of our Aspen U speaker series. Aspen U began in 2014 to meet our employees' rabid appetite for sustainability gristle. We've hosted talks on public trust doctrine, ethics and poverty, climate science denial, and the Latino climate movement, among many other sustainability topics.



1999  
 ASC pioneers building deconstruction and composting at Sundeck and Snowmass Club.



Gina McCarthy at SIA

Aspen U Speaker Series  
 ALMOST LIKE COLLEGE BUT BETTER

PAIRED WITH LIMELIGHT HAPPY HOUR SPECIALS: \$4 DRAFT BEER, \$10 PIZZAS

WHY NATURAL HISTORY MATTERS

Tuesday, April 5th  
 5:30 PM AT LIMELIGHT HOTEL

Featuring Dr. Chris Filardi  
 Director of Pacific Programs at the Center for Biodiversity and Conservation,  
 American Museum of Natural History, New York, NY

Chris Filardi recently collected the first Mountachuk Kingfisher any human had documented in 20 years, in the Siskiyou Islands. Shortly thereafter he started receiving death threats. Inevitably, he and his team were forced to leave the islands. In the process, he discovered that the Kingfisher was not just a new species, but a new subspecies. Chris will discuss the importance of natural history in the face of climate change and how we can use it to inform our actions.

Chris will talk about the importance of natural history - the role of methodology and personally witnessing observations of the Kingfisher - can help us live better lives, and tell the world stories that can help us live better lives, and tell the world stories that can help us live better lives.

Presented in partnership between the Aspen Skiing Company and Aspen Center for Environmental Studies  
 VISIT ASPENSNOWMASS.COM FOR FULL SERIES INFORMATION

ASPEN SNOWMASS. ACES



2002-PRESENT  
 ASC builds more LEED buildings: Golf Clubhouse, Holiday House, Sam's, Elk Camp, Limelight Ketchum.

## REAL WORLD FIXES

Grit and doggedness in the energy trenches.

### THE EFFICIENCY FUND

“Shit guys, for \$20,000 I could cut a new run instead of putting in a solar array!! Go recycle some cans!” That’s kinda funny, but it’s actually a business problem: solar panels or energy retrofits compete for the same limited pool of money as roof leaks and ski lifts. It’s easy to see why efficiency might lose out year after year, and you can’t really blame managers. But they might be making a mistake. Many retrofits—particularly of lights, boilers, and building controls—often have huge return on investment. A smart company can’t turn down a 30% or higher ROI; it’s bad business. After all, you could borrow at 12%, implement the retrofit, and *still* save money. Recognizing

this problem, for many years ASC has set aside between \$100,000 and \$250,000 in an efficiency fund. That money is only for energy-saving projects and so can’t be bumped by mission-critical requests. Better yet, because efficiency projects now compete only against themselves, the most lucrative measures get done first.

efficiency fund  
\$100K-  
\$250K



Efficient pumps controlled by variable frequency drives at Highland’s 5 Trees Pumphouse, a project funded by the efficiency fund.

### NELL REDUX

Fifteen years ago, in our first and most legendary efficiency project, we retrofitted The Little Nell’s garage lights, changing out 110 400-watt bulbs with 64-watt fixtures, and saving \$10k annually on a \$20k investment. But technology improved. Today, we’re doing it again, switching to 22-watt fixtures (!), including for the whole back of house, and saving \$14k annually on a \$34k investment before rebates. Dude: the wattage for each fixture dropped from 400 to 22, a 95% reduction!



### IN THE LIMELIGHTS

ASC built a new Limelight Hotel in Ketchum, Idaho, completed in December 2016. In keeping with ASC green-building policies (and with code in Ketchum), the hotel will be highly energy-efficient, insulated like a six-year-old at a Hailey bus stop in January, heated with futuristic condensing boilers, and certified to LEED Silver. ASC petitioned the town to change its regulations around snowmelt, eliminating the need to heat a city block. Instead, we’ll be hiring locals to shovel. This saves natural gas and creates jobs.



## TURN IT OFF, SHUT IT DOWN, CLOSE THE DOOR

Sometimes it’s that easy.

ASC has spent millions of dollars on energy-efficient technology over the past fifteen years, including lighting, boilers, green buildings, and controls. But the truth is, you can also save energy cheaply just by operating buildings properly: turning down the heat and lights at night, monitoring use, and doing preventive maintenance. (Or, as Little Nell engineer Mark Fitzgerald says: “Turning shit down and off.”) With 354 (we think) buildings, ASC simply doesn’t have the staff to manage each building properly. In 2014, we took a step in that direction by hiring Aaron Shaffer, previously the Limelight’s engineer, as facilities energy manager. Aaron was so good at his job he was hired to replace Peter Hoffman and promoted to managing director of facilities and energy, bringing an added sustainability focus to all our buildings. (Hoffman, by the way, was an energy crusader in his own right. Now he’s pursuing other interests like old cars and skeet shooting, while still doing odd jobs for ASC. Semper Fi, Peter!)



Bumps restaurant manager Henrietta Oliver and her composting station.

### COMPOSTING AT BUMPS

There’s a connection between food waste and climate change. When organic waste—like hamburger scraps or cut grass—goes to the landfill and decays, it creates methane, a potent greenhouse gas. So in addition to extending the life of our landfill, composting helps reduce climate change. At Bumps and Cliffhouse, every item on a guest’s tray except candy, gum wrappers, and dentures is compostable or recyclable. Bussers ensure the waste goes in the proper bin. Those two restaurants are models, but other ASC restaurants don’t compost due to logistics or operational challenges. We hope to change that.



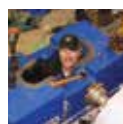
2004

First solar array in ski industry, Highlands. Later four other solar arrays installed: CRMS (150kW), Thunder River (10kW), Golf Clubhouse (4.5kW), Aspen Mountain (2kW).



2004

First trip to Washington D.C. to lobby for national renewable energy standard.



2004

Snowmass micro-hydroelectric plant installed to generate electricity from snowmelt. 115kW.



2004

ASC supports Amendment 37 to create a state renewable energy standard, the first of many public positions ASC has taken on policy issues.



2004

ASC achieves ISO 14001 certification, which it continues for 10 years.



2006

Mike Kaplan takes over as CEO, doesn’t bung things up. In fact, he doubles down.

# GREAT POWDER? CHECK. GOURMET FOOD? CHECK. MORAL CONTRADICTIONS? YES, THOSE TOO.

How do we reconcile what we do in the workplace with what we want as parents, citizens, and human beings?  
How do we make our work consistent with our values?



Everything you've read to this point, and all you'll read hereafter, celebrates good work and small progress. But remember: we're not in the business of world-saving. We run ski resorts. And restaurants. And hotels. These are luxury products, ultimately unnecessary, hard to defend. Sometimes, our product enables tone-deaf excess. In fact, some of our business is built around that.

So when we get criticized for those contradictions—for being a center of conspicuous consumption that pretends to care about the world—we don't take it lightly. There is truth in that perception. How do we reconcile this aspect of ourselves in a world approaching

environmental catastrophe and beset with vast human suffering?

The philosopher Peter Singer has struggled with these questions as well. He wouldn't isolate the ski business. It's all of a piece. If you buy a mountain bike but could have used that money to save five people's lives, isn't that just as bad as spraying champagne? Should your summer vacation fund be spent on vaccines for the Third World? Where does one draw the line?

Singer's answer is to suggest that we need to make an effort that's beyond tokenism but less than a vow of poverty. As a corporation, not a

person, however, we do good in other ways: the jobs we provide for thousands, the tax-base we anchor for our community, and the transcendent experiences our very frivolity provides.

But clearly, businesses need to do more than just exist. How far should they probe the threshold between profit and justice, the tipping point that separates commercial viability from collapse?

There are no clear answers here. For the big questions, there never are. But the conversation forces us into self-reflection that could—or even should—fundamentally change our business, possibly transforming it into something else entirely. Now wouldn't that be something?

## SKEPTICS

There's value in listening. There's dignity in being heard. Sometimes.

You know the old saying, "No good deed goes unpunished"? For us, it's more like, "No good Facebook self-promotion goes unflamed." But it's not enough to "agree to disagree." We try to understand the roots of this harsh criticism and anger. Plus, it's useful just to know what you're up against.

**Jason Paul Godfrey** I really wish this [Facebook] page had stayed out of politics. I will now unlike the page. The ski co should not assume that we are all entitled, lazy, ill informed socialists. I just liked to see all of the nice pictures of the snow while I was in my office working to help fund recreational activities like skiing. Time to start thinking about where your livelihood comes from aspen ski co

**Don Johnson III** You guys worry too much about crap you can't control, let's go skiing!!!!

**Peter Henden** Aspen Snowmass is so full of shit. Along with Obama and his ilk. Just keep throwing money at the crooks in government! That'll make a difference. NOT!

## SKI TOWN ALCHEMY

Transforming a killer ski pass into community philanthropy.

Champagne and champagne powder belie the fact that the Roaring Fork Valley exists in the real world. Proof? Twenty-five percent of low-income students here do not graduate from high school; only 53 percent of high school graduates enroll in college; 50 percent of incoming Colorado Mountain College students require remedial schooling; only 7 percent of low-income children attend preschool in Rifle, Silt, and New Castle. Studies show that kids who've attended preschool do better in life. And stats show that a college education is a major leg up.

Aspen Skiing Company founded the Aspen Community Foundation in 1980 to confront these very problems. The Foundation's Cradle to Career initiative, begun in 2011, annually helps more than 22,000 children ages 0 to 18 prepare for kindergarten and graduate from high school ready for college and life.

The program is partly funded by Aspen Skiing Company and its skiers. Donors who contribute \$25,000 to Cradle to Career receive an Ultimate Ski Pass, which is transferable and works on all four mountains. That money supports many programs. Gus and Sunshine, for example, two preschool-on-wheels buses, were the first mobile schools licensed in Colorado. For many years, crazily, Aspen High School had the only college counselor between Aspen and Parachute. But it's a vital function, particularly for aspiring collegians, who may not understand the vagaries of college applications or how to access scholarships. In 2012, Aspen Skiing Company's Family Fund committed \$95,000 to expand college counseling to Basalt High School, and in 2015 we donated \$250,000 to hire college counselors in all nine of the valley's high schools. Then we set up a challenge grant: if local businesses give another \$250,000, we'll match that, too.

we'll match a **\$250K** donation



The preschool-on-wheels program, a beneficiary of the Ultimate Ski Pass.

## OF AND BY THE PEOPLE

The Environment Foundation turns 20...

Twenty years ago, our employees created an independent foundation. Run by employees whose paycheck contributions are matched by our business and the Aspen Community Foundation, the Environment Foundation donated \$30,000 in its first year. Since then, the foundation has donated \$3 million to 500 projects, sometimes to organizations in opposition to ASC. As important as the grants is the experience. Employee board members participate in institutional philanthropy, a rare opportunity. Every year, thirty-plus employees apply for coveted board seats. Non-ASCers want to play, too. Starting in 2016, ASC's partner Lavazza coffee will match donations up to \$25,000 each year for three years. In the past, corporate matches came from Keurig Green Mountain and Coca-Cola.

**\$3M** to support **500** projects



...and then goes off and has a baby.

The success of the Environment Foundation made us think: employees care about lots of things. In the fall of 2016, we launched the Caring for Community Fund. Like the Environment Foundation, it will be employee-governed and -funded, but its focus will be human and social services in the Roaring Fork Valley: child care, mental health treatment, drug and alcohol abuse, food banks, and more.

### OUR MAN IN THE FIELD

Good schools are so important to any community. They help businesses attract good workers, maintain property values, and provide a quality workforce, among many other benefits. Recognizing this, we loaned out the sustainability department's Matt Hamilton to run a successful bond campaign, raising \$147 million for schools. The money repairs existing, crumbling schools, finances affordable housing for teachers, and even builds a new K-8 school.



### GREATEST HITS SINCE 2014

- **Supporting environmental education programming**  
**\$37,500** to Aspen Center for Environmental Studies
- **Protecting the Thompson Divide**  
Combined grants of **\$122,000** to Thompson Divide Coalition, Wilderness Workshop, Citizens for a Healthy Community, EcoFlight, Western Colorado Congress, and Western Environmental Law Center
- **Trail maintenance**  
**\$46,120** to Roaring Fork Outdoor Volunteers, Colorado Fourteeners Initiative, Rocky Mountain Youth Corps, and Roaring Fork Mountain Bike Association
- **Climate advocacy**  
**\$45,000** to Conservation Colorado Education Fund
- **Experiential education**  
**\$21,169** to Colorado Outward Bound School



2007  
ASC is only ski resort to file an Amicus Brief on Supreme Court case Mass V. EPA, which later becomes the basis of U.S. climate policy.



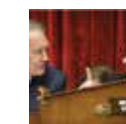
2007  
Environment Foundation surpasses \$1M in grants.



2007  
School-based health clinic funding in Basalt.



2008-2014  
ASC engages Holy Cross in board makeup and clean energy.



2009  
ASC, Protect Our Winters, and BICEP support Waxman-Markey climate bill, which passes the house, but not the senate.



2010  
ASC switches to local grass-fed beef.

2014 & 2015 CO<sub>2</sub> EMISSIONS

Despite our best efforts, we've yet to figure out how to decouple snowmaking decisions from weather patterns, which means we've not reduced water usage.

	MEDIA	COST		UNITS		CONVERSION	CO <sub>2</sub> (TONS)	
		2014	2015	2014	2015		2014	2015
<b>FUEL</b> (Gas+Diesel) Gallons	AH	\$156,927.57	\$177,350.00	39,485	40,305	22.38 LBS CO <sub>2</sub> /Gal: Diesel	436	445
	SM	\$549,894.93	\$654,577.00	168,187	187,536	18.87 LBS CO <sub>2</sub> /GAL: B20	1,823	2,032
	BM	\$356,101.34	\$348,564.00	107,415	113,639	19.59 LBS CO <sub>2</sub> /GAL: Gasoline	1,132	1,193
	AM	\$238,230.67	\$308,935.00	74,221	82,280		820	909
	<b>SUB-TOTAL</b>	<b>\$1,301,154.52</b>	<b>\$1,489,426.00</b>	<b>389,308 gal</b>	<b>423,760 gal</b>		<b>4,211</b>	<b>4,579</b>
<b>SNOWMAKING</b> H <sub>2</sub> O Gallons	AM	\$107,086.00	\$118,426.00	53,543,000	59,213,000	.0000006308 tons CO <sub>2</sub> /gal	34	37
	AH	\$5,522.57	\$6,697.86	11,045,143	13,395,718			
	BM	\$0.00	\$0.00	59,626,550	61,675,420			
	SM	\$39,059.00	\$53,438.00	78,118,000	106,876,000			
	<b>SUB-TOTAL</b>	<b>\$151,667.57</b>	<b>\$178,561.86</b>	<b>202,332,693 gal</b>	<b>241,160,138 gal</b>		<b>34</b>	<b>37</b>
<b>ELECTRICITY</b> kWh	ASC: Holy Cross	\$2,224,008.13	\$2,244,741.85	18,753,282	19,203,709	2014: 1.452 lbs CO <sub>2</sub> /kWh: Xcel	14,721	14,019
	SM Base Village: Holy Cross	\$4,322.89	\$5,237.00	43,230	52,371	0.526 lbs CO <sub>2</sub> /kWh: City of Aspen	34	38
	TLN: Holy Cross	\$322,397.00	\$287,047.00	3,582,102	3,462,066	1.57 lbs CO <sub>2</sub> /kWh: Holy Cross	2,812	2,527
	Limelight: City of Aspen	\$104,052.85	\$94,675.17	934,500	844,200	2015: 1.483 lbs CO <sub>2</sub> /kWh: Xcel	246	2
	City of Aspen	\$35,271.59	\$31,016.81	330,225	296,118	0.005 lbs CO <sub>2</sub> /kWh: City of Aspen	87	1
	AABC: Holy Cross	\$14,608.85	\$12,695.38	151,136	132,304	1.46 lbs CO <sub>2</sub> /kWh: Holy Cross	119	97
	Xcel	\$11,806.99	\$19,560.82	93,600	108,259		68	80
	<b>SUB-TOTAL</b>	<b>\$2,716,468.30</b>	<b>\$2,694,974.03</b>	<b>23,888,075 kWh</b>	<b>24,099,027 kWh</b>		<b>18,086</b>	<b>16,764</b>
<b>MUNICIPAL</b> H <sub>2</sub> O Gallons	Water: Mid-Valley	\$11,552.22	\$10,452.18	6,728,597	6,373,781	.0000006308 tons CO <sub>2</sub> /gal	4	4
	Water: Carbondale	\$4,501.49	\$4,532.05	697,000	681,000		0	0
	Water: Asp. Muni	\$46,796.11	\$30,565.56	5,394,000	4,684,000		3	3
	Water: TLN	\$31,160.36	\$23,339.89	10,687,000	10,330,000		7	7
	Water: Limelight	\$15,849.99	\$10,502.53	4,750,000	5,040,000		3	3
	Water and San:	\$73,048.75	\$80,603.79	4,097,850	4,642,760		3	3
	SM on Mountain							
<b>SUB-TOTAL</b>	<b>\$182,908.92</b>	<b>\$159,996.00</b>	<b>32,354,447 gal</b>	<b>31,751,541 gal</b>		<b>20</b>	<b>20</b>	
<b>NATURAL GAS</b> MMBTU	ASC	\$474,855.74	\$425,063.00	42,766	40,056	0.059 Tons CO <sub>2</sub> /MMBTU	2,523	2,363
	TLN	\$299,034.75	\$267,503.00	26,849	25,221		1,584	1,488
	SM Base Village	\$61,137.55	\$41,620.00	6,064	4,162		358	246
	Limelight	\$96,517.44	\$82,470.00	8,250	7,351		487	434
<b>SUB-TOTAL</b>	<b>\$931,545.48</b>	<b>\$816,656.00</b>	<b>83,929 MMBTU</b>	<b>76,790 MMBTU</b>		<b>4,952</b>	<b>4,531</b>	
<b>PROPANE</b> Gallons					0.00637 tons/gallon			
	<b>SUB-TOTAL</b>	<b>\$3,636.14</b>	<b>\$7,286.45</b>	<b>1,015 gal</b>	<b>2,091.8 gal</b>		<b>6</b>	<b>13</b>
<b>TOTAL</b>	<b>\$5,287,380.93</b>	<b>\$5,346,900.34</b>				<b>27,310</b>	<b>25,944</b>	

Our most effective strategy to reduce emissions is working with our utilities to choose lower carbon fuel sources.

We've made significant investments in building-automation systems. The result: guests are still comfortable but we are using a lot less fuel to do that.

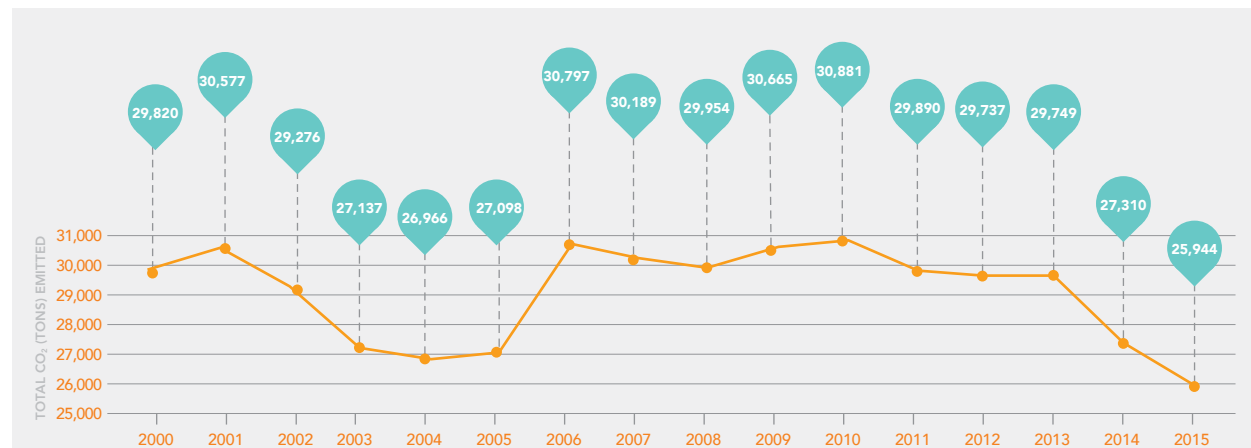
ASPEN SKIING COMPANY-OWNED ELECTRICITY GENERATION FACILITIES

TYPE	FACILITY	UNITS		CONVERSION	CO <sub>2</sub> (TONS)	
		2014	2015		2014	2015
<b>SOLAR POWER</b>	CRMS 147kW Solar Plant	227,040 kWh	215,600 kWh	2014: -1.452 lbs CO <sub>2</sub> /kWh: Xcel 2015: -1.483 lbs CO <sub>2</sub> /kWh: Xcel	-165	-160
	Fanny Hill at Snowmass 115kW Micro Hydro Plant	157,603 kWh	121,100 kWh	2014: -1.57 lbs CO <sub>2</sub> /kWh Holy Cross 2015: -1.46 lbs CO <sub>2</sub> /kWh Holy Cross	-124	-88
<b>COAL MINE METHANE</b>	Somerset, CO Elk Creek Mine 3MW Coal Mine Methane Plant	25,800,000 kWh	27,069,729 kWh	-6.89 lbs CO <sub>2</sub> /kWh Holy Cross	-88,881	-93,255

ASC sells clean power generated by the above owned facilities to electric utilities. We don't use the power and we can't claim the emissions reductions. That said, these projects would not have been developed without ASC involvement, and that's what matters to us.

Without this project and our \$5.5 million investment, these emissions would be floating around our atmosphere trapping heat.

ASPEN SKIING COMPANY EMISSIONS: 2000-2015



NOTE: In 2013, ASC sold the Snowmass Club. As a result, CO<sub>2</sub> emissions data from 2000-2013 was adjusted to remove Snowmass Club emissions. Since 2000, ASC acquired the Limelight Hotel, replaced and added lifts, and added new facilities. Despite these additions ASC's emissions have declined. We can attribute our declining carbon footprint to energy efficiency, and also to our utility, Holy Cross Energy, which has a long-term plan to reduce the carbon intensity of its power. We have worked closely with their board and staff to help foster this decline. In fact, our methane project is a partnership with Holy Cross.



2011  
ASC Launches volunteer program: 16 hours paid time for full-time, year-round employees.



2012  
Coal mine methane-capture project generates 24 million kilowatt hours annually while eliminating three times ASC's carbon footprint (though ASC doesn't get credit for the offset).



2012  
Environment Foundation surpasses \$2 million in donations.



2012  
Family Fund creates college-counselor position at Basalt High School.



## UNUSUAL BEDFELLOWS

A five-star hotel takes on poverty.

Over the last year, I noticed an increase in panhandlers around the valley, especially at major intersections, grocery stores, Rubey Park and by the gondola. Last winter, we saw a large increase in homeless people looking for a warm place to sleep around the gondola building. I also noticed people living in their cars in parking lots around the valley.

I saw a presentation from Pitkin County's Health and Human Services department about how many people in our valley live below the poverty line, how many rely on Medicaid for health needs. It was eye-opening and quite disturbing that in a town with such wealth so many people were struggling.

A group called Stepping Stones provides free meals in Carbondale. Many children and teenagers go there for their one hot meal daily, while their parents work multiple jobs to make ends meet. Learning about this particular program was probably the defining moment: I realized that these could be some of my coworkers' children.



The Little Nell managing director Simon Chen joined the Homeless Shelter board in 2016.

The evening my wife, Susan, was due to give birth to our daughter, she went to City Market in El Jebel. There was a gentleman there with a sign asking for money. He was in November and snowing. She bought the gentleman and his dog a meal. She inspires me with her random acts of kindness and she inspires me to do more.

### CURRY WITH A CAUSE

As the first event in The Little Nell's Guest Chef Dinner Series in 2016, chef Biju Thomas and The Little Curry Shop of Denver took over the kitchen on May 14 to benefit the Aspen Homeless Shelter. The three-course feast of authentic Indian cuisine raised more than \$5,000. In August, the Aspen BBQ Cook-Off raised an astonishing \$50,000, one-sixth of the shelter's annual budget. More important, the event brought homelessness onto the radar of many influential Aspenites. What inspired the hotel to do this? See managing director Simon Chen's explanation above.



2014

ASC creates energy-manager position.



2014

In partnership with Protect Our Winters, ASC hosts Rolling Stone reporter Jeff Goodell as keynote speaker at Snowsports Industries America trade show in Denver.

## BRINGING MORE THAN BEDS TO KETCHUM

Idaho isn't Aspen. But the Limelight Hotel, newly opened in Ketchum, brings a piece of us there. As with the successful hotel in Aspen, the new Limelight encourages community connection: walking into the open lounge feels like entering a giant living room, where old and new friends roister like family at the bar and in regular community events. To ensure ASC's values travel with us, the Limelight Ketchum is creating its own foundation to support causes in the Wood River Valley, governed and run by employees whose contributions are matched by the hotel. Guests also contribute through a \$1-per-night, opt-out donation.



## PUTTING IN THE TIME

Five years since full-time, year-round employees were allowed two paid days to volunteer, they've served annual community meals, packed boxes at a food pantry, and helped construct homes in local communities. Our employees spent 1,600 hours volunteering in 2014/15 and 2,400 hours in 2015/16. By June 2018, we hope to see employees giving 3,500 hours each year.

1,600  
volunteer  
hours in  
2014/15



2015

ASC joins Amicus Brief on Obergefell V. Hodges marriage equality lawsuit.



2015

POW logo placed on 3,800 ASC uniforms, all employees receive training in climate science.

## A MIRACLE HIRE

### Augering into community.

My first encounter with Aspen Snowmass's sustainability movement came at Cloud Nine restaurant in late winter of 1999. ASC had flown in the editors of SKI, FREEZE, and Skiing (where I worked) magazines early in the morning from Denver for a day on the slopes, with a plan to fly us back that same night. (Excessive? Yeah—it was a different time.) A snowstorm diverted the plane to Grand Junction, so none of us had skied at all by the time we arrived for lunch at Cloud Nine, where then-CEO Pat O'Donnell addressed the group. After the expected niceties, O'Donnell promptly took issue with some writing that had recently appeared in SKI. The previous October, the Earth Liberation Front had committed what remains the most costly act of eco-terrorism in the United States, burning down several buildings and lift structures at Vail, including the Two Elk Lodge. In light of those horrible events, SKI had cast a skeptical eye on environmentalism—in one essay even mocking the lynx, whose habitat was being "defended" by ELF—essentially framing the sport of skiing and the environmental movement as being in opposing camps. In front of a room that included the very editors who had assigned and written those pieces, O'Donnell opted to pointedly disagree. (Of course, he also condemned ELF as unambiguously as anyone.) "We don't see ourselves as being in opposition to the environmentalists," he said. "We *are* the environmentalists, and the bigger ski world should see itself that way, too." Some of the SKI editors squirmed, but O'Donnell's points—and his willingness to cause some discomfort in making them—stayed with me. It seems they've stayed with this company, too."

— Michael Miracle

Seventeen years later, Michael has joined the team. He's working to better understand issues facing the valley and our business, including traffic, housing, airport redevelopment, and hotel bed base. Understanding community sentiment and engaging stakeholders will help us find solutions.



## Correspondence

A letter from a participant in one of our youth programs.

April 5, 2016

Dear ski co,

I would like to thank you for supporting AES. It is my pleasure to live in this town. The ski day was a blast I love to go out and hit some powder. It was a bit chilly but that's Aspen. Consider myself a friend.

I am very sad I missed bacon appreciation day but I ate some in Arizona. West Butter milk is my favorite. I had a blast the train is so fun you are exempt for anything I here we may go in Middle School too.

Thank you so much for all of your ~~time~~ and support I am so happy to be in this valley!

Sincerely,  
Madie Thorne



2016

ASC launches LLK Employee Fund and ASC Caring for Community Fund.



Fall 2016

Environment Foundation exceeds \$3M in lifetime gifts to more than 500 projects.



2017

What now?



## 2017 SUSTAINABILITY REPORT

11th EDITION

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