



ASPEN  SNOWMASS.  
ASPEN SKIING COMPANY

**SUSTAINABILITY**  
**REPORT**

**2018 - 2019**

THE FOLLOWING PAGES DESCRIBE ASPEN SKIING COMPANY'S HISTORY AND OUR APPROACH TO SUSTAINABILITY. IT IS A POSITIVE STORY. BUT THERE ARE INHERENT CONTRADICTIONS THROUGHOUT, FROM CONSPICUOUS CONSUMPTION AND FRIVOLITY TO SIMPLE ENERGY USE. WE ARE NOT THERE YET.

INSTEAD, AS CHARLES BUKOWSKI WROTE, WE ARE:

*"SIFTING THROUGH THE MADNESS FOR THE WORD,  
THE LINE, THE WAY."*



ASPEN  SNOWMASS.  
ASPEN SKIING COMPANY

LIVE PASSIONATELY

AWAKEN THE SPIRIT. ELEVATE COMMUNITY. HONOR PLACE.

ASPEN SKIING COMPANY'S  
SUSTAINABILITY WORK IS PART  
OF A MUCH LONGER TALE...

UNFORTUNATELY, SILVER HAD GONE  
BUST THE YEAR BEFORE, AND  
ASPEN SOON BECAME A

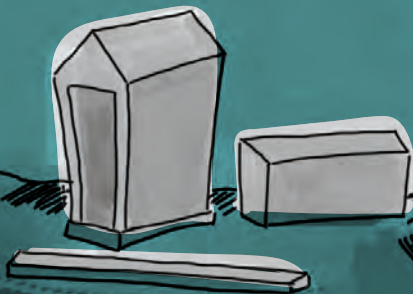
**GHOST  
TOWN,**

ITS POPULATION  
DWINDLING FROM OVER

**10,000**

TO

**750.**

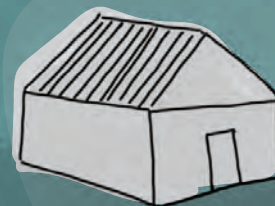


**1894**

IN

MINERS PULLED A 2,340 LB. SILVER NUGGET OUT OF

**SMUGGLER MINE.**







IN 1945, CHICAGOANS  
**WALTER &  
ELIZABETH  
PAEPCKE**  
REIMAGINED THE TOWN.  
THEY HAD A VISION:

# ASPEN

COULD BE A PLACE TO ESCAPE YOUR USUAL LIFE,  
BE CHALLENGED BY NEW IDEAS IN A

## BEAUTIFUL SETTING

WHERE YOU'D BE RECEPTIVE TO THEM,  
AND GO HOME WITH A MISSION TO

## IMPROVE THE WORLD.

—  
THAT LED TO:

THE GOETHE BICENTENNIAL, ALBERT SCHWEITZER'S VISIT,  
THE ASPEN INSTITUTE, THE MUSIC FESTIVAL AND SCHOOL,  
AND LATER, THE ASPEN CENTER FOR ENVIRONMENTAL STUDIES.

*(WHAT WAS THE POINT OF ALL THAT, ANYWAY?  
WHO CELEBRATES GOETHE, AND WHAT DOES THAT EVEN MEAN?)*

IT WAS THE FIRST STEP IN TURNING ASPEN INTO A PLACE OF TRANSFORMATION  
AND GLOBAL THINKING. AS THE PROGRAM FOR THE GOETHE CELEBRATION NOTED:

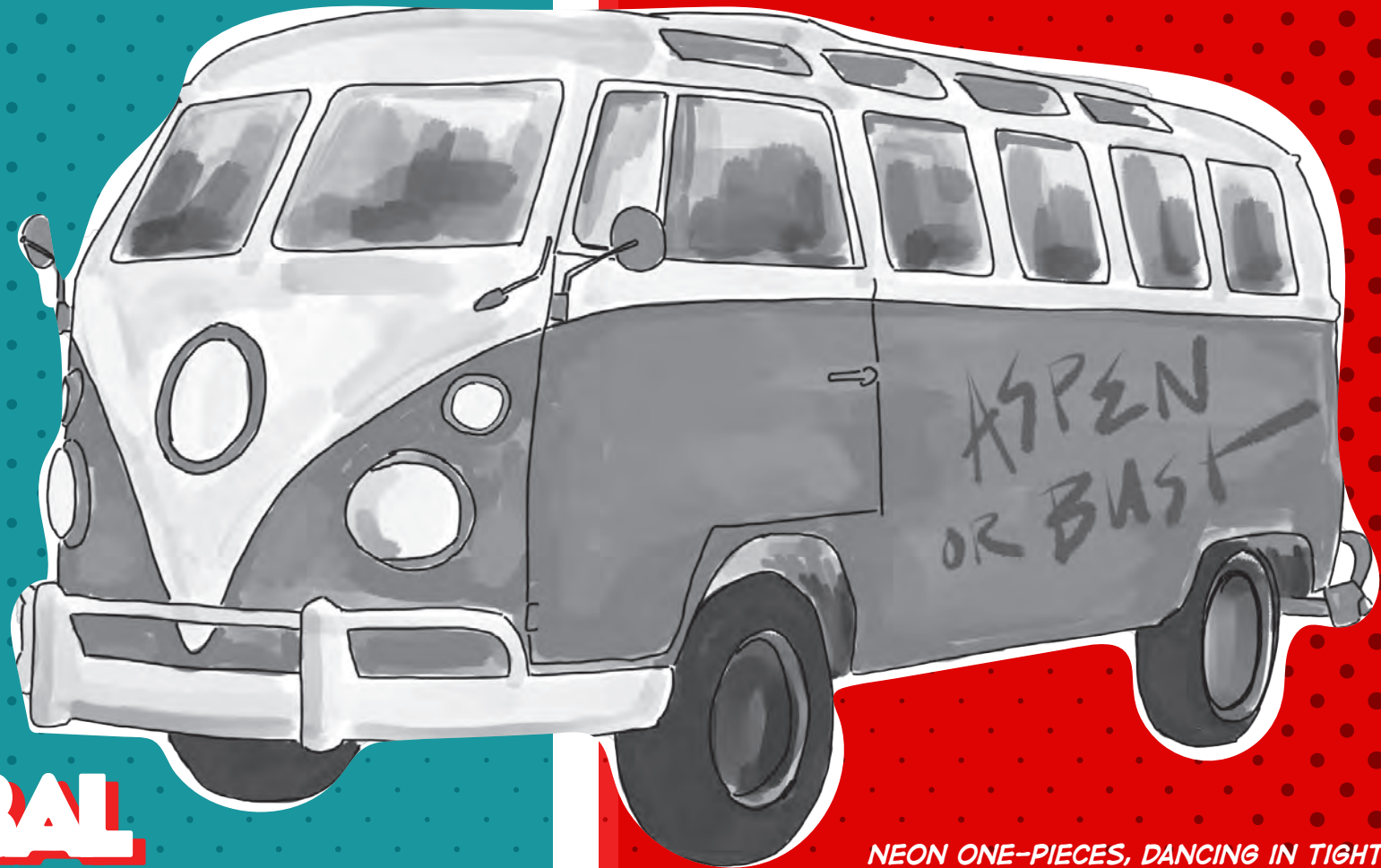
**"THE DIFFICULTY OF OUR TIME  
IS A DIFFICULTY OF THE HUMAN SPIRIT."**

*OTHER DREAMERS HAD ARRIVED  
BEFORE THE PAEPCKES:*

# SKIERS.

*THEY'D FOUNDED THE  
ASPEN SKI CLUB IN  
1936 AND LATER, LED  
BY 10TH MOUNTAIN  
DIVISION VETERAN AND  
AUSTRIAN IMMIGRANT  
FRIEDL PFEIFER, THE  
ASPEN SKI CORP.  
PAEPCKE BOUGHT IN  
SOON AFTER HE  
ARRIVED, BRINGING  
MONEY AND BUSINESS  
SMARTS, AND  
ASPEN BECAME...*

# A GLOBAL SKI CENTER!



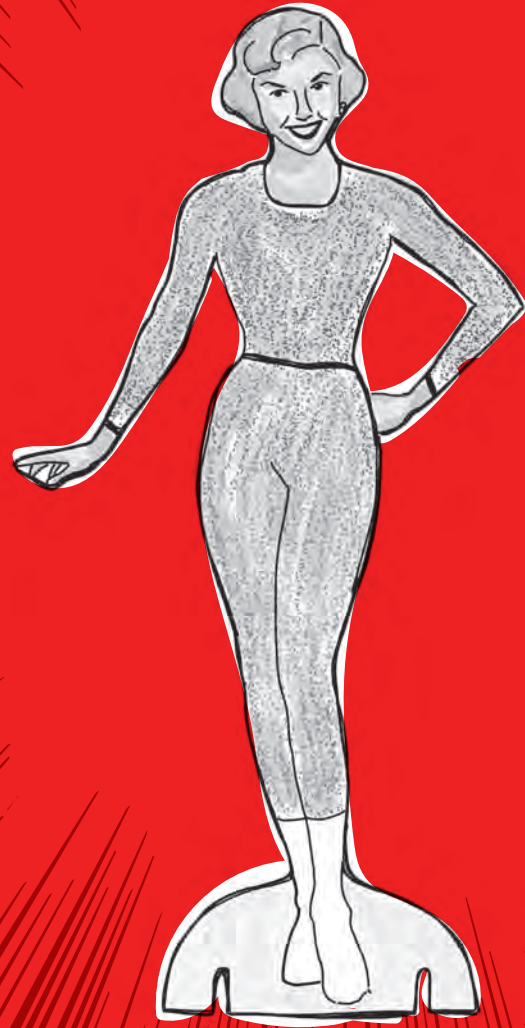
**BY THE '70S AND '80S,  
SKI HEDONISM WAS  
IN FULL SWING.**

*NEON ONE-PIECES, DANCING IN TIGHT JEANS  
AT THE TIPPLER BAR, AND SKIING WITH YOUR  
ANKLES LOCKED TOGETHER WERE ALL THE RAGE.*



AS FUN AS IT WAS, ASPEN HAD DRIFTED FAR FROM  
PAEPCKE'S VISION.

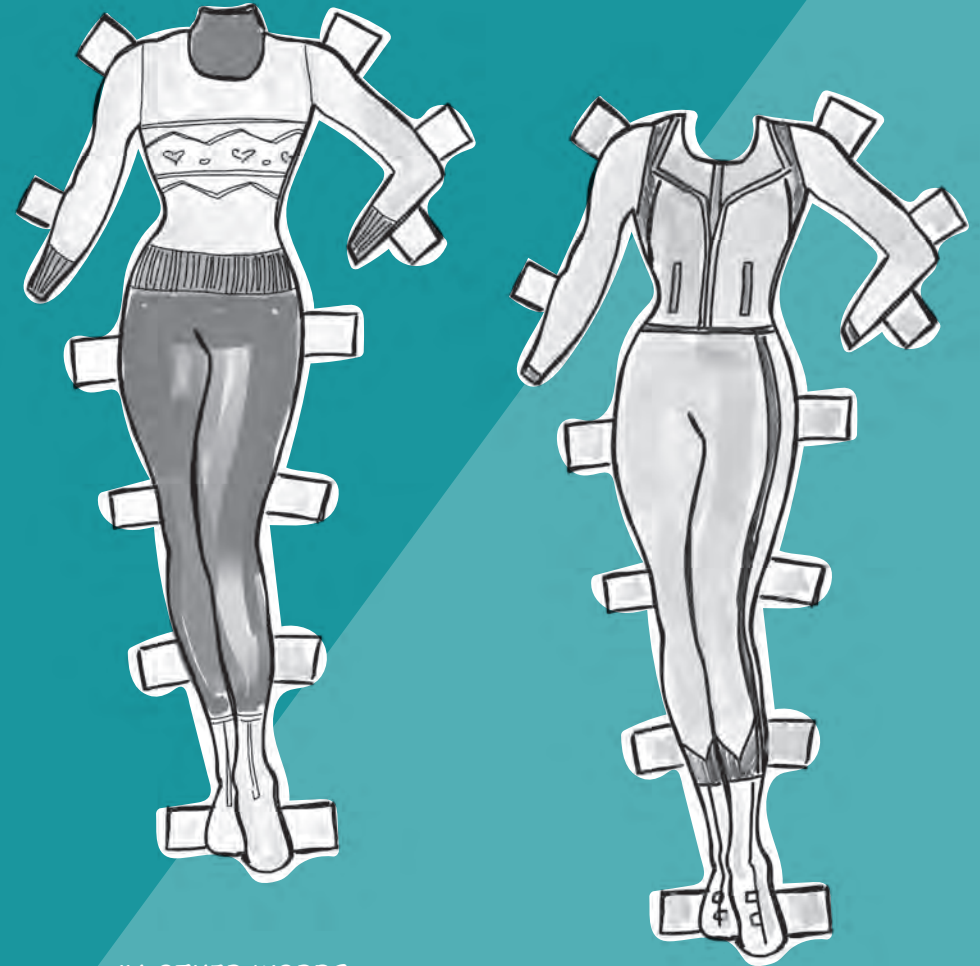
**ASPEN SKIING COMPANY**  
*DIDN'T HAVE A CORPORATE MISSION...*



**...BEYOND SKIING.**

AS A COMPANY, WE WERE  
LIKE THE NEW EARTH IN GENESIS:

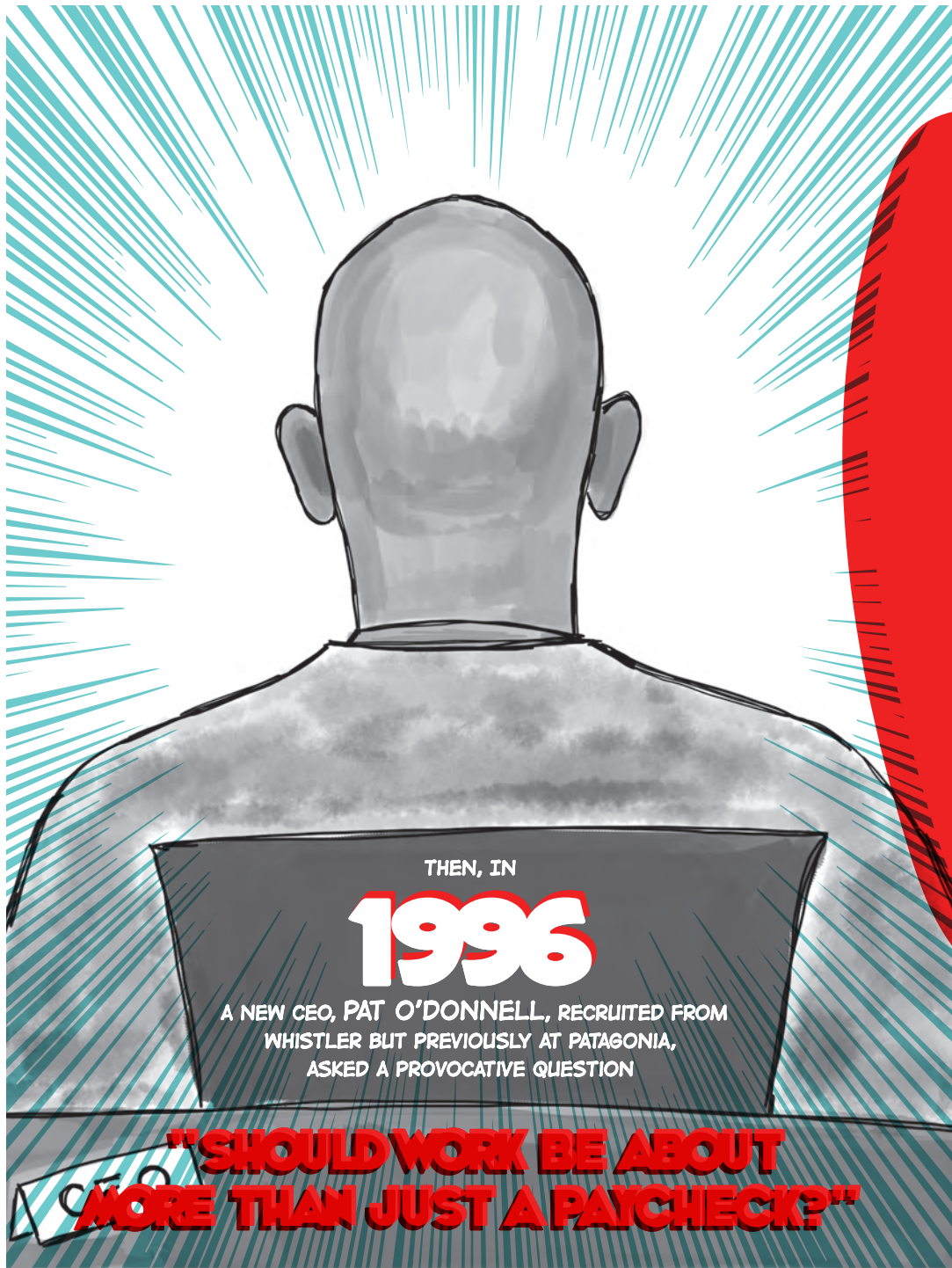
**"WITHOUT FORM,  
AND VOID."**



IN OTHER WORDS,

**\*JUST A SKI AREA\***

THAT ALONE.



THEN, IN

**1996**

A NEW CEO, PAT O'DONNELL, RECRUITED FROM WHISTLER BUT PREVIOUSLY AT PATAGONIA, ASKED A PROVOCATIVE QUESTION

**"SHOULD WORK BE ABOUT MORE THAN JUST A PAYCHECK?"**

THE ANSWER WAS **YES,**  
AND THE RESULT WAS A SET OF

# GUIDING PRINCIPLES.

O'DONNELL ALSO CREATED THE SUSTAINABILITY DEPARTMENT, THE ENVIRONMENT FOUNDATION AND A NEW COMMITMENT TO CUSTOMER SERVICE. ALL THIS PLANTED THE SEED OF BROADER THINKING AROUND, UH, THE ROLE OF BUSINESS IN SOCIETY. WHICH WAS EXACTLY WHAT PAEPCKE WAS AFTER.

COINCIDENTALLY, THE NEW OWNERS OF ASPEN SKIING COMPANY AS OF 1993,

**THE CROWN FAMILY,**

WERE ALSO FROM CHICAGO. TWO FAMILY MEMBERS LATER SERVED AS BOARD CHAIR OF PAEPCKE'S ASPEN INSTITUTE...





THE ASPEN TIMES

# ASPEN SKIING COMPANY

## HUMANITY

WE TREAT PEOPLE THE WAY THEY'D LIKE TO BE TREATED, MODELING AUTHENTICITY, TRANSPARENCY, COURTESY, RESPECT AND HUMILITY.

## PASSION

WE LIVE OUR CORE VALUES AND EMBRACE LIFE-LONG LEARNING AND MEANINGFUL WORK.

# GUIDING PRINCIPLES

## EXCELLENCE

IN BUSINESS, QUALITY, CRAFTSMANSHIP, GUEST SERVICE AND ATHLETIC ACHIEVEMENT.

## SUSTAINABILITY

OF PEOPLE, PROFITS, THE ENVIRONMENT AND THE COMMUNITY SO THAT WE ARE IN BUSINESS FOREVER.



AN EARLY MANIFESTATION OF  
THE GUIDING PRINCIPLES WAS

# THE SUNDECK



ONE OF THE FIRST LEED-CERTIFIED BUILDINGS

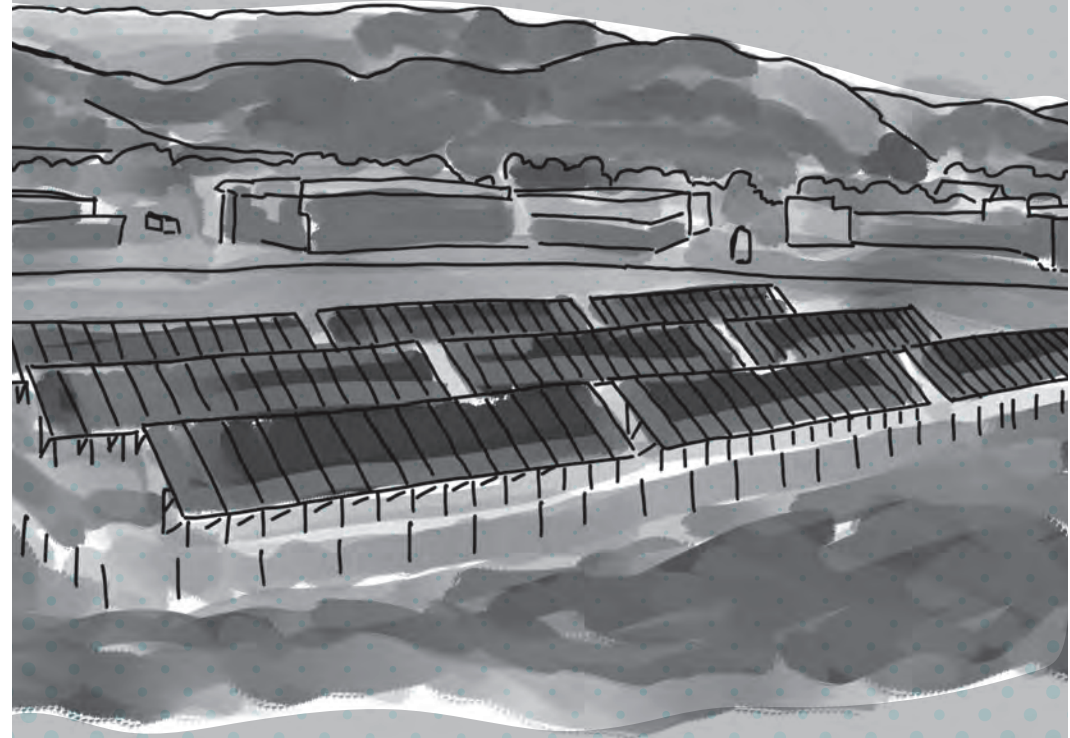
# IN THE WORLD.

GREEN BUILDING  
LATER BECAME AN OBSESSION...

WE RETROFITTED EVERY LIGHT BULB IN THE COMPANY,  
INSTALLED 170KW OF SOLAR PANELS, BUILT A 115KW  
HYDROELECTRIC PLANT AT SNOWMASS, AND

# INVESTED

# \$5.5M



IN A POWER PLANT THAT CAPTURES LEAKING METHANE FROM A COAL  
MINE AND MAKES AS MUCH ELECTRICITY AS ASC USES  
ANNUALLY WHILE DESTROYING THREE TIMES OUR CARBON EMISSIONS.

REALIZING WE COULDN'T CUT OUR CARBON FOOTPRINT ENOUGH ON OUR OWN, WE HELPED PROGRESSIVE CANDIDATES RUN IN LOCAL UTILITY ELECTIONS. AFTER FIFTEEN OR SO YEARS, A NEW BOARD OF DIRECTORS AT HOLY CROSS ENERGY COMMITTED TO

# 70 PERCENT RENEWABLE ENERGY BY 2030.



ASC CARBON FOOTPRINT (TONS CO<sub>2</sub>)

DETAILS:

[ASPENSNOWMASS.COM/WE-ARE-DIFFERENT/SUSTAINABILITY-REPORTS](http://ASPENSNOWMASS.COM/WE-ARE-DIFFERENT/SUSTAINABILITY-REPORTS)



WE WENT BEYOND THE ENVIRONMENT, CREATING HUMANITY AND DIVERSITY BOARDS, PUSHED SENIOR AND SALARIED STAFF ONTO THE FRONT LINES AT PEAK TIMES, OFFERED PAID VOLUNTEER DAYS, AND EXPANDED PAID FAMILY LEAVE.

## WE WERE BUILDING SOMETHING NEW:

### A COMPANY CULTURE.



THE ENVIRONMENT FOUNDATION (1998),  
RUN AND FUNDED BY EMPLOYEES, HAS  
GIVEN AWAY

**\$3.3M**

OUR CARING FOR COMMUNITY FUND (2016)

**\$175K**

ALL THIS WORK WAS NEVER ENOUGH, GIVEN THE HUGE SCALE OF CLIMATE CHANGE AND OTHER GLOBAL PROBLEMS.

**WE ASKED,  
"WHAT MORE  
COULD WE DO?"**

THE ANSWER WAS TO USE OUR PLATFORM AND INFLUENCE TO PUSH ON BIG-SCALE FIXES. WE FILED AMICUS BRIEFS ON MASS. V. EPA, A KEY CLIMATE RULING AT THE SUPREME COURT, AND THEN AGAIN ON OBERGEFELL V. HODGES, WHICH ESTABLISHED THE RIGHT TO GAY MARRIAGE.

WE BOYCOTTED KLEENEX, HELPING TO PUSH KIMBERLY-CLARK TOWARD MORE SUSTAINABLE PRACTICES.

## WE JOINED THE BOARD OF



AND HELPED GROW THAT NONPROFIT WITH THE VISION OF WIELDING OUTDOOR INDUSTRY POWER AROUND CLIMATE ISSUES AS EFFECTIVELY AS THE NRA DOES ON GUNS. IN 2018, WE LEGALLY INTERVENED IN A COLORADO PUBLIC UTILITIES COMMISSION PROCEEDING, ALONG WITH POW AND OUR SISTER COMPANY ALTERRA MOUNTAIN CO., TO URGE THE REPLACEMENT OF TWO XCEL COAL PLANTS WITH WIND AND SOLAR POWER.

**WE PREVAILED,**

THANKS TO THE WORK OF PARTNERS LIKE CONSERVATION COLORADO AND WESTERN RESOURCE ADVOCATES. AS A RESULT, COLORADO'S CLEAN ENERGY WILL CLIMB TO 55% BY 2026. XCEL LATER BECAME THE FIRST MAJOR U.S. UTILITY TO COMMIT TO 100% ZERO-CARBON ENERGY—BY 2050.

WE POSTED QUOTES FROM POPE FRANCIS  
ON OUR CHAIRLIFTS TO GET PEOPLE TO

## TAKE ACTION ON CLIMATE.

"YOU CAN SEE THE EFFECTS OF CLIMATE CHANGE AND SCIENTISTS HAVE CLEARLY SAID WHAT PATH WE HAVE TO FOLLOW. ALL OF US HAVE A RESPONSIBILITY, ALL OF US, SMALL OR LARGE, A MORAL RESPONSIBILITY. WE HAVE TO TAKE IT SERIOUSLY. WE CAN'T JOKE ABOUT IT. EACH PERSON HAS THEIR OWN. EVEN POLITICIANS HAVE THEIR OWN."



LATER, COLORADO'S GOVERNOR APPOINTED ASC SUSTAINABILITY SVP AUDEN SCHENDLER TO SERVE ON THE AIR QUALITY CONTROL COMMISSION, WHICH MAKES DECISIONS ABOUT CLIMATE AND CLEAN AIR ISSUES LIKE METHANE REGULATION AND AUTO EFFICIENCY.

**INSTEAD OF ADVOCATING FROM AFAR, NOW WE HAVE A SEAT AT THE TABLE.**



AS WE EVOLVED, WE REALIZED WE NEEDED TO CARE ABOUT COMMUNITY AS MUCH AS CLIMATE.

ASC RECOMMITTED TO AFFORDABLE HOUSING, AND BUILT 40 TINY HOMES FOR 112 EMPLOYEES, WITH 30 MORE BEDS COMING.

**WE HAVE 673 BEDS NOW  
AND OUR TARGET IS 1,100.**

WE EXPANDED LOCAL FOOD OFFERINGS AND,

**JUST CUZ,**

WE BANNED PLASTIC STRAWS.







**WE WERE FEELING PRETTY GOOD  
ABOUT OUR PROGRESS:**

THE PARIS ACCORDS, MARRIAGE EQUALITY, HEALTH CARE...  
THE COUNTRY WAS LINING UP WITH OUR VALUES.

THEN THE WORLD CHANGED WITH THE  
**2016 ELECTIONS,**  
WHICH NORMALIZED INTOLERANCE AND BIGOTRY.

WE HAD TO DO SOMETHING TO  
**HONOR**  
WHAT WE'D BECOME AS A COMPANY.

OUR CEO, MIKE KAPLAN, PUBLISHED AN OP-ED IN THE LOCAL PAPERS TITLED

**"WE'RE STILL HERE."**

IT REITERATED OUR COMMITMENT TO TOLERANCE, CIVILITY AND  
CLIMATE ACTION. A YEAR LATER, MIKE TOOK IT NATIONAL,  
APPEARING ON ONE OF THE BIGGEST OP-ED PAGES IN THE WORLD

— **THE WALL STREET JOURNAL'S** —

ARGUING THAT ANTI-IMMIGRATION RHETORIC AND POLICY  
WAS HURTING TOURISM.



READERS WEREN'T THE ONLY ONES TO NOTICE THE OP-EDS. OUR MARKETING AGENCY SAW THEM, TOO, AND CREATED NATIONAL CAMPAIGNS AROUND TOLERANCE AND CLIMATE. FIRST, "THE ASPEN WAY." THEN, "GIVE A FLAKE." THESE WERE AN EVEN MORE AGGRESSIVE WAY TO INFLUENCE THE NATIONAL CONVERSATION, AND THEY EVEN SPARKED A DIALOGUE WITH ONE OF THE SENATORS WE TARGETED.

*FOR US, THAT MEANS OUR CAMPAIGN WORKED.*

**AND NOW  
WE'RE PLOTTING  
OUR NEXT MOVE...**

# GIVE A FLAKE

ASPEN SNOWMASS

## PROTECT YOUR PASSION. JOIN THE MOVEMENT.

Sometimes caring about an issue isn't enough. You have to do something. It's time to turn our concern about climate change — and yours — into action. Visit [giveaflake.com](http://giveaflake.com) and take action to make your voice heard.

## #GIVEAFLAKE - IT'S THE ASPEN WAY

We prepared a postcard to make it as easy as possible for you to contact a senator that could do more to support climate policy.

1. Cut out the postcard 2. Sign it with your name 3. Send it in - the shipping is on us!

# I GIVE A FLAKE

Dear Senator Portman:

I'm writing you as a fellow outdoor enthusiast and supporter of national parks, energy efficiency, and fighting climate change. Ohio's \$24.3 billion outdoor recreation industry is gravely threatened by a warming planet. You've been more progressive than your GOP peers on climate, but that's not saying much. I think you can do more, especially now that it's clear that inaction means economic decline. As you know, studies show that the whole Midwest region will face crop yield declines of up to 63% by the end of the century due to rising heat and multi-year drought. I ask you to become a leader on climate and to acknowledge science. There's little risk. Voters want their leaders to embrace action on climate. So, can I count on you to Give a Flake?

Sincerely,

To learn more and take action, visit [GiveAFlake.com](http://GiveAFlake.com)





12TH EDITION

ASPENSNOWMASS.COM/ENVIRONMENT |  ASPEN SNOWMASS SUSTAINABILITY

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