



ASPEN  SNOWMASS.

SUSTAINABILITY REPORT

2014



DUST ON SNOW ON ASPEN MOUNTAIN, SPRING, 2014. BURNIE ARNDT.

# WELCOME

## TO ASPEN SKIING COMPANY'S 10TH SUSTAINABILITY REPORT,

*marking our fifteenth year of regular reporting. Over time, we've simplified these reports, our goals, and even the guiding principles that are the basis for our work, even as the problems we face have become more complex.*

*Today, sustainability at Aspen Skiing Company means staying in business forever, which will require, among other things, a stable climate and population, a viable economy over the long term, a strong community, and further down the line, equity, stable and functional democracy, even poverty and disease eradication.*

*Our understanding of the scope of this mission, combined with our guiding principles—humanity, excellence, passion, and sustainability—can lead us to surprising places. In our last report we announced a partnership with a coal mine to capture waste methane. In 2013 we signed-on to a brief in support of a marriage equality lawsuit in the tenth circuit court, which may now head to the Supreme Court.*

*Both actions tie directly to our guiding principles and to our desire to stay in business forever. This approach has led other places that were less pleasant. In 2012, in the interest of modeling INBY(IN my back yard)ism and a path to climate-friendly power for mountain communities, we supported a hydroelectric plant on a creek in Aspen that half the environmental community opposed. It was a contentious issue, and we ultimately lost.*

*But we like that our simple mission and corporate values take us deep into the messy complexity of the world, and also into new lines of work—not just to methane plants and marriage equality lawsuits, but into education, human rights, art, and public policy, all of which, we've found, are very much our business.*

# NATIONAL CLIMATE POLICY

# ACTIVISM

ASC, POW AND SIA PARTNERED TO BRING ROLLING STONE CLIMATE REPORTER JEFF GOODELL FOR A KEYNOTE AT THE SIA ANNUAL MEETING. IT WAS THE FIRST TIME CLIMATE HAD BEEN ADDRESSED THERE, AND WE PACKED THE ROOM.



*Climate change is the greatest threat facing humanity, not to mention the ski industry. Because the problem is so big, the fix won't come through changing light bulbs; government must act. That's why our #1 priority is using the outdoor sports community as a lever to drive policy change.*

*Aspen Skiing Company staff have been to Washington D.C. 8 times since 2012 to lobby on climate or other issues, and we already have more trips planned.*

*A big focus of our work has been to leverage the power of the big trade groups. To that end, we've partnered with Snowsports Industries America (SIA) and the National Ski Areas Association (NSAA), and Protect Our Winters, to bring in climate speakers. We're also working closely with the NSAA on Washington lobbying to support appropriate bills and convey industry support for action on climate.*

## POWERFUL PARTNERSHIPS



THE FALL 2013 PROTECT OUR WINTERS LOBBY TRIP OCCURRED DURING THE GOVERNMENT SHUTDOWN, BUT WAS ONE OF OUR MOST SUCCESSFUL VISITS EVER IN TERMS OF MEETINGS WITH SENATORS AND CONGRESSPEOPLE AS WELL AS ATHLETE PARTICIPATION. AT LEFT: OUR GROUP OF ATHLETES AND BUSINESS LEADERS, INCLUDING K2, THE NORTH FACE, BURTON AND PATAGONIA. FROM LEFT TO RIGHT: GRETCHEN BLEILER, MATT O'LAUGHLIN, JOHN JACKSON, PENN NEWHARD, DANNY DAVIS, RYAN GELLERT, DONNA CARPENTER, BRYAN KNOX, TYLER LAMOTTE, ANGEL COLLINSON, CONRAD ANKER, FOREST SHEARER, CALLAN CHYTHLOOK-SIFSOF, MEG OLENICK, AUDEN SCHENDLER, DAVID INGEMIE, CHRIS STEINKAMP, CHRIS DAVENPORT.



ASC WORKED WITH THE NATIONAL SKI AREAS ASSOCIATION (NSAA) TO BRING FORMER SOUTH CAROLINA CONGRESSMAN BOB INGLIS TO NSAA'S ANNUAL MEETING IN SAVANNAH. HIS KEYNOTE WAS ABOUT THE NEED TO ADDRESS CLIMATE CHANGE, AND HOW TO INVOLVE CONSERVATIVES. IT WAS THE FIRST CLIMATE KEYNOTE AT NSAA. NOW INGLIS WILL BE KEYNOTING THE LARGER SIA CONFERENCE IN 2015.



POLITICAL STUFF CAN BE FUN. WHO WOULDN'T WANT TO HANG WITH THESE GUYS? JEREMY JONES AND CHRIS STEINKAMP, OF ASC PARTNER PROTECT OUR WINTERS, IN DC WHEN JEREMY RECEIVED THE WHITE HOUSE CHAMPIONS OF CHANGE AWARD IN 2013.



SNOW AND ICE CREAM: A TRIFECTA OF COOL COMPANIES. ALI KENNEY OF BURTON SNOWBOARDS, MATT HAMILTON OF ASC, AND CHRIS MILLER OF BEN AND JERRY'S AT THE CAPITOL IN 2014 FOR A LOBBY TRIP WITH BUSINESSES FOR INNOVATIVE CLIMATE AND ENERGY POLICY (BICEP).

### AND THERE'S MORE...

With our partners in the Mountain Collective pass program, ASC created a first-of-its-kind partnership with Protect Our Winters, adding 1,295 new members in 2013-14. The Collective also hosted a public symposium on climate impact with ClimateOne at the Commonwealth Club in San Francisco. And as we went to press, ASC's Matt Hamilton testified in Denver in support of the EPA's rules regulating existing coal plants. Protect Our Winters brought in polar explorer Eric Larsen to testify at the same event.

## How does ASC support these bills?

WE TESTIFY, WRITE OP-EDS, CONTRIBUTE TO NONPROFITS WORKING ON THE CAUSE, ASK GOVERNORS AND LEGISLATORS FOR THEIR SUPPORT, AND SPEAK TO GROUPS ABOUT THE LAWS. IN THE CASE OF THE METHANE RULE, ASC'S ENVIRONMENT FOUNDATION GRANTED \$50K TO CONSERVATION COLORADO AND WESTERN RESOURCE ADVOCATES TO RAISE AWARENESS ABOUT THE IMPACTS OF LEAKING METHANE.

A question we ask often: if we really cared about solving the climate problem, what would we do? This report argues that one piece of the answer is: "Use whatever leverage ASC has to drive big-scale policy change." An example of that approach: in 2012, ASC worked with Conservation Colorado and others to support, and successfully pass, key climate legislation in Colorado. State House Bill 252 increased the rural electric co-ops' required portion of renewable energy to 20%, up from 10%. This was politically difficult to pass, but has a huge impact: the bill will put between 275-350 new megawatts of renewable power on the grid—a clean power plant about two-thirds the size of the Hayden coal-fired generating station.

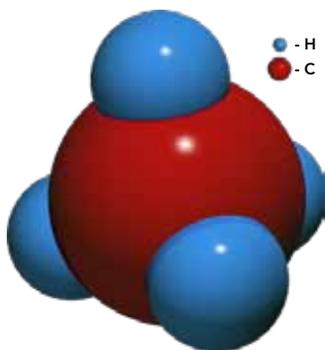
## THE STORY OF METHANE: WHY A SKI RESORT CARES ABOUT A MOLECULE

In the same way that Reggie Jackson was the (self-proclaimed) "straw that stirs the drink" of the remarkable 1970s Yankees, methane, also known as natural gas, is a big-egoed central player in global climate. This simple molecule—a carbon atom bonded to four hydrogens, is both a climate cure and disease. When burned, methane releases just half the carbon dioxide as coal, and many fewer conventional pollutants like oxides of nitrogen, mercury and sulfur. (In fact, virtually none of the latter two.) At the same time, when released directly to the air, methane is a super-potent greenhouse gas, like carbon dioxide on steroids, with a warming potential 86 times that of CO<sub>2</sub> over a 20 year period.

Methane is the key gas produced by fracking, and it's what many of us cook with and use to heat our houses. It's also a key ingredient in manufacturing, both as a fuel and a feedstock in making glass, fertilizer, fabrics, steel, plastics and even paint.

Methane from anaerobic decay of plants is also stored in huge volume in bogs, lakes and the ocean in the frozen north, and there is enormous concern in the scientific community that a melting arctic will release these reservoirs, further warming the planet and creating positive feedback loops—a global warming arms race. That's why preventing methane leakage from any source is so important. It's for the same reasons, and our concern about climate change, that Aspen Skiing Company has become so involved in regional and state efforts to prevent or capture leaking methane.

**In 2013, ASC helped to pass the first air quality rule in the nation to regulate methane leakage from drilling operations.** Methane leakage from wellhead to power plant can more than counter the carbon benefits of using natural gas over coal. Stopping leakage is a key to solving the climate problem. Now, other states have a model for how to reduce leakage that is politically viable in a major gas producing state. It's likely the legislation will be copied in places like Wyoming, New York and Pennsylvania.



METHANE CH<sub>4</sub> (NATURAL GAS)

HERE, INFRARED PHOTOGRAPHY SHOWS OTHERWISE INVISIBLE METHANE LEAKAGE FROM NATURAL GAS EQUIPMENT

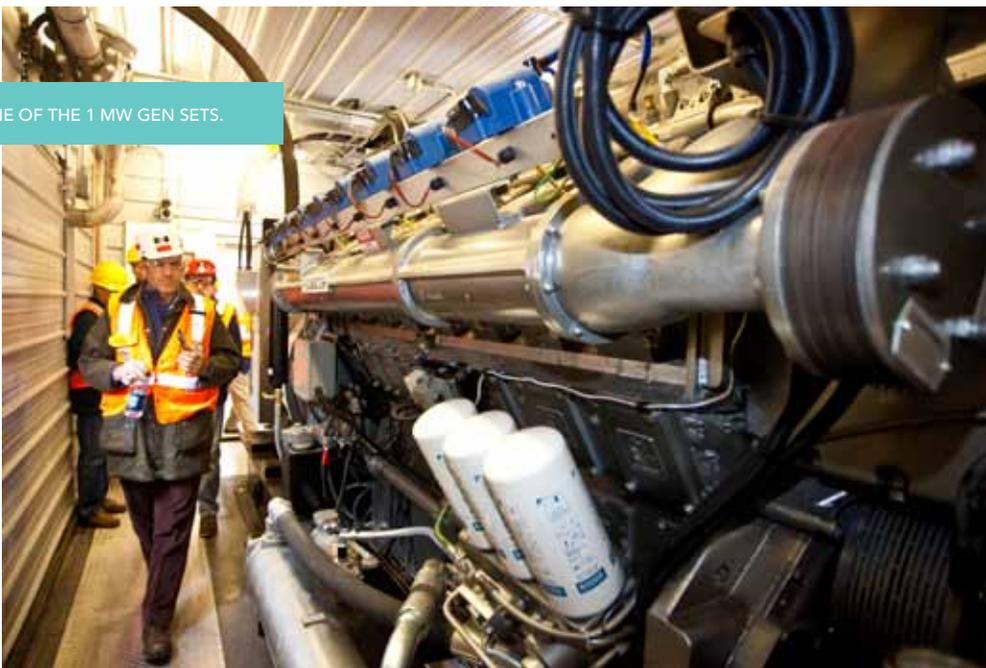


WHAT IS A KILOWATT-HOUR? IT IS THE AMOUNT OF ENERGY IT TAKES TO RUN YOUR DISHWASHER THROUGH ONE CYCLE. TO GET THAT POWER FROM COAL, YOU'D HAVE TO BURN ABOUT A POUND. TO GET THAT AMOUNT OF ELECTRICITY FROM SUNLIGHT, YOU'D NEED TO PLUG THE DISHWASHER INTO FIVE 5'X3' SOLAR PANELS FOR THE DURATION OF THE CYCLE, AND HOPE FOR SUN.

## COAL MINE METHANE CONTINUES

Even though the Elk Creek coal mine had to shut down due to a fire, our coal-mine-methane-to-electricity plant continues to hum along. To understand just how much power it makes, consider that our last big clean energy project—the \$1.1M CRMS solar array—makes 200,000 kilowatts annually, about enough electricity to power 20 average American homes. In one average month, the methane plant makes *two million* kilowatt hours, and \$150,000 in revenue. Better still, in the process of destroying methane that would otherwise leak to the atmosphere, it eliminates three times the carbon dioxide equivalent that would have been created generating that power at our local utility.

ASPEN CITY COUNCIL MEMBER ADAM FRISCH TOURS ONE OF THE 1 MW GEN SETS.



As reported last year, many people made the Elk Creek methane project a success. One of the key players, however, was mine president **Jim Cooper** who agreed to take on the project at his mine “because I’m a resource guy, and I don’t like to see resources wasted.” Cooper, a traditionalist from the coal industry, represents the true collaborative nature of the project.

**NAME:** Jim Cooper

**JOB:** Retired president of Elk Creek Mine

**STARTED HIS CAREER AT:** Jim Walter Resources, Alabama

“SURFACE MINERS ARE A BUNCH OF BABIES.”

– Jim Cooper

# OPERATIONS

## Technological Innovation

AT THE LITTLE NELL, AFTER 25 YEARS, WE INSTALLED SOMETHING CALLED A "DOOR" ON THE TWO-STORY HEATED GARAGE. THIS TECHNOLOGY BLOCKS AIR FLOWING THROUGH A DESIGN FLAW CALLED "A HOLE." HOW DID WE FIGURE OUT WE NEEDED TO DO THIS? WE MET WITH THE ENGINEERING DEPARTMENT (MARK FITZGERALD AND SCOTT WILSON) AND ASKED WHAT OTHER THINGS THE HOTEL COULD DO TO SAVE ENERGY.

## The Hideout: Green Specs

- CONTINUOUS RIGID INSULATION ON THE EXTERIOR WALLS AND INTERIOR SPRAY FOAM FOR EXTREME AIR TIGHTNESS.
- R-45.8 ROOF ASSEMBLY, 20% BETTER THAN CODE. THE WALL ASSEMBLY IS R-28 AND 37% BETTER THAN CODE. THE ENTRY HAS BEEN DESIGNED WITH A VESTIBULE AIRLOCK.
- HIGH-EFFICIENCY CONDENSING BOILERS.
- DIRECT DIGITAL CONTROLS.
- PEER REVIEW AND COMMISSIONING OF THE MECHANICAL SYSTEM.
- A HEAT RECOVERY SYSTEM IN THE BATHROOM EXHAUST.
- HIGH-EFFICIENCY LIGHTING.
- RECYCLED RUBBER FLOORING, LOCALLY-SOURCED BEETLE KILL PINE, FLOR BRAND INTERFACE CARPET TILES (POST INDUSTRIAL CONTENT, 57%; POST CONSUMER, 5%)

While influencing climate policy is our priority, we still have many in-house programs. These save us money and energy and cut our carbon footprint. They also give us credibility when we lobby for climate and energy policy. Below, what's new in the operations world.

## BUILDINGS

### Limelight Hotel

In your house, it's easy enough to walk around and turn lights off, or to make sure the heat doesn't get left on when you leave for the weekend. But it's much harder to do that at a hotel, which is so much bigger and more complex than a house. To address that problem at the Limelight, we added an energy-monitoring dashboard and software to be able to see and manage real-time energy use. This means managers are able to ensure lights and heat get turned off, respond to abnormal energy use (was a snowmelt system left on?) immediately, instead of finding out weeks or months after the fact (when you finally see the bill). The system can even monitor equipment to make sure it's running at optimum efficiency.

The Limelight Hotel also installed smart thermostats in its rooms, which sense occupancy and, when nobody's around, turn down the heat or air conditioning. The systems are new, but we expect to save 14% in natural gas use and at least 5% in electricity. (Though probably much more electricity will be saved as we haven't yet seen how the system affects air conditioning use.)



### New Construction: The Hideout

Every time ASC builds a new building or remodels an old one, we meet our own strict internal energy code, which typically far exceeds local codes. To be completed by the 2014 ski season, the Buttermilk "Hideout" kids center integrates numerous green features, described at left.

### Elk Camp

We're happy to announce that Elk Camp Restaurant received a rating of LEED Gold in the summer of 2014, two years after opening, demonstrating both how green it is and how hard it is to get LEED certification.



## ISO 14001 CERTIFICATION

For ten years Aspen Skiing Company has maintained ISO 14001 Certification, a third-party assessment of our environmental performance. We're discontinuing the audits, and therefore the certification, because it's costly and bureaucratic, and because it's not all that rigorous. We'll continue to run the core of ISO, our Environmental Management System, in-house, focusing on measuring progress in key areas, including energy use (carbon emissions), political activism, volunteerism and philanthropy.

# OPERATIONS & COMMUNITY



## FOOD

### *A Note on Food from Jim Butchart, Executive Chef, Mountain Division*

We find great value in helping small scale ranchers and farmers make a living from the land, a byproduct of which is a strengthened community by keeping our dollars in the Roaring Fork Valley.

We currently purchase food and beverage products from Milagro Ranch Beef, 7x Beef, Crystal River Meats, Source Local, Eagle Springs Organics, Avalanche Cheese, Louis Swiss Pastry, and many other local farms during the growing season. We also purchase Woody Creek Vodka, Stranahan's Whiskey, and Leopold Brothers Gin and Spirits. Over the past eight years we've spent almost \$3.9 million with these local businesses.

At Elk Camp every chicken we serve is born and raised in Colorado—provided by Eagle Springs Organics some 75 miles away. Eagle Springs Organics also operates greenhouses which supply our salad greens, cucumbers, tomatoes, herbs and additional produce.

We use Source Local Foods—a coop that buys from growers on the Front Range where the growing season is longer. They also take our used fry oil and give us a credit toward buying produce.

We've really opened ourselves up to having a market approach—as if our chefs were shopping on the street for their ingredients in each season, versus just placing an order online. We ask our chefs to be mindful when they source their ingredients. We want 15 to 20 percent of our foods to be from Colorado.

In addition to efforts to buy local we've made significant strides to expand the number of locations composting food waste. What started out as a trial run spear-headed by Henrietta Oliver at Bumps has expanded to the Cliffhouse and Two Creeks. These efforts mean only 1/5 of our trash goes to the landfill at these facilities. In the 14/15 season we plan to expand composting efforts to all Snowmass restaurants.



## GOT A SECUND? LET'S TALK EDUCATION

Good schools and good business go hand in hand. Quality schools help businesses attract and retain skilled employees; they create a better-educated workforce to draw from; and increase or stabilize property values, providing tax revenue to fund health and safety services, infrastructure and other improvements. Good schools are a key part of the sustainability of communities.

### *So how can a business like ASC support schools?*

Sure, we could contribute money. But that's not particularly creative or effective. Far more meaningful would be to provide leadership. Since effective school boards have so much to do with successful school districts, why not loan some of our company's better managers to the school district to help run it? That's exactly what we've done. ASC has seconded two employees to the Roaring Fork School District to sit on the board. These employees—**Sustainability Director Matt Hamilton** and **Limelight Hotel GM Richard Stettner**, who both have students in the district—weren't given an agenda. In fact, they decided to run on their own. All ASC has done is allow them a flexible schedule, and time during the weekdays, to do school board work.

THE RESULTS OF MATT AND RICHARD'S WORK ARE ENCOURAGING—THE DISTRICT HAS A NEW SUPERINTENDENT AND DEPUTY, BOTH HIGHLY REGARDED IN THEIR FIELD. ONE SCHOOL IN THE DISTRICT HAS TRANSITIONED TO BECOME AN EXPEDITIONARY LEARNING SCHOOL, AN APPROACH ALIGNED WITH OUR COMMUNITY'S VALUES. BEST, MATT AND RICHARD, DESPITE LONG BOARD MEETINGS, ENJOY THEIR WORK AND ARE THEMSELVES HAPPIER AND MORE PRODUCTIVE EMPLOYEES BECAUSE THEY CAN COMBINE THEIR PASSION FOR THEIR WORK WITH THEIR PASSION FOR EDUCATION.



MATT HAMILTON AND RICHARD STETTNER

# COMMUNITY



## COMMUNITY PHILANTHROPY

Our Family Fund donates close to \$100,000 annually to support day-care facilities, schools and healthcare access. These gifts are supplemented by \$2M in lift tickets, rentals, meals and other services to 100s of local charities. Recently we made grants to provide access to mental health clinicians at Roaring Fork High School and to support operations of Blue Lake Preschool, plus \$28,000 in grants to health and human services funders like the Family Visitor Program and Advocate Safehouse.

U.S. PARALYMPICS ALPINE NATIONAL CHAMPIONSHIPS, WHICH ASC SUPPORTED THROUGH ITS WORK WITH ASPEN VALLEY SKI AND SNOWBOARD CLUB.



## CRADLE TO CAREER

Through a partnership with Aspen Community Foundation, ASC donates transferable passes to support the Cradle to Career Initiative, which focuses on ensuring that our region's 22,000 children ages 0-18 are ready for kindergarten and college. The program has raised \$1 million so far, and has funded college counselors at Basalt High School and a roving pre-school bus.

IN 2013 250 ASC EMPLOYEES VOLUNTEERED MORE THAN 1,750 HOURS, USING THEIR 16 PAID VOLUNTEER HOURS. ASC ORGANIZES NUMEROUS DEPARTMENTAL VOLUNTEER OUTINGS, MAINTAINING TRAILS, BUILDING HOMES AND SERVING MEALS.

### WE BELIEVE THE ARTS TRANSFORM:

- THE WORKPLACE HELPING TODAY'S EMPLOYEES BETTER INNOVATE
- THE LIVES OF AT-RISK YOUTH BY PROVIDING POWERFUL TOOLS TO SPARK CURIOSITY
- THE LIVES OF VETERANS AND THEIR FAMILIES HELPING BUILD HOPE AND WELL BEING
- DIALOGUES ABOUT DIVERSITY AND HELP US CELEBRATE OUR DIFFERENCES
- CULTURAL UNDERSTANDING AND HELPING PEOPLE MAKE CONNECTIONS AROUND THE WORLD
- POVERTY STRICKEN AREAS INTO REVITALIZED CULTURAL DISTRICTS
- OUR CITIES INTO BEACONS FOR WORLD TRAVELERS
- STUDENTS INTO ENGAGED LEARNERS AND ACTIVE THINKERS, AND STIMULATE DOWNTURNED ECONOMIES, HEALING AND RECOVERY FROM ILLNESS

## ART IN UNEXPECTED PLACES

In 2013 ASC won the Americans for the Arts BCA 10 Best Businesses Partnering for the Arts in America Award for its Art in Unexpected Places partnership with the Aspen Art Museum. In the sidebar at right, we've reprinted Americans for the Arts perspective on the value of the arts, because it aligns with our thinking as well.



"GOLDEN PANORAMA (SNOWMASS MOUNTAIN)," 2013, BY TERESITA FERNÁNDEZ, AN INSTALLATION AT THE RESTAURANT AT ELK CAMP SNOWMASS, 2013.

# COMMUNITY & COMMUNICATION

HERE ARE SOME HIGHLIGHTS OF ENVIRONMENT FOUNDATION FUNDING SINCE THE SPRING OF 2013:

- RESPONSIBLE GAS DRILLING: \$150,000 TOTAL.
- \$50,000 TO WILDERNESS WORKSHOP, THOMPSON DIVIDE COALITION AND ECOFLIGHT TO PROTECT THOMPSON DIVIDE.
- \$50,000 TO CONSERVATION COLORADO AND WESTERN RESOURCE ADVOCATES TO PASS COLORADO'S GROUNDBREAKING AIR QUALITY RULES THAT CUT METHANE LEAKAGE.
- IN THE SPRING OF 2014 THE FOUNDATION DONATED \$55,000 TO HIGH COUNTRY NEWS, WILDERNESS WORKSHOP, THOMPSON DIVIDE COALITION AND THE WESTERN ENVIRONMENTAL LAW CENTER ON VARIOUS ISSUES RELATED TO GAS DRILLING.

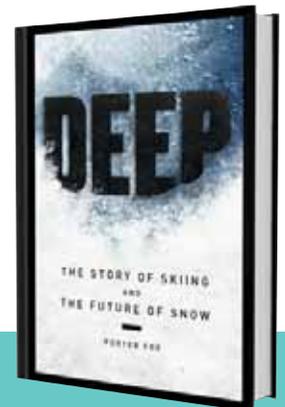
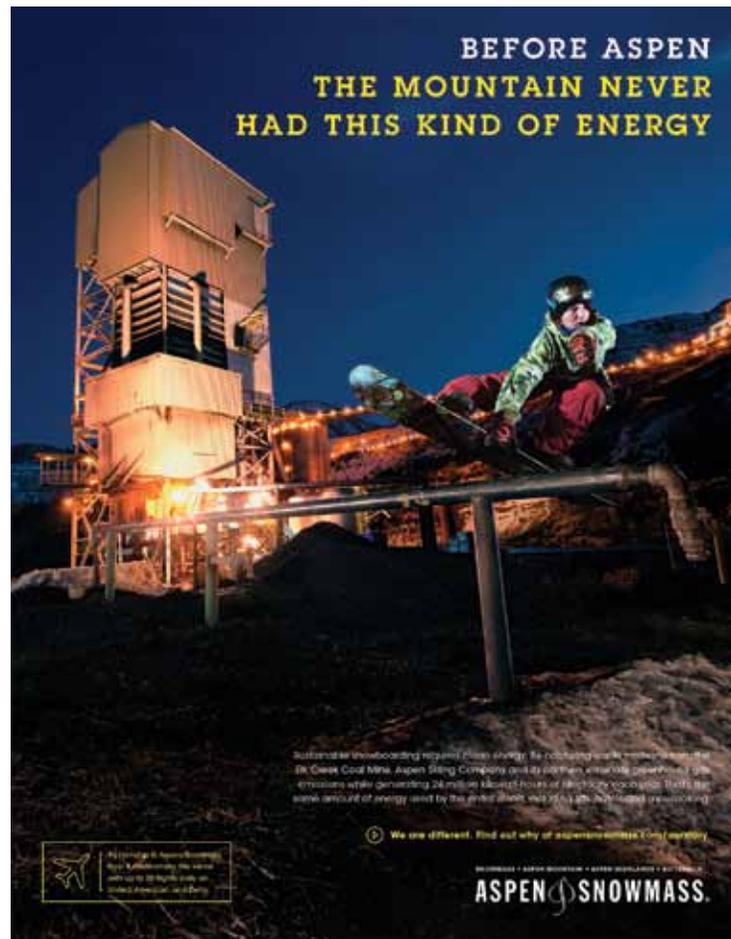


## THE ENVIRONMENT FOUNDATION

Over 17 years ASC employees, with support from the Aspen Community Foundation, Aspen Skiing Company Family Fund, Green Mountain Coffee Roasters and Coca-Cola, have donated close to \$2.5 million to 425 projects protecting the Roaring Fork Valley environment. Some projects are described at left.

## STORYTELLING

ASC received national recognition in Ski Area Management Magazine for the most consistent high-level marketing campaign this year, which included this ad about our coal-mine methane project:



## DEEP

IN 2013 WRITER AND POWDER MAGAZINE EDITOR PORTER FOX PUBLISHED *DEEP: THE STORY OF SKIING AND THE FUTURE OF SNOW*, A LANDMARK BOOK ABOUT SKIING AND CLIMATE CHANGE. PORTER PUBLISHED AN OP-ED BASED ON THE BOOK ON THE FRONT PAGE OF THE SUNDAY NEW YORK TIMES, AND WAS FEATURED ON THE CBS MORNING SHOW, NPR'S FRESH AIR, AND MANY OTHER MEDIA OUTLETS. ASC REVIEWED THE BOOK IN DRAFT FORM FOR SCIENCE ACCURACY, THEN PARTNERED WITH PORTER AND POW ON PARTS OF THE BOOK TOUR. [WWW.DEEP.THEBOOK.COM](http://WWW.DEEP.THEBOOK.COM).

# CARBON FOOTPRINT

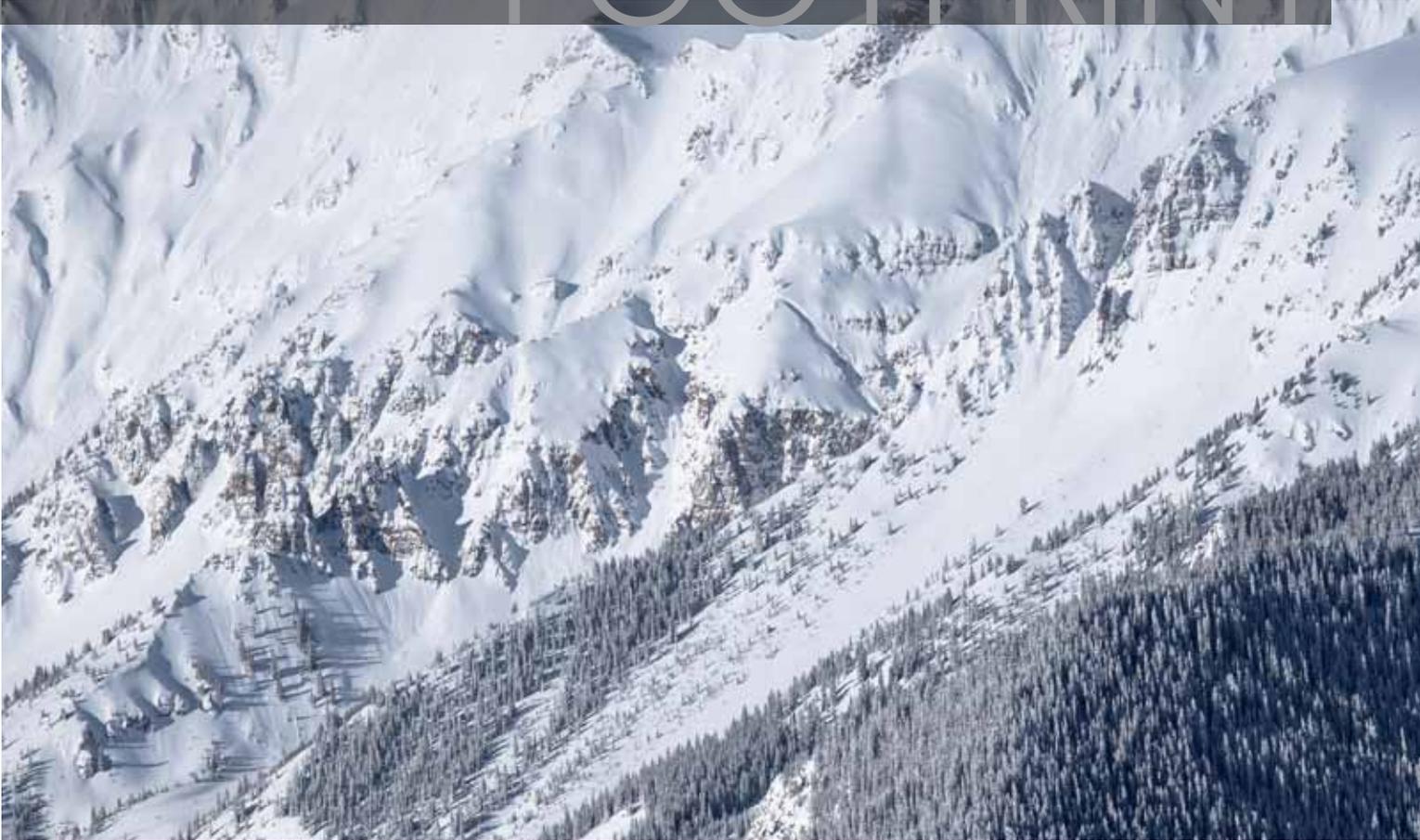
## 2012 & 2013 CO<sub>2</sub> EMISSIONS

MEDIA		COST		UNITS		CONVERSION	CO <sub>2</sub> (Tons)	
		2012	2013	2012	2013		2012	2013
FUEL (Gas+Diesel) Gallons	Fuel-AH	\$95,603.27	\$146,881.21	24,849	40,259	22.38 LBS CO <sub>2</sub> /Gal: Diesel 18.87 LBS CO <sub>2</sub> /Gal: B20 19.59 LBS CO <sub>2</sub> /Gal: Gasoline	273	445
	Fuel-SM	\$468,872.06	\$522,603.76	149,411	164,432		1,621	1,787
	Fuel-BM	\$310,014.36	\$353,956.43	104,209	109,241		1,082	1,137
	Fuel-AM	\$206,059.71	\$231,137.05	67,133	74,028		740	818
	<b>SUB-TOTAL</b>		\$1,080,549.41	\$1,254,578.45	345,603 gal		387,960 gal	
SNOWMAKING Gallons	Water-AM	\$125,000.00	\$84,420.00	62,500,000	42,210,000	.0000006308 tons CO <sub>2</sub> /Gal	39	27
	Water-AH	\$9,387.85	\$5,550.20	18,775,704	11,100,400			
	Water-BM	\$0.00	\$0.00	66,539,180	61,495,260			
	Water-SM	\$52,265.00	\$32,131.50	104,530,000	64,263,000			
<b>SUB-TOTAL</b>		\$186,652.85	\$122,101.70	252,344,884 gal	179,068,660 gal		39	27
ELECTRICITY kWh	Electric-ASC: Holy Cross	\$2,115,668.53	\$2,168,143.61	18,614,064	18,384,797	<b>2012:</b> 1.544 lbs CO <sub>2</sub> /kWh: Xcel 0.746 lbs CO <sub>2</sub> /kWh: City of Aspen 1.93 lbs CO <sub>2</sub> /kWh: Holy Cross  <b>2013:</b> 1.516 lbs CO <sub>2</sub> /kWh: Xcel 0.54 lbs CO <sub>2</sub> /kWh: City of Aspen 1.8 lbs CO <sub>2</sub> /kWh: Holy Cross	17,627	16,234
	Electric-TLN: Holy Cross	\$308,233.90	\$304,614.32	3,523,455	3,525,301		3,345	3,121
	Electric-Limelight:	\$106,834.88	\$106,224.85	961,200	955,500		359	258
	City of Aspen	\$39,497.63	\$21,179.36	338,690	179,160		126	48
	Electric-City of Aspen	\$15,549.05	\$15,255.22	169,648	167,648		164	151
	Electric-AABC: Holy Cross	\$9,713.30	\$11,774.20	83,758.00	96,021		65	73
	Electric-Xcel							
<b>SUB-TOTAL</b>		\$2,595,497.29	\$2,627,191.56	23,690,815 kWh	23,308,427 kWh		21,685	19,885
WIND POWER kWh	Holy Cross Wind Purchases	\$10,125.00		405,000 kWh		-1.93 lbs CO <sub>2</sub> /kWh	-391	
	ASC discontinued wind power purchases in June 2012 coinciding with the launch of its coal-mine methane plant.							
<b>SUB-TOTAL</b>		\$12,375.00	N/A	495,000	N/A		-478	N/A
MUNICIPAL H <sub>2</sub> O Gallons	Mid-Valley Water	\$10,869.17	\$9,606.35	6,577,826	5,605,608	.0000006308 tons CO <sub>2</sub> /Gal	4	4
	Carbondale Water	\$4,091.88	\$4,403.07	530,000	687,000		0	0
	Water: Asp. Muni	\$50,097.09	\$46,397.12	6,560,000	5,441,000		4	3
	Water-TLN	\$26,512.82	\$31,051.35	9,831,000	11,233,000		6	7
	Water-Limelight	\$13,514.41	\$10,411.70	4,190,000	2,180,000		3	1
	SM on Mountain-Wat and San	\$82,924.47	\$67,091.22	5,275,950	3,968,900		3	3
	<b>SUB-TOTAL</b>		\$188,009.84	\$168,960.81	32,964,776 gal		29,115,508 gal	
NATURAL GAS MMBTU	Nat. Gas-ASC	\$441,792.17	\$443,404.76	41,566	43,186	0.059 Tons CO <sub>2</sub> /MMBTU	2,452	2,548
	Nat. Gas-TLN	\$231,217.01	\$276,250.03	18,029	26,496		1,064	1,563
	Nat Gas-Limelight	\$84,795.59	\$96,925.34	7,717	9,700		455	572
<b>SUB-TOTAL</b>		\$757,804.77	\$816,580.13	67,312	79,382		3,971	4,684
PROPANE Gallons						0.00637 tons/Gal		
<b>SUB-TOTAL</b>		\$2,761.50	\$5,144.89	906	913		6	6
<b>TOTAL</b>		<b>\$4,811,275.66</b>	<b>\$4,994,557.54</b>				<b>29,685</b>	<b>28,805</b>

TOTAL 2012: NUMBER OF SKIERS: 1,336,097 / \$3.60 PER SKIER / 0.022 TONS CO<sub>2</sub> PER SKIER  
 TOTAL 2013: NUMBER OF SKIERS: 1,360,532 / \$3.67 PER SKIER / 0.021 TONS CO<sub>2</sub> PER SKIER

Aspen Skiing Company uses its carbon footprint and influence on policy as the key metrics for measuring environmental impact and progress. ASC's carbon impacts beyond our operations—including guest travel, regional growth, sprawl and transportation—are harder to accurately measure and respond to. Addressing those broader impacts is the focus of our policy work.

# CARBON FOOTPRINT

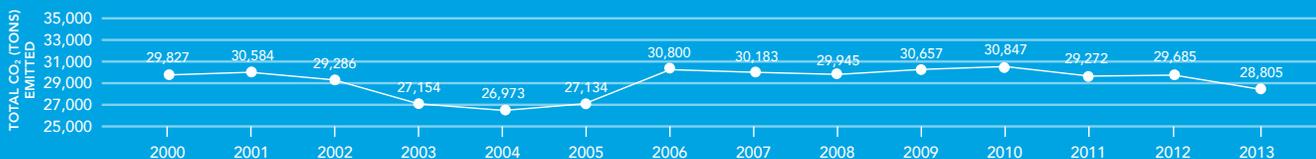


## ASPEN SKIING COMPANY-OWNED ELECTRICITY GENERATION FACILITIES

TYPE	FACILITY	UNITS 2012	UNITS 2013	CONVERSION	CO <sub>2</sub> (Tons) 2012	CO <sub>2</sub> (Tons) 2013
SOLAR POWER	CRMS 147kW Solar Plant	244,320 kWh	229,200 kWh	2012: -1.544 lbs CO <sub>2</sub> /kWh: Xcel 2013: -1.516 lbs CO <sub>2</sub> /kWh: Xcel	-189	-174
MICRO HYDRO	Fanny Hill at Snowmass 115kW Micro Hydro Plant	87,778 kWh	116,710 kWh	2012: -1.93 lbs CO <sub>2</sub> /kWh: Holy Cross 2013: -1.8 lbs CO <sub>2</sub> /kWh: Holy Cross	-85	-105
COAL MINE METHANE	Somerset, CO Elk Creek Mine 3MW Coal Mine Methane Plant	364,565 kWh	6,501,497 kWh	-6.89 lbs CO <sub>2</sub> /kWh: Holy Cross	-1,256	-22,398

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.

## ASPEN SKIING COMPANY CO<sub>2</sub> EMISSIONS: 2000-2013



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.

BEFORE DROPPING IN,  
THERE'S A SPLIT SECOND  
WHERE WE MUST DECIDE  
TO FULLY COMMIT.

THERE IS NO TURNING BACK, AND THERE WILL NEVER BE  
A MOMENT LIKE THIS AGAIN – **THE TIME IS NOW.**

In the fight against climate change we're at a crossroads  
that demands this same commitment. We can back down,  
or we can own the challenge.

Protect Our Winters is a global movement of  
snow sports enthusiasts, brands, resorts and pro athletes  
taking meaningful action against climate change.



**PLEASE JOIN US.**

[www.protectourwinters.org](http://www.protectourwinters.org)  
#ourtimeisnow

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