



2009 ASC CO₂ EMISSIONS: **30,295 tons**

2000 ASC CO₂ EMISSIONS: **31,605 tons**

CURRENT ATMOSPHERIC CO₂: **393 ppm**

SAFE LIMIT FOR HUMANITY: **350 ppm**

U.S. CLIMATE LEGISLATION IN PLACE? **No**

IS ASC SUCCEEDING? **Not yet**

ASPEN SNOWMASS®

SUSTAINABILITY REPORT

2010

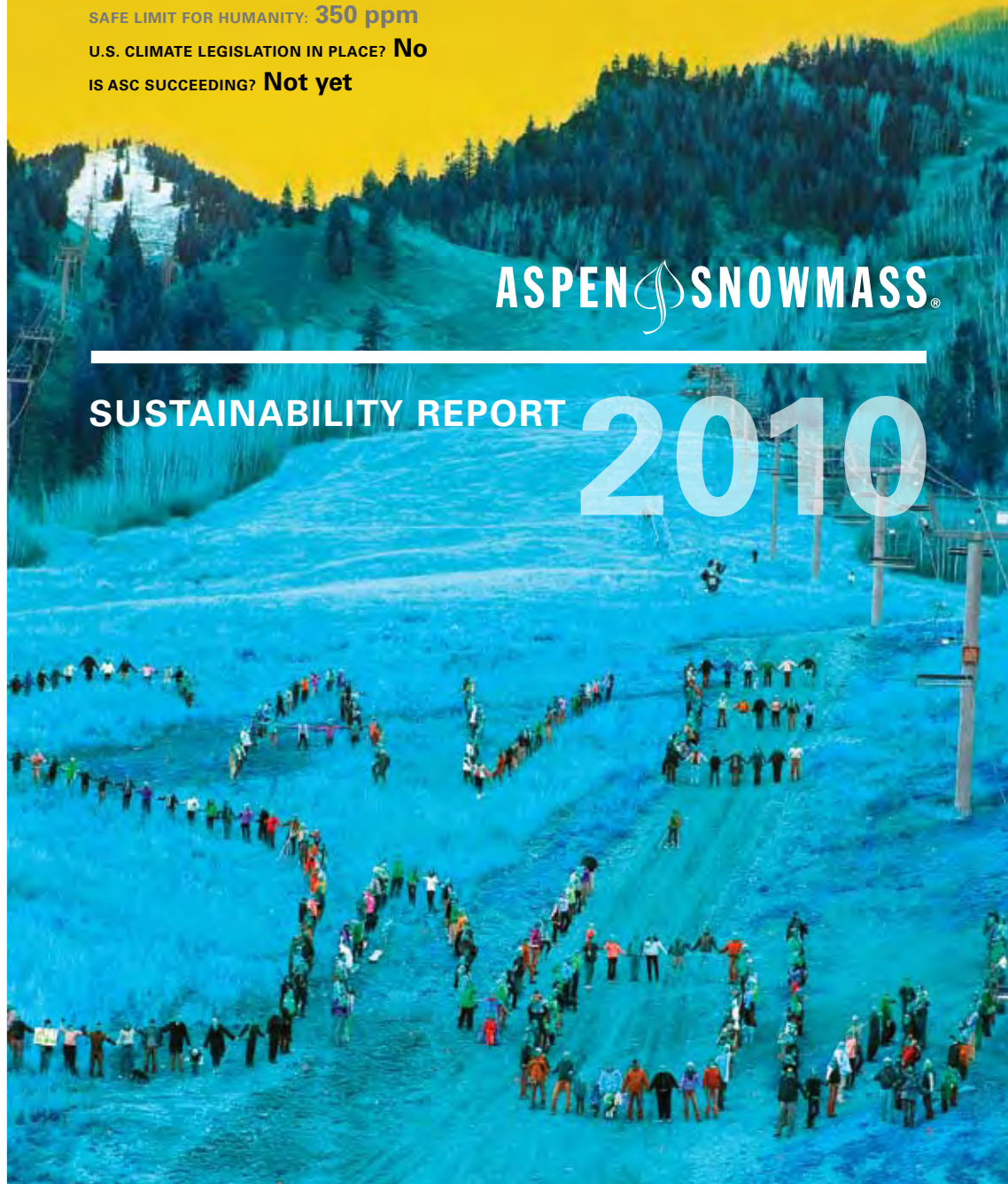




Photo: New super efficient condensing boilers at Aspen Skiing Company's headquarters cut natural gas use 39% in their first year of operation, before sophisticated controls were installed.

Did we cut CO₂ and move the policy needle, or not? Sustainability Reports should track progress towards sustainability and provide a sense of the business culture, not bore readers with overwhelming detail. This report is our attempt to present something useful, readable, and honest.

HOW SHOULD A CORPORATION BEHAVE?

Aspen Skiing Company's

SUSTAINABILITY GOALS ARE SIMPLE

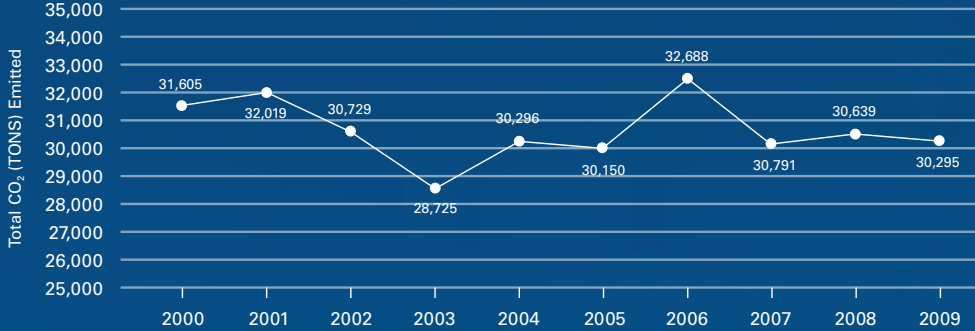
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- Cut total ASC energy use 10% by 2012 and 25% by 2020 on a 2000 baseline
 - Buy new clean power to cover all resort electricity by 2020
 - Materially influence creation of aggressive state and federal climate policies
 - Provide meaningful, dignified work for as many people as possible
 - Recognize our privileged place in the world and use it to generously assist those less fortunate
 - Share our story honestly and widely with humor and humility
 - Remain in business forever



ASC is grateful to Daniel Bayer, who took the uncredited full page pictures in this report. Dan is working on the book *Our America: One last look on Kodachrome*. © Dan Bayer 2009. www.kodachromeproject.com

ENERGY USE AND CLIMATE CHANGE

ASPEN SKIING COMPANY CO₂ EMISSIONS: 2000-2009



NOTES: In 2004 Holy Cross Energy developed carbon intensity estimates that are specific to its mix of energy sources. ASC's revenue has grown 36% since 2000.



PEOPLE

Relevant quote (in response to a suggestion that power be turned off while retrofitting ballasts for fluorescent lighting):

"Don't be a ***."**

GREGOR KERAN *Property Services Supervisor*

YEARS WITH ASC: 29 total, 1970-81 ski school, 83-84 ski patrol, 93 to present property services

RECENT PROJECTS: Recycled Timberstrand framing for new lift shacks. T12 to T8 lighting retrofit at Elk Camp ski patrol HQ.

BEER OF CHOICE: Bud (not Light) Bottles

PEOPLE



Relevant quote: (in thick Kiwi accent, regarding the Aspen Divas Ski & Life Coaching Week, which she created):

“As you’re a bloke you won’t get to experience it — really it’s about female world domination.”

GEORGIE BREMNER

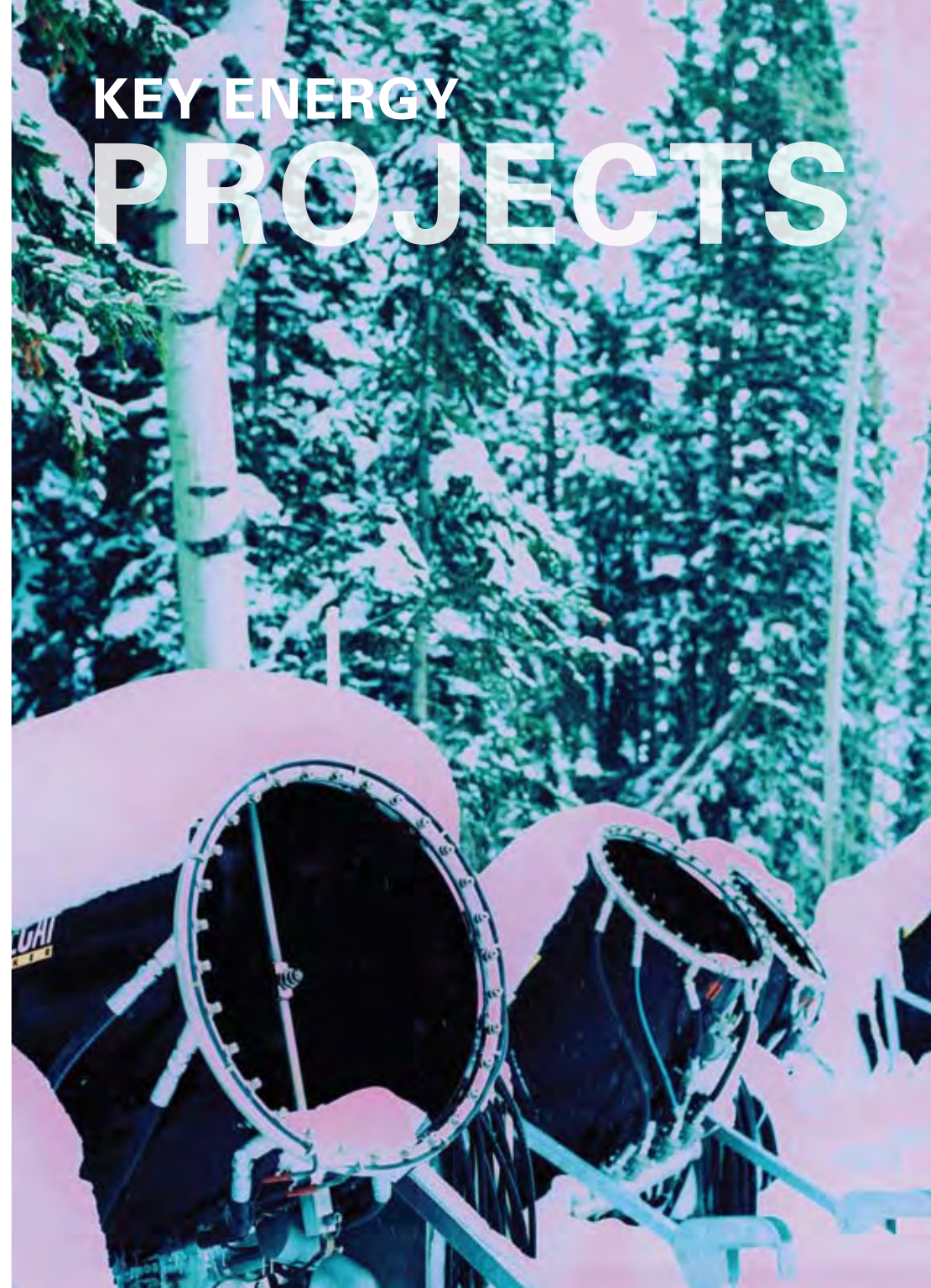
Buttermilk Ski & Snowboard School Manager

YEARS AT ASC: 9

BACKSTORY: Lives in a trailer. Worked in 6 countries. Skied over 50 resorts. (The coldest was Wanlong, China).

RECENT PROJECTS: Lachlan Wallace Schanzenbaker: two year old. Environment Foundation board member. Newly appointed Limelight hotel adventure concierge. Co-created Aspen Divas program, which combines improving skiing with an exploration of personal learning, and coping with stress, change and competition.

KEY ENERGY PROJECTS



- **Sam’s Smokehouse. LEED Gold.** Replacing an older structure, Sam’s uses a R-49 roof, high-efficiency gas boilers, FSC certified wood, waterless urinals and dual flush toilets.



- **Holiday House LEED Platinum.** Our rebuilt 43-bed employee housing building in central Aspen beat energy code by 50%, thanks to 96 percent efficient condensing boilers, super-insulated foam panel walls and roof, R-11 gas filled windows, and heat recovery ventilators.
- Installed **5kW solar array** on the Little Nell roof to power the Paepcke suite; added in-room data monitoring to show production and real time energy use. The electricity produced is almost irrelevant; reaching Nell guests with a clean energy message is not.

ENERGY PLAN: in 2007, and with modifications every year, ASC implemented an energy efficiency and clean energy plan with aggressive targets and participation from finance, operations, and planning. Part of the energy plan was a 125 page snowmaking efficiency study, now being implemented.

View the energy plan here: www.aspensnowmass.com/environment/programs/sustainreport.cfm.

POLICY ACTION

“If you’re not pushing the envelope of hypocrisy then you’re not doing enough.”

– CEO Mike Kaplan, speaking at the 2010 Fortune Green Brainstorm Conference

- Hired an intern to run a campaign to successfully pass groundbreaking state Energy Smart legislation enabling homeowners to finance solar panels and insulation through low interest loans tied to their property.



- CEO Mike Kaplan visited DC twice in 2009 to lobby for a federal climate bill.
- Sustainability Manager Matt Hamilton lobbied for climate action on capital hill in 2009 with the CERES Business for Innovative Climate and Energy Policy group. www.ceres.org
- ASC finished three years of successful campaigning to flip our local utility board, Holy Cross Energy, from conservative to progressive on energy policy, tipping the board balance in June 2010.

- Supported numerous state bills including a 30% renewable energy standard and a measure to decommission coal plants.
- ASC staffer joined the board of Colorado Conservation Voters.
- Backed John Hickenlooper for Governor.
- Participated in climate ads in the *Wall Street Journal*, *N.Y. Times*, and Copenhagen conference booklet.
- Published critically acclaimed *Getting Green Done: Hard Truths from the Front Lines of the Sustainability Revolution*. ASC’s story of implementing climate solutions in the real world sold 6,000 copies, was recently reprinted in paperback with a new forward, and translated into Chinese.



ASC passed its sixth ISO 14001 audit in 2009, meaning we meet stringent third party standards for environmental management. Only one other U.S. ski resort meets this certification. www.iso.org/iso/iso_14000_essentials

“If a business is serious about its green efforts but hasn’t yet sent its CEO to Washington to lobby for climate action, it’s missing the point.”

– Executive Director of Sustainability Auden Schendler quoted in *Harvard Business Review*



Photo: Ghostland Observatory in Aspen during X Games in 2010.

August 5, 2009: At a joint news conference in Washington DC, Greenpeace and the Kimberly-Clark Corporation, the world’s largest tissue-product manufacturer, announced an historic agreement that will ensure greater protection and sustainable management of Canada’s Boreal Forest and other ancient forests around the world. In 2007 ASC joined a boycott of the company and met with senior VPs about our concerns. In 2009 ASC withdrew from the boycott.

EMAIL FROM ONE OF OUR FANS

"I point out your data is a lie, so what do you do? Send me more corrupt data. Your God doesn't exist. Accept it. There is no AGW (anthropogenic global warming) and those who advocate destroying liberty to "save" the planet (ie enrich themselves) are no different than the Khamer (sic) Rouge and deserve to meet the same fate." – EK



ASC worked with the Aspen Chamber Resort Association to pressure the U.S. Chamber of Commerce on its opposition to climate legislation.

"Frankly, we questioned... if we should be a member of the U.S. Chamber if we are so unaligned," said David Perry, ASC Senior Vice-President of Mountain Operations, to U.S. Chamber of Commerce representative Peter Havel. ASC also coordinated a street protest for the meeting. Shortly after our March meeting, the chamber elected to take no position on pending legislation.

Photo: Janet Urquhart, Aspen Times



Colorado Governor Bill Ritter signs state clean energy legislation at Aspen Mountain. ASC ran the campaign to pass the regional version of this bill.



ASC's fleet of clean diesels meet LEV standards. The A3 TDI used by the Sustainability Department gets 42 mpg on the highway. A U.S. EPA analysis found that if one-third of Americans fueled their cars, pick-ups and SUVs with clean diesel instead of gasoline, the United States could send back 1.5 million barrels of foreign oil per day.

Audi automotive, ASC's partner, is on the cutting edge of the clean car revolution. Clean diesel is an attempt to green the entire vehicle sector, not just small cars, where there are only marginal gains to be made. The Q7 TDI (pictured), which gets 24 mpg on the highway and seats up to 7, is a good example of this approach.



ASC contributed to a new book on climate change in the Rockies.



In collaboration with the Aspen Art Museum, artist Jim Hodges developed a lift ticket image that cleverly expressed our guiding principles.



ASC was named one of Outside's best places to work, based on employee surveys. We were pleased to be in the company of friends like Patagonia and New Belgium Brewery. ASC also received this distinction in 2008.

This report was printed on Opus 30 Sheets manufactured by Sappi Fine Paper North America with 30% PCW and FSC Chain of Custody Certification. 100% of the electricity used to manufacture Opus 30 Sheets is Green-e® certified renewable energy.

TOTAL GREENHOUSE GAS EMISSION (CARBON FOOTPRINT) OF 8,256 lbs PAPER

Opus 30 Sheets = 2,146 lbs of CO₂ emissions Industry Average = 7,347 lbs of CO₂ emissions

According to the EPA's emissions calculator by choosing to print on Opus 30 Sheets as compared to the industry average, the amount of greenhouse emissions avoided are equivalent to one of the following:

265 Gallons of gasoline consumed **98** Propane cylinders **1,586** lbs of waste recycled instead of sent to landfills



2008 AND 2009 CO₂ EMISSIONS

	MEDIA	COST		UNITS		CONVERSION	CO ₂ (TONS)	
		2008	2009	2008	2009		2008	2009
FUEL (GAS+DIESEL) Gallons	Fuel-AH	\$144,237.14	\$169,663.95	51,576	37,776	Diesel: 22.38 LBS CO ₂ /GAL; Gasoline: 19.59 LBS CO ₂ /GAL	504	417
	Fuel-SM	\$648,039.27	\$629,484.19	202,662	177,903		1,984	1,936
	Fuel-BM	\$345,142.66	\$315,979.48	105,946	100,239		1,036	1,052
	Fuel-AM	\$284,299.44	\$264,507.50	89,046	72,717		876	802
	Fuel-SMC	\$65,618.57	\$51,616.15	17,017	19,715		169	196
	SUB-TOTAL	\$1,487,337.08	\$1,431,251.26	466,247	408,350			4,569
SNOWMAKING Gallons	Water-AM	\$97,000.00	\$92,500.00	48,500,000	46,250,000	.0000006308 tons CO ₂ /gal	31	29
	Water-AH	\$6,427.44	\$8,246.18	12,854,886	16,492,368		0	0
	Water-BM	\$0.00	\$0.00	50,888,624	63,760,016		0	0
	Water-SM	\$33,885.50	\$36,667.00	67,771,000	73,334,000		0	0
	SUB-TOTAL	\$137,312.94	\$137,413.18	180,014,510	199,836,384			31
ELECTRICITY kWh	Electric-ASC	\$2,189,153.16	\$1,975,402.33	20,156,345	19,902,193	2008: Xcel (1.653 lbs CO ₂ /kWh) City of Aspen (0.5902 lbs CO ₂ /kWh) Holy Cross (1.73 lbs CO ₂ /kWh) 2009: Xcel (1.601 lbs CO ₂ /kWh) City of Aspen (0.5422 lbs CO ₂ /kWh) Holy Cross (1.77 lbs CO ₂ /kWh)	16,794	16,901
	Electric-SMC	\$188,905.90	\$192,463.24	1,882,481	1,957,932		1,473	1,573
	Electric-TLN	\$303,612.38	\$269,146.09	3,795,425	3,749,576		3,183	3,216
	Electric City of Aspen	\$25,485.52	\$72,523.40	230,565	247,181		68	67
	Electric-Xcel	\$1,483.31	\$12,978.65	11,479	29,588		9	24
	Electric-AABC: Holy Cross	\$15,789.70	\$4,999.92	195,248	176,256		169	156
SUB-TOTAL	\$2,724,429.97	\$2,527,513.63	26,271,543	26,062,726		21,696	21,937	
WIND POWER kWh	Direct Wind	\$25,920.00	\$27,510.00	1,036,800	1,100,400	2008: (-1.73 lbs CO ₂ /kWh) 2009: (-1.77 lbs CO ₂ /kWh)	-897	-974
	SUB-TOTAL	\$25,920.00	\$27,510.00	1,036,800	1,100,400			-897
MUNICIPAL H ₂ O Gallons	Mid-Valley Water	\$8,753.42	\$9,220.90	5,193,497	5,790,947	.0000006308 tons CO ₂ /gal	3	4
	Carbondale Water	\$1,021.48	\$5,145.50	36,000	198,000		0	0
	Water: Asp. Muni	\$33,943.71	\$42,374.33	5,431,000	7,213,000		3	5
	Water-TLN	\$33,154.94	\$26,905.51	13,220,000	10,472,000		8	7
	Water-SMC	\$51,393.13	\$53,498.25	4,594,420	4,352,640		3	3
	SM Wat and San	\$72,841.20	\$54,370.88	7,769,250	4,083,350		5	3
	SUB-TOTAL	\$201,107.88	\$191,515.37	36,244,167	32,109,937			23
NATURAL GAS MMBTU	Nat. Gas-ASC	\$249,046.61	\$367,613.92	36,742	28,525	.059 tons CO ₂ /MMBTU	2,168	1,683
	Nat. Gas-TLN	\$343,437.96	\$331,922.40	25,566	25,740		1,508	1,519
	Nat Gas-SMC	\$219,355.56	\$332,083.50	10,791	11,871		637	700
	SUB-TOTAL	\$811,840.12	\$1,031,619.81	73,098	66,136			4,313
PROPANE Gallons						.00637 tons/gallon		
	SUB-TOTAL	\$4,818.89	\$2,840.28	1,235	877			8
TOTAL		\$5,366,846.89	\$5,322,153.54				30,639	30,295
TOTAL 2008: NUMBER OF SKIERS: 1,470,997 / \$3.65 PER SKIER / 0.021 TONS CO₂ PER SKIER TOTAL 2009: NUMBER OF SKIERS: 1,283,348 / \$4.15 PER SKIER / 0.024 TONS CO₂ PER SKIER								

In 2009 we removed energy use data for buildings not operated by ASC: the Private Residences Club, Sanctuary and Sanctuary South at the Snowmass Club; Residences at the Little Nell; Bonnie's at Aspen Mountain; and the caretaker home at the Aspen-Basalt Campground. Electric usage was removed beginning in 2001. Natural gas was removed starting in 2007 because we can't access natural gas consumption for prior years.

COMMUNITY PARTICIPATION AND PHILANTHROPY

The Environment Foundation, with support from 1800 employees, Aspen Community Foundation, Aspen Skiing Company Family Fund, Green Mountain Coffee Roasters and Smith Optics donated \$168,161 in 2008 and \$181,050 in 2009 to 56 projects including:

- Rehab of popular Ute and Smuggler trails in Aspen
- "Split Estate," a documentary on the local impact of natural gas drilling
- A 300,000 acre Colorado wilderness bill
- Renewable energy systems on local schools



ASC philanthropy is more or less constant year to year with a focus on healthcare, childcare, public education. Here's a sample year, 2009-10:

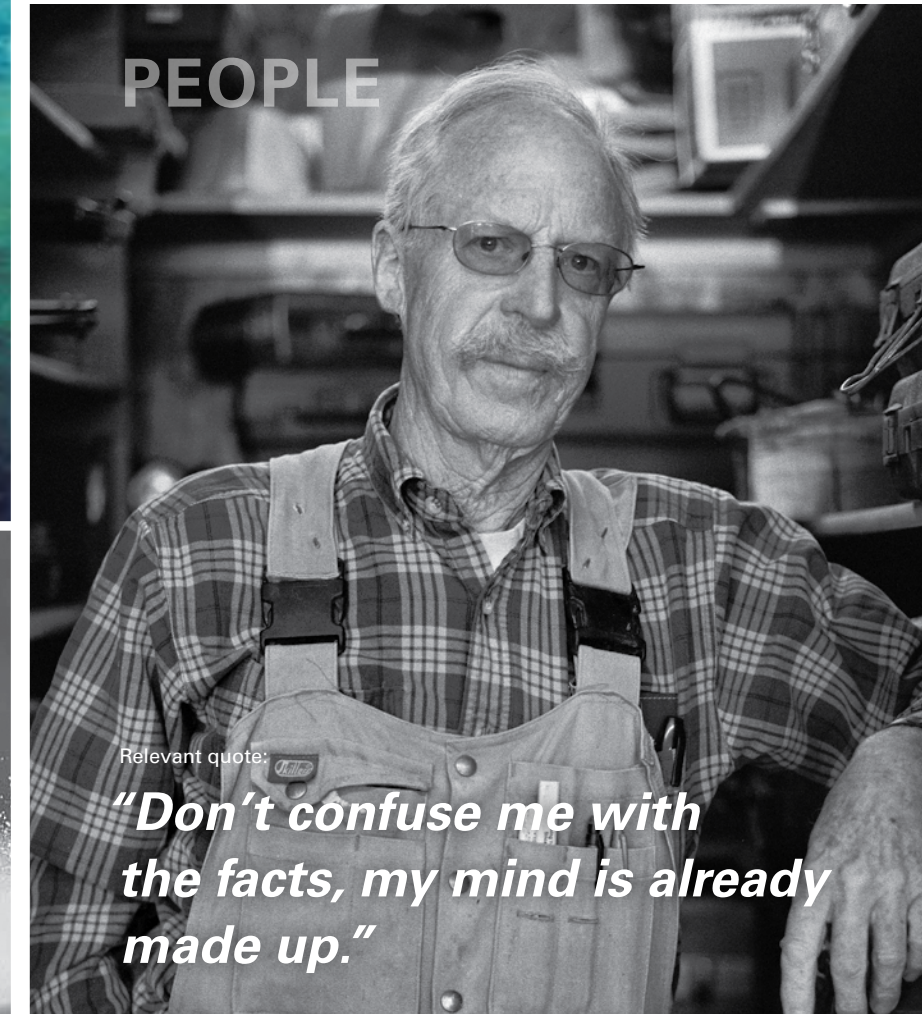
\$2.3 million (cash and in-kind) donated to 243 organizations in the Roaring Fork Valley including:

- \$970,000 to Challenge Aspen
www.challengeaspen.org
- \$300,000 to Aspen Valley Ski Club
www.teamavsc.org
- \$80,000 to Habitat for Humanity
- \$20,000 to Aspen Valley Land Trust through The Little Nell
www.avlt.org
- \$80,000 to local schools
- \$20,000 raised by employees and ASC for Komen Ride for the Cure
- \$15,000 raised at The Little Nell 20th anniversary for Lift Up and Advocate Safehouse Project
www.liftup.org and www.advocatesafehouse.org
- More than \$40,000 to Shining Stars youth cancer nonprofit
www.shiningstarsfoundation.org



Photo: Paul Morrison

PEOPLE



Relevant quote:

"Don't confuse me with the facts, my mind is already made up."

PETER HOFFMANN *Director, Property Services*

USMC 1960-63

RANK AMONG 320 MARKSMEN ON PARRIS ISLAND: 1

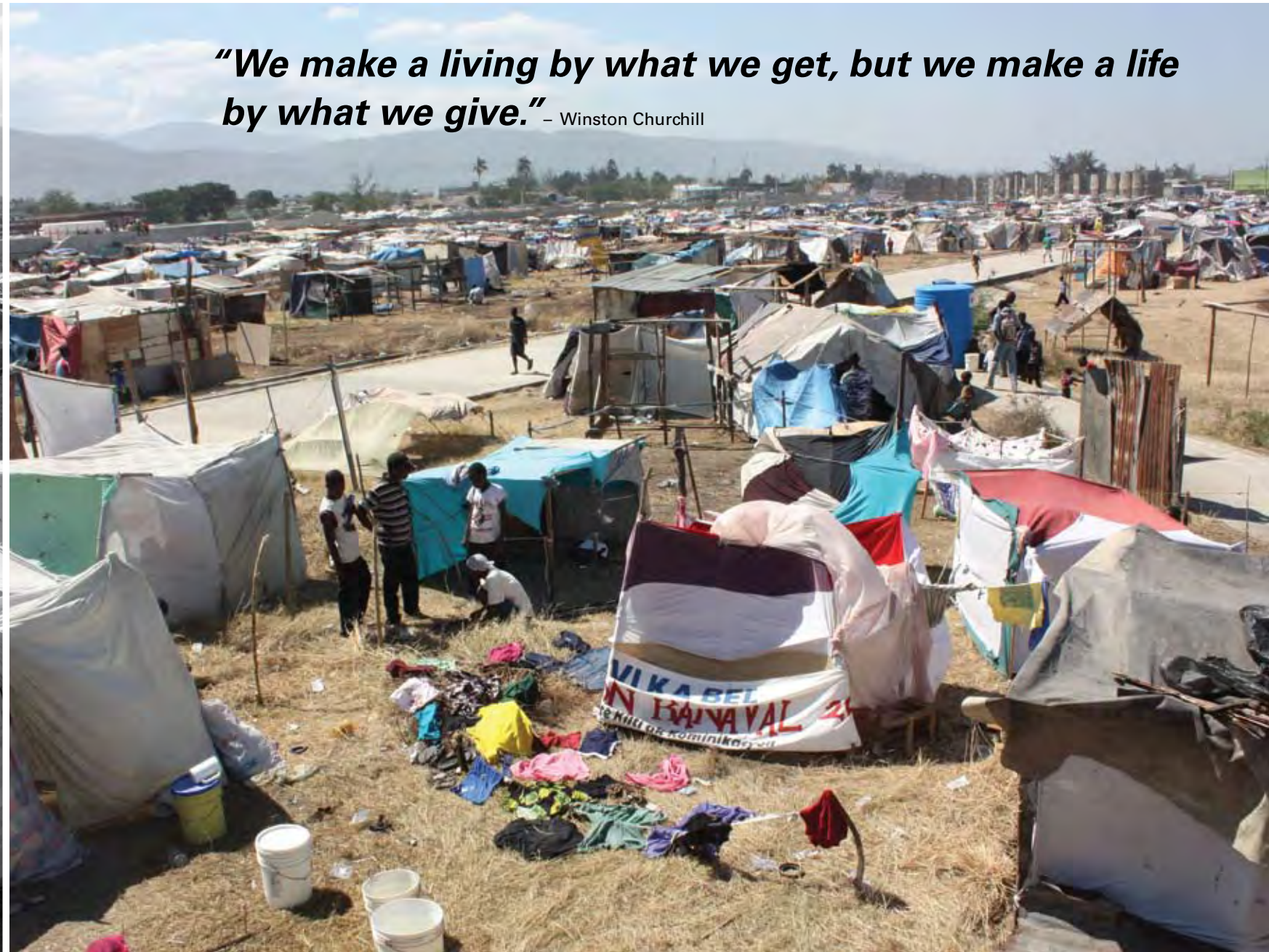
TIME AT ASC: "38 years of happiness."

RECENT PROJECTS: Cliffhouse boiler retrofit. Merry-Go-Round boiler retrofit. Waterless urinal retrofits.

General Manager, Food and Beverage Operations, Lee Solomon with locally raised grass feed Milagro ranch beef. Carbondale, CO. Served at the Little Nell, Merry-Go-Round, and Sam's Smokehouse restaurants.



After the devastating Haiti Earthquake, ASC employees, with matches from Aspen Skiing Company and a double match from Crown Family Philanthropies, donated \$100,000 to Partners In Health.



"We make a living by what we get, but we make a life by what we give." – Winston Churchill

Photo: Andrew Marx, courtesy Partners In Health, www.pih.org



Partnered with the US Forest Service and Leitwind, ASC has been measuring wind on the Cirque at Snowmass to determine whether we can install 4 turbines that would provide two thirds of ASC's power.

"CO₂ levels haven't been this high for 15 million years, when it was 5° to 10°F warmer and seas were 75 to 120 feet higher." – Science Magazine



Photo: Jeremy Swanson

As droughts increase in the Southwest as a result of climate change, dust storms like the one that blanketed our resorts in the spring of 2010 become more likely, threatening our business, affecting runoff patterns, and melting snow 50% more rapidly.



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SUCH A PROBLEM:
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Philosophy for Moving Forward:

THE ANCIENT HEBREW CONCEPT
OF *TIKKUN OLAM*,
THE OBLIGATION
TO REPAIR
THE WORLD.

It will be difficult.

It will be worth it.

*“All things of grace and beauty
such that one holds them to
one’s heart have a common
provenance in pain.”*

– Cormac McCarthy, *The Road*

Front cover photo:
John Catto, Alpenglow Pictures, Inc.

350.org’s climate action demonstration at the
base of Aspen Mountain in 2009. www.350.org

