



2024 Net Zero Annual Report



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Appalachian Mountain Club (AMC)

Letter from the CEO

I am proud to provide an update to AMC's Net Zero Strategic Plan, a checkpoint on our journey to cut carbon emissions. Our goal is to reach net zero by 2050 by eliminating at least 90% of emissions and offsetting the remaining emissions with carbon credits. This goal embodies our conservation values and science-based decision-making in our facilities operations.

In 2024 we added over 100 kilowatts of solar power to AMC's operations, with a solar field at the Highland Center at Crawford Notch in New Hampshire that turned on in January, the installation of a new pole-mount array at Little Lyford Lodge & Cabins in Maine, and the acquisition of the Cardigan Lodge solar array in New Hampshire in December. Last summer Three Mile Island Camp in New Hampshire launched their first electric boat, Appy VI. These projects were made possible through collaboration with AMC community members and the support of generous donors and foundations. We will continue to launch projects that leverage grant opportunities, donors, and the passion of the AMC community.

Our Net Zero Strategic Plan outlines methods and strategies to curb emissions and ensure resiliency in the face of extreme weather and fluctuating fuel prices. Increasing on-site solar generation and battery capacity enables AMC to operate through grid outages. Improving insulation in buildings ensures safe and comfortable operations in warmer summers and harsher windstorms. Installing heat pumps to replace propane heat increases safety, indoor air quality, and the comfort of buildings through all seasons while avoiding volatile fuel prices. Our Net Zero goal is an essential part of our [All Out action plan](#), and it's an integral tool to plan for our properties' long-term future.

As AMC navigates challenges to federal funding and policy, we will continue to do what we do best: inspire meaningful outdoor experiences; sustain a welcoming community; foster access to the outdoors; and protect critical landscapes.



Nicole Zussman

CEO and President

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Introduction

Founded in 1876, the Appalachian Mountain Club (AMC) is a community of nearly 90,000 adventurers, advocates, and nature nerds whose passion for the outdoors knows no bounds. From Maine to Virginia, we connect people with nature—and with each other. The AMC is dedicated to the protection, enjoyment, and understanding of the outdoors.

In keeping with the scientific consensus on global warming and the latest recommendation from the Intergovernmental Panel on Climate Change (IPCC), in 2019 AMC adopted a goal of achieving ‘net zero’ greenhouse gas emissions no later than 2050, with a goal of 45 percent reduction from 2010 levels by 2030.

The Net Zero Strategic Plan (NZSP) was published in 2022 as a roadmap for cutting emissions, prioritizing sustainability initiatives, and driving change.¹ Since then, AMC has continued to champion climate action through forest conservation, climate science, policy advocacy, and energy-smart updates to facilities and fleet vehicles. Earlier this year, AMC published the All Out Action Plan for 2025-2030, with two focal points regarding Net Zero:

1. On the trajectory to Net Zero by 2050, cut operational greenhouse gas emissions by 45% by 2030 from the 2010 baseline.
2. Develop methods to measure and manage Scope 3 indirect emissions, such as from waste, purchased food and goods, and guest travel.

In 2024, AMC’s total operational emissions were down 4% since 2019 and up 3% relative to the 2010 baseline. The most notable emissions reduction is from electricity. Renewable electricity is zero emissions, and since 2019 almost all sites are now on renewable electricity contracts. AMC’s total building square footage has grown about 20% since 2010, and the minor increase in greenhouse gas emissions (GHG) in that time is a testimony to the success of energy efficiency projects and renewable energy purchasing.

This report explores how far we have come on the NZSP roadmap, detailing the 2024 organizational greenhouse gas (GHG) inventory, assessing progress on the twelve NZSP strategic goals summarized on page 10, and noting priorities for 2025. Notable findings throughout the report are underlined.

¹ <https://www.outdoors.org/conservation/priorities/net-zero-emissions/>

2024 Greenhouse Gas Inventory

Past and present GHG inventory data have been migrated onto the Sustainability Institute Monitoring and Assessment Platform (SIMAP), hosted by the Sustainability Institute at the University of New Hampshire. This platform was recommended in the NZSP, and in fact, the first-generation Microsoft Excel-sheet model of SIMAP, called Clean Air Cool Planet, was the template for AMC's GHG inventory from 2003-2014. SIMAP cites the most up to date greenhouse gas emissions factors (e.g., the value of carbon dioxide, methane, and nitrous oxide per unit of fuel source or activity) from the US EPA (Environmental Protection Agency), and SIMAP's methodology is updated with amendments and direction from the global GHG Corporate Protocol. Moving forward, SIMAP will be an efficient, transparent, and modern tool for annual GHG inventories.

Organizational emissions inventories occur on an annual basis often within the first half of the following year, but emissions factors for electricity and transportation are often updated with nationwide or global data two years after the measured year. For example, emissions factors for 2022 air travel were published in early 2025. Best practice for emissions inventory utilizes total fuel source or activity (for example, gallons of gasoline or business travel car miles) with emissions factors that update as new emissions factors are made available. This ensures that year-to-year data are most accurate and

comparable. The SIMAP update to AMC's historical data is a 7% decrease in total emissions for both 2010 (baseline year) and 2019, due to different emissions factors for propane, electricity, and business travel.

For the 2024 inventory, two significant methodology updates have been implemented, per guidance from the GHG Corporate Protocol. First, Scope 3 indirect emissions from energy production have been added to the assessment. Fuel and Energy Related Activities (FERA) represent emissions from extraction, refining, and transportation of fossil fuels, for Scope 1 building fuels, such as diesel, and transportation fuels, like gasoline.² Transmission and distribution (T&D) losses from electricity were also included in the inventory, totaling just 1.71 Metric Tons of Carbon Dioxide Equivalent (MTCDE) for 2024. Over 90% of purchased electricity this year was certified renewable, so T&D was only 1% of the total inventory, and thus it is not pictured in the detailed 2024 figures below. It is standard practice to backlog FERA and T&D through historical emissions inventory.

The second methodology update impacts the calculation and visualization of certified renewable electricity, also referred to as Renewable Energy Certificates (RECs). As of 2018, SIMAP calculates emissions from electricity as total electricity in kilowatt-hours minus renewable

² <https://unhsimap.org/cmap/data-entry/scope3/9>

electricity.³ With the past approach, as with the 2019 GHG inventory published in the NZSP, renewable electricity was repeated as an emission source in metric tons of carbon dioxide equivalent (MTCDE) and as negative MTCDE, which cancels out of the total organizational inventory sum. For the 2024 review, the SIMAP subtraction method was used.⁴

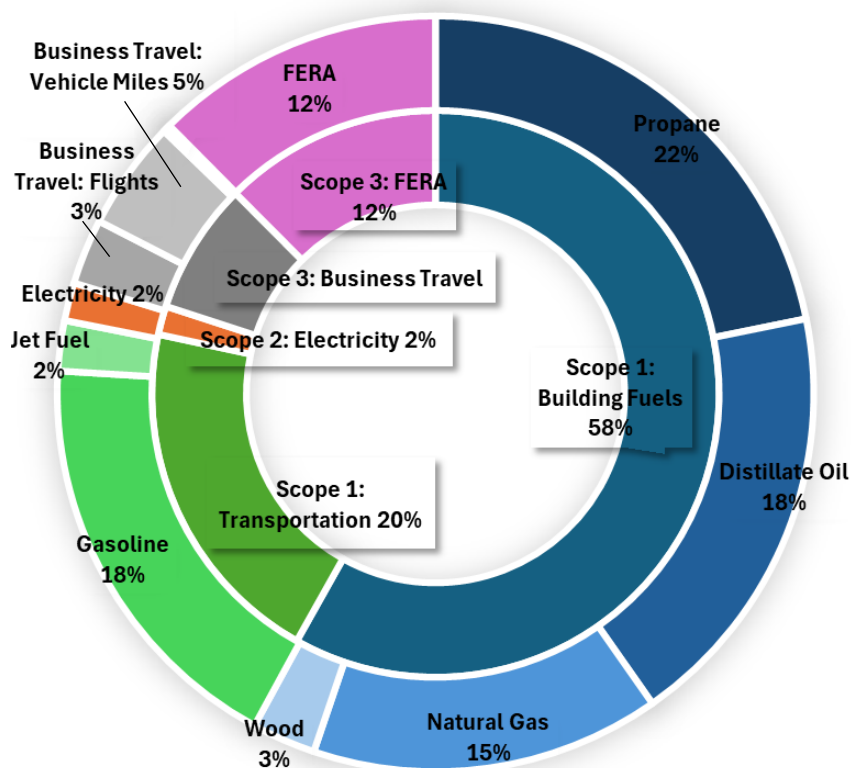
As with past inventories, the 2024 assessment includes owned and operated properties' on-site fuel consumption for buildings and transportation (Scope 1, buildings in blue and transportation in green in the figures), purchased electricity (Scope 2 in orange), and indirect emissions from business travel, FERA, and T&D (Scope 3 in grey, pink, and purple respectively). The properties included in the 2024 assessment are Camp Dodge, Cardigan Lodge, Corman Harriman Outdoor Center, City Square headquarters, Highland Center, Huts, Maine Lodges and Cabins, Maine Woods Office and Operations, Mohican, Noble View, Pinkham Notch, and Reeves Meadow Visitors Center.

Total emissions from operations in 2024 were 1,401 metric tons of carbon dioxide equivalent (MTCDE) (Figure 1). This includes 1.5 MTCDE from Business Travel: Public Transit and 1.7 MTCDE from Electricity Transmission and

Distribution, which were each 0.1% of total emissions and thus were not depicted in Figure 1.

Building fuels are the largest emissions source, with propane and distillate oil, which includes diesel and fuel oil used for heat and generators, representing about one-fifth of total operational emissions each. Transportation fuels are the next biggest sector, which includes gasoline for fleet vehicles, such as trucks, cars, and vans that support staff and programs from VA to ME, plus jet fuel for helicoptering

Figure 1. Total 2024 operational greenhouse gas emissions were 1,401 MTCDE.



³ <https://unhsimap.org/cmap/resources/scope2>

⁴ RECs were used 2003-2006 and 2013-14. Because there were no electricity contracts to confirm this activity and with new methodology for renewable electricity purchasing, these RECs are not represented in Figure 2.

supplies to the huts in New Hampshire's White Mountain National Forest. An insignificant amount of transportation diesel fuel was used for a front loader at Pinkham Notch.

The greenhouse gas footprint for 2024 is a 3% increase from the 2010 baseline and a 4% decrease from 2019 (Figure 2). AMC's total building square footage gradually increased about 20% from 2010 to 2024 and fluctuated with use and bed nights by location. Maine Camps and Cabins, Little Lyford, Gorman Chairback, and Medawisla were established in the late 2000's; the Corman Harriman Outdoor Center (CHOC) was added to AMC's operations in 2016; in the late 2010's Camp Dodge was expanded, Joy Street headquarters moved to City Square, and Maine Woods Operations warehouse was acquired; Reeves was added in 2021 (Figure 3).

Since emissions inventories began in 2003, Scope 1 building fuel use is at an all-time

Figure 2. Total AMC operational greenhouse gas emissions from 2003-2014, 2019, and 2024.

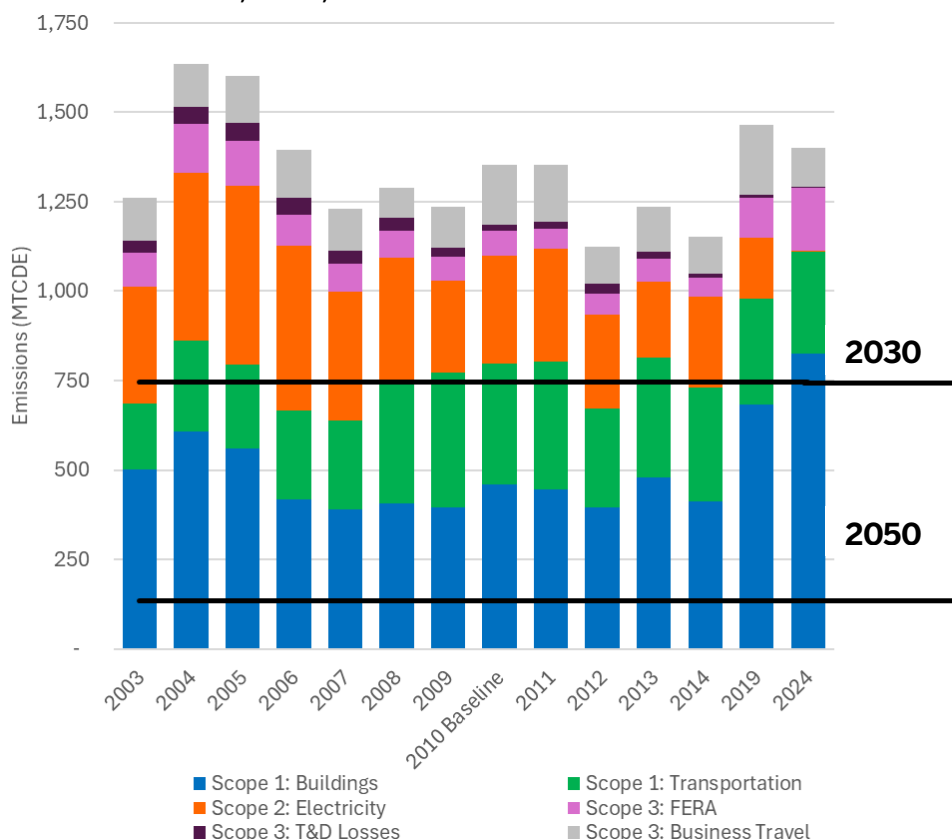
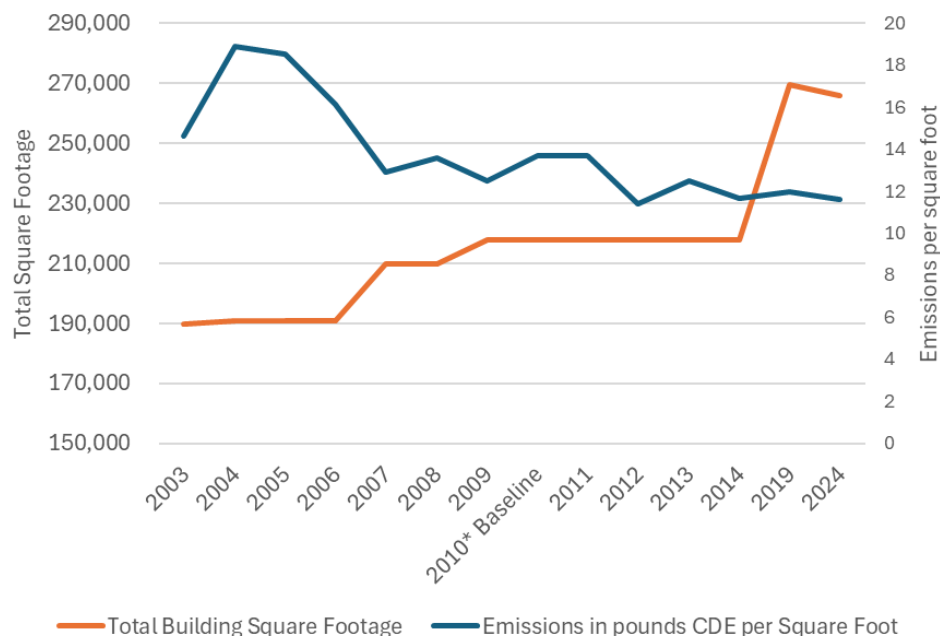


Figure 3. Building square footage and emissions in pound of carbon dioxide equivalent (CDE) per square foot.



high for 2024. Transportation fuel use has been relatively consistent through the last 15 years. Renewable electricity purchasing has become standard practice for all facilities in MA, NH, and NJ. Greenville (Maine Woods Initiative Office and Operations warehouse), Cardigan Lodge, and CHOC in New York is on a regional electricity grid mix, and Mohican entered a renewable electricity contract starting September 2024. FERA is most impacted by the natural gas increase, and City Square is the only natural gas user. Business travel has returned to mid-2010 levels for 2024.

AMC's total footprint for 2024 includes 39 MTCDE of wood, which is considered a biogenic energy source, a biofuel included in the natural carbon cycle of photosynthesis using atmospheric carbon that would eventually return to the atmosphere through rot and decay. Wood is considered carbon neutral, and AMC's wood is harvested locally and sustainably, with fallen trees on property being split for firewood whenever feasible and appropriate. The firewood for the Highland Center is local and kiln-dried, as the dried and low-sap wood optimizes the efficiency of the Garn, an industrial woodstove

Figure 4. Greenhouse gas emissions by facility, business travel, and fleet, from highest to lowest total cost.

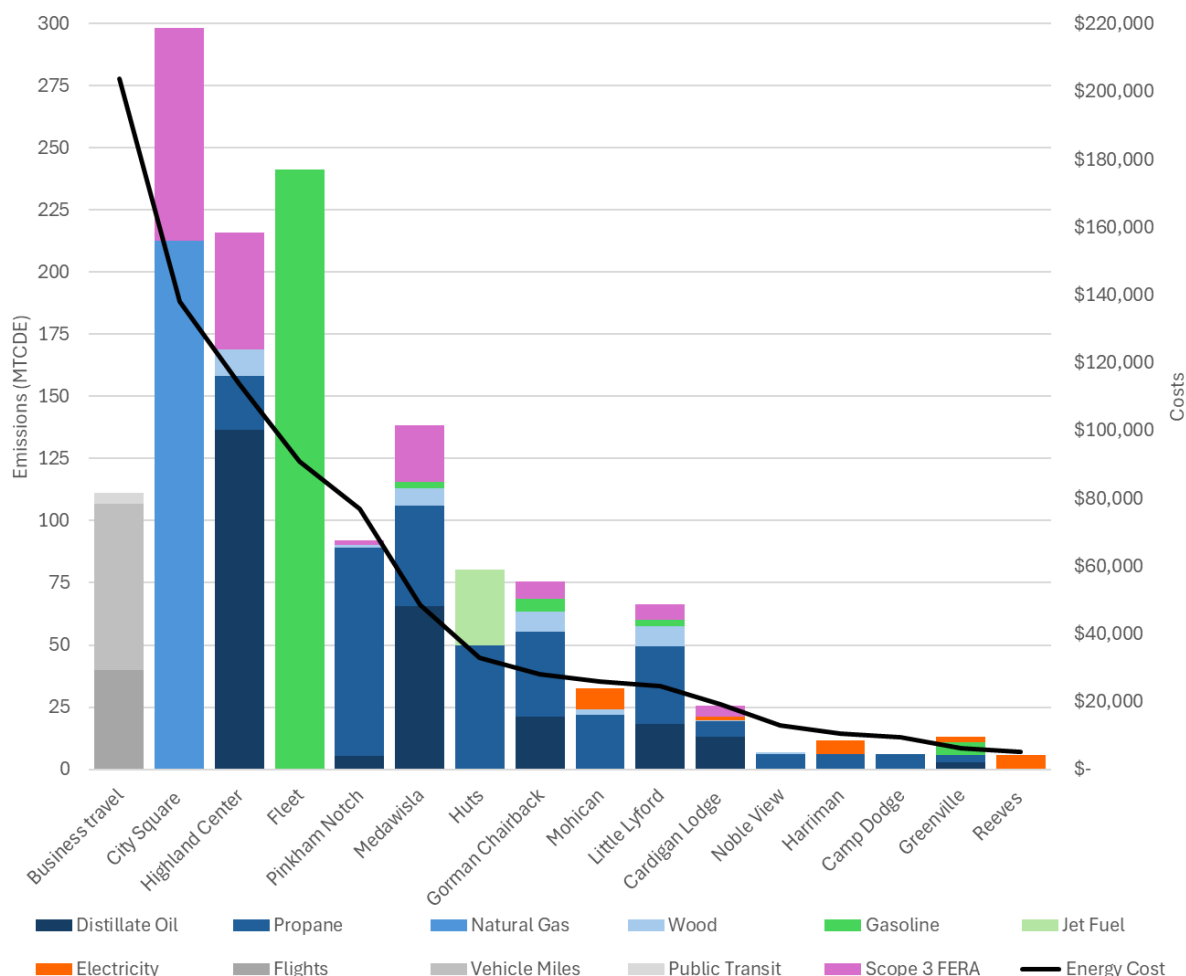
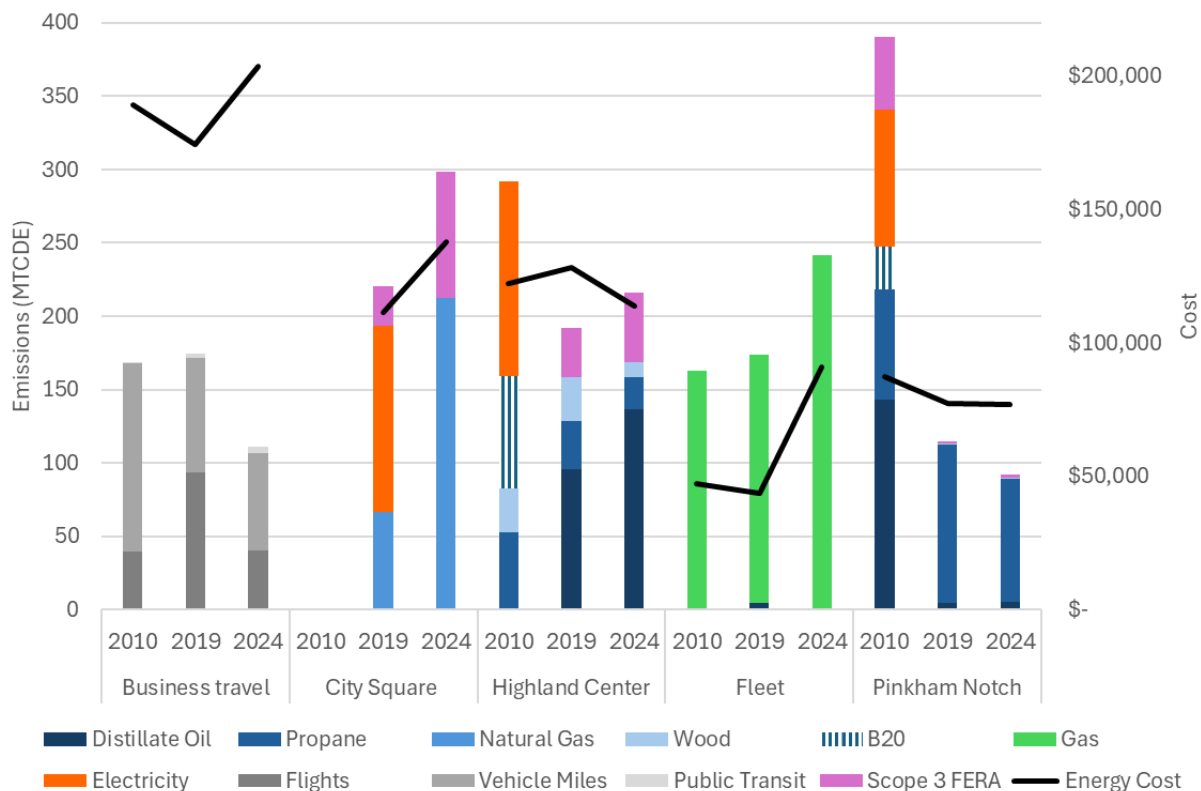


Figure 5. Top energy costs with emissions and energy cost for 2010 baseline year, 2019, and 2024.



that heats the Lodge. GHG Protocol recommends including all biogenic emissions in reporting as the best practice for transparency.

⁵ and the same was true for 2019 (Figure 5). Propane is used at every facility except for City Square, and it is a low-emission fuel source compared to distillate oil, diesel. For AMC's many remote locations with limited electrical capacity or off-grid operations, propane is the standard fuel for commercial kitchens, laundry equipment, hot water heaters, and generators. Natural gas is produced in an emissions-intensive extraction process with hydraulic fracking that leaks methane and aging

In 2024, business travel, City Square, Highland Center, the fleet, and Pinkham Notch had the highest total energy costs (Figure 4);

pipeline infrastructure prone to leakage. City Square is the only site to use natural gas, and the resulting emissions plus FERA value are a fifth of AMC's total 2024 emissions. A detailed list of emissions by facility and source is found in Appendix 1.

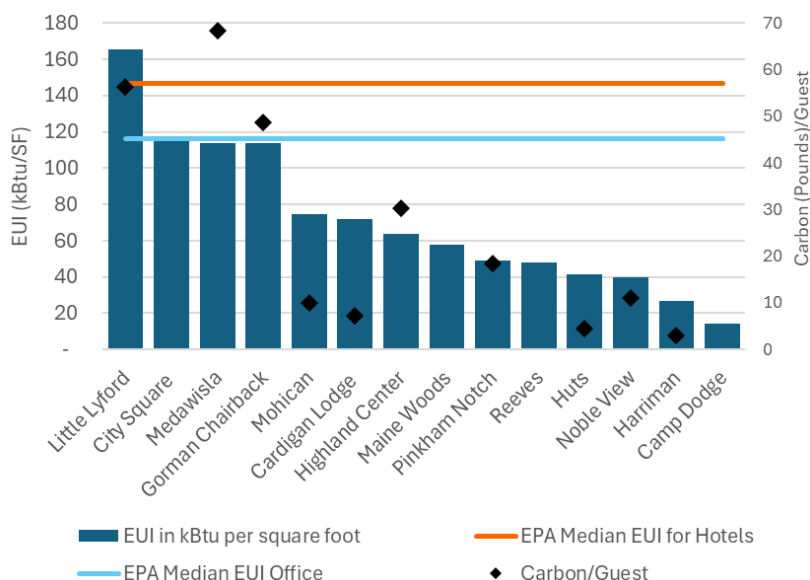
The top energy consumers by cost from 2019 and 2024 are reviewed with baseline operations in 2010 in Figure 5. Many trips for 2024 were by train or vehicle, with fewer flights compared to 2019. Since COVID-19, more staff are

⁵ Main Woods includes the office building and maintenance shop, office building energy is an estimate from 2019 with no updated bills. High Cabin is included with Cardigan. Moose Point Cabin is included with Gorman Chairback. The PA Office was not included in the inventory. 2024 City Square does include natural gas for the restaurant operations, per GHG Protocol guidance.

working remotely, yet with fuel prices and inflation, overall costs for business travel have still increased. City Square, a mixed-use office building with a first-floor restaurant, two floors for AMC, and 3 floors of tenants, was acquired in 2019, and 2024 represents full occupancy and renewable-sourced electricity. At the Highland Center, the electricity contract has been renewable since 2018 and a 20% biodiesel-blend (B20) heating fuel was replaced with diesel fuel oil, which produces about 15% more emissions plus FERA. AMC's total fleet vehicle count has increased as the Maine operations and the trail team have expanded, and gasoline prices have increased about \$0.50 per gallon from 2019 to 2024. Pinkham Notch has sourced renewable electricity since 2018 and phased out diesel heating equipment with propane. Building energy costs have not significantly increased since 2019, but gasoline prices and thus travel costs have increased.

Energy use intensity (EUI) per square foot (SF) is the standard US EPA Energy Star benchmark for building efficiency.⁶ This metric evaluates both fuel use on site and purchased or on-site-generated electricity. Source energy EUI standardizes building evaluations to value grid inefficiency (like

Figure 6. Facilities by Energy Use Intensity (EUI) with points for lodges, camps, and cabins for carbon per guest.



transmission and distribution losses) versus on-site electricity generation.

Almost all AMC facilities operate more efficiently than the EPA median value, except for Little Lyford (due to its small square footage and comparable energy consumption to other Maine lodges) (Figure 6). For lodges, camps, and cabins, total carbon emissions per guest were estimated using total bed night count, City Square, Maine Woods, and Reeves were excluded as office spaces and Camp Dodge was excluded as a long-term seasonal staff location. There was no correlation between EUI and carbon emissions per guest. The five sites with the most emissions per guest are all remote and are fully staffed with meal service through cold winter weather conditions: Medawisla, Little Lyford, Gorman Chairback, Highland Center, and Pinkham Notch.

⁶<https://www.energystar.gov/buildings/benchmark/understand-metrics/source-site-difference>

2024 Net Zero Strategic Plan Review

In 2022, the Net Zero Strategic Plan was published to set forth a path for AMC to cut greenhouse gas emissions. The plan's goals are summarized here with respective strategy progress, color-coded by the key to the right.



Goal 1. Set interim targets for continual reductions toward net zero and evaluate performance periodically.	<div>1.1</div> <div>1.2</div> <div>1.3</div>
Goal 2. Set up internal process to track and report operational emissions progress on an annual basis.	<div>2.1</div> <div>2.2</div> <div>2.3</div>
Goal 3. Enhance organizational capacity to achieve climate targets.	<div>3.1</div> <div>3.2</div> <div>3.3</div> <div>3.4</div> <div>3.5</div> <div>3.6</div>
Goal 4. Prioritize net zero considerations in long-term capital, operational, and capacity planning.	<div>4.1</div> <div>4.2</div> <div>4.3</div>
Goal 5. Identify internal and external resources to pay for net zero investments.	<div>5.1</div> <div>5.2</div> <div>5.3</div> <div>5.4</div>
Goal 6. Reduce emissions in buildings through increased energy conservation, efficiency, and electrification.	<div>6.1</div> <div>6.2</div> <div>6.3</div> <div>6.4</div>
Goal 7. Reduce emissions from transportation by transforming AMC's vehicle fleet and machinery.	<div>7.1</div> <div>7.2</div> <div>7.3</div> <div>7.4</div>
Goal 8. Eliminate emissions from electricity through increased production of renewable energy combined with storage and purchase of renewably generated electricity credits.	<div>8.1</div> <div>8.2</div> <div>8.3</div>
Goal 9. Reduce emissions from staff business travel by encouraging greener transportation.	<div>9.1</div>
Goal 10. Offset residual emissions within AMC's reporting boundary through retirement of credits from AMC's forest carbon offset projects.	<div>10.1</div>
Goal 11. Use a range of approaches as appropriate to reduce emissions from other diverse sources outside the reporting boundary.	<div>11.1</div> <div>11.2</div> <div>11.3</div> <div>11.4</div> <div>11.5</div> <div>11.6</div> <div>11.7</div> <div>11.8</div>
Goal 12: Communicate broadly and consistently with the AMC community and the public about the need to achieve net zero as well as our approach, challenges, and successes.	<div>12.1</div> <div>12.2</div> <div>12.3</div>

2024 Net Zero Strategic Goals Update

Net Zero work is highly collaborative, involving strategizing with finance and development regarding grants and donors, with the lodging team for prioritizing projects that align energy efficiency upgrades and improve the guest experience, with the policy team for aligning with legislation and public funding sources, with communications for highlighting projects in person at facilities and online, and with the research team for data review. The goals of the plan involve partnership, facilitation, and creativity across AMC. Below we highlight strategies that warrant ongoing discussion, and Appendix 2 details each goal and strategy item-by-item.

Using SIMAP to generate the above 2024 greenhouse gas inventory, AMC has taken the momentous step to establish a reliable GHG accounting system to demonstrate progress toward Net Zero and identify areas for improvement (Goal 2.1). As noted above, SIMAP utilizes the best global practices from the Greenhouse Gas Protocol and the system will simplify annual inventories and accounting moving forward.⁷

Goal 3 is to increase organizational capacity to achieve the net zero vision, and in April 2024 AMC hired its first Director of Sustainability, who in June created a Net Zero Team of staff across the organization to convene monthly to strategize and communicate on big

picture goals and incremental projects. The Director of Sustainability is responsible for annual emissions reporting, reviewed by the Net Zero Team and staff scientists, and published publicly.

Resources are needed to fund retrofits, electrification, and renewable energy projects that curb emissions (Goal 5). The Climate and Conservation Fund was established in 2023 with the sale of forest carbon credits from the Maine Woods Initiative (MWI) to support strategic land transactions, land operations, and the Net Zero strategy. The fund was used to establish the Sustainability Director position, and \$70,000 was budgeted for Net Zero projects in 2025, including solar hot water panels at Madison Hut and electric vehicle charger installation at Mohican Outdoor Center and Noble View.

The Net Zero Strategic Plan and AMC's Energy and Climate Policies outline AMC's carbon mitigation hierarchy approach to Net Zero: first, avoid and reduce emissions from transportation and buildings through energy efficiency and conservation; next, eliminate emissions from electricity by investing in renewable sources of energy; and finally, use offsets to eliminate any remaining emissions.⁸ Goal 10 of the Strategic Plan is to "start offsetting as soon as the annual emissions tracking system is set up"—in other words, to

⁷ <https://unhsimap.org/cmap/about>

⁸ <https://www.outdoors.org/conservation/priorities/net-zero-emissions/>

reach carbon neutrality on the way to Net Zero. Science Based Targets Initiative, the global leader on corporate Net Zero commitments, clearly distinguishes Net Zero from carbon neutral, where Net Zero requires the elimination of 90% of emissions from baseline and offsetting only the unavoidable indirect Scope 3 emissions, like from flights in business travel. Carbon neutrality is offsetting all emissions activity with creditable carbon sequestration projects, and this is a useful tool to put a price on carbon emissions and leverage the carbon market as a mechanism to value ecosystems, forests, soils and the human and environmental cost of fossil fuel emissions. Since 2023 AMC has sold MWI forest carbon credits associated with conservation and forest restoration projects in the 100 Mile Wilderness. Those proceeds go to the board-approved Climate and Conservation Fund for strategic land transactions and developing the Net Zero strategy. In Goal 10, by retiring these forest carbon credits to attain carbon neutrality, the price of carbon to AMC would be lost revenue from credits retired and not sold. AMC is focused on cutting total operational carbon emissions and accelerating progress towards Net Zero. For 2024 and moving forward, AMC will continue to recognize the price of carbon by using the monetary value of those equivalent carbon credits to fund Net Zero projects that drive down emissions for

years to come. Detailed updates to Goal 10 are in Appendix 2.

AMC's Net Zero target and operational footprint focuses on the emissions that are most accurate to calculate and impact--the fuel and electricity to operate our buildings and fleet vehicles plus our staff travel. Indirect supply chain emissions, also referred to as Scope 3 emissions, include purchased goods and services like food and merchandise, guest travel, staff commuting, investments, and waste. Science-Based Targets Initiative recommends setting a specific Scope 3 reduction target to account for the complexity of the Scope 3 category and as an important step to effectively decarbonize operations.⁹ In alignment with this guideline and Goal 11.8 of AMC's Net Zero strategy, in 2024, the Environmental and Social Governance (ESG) working group of the AMC Investment Committee determined that AMC had surpassed the initial goals laid out in 2017 and undertook an evaluation of AMC's investment portfolio as of 2024. The analysis of AMC's public equity allocation estimated a GHG footprint of 1,268 MTCDE annually. This quantity is equal to 90% of AMC's 2024 GHG inventory. Overall emissions per investment are 40% less than the global equity index. Fossil fuel exposure of the public equity allocation is 1.5%, compared to the global index of 3.4%. To continue to evolve AMC's investments to align with AMC's mission, the working group recommended establishing a

⁹ <https://sciencebasedtargets.org/blog/scope-3-stepping-up-science-based-action>

framework for managers and setting portfolio goals. Additionally, through fall 2024 and into 2025, the Director of Sustainability has been working with undergraduate students to evaluate waste (Goal 11) and transportation (Goal 9) generally. The intent of these initiatives is to more accurately measure AMC's indirect emissions so that we may identify opportunities to manage and reduce those emissions in the future.

For 2025, projects are underway at the High Mountain Huts to increase rooftop solar and upgrade dated panels with more efficient models. Site energy audits through state incentivized programs began in the fall of 2024 across many of AMC's facilities and will conclude in 2025. Many of the Net Zero Strategic goals direct us to the next logical step to tangibly move the needle on emissions: a decarbonization plan that details specific projects, timelines, and goals by facility to be released summer 2025.

Appendices

Appendix 1. Emissions are listed by specific facility and source, including all sources totaling over 8 metric tons of carbon dioxide equivalent (MTCDE). Business travel and fleet are not included here.

Property	Source	Scope 1 & 2 Building Energy (MTCDE)	Scope 3 FERA (MTCDE)	% of 2024 footprint	Source Detail & Future Projects to Curb Emissions
City Square	Natural Gas	212	86	21%	Gas is used for radiant heat, water heating, and kitchen stove fuel- this is an efficiency improvement from oil boilers. Building envelope improvements are underway with window replacements. Future projects: improved roof insulation.
Highland Center	Distillate Oil	137	47	13%	For heat, the Lodge and Thayer Hall use a wood boiler with oil as a backup. Winter 2024 was harsh and required more oil use. Future projects: ground-source heat pumps for heating and cooling.
Medawisla	Distillate Oil	65	23	6%	A generator is used to run kitchen equipment. Future project: right-size solar and batteries system.

Property	Source	Scope 1 & 2 Building Energy (MTCDE)	Scope 3 FERA (MTCDE)	% of 2024 footprint	Source Detail & Future Projects to Curb Emissions
Pinkham Notch	Propane	84		6%	Propane hydronic heat is used in all six buildings. Trading post has 3 propane-fired fireplace inserts. Domestic hot water and kitchen use propane. Future projects: efficiency upgrades, insulation, electrified kitchen, heat pumps.
Huts	Propane	50		4%	Kitchens and hot water heaters use propane fuel. Future projects: new more efficient solar panels at Madison.
Medawisla	Propane	40		3%	Kitchen stove, laundry, and hot water use propane. Future projects: additional solar array & battery update.
Gorman Chairback	Propane	34		2%	Domestic hot water and kitchen stove use propane.
Little Lyford	Propane	31		2%	Kitchen stove, laundry, and domestic hot water use propane. Future project: battery update & kitchen electrification.

Property	Source	Scope 1 & 2 Building Energy (MTCDE)	Scope 3 FERA (MTCDE)	% of 2024 footprint	Source Detail & Future Projects to Curb Emissions
Gorman Chairback	Distillate Oil	21	7	2%	Generator uses diesel. Future project: additional solar & battery update.
Little Lyford	Distillate Oil	18	6	2%	Generator uses diesel. Near term projects: updating solar system batteries, more efficient dishwasher.
Highland Center	Propane	22		2%	Kitchen equipment, laundry, and hot water use propane. Shapleigh uses propane heat. Future projects: kitchen electrification and heat pumps.
Mohican	Propane	22		2%	Domestic hot water and kitchen stove use propane.
Cardigan	Distillate Oil	13	4.5	1%	Heating oil used. Future projects: additional heat pumps.
Highland Center	Wood	10.5		1%	The wood Garn, a commercial woodstove, provides heat to the Lodge. Future projects: ground-source heat pumps for heating and cooling.
Gorman Chairback & Little Lyford	Wood	8 each		1% each	Future project at Little Lyford: continue upgrading woodstoves to EPA compliant for air quality and wood burn efficiency.

Mohican	Electricity	8		1%	Electricity was a regional mix through the fall, and the site is now on a renewable electricity contract and will be 0 emissions next year.
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Appendix 2. The 2022 Net Zero Strategic Plan outlines 12 goals with strategies. Updates for each are noted in brief. Corresponding with the report card, completed goals are indicated in green and updated goals in blue.

Goal/Strategy	Description	Team	Priority	2024 Updates
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Goal 1. Set interim targets for continual reductions toward net zero and evaluate performance periodically.

1.1 Set Annual targets for continually reducing actual (gross) operational emissions from each sector and review progress each year.	Adopt internal annual targets for buildings, vehicles, electricity, staff travel, and offsets with the goal of using less offsets over time.	Operations and Finance	High	Decarbonization planning in 2025 by facility will allow project prioritization and identify 3- and 5-year goals.
1.2 Develop additional metrics beyond total emissions to track improvements in energy use efficiency.	Explore efficiency standards and other metrics that allow AMC to both expand our operations and prioritize GHG reductions.	Operations, Finance, and Executive Leadership	High	Energy Star Portfolio Manager standardizes buildings using energy use intensity per square foot. For building renovations, a standard practice or policy should be considered, such as net zero and/or passive house.
1.3 Evaluate the GHG management framework and the Net Zero Strategic Plan every 3-5 years	Update internal Net Zero policies, practices, and procedures as research continues to evolve.	TBD	Medium	Done for 2025, ongoing, and to be continued every 5 years.

Goal 2. Set up internal processes to track and report operational emissions progress on an annual basis.

2.1 Establish a reliable GHG accounting system to demonstrate progress toward net zero and identify areas for improvement.	Codify roles and responsibilities to regularly update energy use in AMC's GHG inventory tool.	Finance and Research	High	SIMAP
2.2 Publicly report GHG emissions data and progress on an annual basis to demonstrate	Codify roles and responsibilities to annually estimate and report climate metrics in the Annual	Leadership, Operations, and Growth	High	2024 GHG report and Net Zero website are updated in spring with publication of 2024 Annual Report. Net Zero

accountability and build trust with stakeholders.	Report and Net Zero landing page.			projects were highlighted in the 2024 AMC report.
2.3 Collaborate with Volunteer Camps and Cabins to incorporate energy use data and share knowledge.	Identify a point person to work with VCC Director and collect energy usage data from VCC Chairs that will be integrated into AMC's GHG inventory.	Operations and Finance	Medium	Collaboration ongoing.

Goal 3. Enhance organizational capacity to achieve climate targets.

3.1 Establish a permanent Director of Sustainability position to coordinate Net Zero efforts.	Hire a staff person to lead AMC's net zero initiative, provide technical expertise, and expand AMC networks.	To be discussed by Executive Leadership	High	Done- Director hired April 2024.
3.2. Build staff capacity in Finance, Marketing and Communications, and Executive teams to reliably report emissions each year.	Roles and responsibilities on estimating and reporting emissions each year must be clear within Finance, Communications, and Executive teams.	Finance, Growth, and Executive Teams	High	Done- the Director of Sustainability reports to the CFO; and Net Zero Team has staff representatives across AMC.
3.3 Coordinate "Sustainability Managers Roundtable" discussions to develop best management practices.	AMC identify a staff lead to organize quarterly meetings with facility and operations managers to share knowledge and develop best practices.	Operations	Medium	Frank Jost, Purchasing and Logistics Manager, sends seasonal emails for operations managers. Roundtable or monthly meetings should be established.
3.4. Consider sustainability knowledge and experience as a qualification for hiring and promoting relevant positions.	Qualified staff candidates must be familiar with sustainability issues.	Operations and other relevant roles	Medium	

3.5. Support staff training opportunities to build in-house expertise in areas relevant to implementing net zero projects.	Explore internal workforce development opportunities for staff.	All AMC	Medium	Training is desired by lodging staff on managing solar arrays and off-grid living. Need to identify right opportunities and identify funding.
3.6. Empower staff to become net zero leaders in their everyday roles.	Organize workshop or retreat focused on net zero and develop staff suggestion box.	Executive office and leadership	Medium	Anticipate adding this report to volunteer book and all-AMC presentation with this report.

Goal 4. Prioritize net zero considerations in long-term capital, operational, and capacity planning.

4.1. Incorporate net zero investments within the broader capital planning process.	Consider net zero within the broader capital planning process and create detailed plans to electrify and increase renewable energy sources across facilities to drive fundraising efforts.	Operations, Leadership, IT, and Board	High	Ongoing with All Out Action Plan, planning properties of the future and facilities renovations, and decarbonization planning.
4.2. Extend the capital planning process to be 3-5 years out across AMC operations.	Create a longer-term capital planning process with more cross-departmental collaboration efforts in the planning phases of large project	Operations and Finance	High	Ongoing and championed by lodging team and planning facility renovations. Decarbonization plan will prioritize projects for the next 3-5 years.
4.3. Incorporate carbon accounting and cost-benefit analysis into the capital planning process.	Evaluate project costs, energy savings, and emissions reduction potential on a longer time scale when comparing capital investments (includes accounting for internal and social costs of carbon)	Operations and Finance	High	Carbon accounting was used in the 2025 spending round of Climate and Conservation Funding. Incorporating carbon emissions and energy savings into capital planning is ongoing.

Goal 5. Identify internal and external resources to pay for net zero investments.

5.1. Develop innovative, flexible funding sources to support net zero opportunities.	Create a “Net Zero Fund” using pooled energy savings, forest offset credit sales revenue, an internal carbon tax, and other philanthropic support.	Operations and Finance	High	Done- the Climate and Conservation Fund was established in March 2023.
5.2 Tap into external programs to support net zero projects.	Explore grants and government incentive programs that support net zero projects in the early planning stage.	Operations (rebates) and Development (grants)	High	The Decarbonization Plan is an opportunity to create a collated list of opportunities by state.
5.3. Increase philanthropic engagement around net zero.	Engage members and donors interested in supporting net zero projects.	Development	High	Decarbonization Plan presents opportunities to make pitches.
5.4 Cultivate corporate partnership opportunities that advance net zero.		Development	Medium	Corporate sponsor list sent to Growth team for 2025.

Goal 6. Reduce emissions in buildings through increased energy conservation, efficiency, and electrification

6.1. Develop a business plan to strategically electrify existing building space.	Improve efficiency of AMC building space to reduce GHG emissions and energy costs.	Operations	High	Planning facility renovations and aligning the decarbonization plan will align electrification and efficiency projects. There is significant interest, and success at Little Lyford, in updating woodstoves to EPA-compliant models for health, indoor air pollution, and emissions.
6.2. Identify vendors to conduct a comprehensive assessment of existing AMC buildings.	Consider releasing an RFP to qualified vendors to identify opportunities to strategically electrify and reduce emissions from buildings.	Operations	High	NYSERDA in NY, NH Saves, MA Saves have been tapped for free energy audits for on grid facilities starting in 2024 and into 2025. Outcomes to be documented in decarbonization plan.

6.3. Design new construction and large-scale renovation projects to be net zero.	Evaluate net zero building design as an investment opportunity by comparing upfront costs to the long-term energy savings.	Operations	High	The Energy & Climate Policy outlines the need for net-zero planning for renovations and new properties, and a specific building and renovation policy designed for contractors may be appropriate to navigate that process moving ahead.
6.4. Reduce propane use at off-grid Maine Woods lodges, White Mountain National Forest huts, and Volunteer Camps and Cabins.	Explore options to reduce propane use at off-grid facilities through increased efficiency, electrification, renewable energy, and storage.	Operations and Communications	High	Decarbonization Plan

Goal 7. Reduce emissions from transportation by transforming AMC's vehicle fleet and machinery.

7.1. Develop a vehicle (and equipment) replacement plan to accelerate the adoption of alternative fuel technologies where possible.	Explore opportunities to increase the efficiency of AMC's vehicle fleet and machinery by converting to all-electric and hybrid options.	Operations	High	Decarbonization Plan
7.2. Increase electric vehicle charging infrastructure across facilities with a preference for fast chargers where possible.	Increase electric vehicle charging infrastructure across AMC operations.	Operations	Medium	Decarbonization Plan
7.3. Increase efficiency of White Mountain Hiker Shuttle system through strategic evaluation and conversion technology.	Consider opportunities to reduce mileage and upgrade the efficiency of AMC's Hiker Shuttle route.	Operations	Medium	Decarbonization Plan

7.4. Explore opportunities at White Mountain National Forest Huts to reduce associated emissions from helicopter resupply.	See Strategy 6.4 that explores electrification of kitchen equipment in Huts.	Operations	Low	
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Goal 8. Eliminate emissions from electricity through increased production of renewable energy combined with storage and purchase of renewably generated electricity credits.

8.1. Develop a strategic business plan to increase renewable energy supply at AMC facilities.	Develop detailed plans to add renewable energy resources (includes assessing feasibility of onsite and offsite renewable energy development and renewable energy contracts at each location).	Finance and Operations	High	Decarbonization Plan
8.2. Purchase Renewable Energy Certificates to balance emissions from purchased electricity.	Investigate options to secure “bundled” renewable energy contracts with Green-e® certified companies at grid-connected facilities.	Operations (Storehouse)	High	Done but for the limited ME electricity, wind RECs through Constellation
8.3. Address resiliency of our energy systems through increased energy storage and demand response technologies.	Explore options to cost-effectively expand energy storage and demand response at grid-connected facilities.	Finance and Operations	Low	Decarbonization Plan

Goal 9. Reduce emissions from staff business travel by encouraging greener transportation.

9.1. Review performance and develop alternative transportation strategies to reduce emissions from official business travel	Develop policies and programs that encourage greener transportation habits amongst AMC staff (and volunteers); overlaps with Strategies 11.6 and 11.7.	Operations	Medium	Staff travel policy is forthcoming; anticipate addition to Outdoor Connector to facilitate carpooling.
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Goal 10. Original text: *Offset residual emissions within AMC's reporting boundary through retirement of credits from AMC's forest carbon offset projects.*

Revised: Recognizing the cost of anthropogenic carbon emissions to people and planet, AMC will use the sales of AMC's forest carbon credits equal to AMC's annual emissions to fund Net Zero projects that curb greenhouse gas emissions.

<p>Original text: <i>Start offsetting as soon as the annual emissions tracking system is set up.</i></p> <p>Revised: With annual emissions tracking, ensure the proceeds of equivalent carbon credits are allocated for Net Zero projects. The emissions reporting boundary is Scope 1 building and transportation fuels, Scope 2 electricity, and Scope 3 business travel.</p>	<p>Original text: <i>AMC has the resources and ability to start achieving Net Zero once a reliable GHG emissions tracking system is in place.</i></p> <p>Revised: Monetizing carbon credits is subject to market volatility and AMC will continue to evaluate those conditions before any sale. All proceeds from carbon credit sales are allocated to the Climate and Conservation Fund (CCF) whose purpose is funding strategic land transactions.</p>	Operations	Medium	<p>This goal has been updated to direct the value of carbon credits to double-down on efficiency and energy projects that decrease annual emissions for years to come. For 2025, \$70k was allocated from CCF for Net Zero projects for rooftop solar, electric vehicle charging infrastructure, and insulation projects.</p>
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Goal 11. Use a range of approaches as appropriate to reduce emissions from other diverse sources outside the reporting boundary.

11.1. Reduce emissions from supply chains through local and sustainable sourcing policies and engagements.	Develop "local and sustainable sourcing guidelines" and engage vendors to be more sustainable.	Operations	Medium	Significant enthusiasm from staff to support this goal, but limited sourcing options.
11.2. Offer "carbon neutral" shipping for all AMC online retail orders.	Continue to explore options to offset GHG emissions from shipping activity.	Operations (Retail Department)	Low	Growth team has put out request for proposals for merchandise management company included these considerations.

11.3. Reduce GHG emissions from guest travel to AMC facilities and programs through education and coordinated effort.	Set up AMC's guest travel emissions tool, set targets to reduce emissions from guest travel, and offer guests the ability to offset their emissions from traveling to AMC facilities and other programs such as Adventure Travel, President's Society trips, and August Camp.	Growth, Finance, and Research	Medium	
11.4. Reduce emissions from food service by increasing local sourcing of food supply and options for plant-based meals.	Purchase food locally where possible, serve more plant-based meals, and educate guests on health benefits.	Operations	Low	Significant enthusiasm from staff to support this goal, but limited sourcing options.
11.5. Develop new policies and programs to reduce waste at AMC facilities.	Explore adoption of a zero-waste policy and implementing more composting at AMC facilities.	Operations	Low	Summer 2024 Intern worked on waste assessment; Spring 2025 Capstone Team completing 2024 waste greenhouse gas inventory. Highland Center has integrated more canned beverages and boxed water to decrease plastic use.
11.6. Support staff in reducing emissions from commuting and related activities.	Adopt policies to reduce emissions from staff commuting and offer incentives that promote carpooling and public transit where available. Solutions may overlap with Strategy 9.1 to reduce emissions from staff business travel.	Human Resources	Medium	Fleet team has led efforts to simplify using fleet vehicles for staff trips and errands between locations, particularly in NH. As done in 2020 for Summit, facilitate staff carpooling to events.
11.7. Enable Chapters and volunteers to cut emissions from AMC-related and everyday activities.	Inspire GHG reductions from volunteers and Chapters through fun learning exercises and rideshare applications.	Volunteer Relations	Low	Future carpooling feature bookmarked for Outdoors Connector update and staff travel to events. Net zero educational fliers made in 2024 for volunteer tablers.

11.8 Continue investing in environmentally and socially responsible companies.	Continue to ensure responsible investment decisions through ESG criteria.	Finance and Board	Low	Ongoing with Finance Committee & findings from 2024 ESG working group.
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12. Communicate broadly and consistently with the AMC community and the public about the need to achieve net zero as well as our approach, challenges, and successes.

12.1 Develop a net zero marketing and communications plan.	Communicate and market AMC's climate-related programs consistently across all channels to spread the word about our net zero efforts and impact	Growth, Reservations and Development	High	Four 2025 priority stories submitted to Growth team in October 2024.
12.2 Update existing signage to reflect the net zero goal and identify other educational opportunities to conserve energy at AMC facilities	Identify staff leads who can evaluate opportunities to update signage in buildings	Growth and Operations	Medium	Comprehensive AMC signage project to continue 2025
12.3 Advocate for policies and research that support climate change science, monitoring, and actions grounded in sound science.	Continue and strengthen our advocacy for policies that further reduce GHG emissions, support the energy transition at the local, state, and federal levels, support solutions to reduce transportation emissions, and increase investments in land and forests as part of state and regional policy solutions.	Growth, Finance, and Research	Medium	Community Activation Campaign launched in January 2025