

**ASPEN CHAMBER RESORT ASSOCIATION
BOARD OF DIRECTORS E-MEETING
April 28, 2020**

Call to order: Cristal Logan called the meeting to order at 8:34 a.m.

Attendance: Present: Cristal Logan, Debbie Braun, Donnie Lee, Charles Bantis, Jeff Bay, Rose Abello, Andrew Ernemann, Rob Ittner, Sam Barney, Dave Ressler, Nina Eisenstat, Cari Kuhlman, John Rigney, Torre, Bill Tomcich, Alinio Azevedo, Jeanette Darnauer, Alan Fletcher, Tom Heald, John Kinney, Heather Kemp, Lisa LeMay, Maria Morrow, Heather Steenge-Hart, and Riley Tippet Special Guest: Sara Ott & Rick Carroll Absent: Patti Clapper Staff Present: Kristen Anderson, Susan Bantis, Eliza Voss, Jennifer Albright Carney, Sarah Reynolds Lasser, Kathryn Dzedzic, Liz Cluley and Jack Orsi

Approval of prior meeting minutes: Approved

Chair's Comments: She introduced, Sarah Ott Aspen City Manager. Cristal thanked everyone for their combined efforts on COVID-19 from the front-line workers, City Council and ACRA. She expressed what a great job everyone has done. She introduced Kristen Anderson as Executive Assistant, replacing John Davies.

Cristal thanked everyone for their leadership in the community. She applauded ACRA for providing information for the members and creative ideas. Bankers for assisting with the loans. To the front-line workers and non-profit sector.

The Arts and Culture Task Force Update: Cristal said this sector in particular have been significantly impacted. Alan Fletcher mentioned the donors with the Aspen Institute have made contributions to the community. The Arts and Culture community is most interested in; Waiving rent, increase marketing efforts, free parking in Aspen core, subsidized daycare, visibility in the core of town. All funding events have been cancelled or postponed to later in the year.

President's Comments: Debbie thanked the City for the granting program and PPP Funds. Pitkin County and AVH for working 24/7 for providing information. She said the relationships we are building with one another right now will serve us well in years to come. We furloughed a few staff members in the past 60 days. I want to recognize all the work the staff have accomplished and are currently working on. Please reach out to us if you need anything.

Charles Bantis, Finance Committee: I want to recognize ACRA staff, solid 2019 year. Finance committee is meeting every 30 days to evaluate. 2020 is looking like a 25% revenue loss. Due to mainly membership dues. He said the committee is currently doing a 90-day rolling forecast. He doesn't see September revenue coming in, as previous years. For Destination Marketing, 30% revenue loss. The committee is cutting costs and will most likely utilize reserves in the next few weeks. Looking to the City for support and matching our reserve funds. ACRA is okay until September / October. Not sure how summer will be, what type of tourism will we see. Definitely a different experience.

Jeff Bay, Marketing Advisory Committee: Eliza and I met early in April for budget cuts, revenue short falls. Staff cuts cancel of photo shoot, FAM, Travel, international marketing. Pivot our marketing efforts and funds. Revised budget was approved by the Finance committee. Restorative marketing plan – retarget marketing funds and recovery. This brought upon the Tourism Recovery Task Force. Next step is to bring the recovery plan to the city to ask for the funds needed. Timeline of recovery and assure safety is first and foremost the most important.

Sam Barney, Construction Task Force: ACRA has put together a Construction Task Force, headed by Maria. Assisting with the construction industry back to work. Task Force meet with council Mullens, positive feedback. He will be able to provide a timeline with architects to move forward.

Maria Marrow, Construction Task Force: Thanked the City. We are seeing PPE obstacle. Companies need to plan for PPE to be able to work again. Long lead time on PEE that is needed.

Heather Steenge-Hart, Lodging Task Force: The lodging committee is working on a plan to re-open. She said they had a great call yesterday. Following Wynn and Marriott guidelines. There will be a tier process to open. Discussing what the breakeven point is to open and bring back staff. We are following state orders and looking at our surrounding partners in Eagle and Summit on when they will re-open. Lodging will likely follow Summit and re open after Memorial Day Weekend. Also, will

need a robust testing system and infrastructure in place before we welcome tourists to our community. After construction is open, 4 to 8 weeks we will know the impact and what sector is able to open next.

Presentation:

Debbie Braun: Right now, is usually our peak membership renewal time. As a 501 6C, we do not receive any funds. We rely heavily on membership dues. To help the members, we have come up with a number of payment plans. As of now, 45 people have renewed and sent payments.

Before this pandemic hit, we started to put in place items from the 2020-2025 strategic plan. ACRA Brand / Logo. Define what Defy Ordinary means to the members. Bringing the brand together as a whole, membership and destination marketing.

Before we move on. We understand our current state, however we have to plan for our reopen. When we are ready to reopen, we will be ready to welcome our guests.

Old Business: Motion and a second to approve 2020/2025 Strategic Plan. It was approved by full board of directors.

Director's Comments:

Mayor Torre: So happy to be in Aspen. City Comments – response, relief and recovery. We are still very much in the response phase with the stay at home order and face masks order. Relief, aid to those in need. Rent program, we have learned a lot. It is not perfect. Recovery, ACRA has done a great job. Thinking of an opportunity right now to support our local restaurants, virtual event? We are also working to expedite the construction permitting process.

Dave Ressler: Impressed with the quality of work ACRA has done. No one is currently admitted at AVH due to COVID-19 and in the past 24 hours we have not seen anyone in the ER or tent with COVID-19. Huge success and hard work have paid off. We are moving to the containment mode. We will begin to test everyone with mild symptoms. Looking to the PCR test, it will look for the premise of the virus. Box it in plan is part of recovery. Hiring staff to trace people with the virus, isolate themselves and contain the virus. The Community Health Board will lift restrictions. May 1st, AVH will resume non urgent procedures. Care clinics will begin to see patients in person. He is very proud to be a part of this community.

Cari Kuhlman: Busy working on 2nd round of SVA PPP Loans. We are having issues with the interface and banks.

John Kinney: Airport is slow. This has been devastating to the airline industry. Airport staff will see layoffs in September and planes will retire early. Airline Industry will be cutting dozens of routes. United has suspended flights to Hawaii until the Fall. 2022 will be the comeback year. On a busy day, he said they are seeing 15 people in and out of the airport. The Air Tower will reduce their hours to 8am to 4pm. Looking at Plexi Glass everywhere, especially in restrooms. PPE will be huge, we do have reserves. When the visitor walks off the plane, they need to be assured that Aspen is a safe place to travel. We received 3.4 million in federal funds to assist with the O&M costs and not towards capitol.

John Rigney: Thank you ACRA for being proactive. Aspen Skiing Company is taking care of our employees and guests which are our local community. The hills have become a great outlet. Being an active role in our community in distribution in food and call lines. We are still hopeful for summer events. Winter, we have to start planning and decide what is our message.

Donnie Lee: What is our new normal? We will be operating completely differently. Summer business will only be a fraction of what we have seen in past. We have to coexist with this virus.

Rose Abello: Summer events will be moved to later in the summer. Developing more frequent and smaller events to follow the health guidelines in size. No summer concerts. Groups up until late July have cancelled or re booked, which has been successful. Marketing strategy in line with ACRA.

Lisa LeMay: Great job ACRA of pivoting marketing. Positive outlook with retail questionnaire. Retail stores will be happy with a 30% drop in revenue. Most are budgeting for 50 -75%, being realistic. Rent relief is great, however we have to make it to December. She is curious to see what October and November will look like. Ordering hand sanitizers for stores. The City has to realize this is a bigger impact than rent for today.

Heather Kemp: Thankful to be able to offer curbside pickup and delivery for Mother's Day. She is curious to know the timeline on being approved for rent relief. Talking with the smaller businesses and they are unsure of steps to take to re-open and what are the guidelines?

Andrew Ernemann: there are 700+ realtors in the valley and most are contractors which do not qualify for PPP loan. State is allowing for properties to be shown, however not at the local level. People are calling and wanting to know when they can come see homes and visit. Right now, 14 homes are under contract in Aspen and usually have 50 homes at this time of year.

Nina Eisenstat: The Aspen community is such a mix of businesses. A lot are not able to apply for loans or payroll protection plan. What else can we do for them? We need to be careful of our terminology, we know what it means but does the community? Streamline communication and be consistent of our message. Health & Safety is first. A lot of talk and rumors about 2nd homeowners visiting, what events are soon to be cancelled? Jas Café, Labor Day Festival and Saturday Market? She will look to ACRA for the most up to date information.

Bill Tomcich: The airport has finally been able to build a solid flight schedule. United is providing us with a 30-day schedule. Denver and other main hubs are doing 2 flight banks a day. There is a 5% demand of flights, this being said United decreased flights 90% per day. June 27th is the next peak date with 30% occupancy and 38% occupancy for July 4th. June is still a mystery, United has not given us a schedule.

Riley Tippet: I totally agree with planning for our re-opening. Messaging needs to be clear and plan for a long haul. Thank you to ACRA, good foundation for information.

Rob Ittner: Thank you to everyone at ACRA. The restaurant industry is special. We have formed a group of about 20 – 30 people that we meet twice a week to share information, best practices. We invite experts and famous chefs to join our meetings and share information and uplift us during this time. What will the restaurant industry look like? Looking at other countries that have been hit before us and what they are doing. Bar seats are a thing of the past. We have a tough uphill battle. Restaurants will have to decide if they want to stay open and spend the \$200K to get through the next 12 to 18 months or close and lose their capitol. We will have to do a detailed "How To" campaign. ACRA can help all industry sectors and create materials.

Jeanette Darnauer: Thank you to Rob and ACRA which has been a virtual importance of communication. Banks and CMC for their virtual classes. We have a special diverse community; everyone has been impacted. Media has been hit hard with loss of add revenue. Looking to the city to provide coupons for re-opening and add revenue. Nature will be a driver for visitors, and we have to be mindful on how to control this. Strong plan with Pledge of the Wild. Forest Service are not having the interns this summer so will be less help along the trails and making sure people are practicing social distancing. Partner with someone for trail maps or something similar. Eliza said that Bridget is working on a sign for Independence Pass. ACRA will make sure responsible tourism is the message.

Maria Morrow: She said there is a mixed message from the board of health and when and what is needed to re-open. Could we do a Q&A to distribute to businesses? Opening in June will look a lot different than opening in August.

Tom Heald: Schools closed and delivering online schooling till June 3. Tracking parent, student and staff feedback on how to improve the process. Meals and family support (tech, mental health, other) is provided by Aspen Family Connections and school staff through the end of year. End of year traditions to be conducted remotely. Summer school planning is in progress to be delivered online or in person depending on health order. Planning for Fall is in progress with a recognition there could be several different scenarios, e.g., normal start, hybrid start, closed and online delivery continues. More to follow.

Adjournment: Meeting adjourned at 11am.