ACRA DEFY ORDINARY

ASPEN CHAMBER RESORT ASSOCIATION

DESTINATION MANAGEMENT | MEMBER SERVICES | SPECIAL EVENTS | VISITOR SERVICES

Board of Directors Meeting
Date: July 28, 2026
Aspen Meadows Resort

Present: Donnie Lee, Dwayne Romero, Cari Kuhlman, John Rigney, Cristal Logan, Jeff Bay, Richard Becker, Debbie Braun, Patti Clapper, Matt Cook, Nina Eisenstat, Michael Goldberg, Lauren Heath, Diane Jackson, Noemi Kiss-Baldwin, Tharyn Mulberry, Rachel Richards, Mindi Safchik, Heather Shapard, Steve Skadron, Julia Theisen, Bill Tomcich, Justin Todd, Brenda Wild, and Pete Yang.
Absent: Alan Fletcher, Maria Ticsay, and Peter Waanders.
Staff: Jennifer Albright Carney, John Clay Davies, Savannah Grant, Casey Graves, Julie Hardman, Nichole Hellinger, Jessica Hite, Karina Keller, Athena Pantelas, Sarah Reynolds Lasser, and Liz Watson.
Guests: Kari Dequine and Clint Kinney

Call to order: Donnie Lee called the meeting to order at 8:31 AM

Approval of the June 30th Minutes:

Disclosure of Conflict of Interest: None

Town of Snowmass Village Update: Town Manager Clint Kinney and Tourism Director Julia Theisen presented an overview of development, housing, and tourism initiatives underway in Snowmass Village. Clint reported that Base Village, which began planning in the 1990s and went to a vote in 2004, will finally be completed in 2027 with approximately one million square feet developed. The final building, Stratos, is under construction and roughly 80 percent pre-sold. At the mall, the Viewline Ritz-Carlton project is entering the Sketch Plan phase of an anticipated two-year land use process, proposing a full scrape and replace that would reduce the property from approximately 400 keys to 250 with larger rooms, added parking, and 100 to 120 employee housing units, with construction estimated at four winters. The nearby Timbermill Building is under contract with the buyer not yet public, and because it serves as the access point for roughly 70 percent of skiers, coordination between the two projects will be a significant priority. Clint also highlighted several town investments, including the Little Red Schoolhouse, which broke ground last month and will double early childhood education capacity to 60 children, and the $8 million Owl Creek and Brush Creek roundabout, which began in April and will be completed in November with minimal traffic impact until a two-month Owl Creek disconnection beginning around August 30. On housing, the town is investing $6 million in renovations at Villas North, continues refining the Draw Site workforce housing project at approximately 65 units pending a super majority council vote, and contributed $1 million to the Cavern Springs mobile home park acquisition preserving roughly 100 homes. He also shared that the Skittles gondola will be replaced next year in a $10 million partnership with Aspen Skiing Company, and that a wildfire modeling study identified 9,000 acres warranting mitigation, with the town targeting approximately 2,400 acres at a cost of $5 million over five years. He noted that wildfire mitigation, housing, and construction fatigue remain the community's most pressing challenges, and previewed a November ballot that includes town council elections and anticipated tax measures from the fire district and Water and Sanitation District. Julia Theisen reported that Snowmass is seeing healthy visitation with occupancy and average daily rate both up just under 5 percent and revenue up 10 percent, with August pacing soft and September stronger. On the 2027 airport closure, Snowmass is expanding drive market efforts in both marketing and group sales and exploring private transportation incentives, building on a road trip themed campaign this summer that paired a lodging discount with a travel credit. She announced Ice Age Discovery 2027, tied to Snowmass Water and Sanitation's planned expansion of Ziegler Reservoir from 80 million to 120 million gallons running May through September 2027. Building on the 2010 discovery, Snowmass Tourism is partnering with the Denver Museum of Nature and Science, the Aspen Science Center, and Aspen Skiing Company, with an official announcement expected in mid-September and a Science in Snowmass weekend planned for September 11 and 12. Julia also presented Snowmass Village's first Destination Management Plan, adopted at the end of 2025 and organized around four pillars of people, place, prosperity, and process. Related initiatives include the new Thrive Advisory Committee of approximately 30 residents advising council on quality of life issues, an Inclusivity Coalition with subcommittees focused on the LGBTQ+ community, Spanish-speaking community, and universal access, first-time resident sentiment monitoring which returned positive results, and a responsible travel campaign called Love Snowmass Back. The universal access subcommittee completed destination verified certification through Wheel the World in partnership with ACRA, with 10 additional sites including the Maroon Bells in progress. Board discussion included questions about wayfinding signage at the Owl Creek turn and the need for a more centralized resource for trail opening updates at Sky Mountain Park, with Julia noting that Snowmass Local is the best current channel. Members also discussed why visitation and rates remain strong despite broader economic pressures, with the group noting that the destination's loyal, affluent visitor base is somewhat insulated from inflation while acknowledging pricing fatigue and inconsistency across restaurants and retail. June performance data showed paid occupancy up 9.1 percent in Aspen and 16.3 percent in Snowmass, with RevPAR up approximately 16 percent and 22 percent respectively.

Chair's Comments: Donnie Lee thanked Justin Todd for providing specific performance data illustrating the impact of events on the community. He characterized the summer as strong overall, though he noted some anticipated falloff in August tied in part to the earlier school calendar, with a modest pickup expected in the fall. He acknowledged continued inconsistency across restaurants and retail. On The Gant, he shared that building permits have been filed in preparation for the property's closure in the spring, with significant work underway behind the scenes and the project tracking on schedule.

President's Comments: Debbie Braun welcomed Dr. Richard Becker to the board and thanked the City of Aspen and ACRA's special events team for the Fourth of July celebration, which included a carnival at Rio Grande Park in recognition of the America 250 and Colorado 150 anniversaries. She recognized Julie Hardman and Taylor Wilcher for their work activating the evening programming and drone show, and noted that Taylor is now out on maternity leave with a temporary replacement in place. Attention now turns to Winterskól as the next major event. On the office transition, Debbie shared that Jennifer Albright Carney continues to prepare the Obermeyer space for ACRA's arrival in early September, with light demolition work underway that does not require permitting. She provided several updates on 2027 airport closure planning. CDOT has confirmed that Glenwood Canyon will operate under head-to-head traffic from April through October during the closure period, and interagency coordination is underway including consideration of reinstating the light on Independence Pass. Pitkin County continues to convene stakeholders during the final week of each month for subgroup reporting. Debbie also highlighted growing self-organization within the business community, noting that the retail community has established an active WhatsApp group that ACRA has been invited to participate in, and thanked Mindi Safchik for facilitating that connection. A new group of locally owned restaurants called Aspen Locals Unite has also formed, and ACRA is working with them on the potential of hosting a restaurant week in 2027. She thanked Lauren Heath and Matt Cook for connecting ACRA with Aspen Luxury Limousine, and recognized Sarah Reynolds Lasser and Liz Watson for meeting with both groups to ensure they have the information they need heading into the closure.

Directors' Comments:

Tharyn Mulberry reported that Aspen School District staff return next Wednesday, with high school and middle school students starting August 10 and Aspen Elementary students starting August 12. In response to Debbie's question about the earlier start date, he explained that the calendar was adjusted to align with the state athletic calendar, as the district had previously been holding athletic contests before school was in session. The calendar committee has since voted to move back to a later start, though school calendars can only be adjusted every two years. He shared that the district is launching advisory groups around the bond, with consideration being given to athletic renovations including a potential field house and a renovation of the district theater. He invited board members interested in participating on those design teams to reach out directly. The district also received a $750,000 innovation grant from the Aspen Education Foundation to support projects including an innovation lab and AI initiatives, and welcomed community involvement in that work. On housing, Tharyn reported that this was the first year the district was able to house all new hires without turning anyone away. Turnover dropped to 12 percent, down from 17 percent in previous years and below the state public school average of approximately 15 percent. He thanked the community for supporting the additional units that made this possible, while noting that housing is currently available only to teachers and that expanding it to other staff, who are often the lowest wage earners with the longest commutes, remains a priority. In response to a question, he shared that approximately 318 students are out of district, with total enrollment anticipated at roughly 1,515.

Cristal Logan welcomed Dr. Becker to the board and shared that the Aspen Institute partnered formally with Aspen Valley Health for Aspen Ideas Health this year, showcasing local healthcare talent alongside national leaders. She reported that summer events are going well and reiterated the Institute's longstanding commitment to affordable, free, and accessible community programming. On the 2027 airport closure, she shared that a group hosted at the Institute recently expressed concern about access, and she offered to host an informational meeting to help them understand transportation options for next summer. She encouraged the board to take a similar approach with groups and partners, emphasizing calm and reassurance. She also flagged persistent rumors circulating that both the Ideas Festival and Food and Wine will not return in 2027, and urged board members to actively correct that misinformation and continue communicating that Aspen will be open and thriving next summer.

Steve Skadron thanked Cristal Logan and the Aspen Institute for their outreach efforts to the local community, noting he regularly attends the Wednesday night speaker series. He reiterated that CMC is committed to developing 350 housing units over the next 10 years and reported progress toward that goal. He noted that fall registration is open and classes begin August 10, consistent with the earlier calendar shift discussed by the school district. Steve shared that CMC was named one of the top 25 community colleges in the country through the Aspen Prize, part of the Aspen Institute's College Excellence Program. While CMC will not win the $1 million award this cycle, he described the recognition as a significant honor among thousands of community colleges nationally and expressed optimism about future cycles. He also detailed CMC's new Civics Institute initiative, which will address what he described as a decades-long gap in civics education following the sustained national emphasis on STEM. The initiative will include a civic center offering credit-bearing and community education classes on the mechanics of self-government, community convening across CMC's nine mountain town districts, and place-based projects, internships, and partnerships connecting classroom learning to local civic life. Steve also acknowledged Aspen Valley Health and regional hospital partners for their continued support of CMC's nursing program, noting that nursing, EMT and EMS, and firefighting are among the college's most competitive programs.

Pete Yang shared that Alpine Bank has been active across the valley this summer supporting community events and nonprofit fundraisers, including events for Aspen Valley Health, Aspen Valley Land Trust, and ACES. He noted that Alpine Bank has been in the valley for over 50 years and that all employees receive 24 paid volunteer hours annually to support a nonprofit of their choice, including organizations such as Roaring Fork Outdoor Volunteers.

Michael Goldberg introduced Yuki, a new Nobu concept featuring global cuisine drawn from Nobu's 65 locations worldwide. Speaking to the earlier discussion of inconsistency in the restaurant sector, he noted that inconsistency has been a constant in Aspen throughout his 37 years in the community, and applauded operators who have managed to sustain businesses that serve both visitors and locals. He shared that his restaurants remain open 363 days a year and prioritize off-season menus as an opportunity to serve community members who may not otherwise be able to dine at higher price points. He noted that restaurants able to respond creatively, particularly on pricing, are the ones most likely to survive amid inconsistency in both costs and labor. On the growth of music programming across the valley, Michael expressed the view that additional venues and festivals benefit the consumer and strengthen Aspen's reputation as a destination. He shared that Up in the Sky returns to Buttermilk on August 7 and 8, and noted that despite initial concern about a 10,000 person festival in mid-August, coordination with other local promoters has demonstrated that the market can support differentiated programming. He closed by noting that approximately 70 percent of ticket buyers for both Belly Up and the festivals come from outside the Roaring Fork Valley, underscoring the direct connection between music programming and tourism.

Patti Clapper welcomed Dr. Becker and noted she looks forward to introducing him to the Board of County Commissioners once he has had time to settle into his role. She shared that the airport runway project has officially broken ground and deferred to Diane Jackson for a fuller update. Regarding the Ziegler Reservoir expansion in Snowmass, she noted that further excavation will likely require BOCC or staff approval, and expressed interest in working with the Denver Museum of Nature and Science to secure an authentic fossil for display in the new airport terminal. She reported on the National Association of Counties annual convention in New Orleans, where a national push is underway to strengthen civics education for youth. She brought back civics activity materials for younger audiences, including one focused on how county government works, as a starting point for Pitkin County's observance of County Government Week in 2027. On the November ballot, Patti shared that Pitkin County is finalizing language and terms for reauthorization of the Healthy Community Fund, a property tax that provides critical funding for nonprofits throughout the Roaring Fork Valley. She noted the November ballot will be full and encouraged efforts to prepare voters to engage with the volume of information, with details to be posted through the county elections department. She closed by praising the Fourth of July celebration, noting she has heard strong feedback about the carnival and parade, and thanked the City of Aspen and ACRA for their work. She also reminded the board that Pitkin County remains in Stage Two fire restrictions and emphasized the continued need for public awareness and rainfall.

Diane Jackson thanked the board and Pitkin County commissioners for the time and effort invested in advancing the airport modernization project, noting that the work would not have been possible without broad community support. She confirmed that the airport groundbreaking has occurred and crews are turning dirt, with work taking place outside the airport safety areas so that summer operations continue uninterrupted. One lane of Owl Creek Road is currently closed with alternating traffic in place to complete a stretch of roadwork this summer. She thanked board members participating in the community continuity group and its subcommittees, noting that the collaboration has generated significantly more ground transportation options and coordination with CDOT, neighboring counties, and regional airports, particularly Eagle. She reiterated that while the community is focused on accommodating travelers during the closure, the priority is welcoming them back when the airport reopens in November 2027 for ski season. Outreach continues through social media, small group presentations, panel discussions, and twice monthly updates to the Board of County Commissioners.

Dwayne Romero shared a brief update on his congressional campaign following the primary, noting that he has been traveling extensively throughout the district and will continue outreach across southern Colorado in the coming week. He noted the interconnected nature of the district's rural economies around water, public lands, recreation, ranching, and agriculture.

Bill Tomcich reported that June was another record month for the Aspen Airport, with total passenger numbers up nearly 7 percent over the prior year, and noted that current published schedules suggest continued records through July, August, and into September. He explained that school calendars across the state influence airline scheduling decisions, which in turn affect capacity at Aspen. American Airlines will step down slightly after August 4, dropping seasonal Austin and Los Angeles service to focus on Dallas and Chicago, while United will increase capacity beginning August 11, moving from nine to 13 weekly flights from LAX and running peak schedules through September 23. Bill flagged an ongoing operational constraint, noting that with eight overnight parking positions the Aspen Airport is now completely full every night, with nine aircraft scheduled beginning next week. He and Diane Jackson were meeting with United later that morning to work through the issue, and he noted that United has previously addressed the shortage by flying an aircraft to San Francisco overnight. He described this as a long term concern, noting the airport had never approached capacity in his 30 years until 2022. Winter schedules are beginning to take shape with up to 42 daily flights in the second half of December, matching the highest levels on record, and additional capacity showing in February and March including expanded Phoenix service from American. Looking ahead to the 2027 closure, Bill reported that American has now published backfill schedules into Eagle County Airport in response to United's earlier announcement, adding a fourth daily mainline flight from Dallas, daily Chicago service, and two daily flights from Los Angeles beginning May 27, 2027. In total, Eagle will go from approximately six daily flights this summer to as many as 16 next summer, an increase of nearly 130 percent, with roughly half arriving in the evening and departing early morning. He noted that this concentration is where ground transportation demand will be most acute, and that the RFQ vetting process is underway with strong interest from multiple transportation providers. He also addressed CDOT's confirmation of head-to-head single lane traffic in Glenwood Canyon during most of the closure, noting that the morning departure concentration should coincide with lighter valley traffic, though travel to and from Denver via I-70 will remain a challenge.

Justin Todd reported that the White Elephant Aspen has been open a month and a half following nearly four years of construction and that operations are going well. He praised the Fourth of July parade, which passed directly in front of the hotel. Building on Michael Goldberg's earlier comments, Justin emphasized the strength of Aspen's programming diversity across music, dining, lodging, and conferences. He noted that in his interactions with guests since opening, visitors are coming for a wide range of reasons and engaging with many different parts of the community. He closed by commending the collaborative spirit among Aspen businesses, noting that the community operates less as competitors and more as partners working toward a shared goal.

Matt Cook echoed earlier comments about the value of major events, noting that Up in the Sky and Palm Tree Festival have driven meaningful business for service providers and introduced Aspen to visitors who might otherwise associate the destination solely with skiing. Speaking to the Medicaid transportation side of High Mountain Taxi's business, he reported that the company has had to significantly reduce service over the past month. The reimbursement rate set by HCPF is now below cost, making the service unsustainable, and he noted that the Grand Junction provider has similarly reduced service. High Mountain Taxi continues to prioritize critical care transportation including dialysis and cancer appointments, and accommodates additional riders when scheduling allows. The company continues to work with HCPF, the State Joint Budget Committee, and the Governor's Office to address the rates, though he expects conditions to worsen as more providers reach the same conclusion. Matt acknowledged the earlier discussion about frontline employee communication and committed to improving driver education, particularly regarding 2027 event programming. He noted that he had personally encountered misinformation suggesting the Ideas Festival would not take place next summer and will ensure his drivers have accurate information going forward. He also previewed new technology High Mountain Taxi has been developing over the past nine months, designed to consolidate transportation options across taxi, shuttle, and transit services while integrating event and dining information into a single resource. The rollout is expected within the next few weeks.

Noemi Kiss-Baldwin noted that Limelight Aspen has hosted several events with Aspen Valley Health. She reported a strong summer that has exceeded expectations, driven in part by significant last minute bookings including last minute groups. She echoed the value of music and special events, noting that Limelight has been sold out for the Up in the Sky weekend for months, which she described as clear evidence that events are drawing the right customers to the destination.

Brenda Wild reported that year to date transactions are slightly ahead of last year at 800 compared to 787, while total sales volume is down approximately 15.5 percent. She characterized the market as plateauing and largely quiet, and noted the same pattern nationally and across resort markets. She expects more movement by the beginning of next year, with interest rates continuing to shape buyer and seller behavior in the interim. She highlighted the opening of the Kodiak Club in Basalt, which is renting rooms at $7,000 per month for one bedroom and $14,000 for two, targeting higher end short and long term guests. The property includes a private club, restaurant, event programming, and black car service to Aspen, and currently offers approximately 70 rooms. She noted it may absorb some overflow demand from the Roaring Fork Club and encouraged board members to tour the property. She closed with a market update covering Aspen, Basalt, and Snowmass Village. In Aspen, the median single family home price is down 18.2 percent with closed sales down 42 percent year over year and median days on market at 193. Basalt is up 46 percent from 2025 with median days on market at 106 and median sold price per square foot up 14.8 percent. Snowmass Village is up 17 percent from 2025 with median days on market at 171 and median sold price per square foot up 6.5 percent.

Cari Kuhlman noted significant merger and acquisition activity across the finance industry, with larger institutions increasing their presence in the valley. While this represents added competition, she noted the positive community impact, as most financial institutions locally contribute meaningfully through donations, event sponsorships, and employee volunteer programs. She also observed that AI is changing the industry significantly. On ACRA finances, she reported that the Finance Committee last met in May and will convene again in August to review second quarter financials, with a full treasurer's report to follow at the September board meeting. She also encouraged board members to visit the Paul JAS Center, highlighting its diverse music programming as well as its role as a community gathering space offering open mic nights, trivia nights, and nonprofit rentals. She noted that Food and Wine hosted events there this year. She closed by recognizing a successful recent Aspen Valley Health fundraising event at Shepherd Ranch.

Nina Eisenstat welcomed Dr. Becker to the board and reported a strong summer across the services sector, driven by large groups, weddings, birthdays, and hosted cultivation events drawing visitors from markets including Houston and Dallas. She noted the mix reflects both repeat and new visitors. She praised Aspen Institute programming, noting that a recent event was standing room only and that presenters consistently express a strong personal connection to Aspen. She also flagged some public confusion around the Aspen Acres fire, which some people incorrectly associated with Aspen itself, requiring messaging clarification. She closed by highlighting a busy week of arts programming, including the art fair at Paepcke Park, Anderson Ranch, the Aspen Art Museum, the Aspen Art Fair, Intersect Art, and additional programming at the Red Brick.

Heather Shapard reported a strong summer at Sashae while noting significant inflationary headwinds affecting the retail sector, including rising costs tied to tariffs, fuel, and goods. She explained that as a floral buyer sourcing from roughly a dozen suppliers, she is able to price shop and adjust dynamically, but expressed broader concern about consumer impact and about employers' ability to keep pace on wages, noting local gasoline prices near $5 per gallon compared to a national average of $4.11. Drawing on her experience operating through the financial crisis, she observed that Aspen typically feels economic downturns on a delayed basis due to the community's concentration of wealth and philanthropy, but cautioned that the current environment is concerning for locals. She noted that July was dampened somewhat by wildfire smoke, with some guests departing early, and shared that a phone outage at her business took a week to repair due to technician availability during the fires, resulting in lost calls. On a positive note, she shared that Sashae partnered with Ronni Floral out of the south of France on a wedding where the client specifically requested that the Aspen portion of the event be handled by a local florist. She described it as a refreshing shift from the pattern of full event teams being brought in from outside markets, and noted Sashae was included in several such collaborations this summer.

Richard Becker thanked the board for the warm welcome and shared that he and his family have visited Aspen for 20 years, making the opportunity to live and work in the community especially meaningful. Reflecting on his experience leading hospitals across a range of settings, he described Aspen Valley Health as a genuine standout and credited David Ressler and the team for bringing the organization to its current position. He shared that AVH recently completed its triennial Level Three trauma center inspection with zero citations, and that the Joint Commission inspector offered similarly strong feedback. He noted that patient experience is consistently excellent, including technology-enabled conveniences such as lab and imaging results delivered directly to patients' phones. Richard outlined five organizational priorities: delivering an extraordinary patient experience every time, achieving outstanding clinical and non-clinical quality, maintaining financial sustainability in a seasonal market, becoming the employer of choice through strong recruitment and retention, and building unprecedented community engagement. He noted that AVH has an opportunity to improve how it communicates what it does and where it serves the community, both to residents and visitors, and expressed interest in bringing healthcare closer to where people are rather than requiring them to come to the hospital. He acknowledged that healthcare cost perceptions in the Roaring Fork Valley warrant education and that technology will play a role in improving access, particularly for locals. Housing remains a significant challenge and AVH continues to participate in community projects addressing it. On services, he shared that AVH is focusing on women's health, wellness and longevity approached through a science-based lens, traumatic brain injury, and behavioral health. He noted that Pitkin County has a well-developed behavioral health plan and that AVH is in conversation with county leadership about taking a larger role in that work. He closed by inviting board members to call him Richard.

Rachel Richards reported that construction is underway at both the Armory and the Lumberyard. She directed board members to aspen.gov for a detailed information-only memo on the Entrance to Aspen project outlining the federal review process ahead, noting that turnover at the Federal Highway Administration has slowed progress and the timeline will extend longer than hoped. She echoed the term construction fatigue raised earlier in the meeting, noting that between hospital housing, Lift 1A, the Entrance to Aspen, the Armory, hotel remodels, and other projects, the community and ACRA will need to think carefully about managing the visitor experience through a sustained construction period. She reiterated concerns about Initiative 175, which would redirect transportation funding at the state level and destabilize the general fund, and noted a newly proposed measure that would redirect sporting goods sales tax revenue toward wildfire mitigation and training. She attributed the growing reliance on these mechanisms to TABOR constraints, pointing out that Colorado's gasoline tax has not been raised since 1991 and remains at 22 cents compared to 51 cents in Washington State. On regional transit, Rachel reported that RFTA is working to preserve the Hogback bus service connecting Rifle and Glenwood Springs to the BRT after Garfield County withdrew its funding. The service costs approximately $800,000 annually. RFTA has proposed covering roughly $560,000 over a three year period, contingent on Garfield County contributing $200,000 annually to give Rifle and New Castle, which are not RFTA members, time to bring a funding question to voters in a higher turnout election. She encouraged anyone with contacts among Garfield County commissioners to communicate the importance of the proposal. She also shared that the City of Aspen and ACRA are exploring bringing Mountain Towns 2030 to Aspen in late September or early October 2027. The event draws over 500 attendees and carries an approximately $150,000 ask from the host community plus additional sponsorships. She noted that Debbie has been assisting with lodging capacity. Rachel invited board members to participate in the Mayor's Cup golf tournament benefiting the Wildfire Foundation, with participation from fire district employees and volunteers throughout the valley. She also noted that the City will be pursuing water bonds to rebuild the water plant as part of broader aging infrastructure investment. She closed by raising concerns about the 0.6 percent sales tax supporting the Aspen School District, noting that the measure has created capacity that draws approximately 300 out of district students from down valley schools along with associated state funding. She expressed concern about the equity implications for Garfield County and Roaring Fork School District, the added daily vehicle trips, and the sustainability of the funding model. She noted that the City has submitted a policy position through the Colorado Municipal League advocating that school districts be permitted to set their own mill levy without a cap, and suggested that a countywide sales tax split between districts may be a more equitable approach. She also flagged that Aspen's combined sales tax rate above 10 percent is becoming a factor in group sales negotiations.

Jeff Bay congratulated Debbie and the ACRA team on the new office and expressed interest in an open house once the space is ready. He also flagged recent coverage in the Aspen Daily News regarding EJ Crossing, an Aspen Skiing Company development in the Mid Valley that has grown from 110 to 160 units. While the project delivers significant affordable housing for Aspen employees, he noted concerns raised about infrastructure capacity and the variances being requested. He encouraged board members to educate themselves on the project as it moves forward, noting that while it sits outside Aspen, it directly affects the community given the number of employees who will live there and work in Aspen, and that thoughtful planning will be important to achieving a mutually beneficial outcome.

Lauren Heath reported a strong summer for corporate group business and noted that Rocky Mountain Connections continues to push positive messaging around the 2027 airport closure. She shared that a few repeat groups have selected other destinations for next summer, including Vail, Park City, and Jackson, but that all have confirmed plans to return to Aspen in 2028.

Adjournment: Donnie Lee adjourned the meeting at 10:50 AM