



ACRA DEFY ORDINARY

ASPEN CHAMBER RESORT ASSOCIATION

DESTINATION MANAGEMENT | MEMBER SERVICES | SPECIAL EVENTS | VISITOR SERVICES

Board of Directors Meeting

Date: March 31, 2026

Aspen Meadows Resort

Present: Donnie Lee, John Rigney, Cristal Logan, Debbie Braun, Patti Clapper, Nina Eisenstat, Alan Fletcher, Lauren Heath, Noemi Kiss-Baldwin, Rachel Richards, Mindi Safchik, Heather Shapard, Steve Skadron, Jennifer Slaughter, Julia Theisen, Maria Ticsay, Justin Todd, Bill Tomcich, Brenda Wild, and Pete Yang.

Absent: Jeff Bay, Matt Cook, Michael Goldberg, Diane Jackson, Cari Kuhlman, Tharyn Mulberry, Dwayne Romero, Peter Waanders

Staff: Jennifer Albright Carney, John Clay Davies, Savannah Grant, Casey Graves, Julie Hardman, Jessica Hite, Karina Keller, Athena Pantelas, Taylor Smith, and Liz Watson.

Guest(s): Ben Klein, Liz Mazzei, and Tara Stitzlein.

Call to order: Donnie Lee called the meeting to order at 8:32 AM

Approval of the February 24th Minutes: Patti Clapper noted that in reviewing the February minutes, there was some confusion in the airport section between the upcoming April 2026 runway closure and the larger 2027 closure and terminal construction project. She clarified that no terminal work will occur during the April 2026 closure, and that the existing terminal will remain open and operational throughout the 2027 runway reconstruction. Terminal construction and replacement will follow separately. It was agreed that the relevant section of the February minutes would be amended to clarify the distinction between the two closure periods. The February 24 minutes were approved as amended.

Disclosure of Conflict of Interest: None

CORE Services for Local Buildings: CORE Services for Local Buildings: Tara Stitzlein, CEO of CORE, presented an overview of the organization's services and programs available to member buildings ahead of an Earth Day event co-hosted with ACRA, SkiCo, the City of Aspen, and POW at the Wheeler Opera House. CORE is a climate action organization that has operated since the early 1990s, focused primarily on reducing carbon emissions through energy efficiency improvements and electrification in the built environment across Pitkin, Eagle, and Garfield counties. In 2025, CORE awarded over \$2.5 million in grants and rebates, supported 213 homes and businesses, and facilitated the installation of heat pump systems in more than 150 buildings. Fifty percent of rebate dollars went to income qualified and essential workforce participants, including nurses, teachers, childcare providers, first responders, and veterans, surpassing the organization's strategic goal of dedicating a minimum of 40% of resources to those groups. Projects supported over the course of their useful life are estimated to prevent more than 13,000 metric tons of carbon. CORE offers an energy concierge service that assists building owners with energy assessments, project planning, contractor referrals, energy code compliance, and connecting buildings with additional financial incentives through Holy Cross Energy and available state tax credits. Commercial and multi-family buildings can access up to \$200,000 in CORE grant funding. Tara also highlighted the City of Aspen's Building IQ benchmarking program, which CORE has supported for four years. The program now covers commercial buildings 5,000 square feet and above and multi-family buildings above 10,000 square feet, capturing the majority of commercial and multi-family building area in Aspen. CORE manages the benchmarking process on behalf of building owners at no cost, requiring only compliance and permission to access utility data. Last year the program achieved close to 100% compliance, which Tara noted is the highest compliance rate among similar programs across the country. In response to a question about potential federal funding impacts, Tara acknowledged that CORE is anticipating downstream effects from cuts to climate related programs at the state and federal level. While one existing federal grant supporting the Gold Basin Project remains intact, the organization is actively diversifying its funding strategy to include greater emphasis on private philanthropy and corporate sponsorships going forward.

Update from Aero: Ben Klein, CEO, and Liz Mazzei, Head of Marketing, presented an overview of Aero's operations and upcoming expansion plans for the Aspen market. Aero is a semi-private jet airline based in Los Angeles that aggregates private jet demand onto scheduled aircraft, offering a level of service comparable to private charter at a lower price point. The airline operates out of a private terminal at Van Nuys Airport and provides 24/7 concierge support, in-flight catering in partnership with Erewhon, and Starlink Wi-Fi on all aircraft. Aspen was Aero's inaugural route and remains central to the company's identity. The airline currently operates four round trips per week between Los Angeles and Aspen, flexing up to seven or eight during peak periods. Ben announced two significant route expansions for the coming year. A New York City to Aspen route will launch this summer with one round trip per week, increasing to two or three round trips during the busy winter season. A Miami to Aspen route will launch in winter, also operating at two to three round trips per week during peak travel periods. Both routes will utilize Aero's newer G4 aircraft, seating ten to twelve passengers, and are designed to serve both long weekend and full week itineraries from markets that currently have no nonstop service to Aspen. Ben noted that Aero's ability to divert to Rifle Airport when conditions at Aspen are challenging is a significant operational advantage over commercial carriers, and the airline has an established ground transportation program to move guests between Rifle and Aspen. He flagged a concern regarding



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the FAA's recent limitations on arrivals at Rifle due to its status as a non-towered airport, noting that this constraint could significantly impact Aero's ability to serve the community during the 2027 airport closure if a temporary or virtual tower solution is not in place. He encouraged the board to consider advocating for a temporary tower at Rifle, noting there is precedent for such arrangements at other airports, including Truckee, California. The discussion that followed touched on the potential for a virtual tower solution, existing technology used at Aspen Airport, and the possibility of exploring federal grant funding through congressional channels. Bill Tomcich noted that Aero's has distinguished itself from previous Aspen-focused air service startups by publishing its schedules through third-party booking platforms, allowing Fly Aspen Snowmass to formally incorporate Aero's routes into regional air service planning. The New York and Miami routes have already been included in Aspen Skiing Company's updated winter route map and upcoming Travel Planner. Aero's also highlighted its community partnerships, including a perks program with Hotel Jerome, collaborations with local brands, and a practice of donating tickets to community auctions. Ben noted that the airline purchases carbon offsets for all flights and acknowledged the broader environmental conversation around private aviation, emphasizing that aggregating demand onto fewer aircraft reduces the overall number of flights compared to individual private jet use.

Chair's Comments: Donnie Lee acknowledged that the winter season played out largely as anticipated, with challenging snow conditions toward the end. He recognized Aspen Skiing Company for their efforts in maintaining strong mountain operations despite limited snowfall, noting that visitor sentiment remained generally positive and that Aspen fared better than many comparable destinations. He expressed cautious optimism heading into the summer season, noting that bookings are strong and the outlook is encouraging. He also acknowledged community concerns around water supply and drought conditions and welcomed a storm system expected to bring additional precipitation.

President's Comments: Debbie Braun opened by thanking the membership team and board members who attended the Business Over Breakfast event, describing it as a great success. She noted that attendees were enthusiastic and engaged, staying well beyond the formal program to connect with nonprofit exhibitors and participate in additional programming. She also encouraged board members to take advantage of the complimentary headshots that were offered at the event. Debbie highlighted a notable outcome from the breakfast, sharing that a conversation with a representative from APCHA resulted in an invitation for Sarah Reynolds Lasser and Maria Ticsay to present at APCHA's May board meeting. The discussion will focus on the 2027 airport closure and its potential impact on workers who may experience reduced hours during that period. She noted that the topic had also been covered in a recent newspaper article and expressed enthusiasm for the collaborative spirit the conversation reflected. She also drew the board's attention to several letters of support included in the board packet, noting that ACRA signed on in support of the Lumberyard affordable housing project, airport related grant funding, and a funding request from Colorado Mountain College. Additionally, she shared that she authored a letter to the editor on behalf of ACRA supporting the workforce housing initiative being advanced by the Aspen Institute, Aspen Music Festival and School, and Aspen Center for Physics. Debbie closed by noting that the office is actively preparing for the upcoming move, with the City of Aspen having confirmed it is on track to begin work on the Armory. ACRA must vacate by May 30, and COO Jennifer Albright Carney would be providing a separate update on the temporary office space arrangement.

Finance Committee Update: In the absence of Cari Kuhlman, Debbie Braun provided the Finance Committee report. The committee met on February 25 to review the 2025 year end financials, with full minutes included in the board packet. Membership dues exceeded budget by approximately \$45,000, with total membership growing from 738 in 2024 to 769 in 2025, including 97 new members. The Destination Marketing year end financials reflected strong overall performance with a positive bottom line, though several variances were noted, primarily related to staff changes including the departure of a full time employee early in the year and the use of contract labor in her place. Additional variances included higher accounting and legal fees and website hosting costs. The committee also discussed the 2026 budget and the potential to shift some research projects into 2026 and 2027. Regarding the annual audit, Debbie noted that ACRA completed a full audit last year and will only be completing a regular tax return this year through Reese Henry. On the facilities side, Debbie reported that the original contract price for the Obermeyer building was \$3.6 million, which was successfully renegotiated to \$3,475,000, resulting in approximately \$125,000 in savings. As part of the agreement, the closing date was extended from April 30 to June 30, which necessitates the temporary office space currently being arranged. Debbie also brought to the board's attention that ACRA received a call from Alpine Bank's fraud department regarding suspicious activity in the Destination Marketing account. A check that had been issued was believed to have been intercepted, washed, and redeposited multiple times. Upon notification from the bank, John Davies and ACRA's accountant Fred Soyka conducted an early reconciliation of March's books, uncovering a handful of unauthorized ACH transactions in addition to the washed checks. The total fraudulent activity is estimated at approximately \$7,000. The compromised account has been closed, a new account has been opened, and the matter has been reported to the Aspen Police Department. ACRA is working to recoup the funds. In response to a question from Rachel Richards about how the fraud was detected, Debbie explained that Alpine Bank initiated contact after someone called the bank to inquire about funds for a check that had already cleared. As a preventative measure going forward, ACRA is adding positive pay to its account, requiring any check presented for payment to be approved by ACRA before the bank will honor it.



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Temporary Office Space: Jennifer Albright Carney provided an update on ACRA's upcoming office transition. As previously noted, ACRA must vacate the Armory by May 31 per the City of Aspen's timeline, and the closing on the new Obermeyer building is scheduled for June 30. This creates a brief operational gap that coincides with ACRA's busiest period, including the Food and Wine Classic in June and Fourth of July programming. Following the Obermeyer closing, some time will also be needed to address repair items and refresh the space before it can be occupied. After several weeks of searching, ACRA has identified temporary operating space at the Benedict Building. The unit is approximately 400 square feet and will provide the operational continuity needed during the transition. A temporary lease is being finalized for the period of May 15 through August 14, and details are currently being worked out.

Impact Report: Debbie Braun drew the board's attention to the 2025 Impact Report included in the board packet, noting that it represents the final year of reporting under ACRA's previous five year strategic plan. She encouraged all board members to review the report, highlighting the strong statistics and accomplishments captured within it. She thanked the staff for their work in putting the report together and described it as a fitting conclusion to the five year plan. The board will move forward under the Aspen Forward 2026 to 2030 strategic framework going forward.

Aspen Forward: Donnie Lee opened the discussion by noting that conversations around the next strategic plan began approximately one year ago, and acknowledged that the next five years present unique challenges for the community, particularly around access, infrastructure, and a convergence of significant demands. He commended Debbie and the team for their work in capturing ACRA's role within that context before turning the presentation over to Debbie. Debbie Braun presented Aspen Forward 2026–2030, describing it as a compass for the next chapter rather than a prescriptive roadmap, designed to keep the organization oriented through a period of significant community change. She opened by grounding the plan in ACRA's updated vision, mission, and core values, thanking the board for their participation in shaping the language. The vision is a thriving Aspen where people feel connected, welcomed, and supported by a strong community and shared purpose. The mission is to advance Aspen's long term community and economic vitality through destination management, meaningful partnerships, and trusted information. Debbie outlined the strategic context shaping the plan, with the 2027 airport runway closure identified as the most pressing near term challenge. She noted that ACRA has already surveyed 271 businesses and community members, with 43% indicating they feel unprepared for the closure. Additional context includes regional transportation and mobility, workforce housing, major community projects such as Lift 1A, and ACRA's own organizational evolution including the move to the Obermeyer building. She emphasized that these challenges are not new individually, but are landing simultaneously, and the plan is organized around that reality. She then walked the board through the five pillars of the Aspen Forward Compass, with ACRA's mission at the center. Trusted Information and Strategic Convening formalizes ACRA's role as Aspen's trusted source for clear, timely data and as a convener of businesses, nonprofits, and community leaders to support informed decision making. Community and Workforce Support responds directly to member survey findings showing that affordable housing is the top concern among 81% of members, followed by commute times and staff shortages, with ACRA committing to connect employers with resources and stay engaged in workforce stability conversations across the valley. Destination Management and a Balanced Economy builds on the Aspen Destination Management Plan, focusing on active stewardship of Aspen's character and small town soul, managing peak season pressures, and supporting a year round visitor economy that works for both residents and businesses. Access and Connectivity keeps ACRA engaged in conversations around airport redevelopment and regional transportation planning, including the Transportation Coalition's finding that 34,000 empty car seats enter Aspen daily and that a 7% rideshare adoption rate would meaningfully address congestion. Operational Excellence and Culture focuses internally on strong governance, financial stewardship, and a healthy team culture, as well as investment in organizational infrastructure including the new Obermeyer office space, a modern visitor center at the Armory, and enhanced airport guest services. Debbie closed by expressing pride in the plan and the team that built it, describing Aspen Forward as a clear framework for the next five years grounded in the input of the board, community partners, and members. A motion to approve the Aspen Forward 2026–2030 strategic plan was made and seconded by Heather Shapard. The motion passed unanimously.

Directors' Comments:

Cristal Logan reported that the Aspen Idea housing project, being advanced collaboratively by the Aspen Institute, Aspen Music Festival and School, and Aspen Center for Physics, is moving through the approval process with strong community support. Winter programming at the Aspen Institute was strong, with historic attendance in the Advancing Women's Health Series and the Murdoch Mind Body Spirit Series, which recently featured author Sebastian Junger. Teen programs also performed well, including the Leadership and Values Seminar for eighth and tenth graders, Teen Socrates programming offered locally, in Rifle, and virtually, and a recent session that welcomed Sister Cities students from Garmisch, Germany for a discussion centered on Albert Schweitzer and the connection between the Bauhaus movement and Aspen. She noted strong attendance across the broader arts and culture season, including Jazz Aspen Snowmass, the Aspen Music Festival, and Dance Aspen. Arts and culture leaders, including representatives from the Wheeler Opera House and the City of Aspen, are working with ACRA to ensure robust 2027 programming is well publicized ahead of the airport closure to reassure visitors that Aspen will remain a vibrant destination.



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John Rigney reported that despite a challenging snow year with some mountain closures toward the end of the season, the overall visitor experience remained strong. He credited the grooming staff for exceptional work in maintaining ski conditions and noted positive energy both on the mountain and throughout town. Aspen Skiing Company is striving to reach its planned closing dates at both Snowmass and Aspen Mountain, with final decisions dependent on conditions. Planning is already underway for summer operations and next winter, including coordination with the City, Pitkin County, and ACRA on the 2027 airport closure. He also thanked everyone who participated in the community celebration honoring Olympic gold medalist Alex Ferreira.

Steve Skadron expressed gratitude to Aspen Skiing Company for their performance this season and noted that the collaborative relationship between the community and its privately owned ski company is not something to be taken for granted. He thanked ACRA for signing on to support Colorado Mountain College's request for \$3 million in congressional funding for a career and technical education training facility in Rifle, and encouraged additional organizations to add their support ahead of outreach to Senators Bennet and Hickenlooper. He also shared that he is collaborating with Megan Tackett of the Aspen Daily News on a Media and Democracy Symposium planned for late May at CMC's Aspen campus, bringing together journalists, educators, students, and community leaders to explore the evolving local media landscape. He expressed hope the event will become an annual gathering, and congratulated Debbie and the team on the Aspen Forward strategic plan.

Rachel Richards expressed support for CMC's trades center funding request, noting that for every five trades professionals retiring, only one is entering the field. She mentioned that Bishop Plumbing and Heating of Glenwood Springs has expressed interest in partnering with CMC on the initiative. She flagged two upcoming community events: a State of the River presentation on April 23 at the Pitkin County Library covering drought and water conditions across the Roaring Fork and Colorado rivers, and the ongoing public comment period for the Entrance to Aspen project at entranceaspen.co. She noted that Aspen is already in Stage Two water restrictions and may move to Stage Three, urging residents and businesses to conserve water, avoid over-planting, and prepare wildfire evacuation plans. On the Entrance to Aspen, she emphasized that completing the current reevaluation is critical to accessing state and federal funding, and that a new EIS process would add three to five years with no guaranteed outcome. She closed by noting that today is the last day to complete the Aspen Golf Clubhouse survey at AspenCommunityVoice.com.

Patti Clapper recognized the mountain operations teams and noted that her son in law is part of the Aspen Mountain snowmaking crew. She reported that after 24 years of effort, Pitkin County has secured water rights to keep water in the Roaring Fork River rather than diverting it to the Front Range, with that water expected to flow this summer. Additional water rights holders have since come forward to discuss similar arrangements. On wildfire preparedness, she encouraged all community members to have a go bag ready and noted that a small wildfire along Highway 133 earlier in the week was successfully managed. The state now has a first responding helicopter in Montrose equipped for retardant or water drops, and Pitkin County and the City water department have set up a 24 hour aircraft water fill station at the airport. She shared that the Northwest Colorado Council of Governments is exploring small business loans to support businesses during the 2027 closure and will distribute contact information through ACRA. She also noted that the county recently received a planning grant of approximately \$9.6 million for the new runway, that preparatory construction work will begin this summer outside the obstacle free zone, and that the 2026 runway closure runs from April 23 at 9:00 a.m. through May 21 with service resuming in time for Memorial Day weekend.

Heather Shapard encouraged the community to keep messaging positive and upbeat as the season winds down, sharing that a recent customer interaction reinforced how much a constructive attitude matters for visitor experience. She acknowledged that Sashae is down year over year but described the situation as manageable, and expressed optimism about summer revenue recovery. She noted that Mindi Safchik has a summer shopping initiative in the works that she plans to share with the group.

Bill Tomcich reported that Aspen and Snowmass remain fortunate to still have a skiing product while several major competitors including Beaver Creek, Deer Valley, and Park City have already closed for the season. On air service, January passenger numbers were down approximately 2.8 percent from the prior year record, while February was up 0.8 percent despite capacity being up nearly 9 percent. March numbers are expected to be down based on current occupancy data. Airlines are maintaining strong schedules through early April in support of the Disabled American Veterans group visiting Snowmass. United holds through April 5, American through April 6, and Delta maintains three daily flights through April 13 before tapering to one until the April 23 closure. When service resumes May 21, United will launch its full summer schedule including nonstop service from Chicago, Houston, Los Angeles, and San Francisco, with summer capacity tracking slightly up. On 2027 planning, Bill shared that following a meeting with United Network Planning, West Coast long haul flights may need to operate from Grand Junction rather than Eagle due to aircraft performance differences at lower altitude. United has also requested event and lodging inventory data for summer 2027 to help forecast additional flight needs into Eagle and Grand Junction. He noted that the closure of The Gant and The Little Nell will affect overall bed base. When service resumes in December 2027, the schedule is expected to



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look very similar to current operations, with no significant aircraft changes anticipated until the new terminal is complete, which he does not expect before 2029.

Brenda Wild reported overwhelmingly positive feedback about the ski experience this season from clients around the world, including guests from Australia and Europe. She recapped the annual market review luncheon held March 18, featuring Lawrence Yun, Chief Economist for the National Association of Realtors, and local expert Randy Gold. Yun focused on the concentration of billionaire-level wealth driving Aspen's market, noting that while this has fueled price escalation, Aspen is no longer the only premier resort destination competing for that buyer pool. She described the 2026 outlook as steady but not exceptional. On the legislative front, the NAR Colorado team is engaged on over 60 property related bills and recently helped defeat House Bill 1036, a proposed vacancy tax, on February 12. She closed with a market update comparing 2025 and 2026 year to date figures through the end of February, noting a notable decrease in average home prices and total sales volume, current buyer's market conditions across the Roaring Fork Valley, and varying months of supply by community. She noted that Carbondale's supply figure is higher than Basalt's due to larger sales activity at River Valley Ranch, and characterized the current environment as favorable for buyers.

Jennifer Slaughter provided updates on two Aspen Valley Health announcements. First, AVH is pursuing a workforce housing project called the Beaumont on East Cooper Avenue, redeveloping an existing 20 unit property into 60 units exclusively for full time AVH employees. The project will consist primarily of one bedroom units based on staff survey results, is currently in the approvals process with a second City Council reading scheduled for April 14, and will use prefabricated construction to shorten the overall timeline. Second, AVH will be integrating Aspen Medical Care into its primary care practice in early May. Dr. Gieszl and Dr. Mary Harris will join AVH upon integration, with Dr. Charlene Guggenheim joining in the fall. The Obermeyer Place location will become an AVH Primary Care office, maintaining walk in hours by popular demand, with a brief closure from May 4 through May 15 for refurbishment before reopening May 18. The Basalt Aspen Medical Care location will close April 30, with patients transitioning to AVH's Mid Valley location on East Valley Road. Medical records will be integrated into MyChart, with full patient access expected by approximately August. She also noted that June Health Fair appointments open online on April 22.

Noemi Kiss-Baldwin noted that her family has been patients of Aspen Medical Care for 13 years and expressed enthusiasm about the transition to Aspen Valley Health. She echoed others in looking forward to shifting focus to summer and thanked Aspen Skiing Company for protecting both the guest and employee experience during a difficult season.

Lauren Heath described how her team worked closely with Sonia Bekhaazi, Senior Director of Global Sales and Marketing for Aspen Skiing Company, to retool a program for approximately 130 influential meeting planners arriving the following week, shifting the focus from skiing to spring and summer activities including e-biking, hiking, and a cooking class. Vendors who typically only operate in summer came in early to support the program, and the group responded enthusiastically. On the broader market, she noted encouraging last minute summer pickup but acknowledged some concern heading into the season. Regarding 2027, she noted that while some group programs have been lost to the closure, the majority of groups choosing alternative destinations plan to return in 2028 and 2029.

Julia Theisen congratulated Debbie and the ACRA team on the Aspen Forward strategic plan and noted that the 2025 Impact Report provided useful inspiration for her own annual report currently in progress. On the current season, Snowmass is holding on through the final weeks of winter with two significant groups arriving in April, the Disabled American Veterans and Urban Culture Shifters, which has moved from Aspen to Snowmass this year. Programming for both will be adjusted to reflect conditions. Looking ahead, Snowmass is pacing ahead of last year for summer with an event packed calendar, including the newly announced Mountainside Music Festival featuring three consecutive free nights of music June 11 through 13, and the ongoing Thursday night concert series, both of which were publicly announced the previous week.

Maria Ticsay noted that Debbie recently met with Pitkin County as part of community continuity planning for the 2027 airport closure, and described the level of coordination underway as reassuring. She reflected positively on the winter season, crediting the community for delivering strong guest experiences despite difficult conditions and pointing to the pivot toward alternative programming as a model for 2027. She expressed optimism about summer 2027, noting that arts and culture organizations including the Aspen Institute and Music Associates of Aspen are planning full event schedules and will help carry the message that Aspen is open and ready to deliver a spectacular experience.

Nina Eisenstat noted that the services sector is navigating an unusual season with businesses staying positive and pushing through. She expressed enthusiasm about the addition of 97 new members reported by Debbie, calling it a meaningful indicator of ACRA's value to the business community. She also praised the Aspen Forward presentation, describing the compass analogy as apt and the strategic context as a strong foundation for the five pillars, and expressed hope that members at large will have the opportunity to see the full presentation.



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Pete Yang provided a brief economic update, noting that the Federal Reserve recently held interest rates flat amid market uncertainty, with mortgage rates seeing a slight uptick due in part to geopolitical factors. He echoed Debbie's comments on bank fraud, noting that check fraud, wire fraud, and phone impersonation scams are increasingly common and encouraged board members to contact their bank if anything seems suspicious. He expressed relief that Alpine Bank's fraud team acted quickly on the ACRA situation. He closed by congratulating the ACRA team on Aspen Forward and the Impact Report, praising the Business Over Breakfast format, commending Jennifer Albright Carney and the Facilities Task Force, and thanking Aspen Skiing Company for the season, noting he personally logged 104 days on the mountain.

Mindi Safchik acknowledged a slow March from a retail perspective but expressed optimism about summer. She noted that she and other retailers are in early planning stages for a summer shopping event tentatively involving extended evening hours starting in June or July, with details including the event name and participating stores still being finalized.

Alan Fletcher thanked ACRA for the letter of support for the Aspen Music Festival and School's workforce housing initiative and reported historic attendance highs in the winter concert series. Looking ahead to 2026, he highlighted a performance at Up in the Sky featuring a full symphony orchestra for an electronic dance music audience, two nights with Theatre Aspen, and additional programming. He confirmed a full 2027 season is planned, with the organization intending to join a broader community campaign to communicate programming during the airport closure year and build a strong PR platform to maintain attendance and business activity. He also shared that the Festival recently launched an annual New York City press lunch, with the most recent event drawing representatives from the New York Times, Wall Street Journal, Associated Press, Town and Country, Musical America, CBS, and others.

Adjournment: Donnie Lee adjourned the meeting at 10:21AM