

TAPP BOD Meeting Minutes
7:30 am, September 16th, 2021
Zoom/In-person Meeting

Board Attendees: Wynn Williams, Bill MacFarlane, Gary Pierson, Jennifer Barvitski, Bill Ronai, Erica Rasmussen, and Kelly Osness

Attendees: Liz Smith, John Norton, Tanner Whiteford, Andrew Sandstrom, David Assad, Jeff Moffett, Katy Mooney, Lauren Koelliker, Scott Clarkson, Rachel Gearhart, Jason MacMillan, Roman Kolodziej

7:30 MST Call to Order and Roll Call

May Minutes

Bill asks for any corrections or comments on the May Board of Directors minutes. Erica motioned to approve the minutes; Gary seconded. All approved.

Bill asked for public comment

None

July to date progress and outlook, John

John shares that when we quit marketing for the summer the results didn't look like totally putting the brakes on but slowing down. July was our biggest month ever. We've never seen these numbers in the market before. Overall impression is we are solid.

We transferred some of our ads to Western and Andrew worked with their marketing team. These ads performed better than average for them. Our takeaway is an interest in academic performance and mountain sports.

Our new website will be live November 1. Katy brought it in under budget.

Our brand book is finally out.

Hustle presented to investors September 15. Finally getting an order of pedals.

SheFly won the \$75,000 grant from the City of Gunnison with a 3-2 vote at the City Council meeting on 9/14. John explains if people ask how Gunnison is supporting SheFly a response could be that this type of thing isn't unusual for a mountain town. Pact is about to start selling products too. We are building an entrepreneurial community in Gunnison Valley.

We are up over 50% in air seats. Expecting winter challenges. We haven't performed well in the past with increases in air seats. We are putting a lot of resources into this to help the air programs. Other mountain towns are getting more seats/increases too.

Bill R, Andrew, and John are working with Western and the Rady School, which is presenting an opportunity for new programs. We are working on the mountain sports programs. Students in

these programs have higher GPAs and retention rates, indicating that the programs are good for the school and for the kids. John is working with Jeni Blacklock to create an outdoor industry product testing facility at Rady. Blister would supply the gear and publish the results. However, this is not an exclusive relationship and other entities could also do this. We believe Rady will provide wonderful opportunities for the ICELab and STOR. We'll be working on this for the next 6-12 months.

Summer air report, Jeff

Jeff discusses summer '19 compared to '21. He says there's not a lot of news, but the airport did well at 7% more capacity. Down shift from June to July. August to September is up in capacity. Wasn't a strategic decision. Houston was added in '19 and United and American both added more seats. Fares were high and Houston operated in black. RTA got a grant for nonstop Dallas flights for next summer. Pending pilot shortage might stop that.

John asks Jeff to describe the airport club mailing list. TAPP and the airport are partnered to give mailing list subscribers a 10% discount on flights. John explains discount. United continues to give it to support airport.

Finance report, Erica

Erica gives kudos to the TAPP team for working with a budget that has changing variables. There was an uptick for Western and STOR spends. We are right on budget between marketing, STOR, and Western. Intense thought and effort have been put into the 21-22 budget. She asked for any questions and there were none.

Brand book, Andrew

Andrew shares that the completed brand book was sent to board members this past week and gives some background on it. The project took several years. Andrew reprioritized it about eight months ago to finish the book, put all of TAPP's missions under one umbrella, and make more consistent standards. He wanted the institutional knowledge and "recipe" of our brand on paper to have a record for media buys, content design, web design, etc. There is some discussion about how much everyone likes it, the seasonality of the logos, and how it is our guide for documenting current things and building new ideas.

Western advertising experiment, Andrew

Andrew explains that we already had contracted media buys when we decided to adjust our summer marketing and transferred the impressions to Western or STOR. The campaigns for Western just wrapped up so we don't have all the numbers yet. Through July there were about 1 ½ million impressions given to the Western campaigns and over .1 clickthrough rates, which is better than national averages. The campaign was meant for outdoor enthusiasts and highlighted the school and the outdoor access here. As data comes in, we'll share it with Western and apply what we learn to mountain sports. Bill R, Andrew, and Gary discuss how these ads are different from Western's traditional marketing. John, Andrew, and Wynn discuss how we will stay involved with marketing at Western but won't finance it other than there being some budget for marketing in the proposal for the mountain sports program.

Wynn asks if guests in the meeting know about Arrivalist. Andrew explains that if you allow location tracking on your devices and are served an ad we can see if you come here after viewing the ad. This helps us understand when to start and stop campaigns, which zip codes are arriving in high rates, and gives insight for future campaigns.

Wynn, Andrew, Gary, and Erica discuss the influence we may now have on Western's marketing and the new message of promoting the school and Gunnison Valley as its location.

John talks about success because we are our own worst critics and always trying to do better. David says we are a learning organization and always trying to learn and be better. Gary thanks TAPP on behalf of Western and is excited for protentional growth here.

ICELab report, David

David explains that the last time the board met the ICELab was still in the Moosejaw accelerator. The coworking space has been extremely busy with lots of summer visitors, to include some people now moving here to live and work remotely. Tanner's leadership has been great, and Rachel has been helping with the customers. Rachel is full time now and helping on both the ICELab and TA sides with editing and content.

Moosejaw ended well with good comments from teams and sponsors. Moosejaw has done a good job as the sponsor. John points out that Moosejaw will run the program with us again. There's discussion about how exciting it is that Moosejaw will run a program like this in Gunnison. Jennifer asks if Moosejaw knows about the future with Rady and product testing. David says they know we will have people available to the teams next year but not about the testing center yet because it's a newer idea. The Moosejaw Accelerator has graduated seven teams and three of them have moved to Gunnison. David says he thinks the reason is the community.

David shares about Outdoor Retailer. We brought five teams and subsidized their presence. The event was much smaller than usual, around 5,000-7,000 people. The big brands weren't there so attendees talked to smaller booths more which was a positive side. The Governor came by and talked to SheFly, Pact, and Andy at Beacon Guidebooks. It was definitely a success and we will go back in January. David has been invited to be a judge for an innovation award. Discussion about what would happen in the future if OR changes locations.

The ICELab has been working with Pact, whose outdoor bathroom kits are stuck on a cargo ship off the coast of CA. Their kits will be available as soon as they start tracking. Hustle has finally been able to put in an order for 2,000 sets of pedals. For retail they will only be available in our county. They will launch at Sea Otter, the largest mountain biking event in North America, in early October. Discussion of SheFly and city council. John talks about setting up a system for this type of grant for next year. Kelly asks about meeting with TAPP about the SheFly decision because she has ideas for communicating about the grant moving forward. John reinforces that the quality of mentoring and community makes the difference for companies that want to move to Gunnison.

ICELab looking forward, David

David talks about Moosejaw 2022. Holland and Hart and Moosejaw are in. Moosejaw is giving at least the same amount of money as last year, but we requested more. Holland and Hart raised their contribution. We are trying to get Gear Junkie to stay too. However, we will find a new diversity and equity sponsor since last year's was disappointing. Wynn asks about the timeline and David says the proposed timeline is similar to last year except the timeline for the application process is different. The program will be May and June again.

Moving forward Tanner's role will be about 50% as the Western liaison. The testing lab will be a big part of Tanner's time. We are hoping to have a group of students ready to be plugged in with the Moosejaw companies to help them during the accelerator and help the students too. At the end of the program, we asked the entrepreneurs what one other thing we could do for them. These were the biggest answers: finding physical space in Gunnison (we can't use LMD dollars to solve this, so it's not a main focus of the ICELab other than supporting someone else doing this), manufacturing consultants (we will build a stable of 5-7 consultants and will pay the consulting fee with an understanding that the company will pay us back in one year's time), and raising money. The goal is to create an angel or venture fund (not sure what it's called yet) independent from TAPP and the ICELab. ICELab will find investors to bring money into the fund that will go out to the companies. OEDIT is expecting to have an RFP out in Q1 of 2022 to give money to 5-7 rural Colorado venture firms. We are trying for 1 million of that. We expect our fund to be around 5 million. Wynn asks about the ICELab fund and Bill says we're still working on size and economies and other questions.

David stayed at the city council meeting after the SheFly vote. The council is very interested in creating a process for the fund mentioned above or to be co-investors with the fund. The ICELab is working with city on that.

Wynn asks if we're planning to run more local incubators. Yes, but we're not sure about accelerators. David says he's not sure why people aren't applying because no one has given a reason. More discussion about what the ICELab does and how exporter businesses in the county can benefit from it.

Winter challenges, Andrew, Jeff

Jeff talks about the current season compared to the previous four seasons. We are over 50,000 in capacity. The last time this happened was 08-09. We've been at 30,000-36,000 the last few years so now we have a 49% increase in seats. Andrew talks about the increase more. We are competing with other mountain towns for customers. We are focusing on MRG flights in Dallas and Houston and doing a national campaign to try and fill flights. Jeff says we're throwing all our analysis at this. John asks about budget. Andrew shares that 40% is going to MRG and 60% to other places. Discussion about flight problems, consistency, and the airport remodel.

Lodging Council progress, Bill MacFarlane

Bill M is with the Gunnison Valley Lodging Association. He explains that their board hit pause in late spring. Everyone was hurting with high occupancy and low staff. They will start back up in the fall.

John asks David to comment on the efforts from the Chamber of Commerce to disrupt the Gunnison Hotel. Don Smith, a local builder, is trying to put a hotel on his land located at the 4th block north of 50 called The Gunnison Hotel. At a City of Gunnison planning meeting five to seven people spoke against it with a lot of “not in my backyard” complaints. David believes it would be the nicest and most energy efficient hotel in town that would give people a nicer place to stay in Gunnison. Discussion of hotel, number of rooms, niceness, etc. Erica asks why people are against it. Kelly says Don bought the lot next to it to and this changed the sightlines and people complained. John talks about Gunnison Vibrancy and how this hotel would be the best for that.

Bill M talks about working with Key Data now. Three properties are online to get it set up. There is a list of seven other properties to move over to Key Data. Some property management businesses are also moving over. Andrew talks about the type of data we get from Key Data. John says its comparable in price to the old one but gives more data and is less work for the lodging community. Bill M says his entire company is looking to move over.

Other

Wynn says Andrew is beginning to start the grant cycle. He asked the board to think about how to encourage people to put events together during the shoulder seasons. Need to incentivize people to do a good event. John mentions Gunni Grinder being successful even though it was smaller than we anticipated. Joel (who coordinated Gunni Grinder) didn't spend all the marketing money and is giving us some money back. John suggested we use our grant money ourselves on Joel's behalf. Bikes were beautiful, Lycra color coordinated. The race got good feedback from participants, to include Velonews. Jennifer asks where people came from and where they stayed. This info will come out in Joel's report.

Bill motions to Adjourn, seconded. Meeting ends at 9:13am.

Close at 9:13am

Executive Session, Bill

Board approves new budget.