

TAPP BOD Meeting Minutes
7:30 am, May 11, 2023
Zoom/In-person Meeting

Attendees: Rachel Gearhart, TJ Taylor, John Norton, Katy Mooney, Andrew Sandstrom, David Assad, Kendal Rota, Jeff Moffett, Laura Puckett Daniels, Liz Smith

Board attendees: Bill Ronai, Jennifer Barvitski, Bill MacFarlane, Erica Rasmussen, Gary Pierson, Wynn Williams

- **Call to order, roll call – Bill R**

Bill R calls the meeting to order at 7:30 a.m. We have a quorum.

- **Approval of 3/2/23 Regular BOD meeting minutes – Bill R**

Bill R motions to approve the minutes from the 3/2/23 meeting. Jennifer motions and Gary seconds. No comments or additions.

- **Public comment period – Bill R**

Bill R asks for any public comments. There are none.

- **Financial Report – Erica**

Erica shares three things for the financial report.

1. From a balance perspective revenue is down, but this is related to timing and not a concern.
2. Our forecast is showing we expect to end the year in a good spot financially. However, we should be mindful of LMD numbers. March was down 25%, but it was still the second-biggest March ever.
3. The annual audit should be completed by the next board meeting.

- **Air Update – Jeff**

Denver capacity was down 19% and passengers were down 9%. Houston is steady with only a \$12k revenue shortfall. American capacity was down 12.4% and passengers were 16.5% down. They had a \$1.7 million revenue shortfall. JSX didn't do as well this winter as last summer. 55% load factor overall. GUC has JSX flights for Austin and Dallas Love Field this summer. Denver has two flights a day. Houston is flying two times a week. There will be no DFW service this summer. United will be flying new planes starting June 2nd. This will hopefully improve the reliability of the Denver service. Capacity should also increase if flights are more reliable. Bill R asks if it will make winter more reliable too and Jeff says yes. There is discussion of competitor airports and high fares. Jeff says there are signs of fares going down. Bill R asks if the problems American is having are unique to them. Jeff explains it isn't just the cost of fares causing problems, but also the number of seats that are sold. He also explains that he can't speak to what other airlines are experiencing.

- **ICELab Updates – David**

David shares that the outdoor industry is still where Gunnison Crested Butte and the ICELab can win.

- **Moosejaw Outdoor Accelerator Update**

The 4th national Moosejaw Outdoor Accelerator (MOA) program is underway. The CEO of Moosejaw, Eoin Comerford, has been on many calls and the participants have given good feedback so far. Wynn asks if Moosejaw being sold to Dick's Sporting Goods will affect the accelerator. David says it seems like MOA will continue to operate independently as it has in the past. Wynn asks if we have a contact at Dick's and David said he's talking with someone on their venture capital team. John shares that Eoin is engaged, and we have a strong relationship with him. Discussion of Dick's Sporting Goods and how they have their own accelerator program, which could potentially be a concern.

- **Proposed Outdoor Industry Funding Summit**

David is talking to Dick's Sporting Goods venture funding team about the ICELab's last funding summit. He has invited them to come to Crested Butte to present at the next funding summit and will reach out to REI if they say no. The first funding summit was in February. Ten outdoor industry investors met with seven founders who are raising money. Four or five checks were written as a result. The goal of the funding summit is to make Gunnison County the place outdoor industry companies think of when they're raising money. The ICELab has 95% approval of a grant from OEDIT to fund the summit. It is tentatively scheduled for the end of August and is invite only. Andrew talks about an article that discusses Gunnison County as an outdoor industry hub. Gunnison River Partnership is a sponsor.

- **Rady**

John and David taught a course called New Venture Creations to engineering students at the Rady School at Western Colorado University. Some of these students are working for Blister Labs this summer to develop a community reviews program. Their computer science grads are working on website developments for Campfire Ranch this summer. John asks David to tell everyone about a student named Frank. He worked with the ICELab before taking the class and is building a new CNC milling machine. They are hoping he will choose to build his business here because of the community support he is receiving. Jeni Blacklock reported that John and David did a good job teaching. John shares about the visit he, David, and Jeni took to Denver to meet with OEDIT, OREC, and the CTO to tell them about what the ICELab and the Rady School are doing.

- **Marketing Updates – John and Andrew**

- **Winter Update**

This past winter was the second biggest winter ever but was still down 12% overall. The marketing spend was flat to the prior year. Click-through rates, action items on the landing page and demand for booking were all down. Organic traffic was up 27%, indicating that SEO and email efforts are working.

- **Summer Outlook**

The summer 2023 marketing campaign is focused on higher conversion buys instead of awareness. There is also a drive market focus. In-flight markets kicked off May 15.

The creative for the summer campaign is different than in years past as an attempt to set us apart from other similar destinations. John shares about onboarding a new marketing agency.

- **Discussion of Industry Trends**

- **Air**

Capacity is down 26%. Passengers are down 20% compared to last year. Houston is performing well on weekends, but Denver is lagging.

- **Lodging**

Lodges are reducing rates to try to drive up occupancy. This year will hopefully be flat to slightly up from last year. Bill M shares that the lodging community foresees last-minute bookings being big this summer as the snow melts and trails open.

- **General Outlook**

There is an overall downturn. The working number for the year so far is -15%. We will better understand the outlook at the end of June. John talks about mountain biking at other mountain destinations. Jennifer asks about gravel grinding. Andrew says last summer we had great engagement with gravel content and made some buys for it this year.

- **Steamboat retreat – John**

Board and staff will have a retreat September 19-20 in Steamboat Springs. The group discusses logistics. They will tour the base area at Steamboat Resort and meet with people involved in economic development, specifically in the outdoor industry.

- **Other Business – Board**

N/a

- **Close – Bill R**

Bill R motions to adjourn. Gary motions and Wynn seconds. Adjourned at 8:44am.