

**Mammoth Lakes Tourism**  
**FY 2022-23 - DELIVERABLES**

The FY 2022-23 deliverables reflect MLT's commitment to a community first approach in presenting the Town of Mammoth Lakes to our residents and visitors and in maintaining our brand awareness in existing and emerging destination markets. Stewardship for our community and environment are paramount.

**1. Sustainable Revenue Generation**

The Town of Mammoth Lakes continues to thrive as a tourism-based destination and from the revenues associated with visitation. Mammoth Lakes Tourism will continue to work to maximize revenues for business and the Town while taking the lead role in education, stewardship, and responsible travel. Balancing resident quality of life, environmental protection and economic prosperity will be the ongoing focus. Considering staffing challenges, more people or 100% occupancy is no longer the goal; instead focus on enhancing the experience of our visitors, and our locals, while maximizing revenues.

- A. Coordinate with the Mammoth Lakes Chamber of Commerce to continually educate our businesses by hosting a revenue and yield management training seminar in Fall 2022
- B. MLT will focus on education of responsible travel and stewardship to our visitors with increased emphasis on attracting destination visitors who support our community during need times, staying longer and spending more per trip.
- C. MLT to finalize TBID renewal for 10-year by September 2022 and achieve 66% support from assessed businesses.

**2. Brand & Community Awareness – Responsible Travel & Visitor Education**

- A. Heavily promote and educate via stewardship messaging to visitors both before they arrive, and while they are here enjoying our community and surrounding environment.
- B. Actively promote alternative activities/locations to limit overcrowding in popular rec areas.
- C. Continued strong focus on Walk, Bike, Ride and ESSRP initiatives to reduce traffic congestion, parking issues and air pollution while enhancing the guest experience. Including increased promotion of airport transportation (no need for a car here) and free ESTA in-town bus network.
- D. Achieve five (5) quality (2m+ UVM) domestic PR summer story placements with community stewardship talking points included.

**3. Community Communications – Local Promotion and Advertising Programs**

- A. Work closely with Mammoth Lakes Chamber of Commerce and Mammoth Lakes' Lodging and Restaurant Associations to promote offers driving slow period business.
- B. Create advertising and promotion plans for local outreach both to residents and visitors for restaurants, retail, activities, gift cards, air programs, events, etc.
- C. Track website pass-throughs to local businesses and events and achieve 5% (approx. 14K) increase over 2021-22 actuals.

#### **4. Community Engagement – Public Engagement and Outreach**

- A. Continue Community Coffee events, virtually, with a goal of 40+ participants monthly
- B. Distribute 5-in-5 weekly via email – grow email distribution list by 20% percent.
- C. Monthly Tourism Insights email – grow email distribution list by 10% percent.
- D. Provide key seasonal messaging emails to businesses (Snowfall, fires, covid-19 etc.)
- E. Host an annual open house in Spring 2023 to communicate with the community.
- F. Expand board member engagement including their roles and expectations within the community and with their constituents.
- G. Create a NPS (net promoter score) baseline for community perspective by April 2023.
- H. Work with global research leaders to provide actionable recommendations for engaging residents/businesses by Nov 2022.
- I. Determine benefits of a Sustainable Destination Management Plan process by December 2022

#### **5. Community Engagement – Local Partnerships**

- A. Assist TOML in the marketing of the robust workforce housing plans and program to help educate locals on efforts to mitigate the ongoing housing crisis.
- B. Work directly with TOML, MLH, MLR, MMSA, USFS and other entities to develop a comprehensive Sustainable Destination Management Plan.
- C. Craft a communications plan to promote the 50,000-acre wildfire reduction effort (the donut) and the preventative steps being done to protect Mammoth Lakes.
- D. Support and participate in the Citizens Wildfire Academy with collateral and other sponsorship needs as they become identified
- E. Support local coffee shops via the Community Coffee program
- F. Continue to participate in, and provide promotional support for, Camp Like a Pro program

#### **6. Community Communications (B2C) – Banners & Signage**

- A. Ensure consistent quality banner product promoting 4-seasons and work with TOML to replace broken banners and hardware as needed. Banners typically go up in April and down in November.
- B. Coordinate with TOML to secure digital safety and event message board on the corner of Old Mammoth Road and Main Street by summer/fall 2022
- C. Explore installing digital kiosks in key locations of town to provide real-time guest information and stewardship messaging on touch screen monitors.
- D. Enhance TOML shuttle stop poster program with messaging to educate visitors on how to camp, be stewards of Mammoth, leave it better than they found it, etc.

#### **7. Brand & Community Awareness – Domestic Marketing**

- A. Significantly increase budget investment for destination marketing (east coast) for winter 2022-23
- B. Develop air service marketing plan for potential new markets starting in winter 2023-24
- C. Major focus on midweek winter visitation to minimize the low business periods
- D. Focus summer 2022 marketing efforts on stewardship, education, and air service
- E. Email database growth increase by 10% (approx. 1,300) as compared to FY 2021-22 numbers.

- F. Launch new brand campaign with focus on stewardship by Oct 2022
- G. Design and launch future-proof, mobile-first website based on new brand campaign by April 2023 and set new baseline for all web stats (ie...page views, unique users, etc.)

**8. Brand & Community Awareness – Multi-Season & Need Period Opportunities**

- A. Increase midweek blended average occupancy in January, February & March from 59.5% to 62%
- B. Energize spring promotion of late season skiing/riding, fishing season opening and events by increasing our partnership with and contributions to Mono County and local retailers/restaurants/breweries
- C. Emphasize marketing of fall months to re-establish and stabilize TOT revenues in September at \$1+ million and October at \$800,000+ for 2022.
- D. Host 2 international media visits and 3 domestic media visits (above and beyond fall media conference mentioned below) to promote fall through story placements.

**9. Brand & Community Awareness – Public Relations / Communications**

- A. Coordinate 20 high quality domestic media (non-syndicated) placements over 2021-22
- B. Achieve 10% growth in unique impressions domestically over 2021-22 (non-syndicated)
- C. Coordinate 12 high quality international media placements over 2021-22
- D. Achieve 10% growth in impressions internationally over 2021-22
- E. Host 15 domestic and 5 international highly qualified media visits
- F. Host the Midwest Travel Journalists Assoc from Oct. 5-9 focused on fall & air service messaging.
- G. Promote high altitude training through Crib visitation and collaboration with Mammoth Track Club (Olympic focus). Host 40 athletes throughout the year and incorporate stewardship messaging in content.

**10. Experience & Attractions – Event Promotion/Support**

- A. Increase budget to \$250,000 (9% increase YOY) for 2022-23 event grant funding cycle for events in spring, summer, fall 2023
- B. Work with TOML to install a digital event/safety display board by Fall of 2022
- C. Expand event promotion/advertising plan for summer 2022 to include campground hosts
- D. Continually evolve event grant funding processes and metrics to distribute to local events and develop a diverse panel for grant funding allocations.
- E. Seek out one new Tier 1 fall event to fill off peak event calendar
- F. Develop an event survey to better understand visitor use, event success and local economic impact and implement for 2022-23 season.

**11. Access & Transportation Awareness – Air Access**

- A. MLT to support MMH Airport and air service through marketing efforts, airline contracting, and subsidy negotiation and payments.
- B. Maintain current markets for scheduled charter air service to Mammoth Yosemite Airport (MMH) for 2022-23 winter season.

- C. Explore possible expansion to year-round service at MMH and BIH in spring 2023.
- D. Efforts support longer term goal to reach 10,000 enplanements with target for FY 2022-23 of 4,500 at MMH and 15,000 at BIH.
- E. Work towards adding new carriers, new markets & new aircraft types for Winter 2022-23
- F. Continue to focus commercial air service efforts on one new destination market area to expand into to promote the Mammoth brand connection to new audiences.
- G. Look at additional scheduled charter markets in California and the region for winter 2023-24
- H. Air service subsidies will be supported primarily from TBID resources.

**12. Access & Transportation Awareness – Air Service Promotion**

- A. Dramatically increase financial commitment for both commercial and scheduled charter services marketing efforts
- B. Actively partner with local businesses to promote reliable and consistent commercial air service to BIH and Scheduled Charter service to MMH.
- C. Promote local air discount programs to encourage both commercial and scheduled charter flying to fill outbound, off-peak flights.
- D. Increase number of locals’ discount codes requested/distributed by 5% over winter 2021-22.
- E. Track fluctuations in BIH air service via NPS scores related directly to “visiting Mammoth Lakes”. Benchmark set at 79. Work with the TOML, business partners, transportation providers, MLCC and MMSA to reach an NPS score of 81 for summer 2022 and winter 2022-23 air visitors.

**13. Access & Transportation Awareness – Regional Mobility**

- A. Continue to assist with coordination and subsidization of transportation services for air passengers arriving at BIH and MMH.
- B. Actively seek additional rental car options for both BIH and MMH
- C. Develop comprehensive action plan for crisis management of winter highway closures and diversion plans for scheduled charter from MMH to BIH

**14. Brand & Community Awareness – International Marketing**

- A. Work with Visit California and Alterra to re-establish visitation from key international markets with initial focus on the United Kingdom, Australia, Canada, Latin America, India, and Europe.
- B. Host 5 travel trade FAM trips to promote Mammoth Lakes as a year-round destination
- C. Increase the international traffic on VisitMammoth.com by 20%. Symphony dashboard to track
- D. Represent MLT at 8-10 international trade and media sales missions / industry conferences to promote Mammoth Lakes as a year-round destination