



Mammoth Lakes  
CALIFORNIA

# FY 2022-23 Strategic Plan

MLT BOARD MEETING | MAY 2022

HUG WHAT YOU LOVE





**FY21/22 State of MLT Business**

**FY22/23 Strategic Plan Framework  
& Approach**

**FY22/23 Program Plans & Budgets**

**Domestic Consumer Program**

PAID CHANNELS

OWNED CHANNELS

LOCAL MARKETING

**Communications Program**

EARNED CHANNELS

LOCAL COMMUNITY ENGAGEMENT

**International Consumer Program**

**Special Events Program**







# STATE OF THE MLT BUSINESS



# FY21/22 – A Year of Abundance

- Covid-19 business restrictions greatly reduced
- Delta and Omicron variants had impacts, but minimal
- Better behaved summer visitor base
- No major fires or smoke issues
- USFS forest closure impacted Labor Day weekend
- No out-of-state visitor quarantines
- October 29th early opening of Mammoth Mountain
- Nearly 17 FEET of snow had fallen by New Year's, unfortunately, >4.5 feet has fallen since
- Record shattering TOT October – March (November to February up 40%+ each month)
- TOT revenues on pace to reach \$26,000,000+ for FY 2021-22 (Budget \$14.5m)
- BIH air service very successful - ZERO weather cancellations





# Assumptions

- Expecting high demand for the 45 days from July 1 – August 15
  - We are still a tourism destination that relies on visitation revenues for both businesses and TOML funding
- Continued concerns of overcrowding, visitor impacts and resident quality of life
- Housing shortage and staffing challenges will continue
- Continued questions of inevitable Covid-19 variants and their impacts
- Resident perceptions of visitation and impacts on quality of life
- Special events back in full force for summer 2022
- Bishop Airport to continue to provide consistent and reliable commercial air service
  - Adding San Francisco for summer 2022 with United Airlines
- Mammoth Yosemite Airport for scheduled charter
  - Adding Carlsbad and Hawthorne (LA) for summer 2022 with Advanced Airlines





# Continued Paradigm Shift

- Focus on community and business by sharing Responsible Recreation messages and values
- **The business community should work toward higher revenues from fewer visitors during peak demand timeframes (July/Aug)**
  - More is NOT better, i.e. 100% occupancy can no longer be the goal
  - Is 70-80% occupancy at 100%+ of revenue proving to be more beneficial?
    - Higher revenues, with lower cost of business and impacts benefit all
    - Lower occupancy can be better managed in light of staffing challenge
    - Less wear and tear on businesses
  - High demand with limited supply gives opportunity to increase rates/prices
  - Easiest way to limit overcrowding is to manage yield
- Focus on longer-length, destination stays
- Becoming an elitist destination is NOT the intention; decreasing impacts is
- Work with Chamber to provide revenue and yield management training





# Overarching Organization Goals & Focus Points

1

**Focus on  
Education**

2

**Drive Quality  
Visitation**

3

**Outreach to our  
Community**



## GOAL #1

# Focus on Education

## Educate people regarding their impacts on our community and environment

- Focus on **mitigating visitor impacts** (community and environmental)
- Relay benefits of **off-peak visitation** during historically slow periods
- Heavily promote **stewardship** and behavior expectations
  - "Hug What You Love" Campaign
  - "Mammoth Lakes Love Song"
  - Visitor and resident stewardship marketing messages throughout town
  - Encourage visitor distribution past the overly popular locations and times
  - Inspire good behavior, patience and kindness with all visitors
  - Help people arrive at ways they can assist us in protecting this place/experience



## GOAL #2

# Drive Quality Visitation

Support residents & businesses by creating opportunities during slower periods

- Re-energize key **international** markets
- Continued heavy focus on **midweek** winter visitation
- Keep emphasis on establishing **longer length of stay**
- Focus efforts on **off-peak** visitation
- Develop **destination** visitor awareness through increased marketing spend
- Increase “ease of access” messaging with commercial **air service** to BIH
- Explore **new air service** markets, carriers and aircraft for winter 2023-24
- Work towards **year-round air service** at both MMH and BIH
- Promote the **Eastern Sierra region** including National Parks, USFS land, public lands
- Encourage, attract and support **special events and activities** to promote off-peak visitation





## GOAL #3

# Outreach to our Community

## Foster a symbiotic relationship between resident quality of life & visitation

- Reflect **community values** in our intended visitor experience
- Understand **resident and visitor perspectives** of our community
- Work with TOML and other NGO's to **minimize visitation impacts & maximize resident benefit**
- Communicate our community and environmental **stewardship expectations** to our guests
- Cultivate strong **community relationships** (TOML, C of C, events, lodging, restaurant & retail)
- Re-establish and **support special events** (with enhanced focus and support of non-peak times)
- Continue our commitment to environmental **sustainability** & stewardship
- Increase MLT Board member **communication and interaction** with constituents
- **Inform community members** and Town Council of MLT efforts through various channels
- Assist TOML to **define local infrastructure improvements** to benefit both residents and visitors

A woman in a red plaid shirt is smiling and hugging a massive, dark brown bear statue. The bear is standing on its hind legs, and the woman is leaning against its chest. The background shows a forested mountain slope under a clear sky.

# EXECUTIVE BUDGET SUMMARY



# Executive Summary

- FY21/22 TBID anticipated \$1,000,000+ surplus by June 30 (excludes previous commitments)
- Surplus TBID revenue, or TBID reserves, will be used if needed for any additional shortfalls
- Substantial one-time expenses in the FY22/23 marketing budget
  - Website rebuild (\$300,000)
  - Brand refresh (\$474,000)
- More than doubling of destination and air service marketing efforts (\$550,000 to \$1.25m)
- \$300,000 in special event grant funding from Special Event Reserve (\$625,000+)
- A total of \$361,548.78 will be used from the MLT Measure A Reserve (currently \$800,621.23)
- Increased Air Subsidy amounts due to two summer carriers and flights
  - Inyo County likely to participate with subsidy funding to reduce this burden, amount is TBD
- Employee benefits budget increase to cover employee dependant insurance premiums
- July 1 - 5% wage increase for all employees (exclude Exec. Director) to account for inflation

A woman with a large backpack is lying on her side in a field of tall green grass and blue irises. She is smiling and looking towards the camera. A dog is sitting next to her, also looking towards the camera. The background is a dense forest of tall evergreen trees.

# STRATEGIC PLAN FRAMEWORK & APPROACH





FY23 PLANNING FRAMEWORK	FALL	WINTER	SPRING/SUMMER	AIR SERVICE
Impact Timing	September – November	December – Mid-April	Mid-April – August	Winter & Spring/Summer
Business Goal	<b>Achieve Consistent \$25M in Annual TOT Revenue by FY24/25; 12-Months TOT Viability</b>			
Marketing Objectives	<b>Quality Visitation = Maintain/Increase Length of Stay &amp; Visitor Spending</b>			
	<b>Educate Visitors on Responsible / Sustainable Tourism</b>			
	October & November TOT Viability (\$1M)	Increase Mid-Week Visitation Increase Far Market Visitation	June TOT Increase May TOT Viability (\$1M) Increase Mid-Week Visitation	Increase Load Factor

# HOW MLT WILL Meet Marketing Objectives

REFINED  
BRAND  
STRATEGY

NEW  
BRAND  
CAMPAIGN  
& WEBSITE

TARGET  
MARKETS,  
AUDIENCES  
& TIMING

INTEGRATED  
PROGRAM  
PLANNING &  
EXECUTION

MEASUREMENT  
PLAN

# Brand Attributes

## FUNCTIONAL

- A rustic, rugged, authentic mountain destination
- Vast national forest, diverse terrain, pockets of wonder, many vacations in one
  - More space to roam; less dense
- Exhilarating environment and activities
- Pristine, natural beauty – not just nature but pure nature, natural and unrefined
- Unique local culture

## EMOTIONAL

- Unique in character/feeling, down to earth, real
- Grounded/centered/humbled - out of the chaos
- Extraordinary sense of awe, wonder and feelings of exhilaration
  - Leaves a lasting impression on you; recreation that allows you to recreate yourself
  - Feeling of being truly alive, truly well, living life fully
  - Exciting every time, not just the first time
- Carefree feeling of letting go



# Brand Positioning

## CONSUMER NEEDS

A strong desire to be in a constant state of wonder (bored of anything ordinary). Looking for an authentic mountain experience.

Restoration and a sense of mental and physical well being only gained through being in nature.

Pure enjoyment of nature - feelings of awe and exhilaration, no matter the activity.

## MOTHER NATURE'S ADVENTURELAND

## MAMMOTH LAKES BRAND

Rustic, rugged, unrefined Mammoth Lakes is a mountain destination that is both down to earth and otherworldly. With vast scenic splendor and pockets of wonder, its pure nature inspires awe and offers a backdrop for exhilarating activities no matter the season.

**What sets us apart (from comp set):** You don't know until you go; a must see for yourself to satisfy your wonderlust.

**Why it works:** Allows us to continue to grow beyond California; intrigue & desire to check off the bucket list. Continues to provide a strong connection to the importance and value of sustainable/responsible travel.

**Brand Character:** Down to earth, rugged, confident, genuine, relatable

# Creative Messaging Strategy

## OVERARCHING CAMPAIGN

### BRAND

It's so incredible,  
you must see it to  
believe it.

### SUSTAINABILITY

It's so incredible,  
you want to protect  
it like it's yours.

# New Brand Campaign Development

- Mammoth Lakes Tourism introduced the *No Small Adventure* brand campaign in 2014, which has been in market the past 8 years.
- Since then, Mammoth Lakes' needs and objectives as a destination and organization have grown to include the importance of sustainable/responsible tourism and drawing in new, Winter out-of-state visitors. Our strategies, messaging, and campaign must evolve to reflect this.
- This effort includes a multi-season video + photo shoot to bring the campaign concept to life across all marketing channels.

EXPANDED PRESENTATION TO THE BOARD IN JULY | OFFICIAL LAUNCH WINTER 2022



# Target Markets

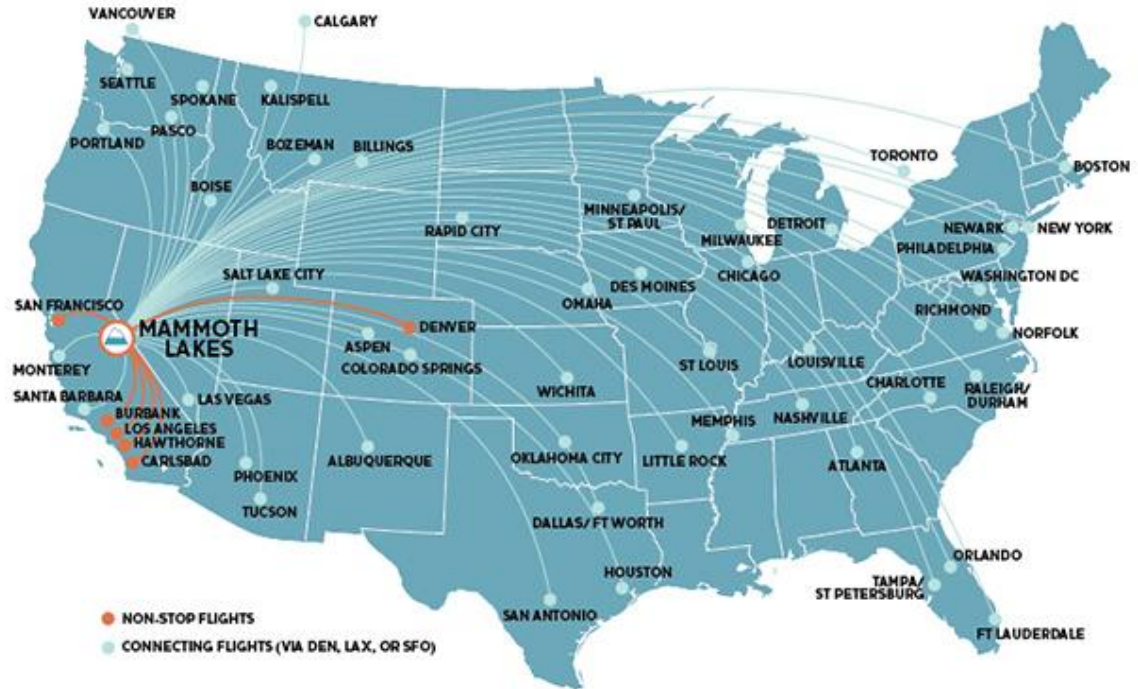
## PRIMARY NEAR

California & Nevada  
Spot Markets: LA, SF, SD, Sac

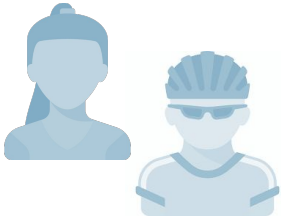
## PRIMARY FAR

*WINTER ONLY*  
Denver & Northeast  
(NYC, NJ, Boston)

## INTERNATIONAL

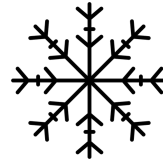


# Target Audiences



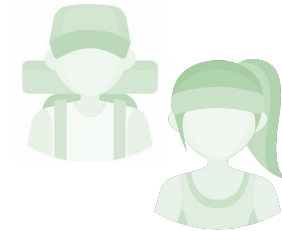
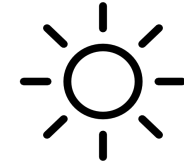
## **NATURE ENTHUSIASTS** *WITHOUT KIDS*

Fall Colors, Scenic Drives,  
Hiking, Nature Walks, Fishing



## **SNOWSPORTERS** *WITH & WITHOUT KIDS*

Skiing (Cross Country or Downhill),  
Snowboarding or Snowmobiling



## **OUTDOOR ACTIVES** *WITH & WITHOUT KIDS*

Hiking, Scenic Drives, Bicycling, Boating,  
Canoeing, Kayaking, Fishing

# Key Impact Timing

## BRAND

Year-round

## FALL SEASON

September-October

## WINTER SEASON

November-April

## SPRING/SUMMER SEASON

May-August

## AIR SERVICE



# Integrated Program Planning & Execution

All teams working together to amplify the Brand message, which strengthens consumers' awareness, consideration and intent to travel to Mammoth Lakes.

**DETAILED PROGRAM PLANS  
OUTLINED IN THE NEXT SECTION**



# Measurement Plan

## BENCHMARKS

**Set for day-to-day guidance to determine:**

1. How we are doing
2. What can we do to improve our performance

## REPORTING

**Analysis and optimization of KPIs/goals that focus on SMART data:**

1. Specific
2. Measureable
3. Achievable
4. Realistic
5. Time-Sensitive

## RESEARCH

**Ongoing research to report on overarching program, including:**

1. Ad Effectiveness Studies
2. ROI Study
3. Seasonal Air Service Studies
4. Monthly Symphony Dashboards

**TOT GOAL, TBID GOAL, AIR CAPACITY**

# PROGRAM PLANS & BUDGETS





A person wearing a pink long-sleeved shirt, olive green pants, a light blue helmet, and climbing shoes is rappelling down a grey rock face. The background shows a dense forest of green trees under a blue sky. The text "DOMESTIC CONSUMER PROGRAM" is overlaid in white, bold, sans-serif font across the center of the image.

# DOMESTIC CONSUMER PROGRAM



# Paid Channels

# FY22/23 Paid Advertising Objectives

- Build awareness of the Mammoth Lakes brand through the launch of a new brand campaign in Winter 2022
- Educate visitor base on Responsible/Sustainable tourism practices prior to and while experiencing Mammoth Lakes
- Drive consideration and intent to travel, with an emphasis on Winter visitors in further reaching destination markets who stay longer and spend more
- Provide air service support by generating awareness of routes in key fly markets and driving demand for visitation

# LAYERED MEDIA APPROACH

PAID CHANNELS



## Awareness:

Inspire and engage new audiences while keeping ML top of mind among familiar audiences.

**Content:**  
Video, Audio, Custom Content,  
Rich Media

## Engagement KPIs:

Video Views  
Completed View Rate  
Content Views  
Time Spent with Content  
Rich Media Engagement Rate

## Consideration:

Educate and build preference among aware; drive traffic to ML website for destination exploration.

**Traffic-Driving:**  
Social, Display, Native

## Traffic-Driving KPIs:

CTR  
Sessions/TOS  
Pageviews/TOP

**Re-Engage:**  
Social, Display, Native

## Intent:

Drive aware audiences who have not taken action; capitalize on awareness created higher in funnel.

Social,  
Display,  
Search

## Conversion KPIs:

Partner Handoffs/Referral Rate  
Booking Searches/Search Rate

# Sample Media Partners

A multimedia approach connects target markets with multiple messaging touchpoints.

**hulu** pandora

## VIDEO & AUDIO

- Drive awareness using video across devices using multiple partners
- Target MLT brand audience and lookalikes
- Seed retargeting pools for added engagement



## SOCIAL

- Reach prospective travelers through social channels where consumers spend significant amounts of time
- Target established MLT segments as well as lookalikes of web visitors
- Retarget site visitors and video viewers where possible

Google  ADTHEORENT™

## PROGRAMMATIC

- Reach prospects through affinity targeting or predictive targeting
- Incorporate mobile rich media to drive engagement
- Native style units to drive site traffic

 Google  
AdWords

## SEARCH

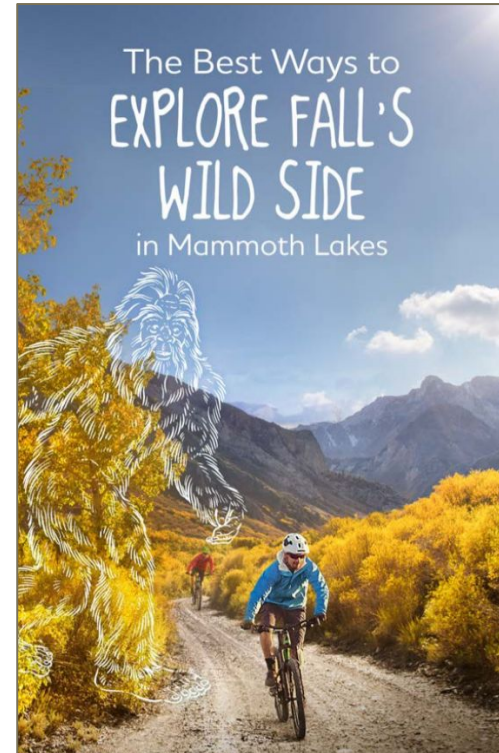
- Include Aseasonal Brand, Activities, and Accommodation terms and Summer-specific and Yosemite terms
- Inclusion of competitive terms is not recommended





# Fall Campaign Framework

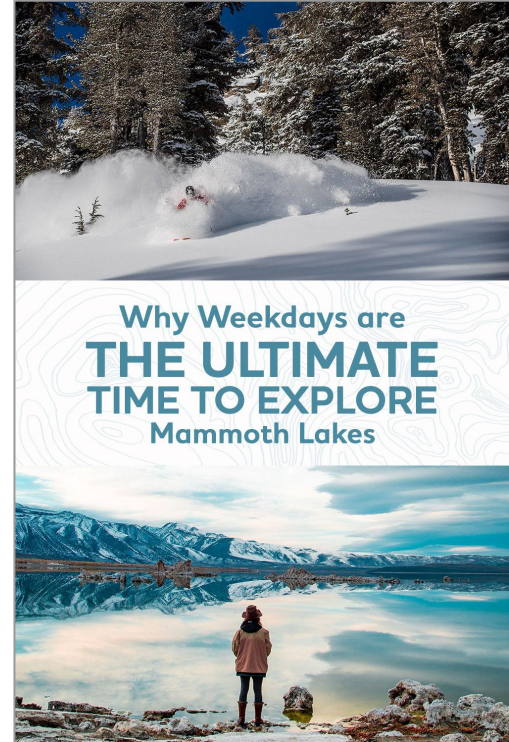
MEDIA	
<b>Flighting</b>	Mid-August – October
<b>Target Audience</b>	Nature Enthusiasts (w/o Kids)
<b>Target Markets</b>	<ul style="list-style-type: none"> <li>• California &amp; Nevada Base</li> <li>• Spot Markets: LA, San Diego, San Francisco, Las Vegas, Sacramento</li> </ul>
<b>Budget</b>	\$150,000
CREATIVE	
<b>Key Messages</b>	<ul style="list-style-type: none"> <li>• Responsible/Sustainable Travel</li> <li>• See Fall Colors (End-Sep through Early Oct)</li> <li>• Off The Beaten Path</li> <li>• Wellness/Nature is Nurture</li> <li>• General Offers</li> </ul>
<b>Creative Assets</b>	<ul style="list-style-type: none"> <li>• No Small Adventure Brand Campaign</li> <li>• Fall Seasonal w/ Responsible Travel tie</li> </ul>





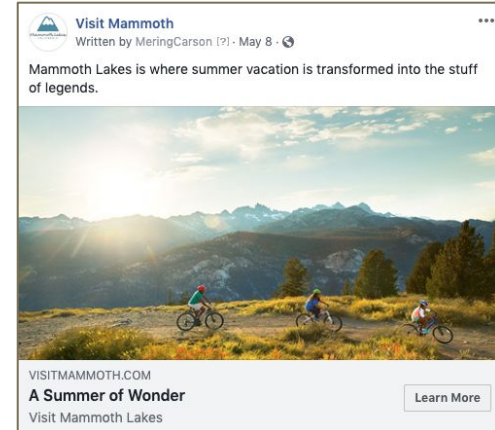
# Winter Campaign Framework

MEDIA	
Flighting	<ul style="list-style-type: none"> <li>• CA/NV: October – Mid-April</li> <li>• Denver: October – February</li> <li>• Northeast: October – February</li> </ul>
Target Audience	Snowsporters (with & without Kids)
Target Markets	<ul style="list-style-type: none"> <li>• California &amp; Nevada Base (Mid-Week Push)</li> <li>• Spot Markets: NorCal, Nevada, Denver, Northeast</li> </ul>
Budget	<ul style="list-style-type: none"> <li>• CA/NV: \$750,000</li> <li>• Denver: \$500,000</li> <li>• Northeast: \$750,000</li> </ul> <p style="text-align: right;"><b>Total: \$2M</b></p>
CREATIVE	
Key Messages	<ul style="list-style-type: none"> <li>• Responsible/Sustainable Travel</li> <li>• Ski &amp; Snowboard California</li> <li>• Mid-Week Offers</li> <li>• First Snow Blitz (Messaging rotation)</li> </ul>
Creative Assets	<ul style="list-style-type: none"> <li>• <b>NEW</b> Brand Campaign (Official Launch)</li> <li>• Winter Seasonal w/ Responsible Travel tie</li> </ul>



# Spring/Summer Campaign Framework

MEDIA	
Flighting	Mid-April – Mid-August
Target Audience	Outdoor Actives (with & without Kids)
Target Markets	<ul style="list-style-type: none"> <li>• California &amp; Nevada Base</li> <li>• Spot Markets: LA, San Francisco, Sacramento, San Diego, Las Vegas</li> </ul>
Budget	\$400,000
CREATIVE	
Key Messages	<ul style="list-style-type: none"> <li>• Responsible/Sustainable Travel</li> <li>• Off The Beaten Path</li> <li>• Wellness/Nature is Nurture</li> <li>• Mid-Week Offers</li> </ul>
Creative Assets	<ul style="list-style-type: none"> <li>• <b>NEW</b> Brand Campaign</li> <li>• Spring/Summer Seasonal w/ Responsible Travel tie</li> </ul>





# Air Service Campaign Framework

MEDIA	
<b>Flighting</b>	Within Winter & Spring/Summer Campaigns
<b>Target Audience</b>	Match Seasonal Targeting
<b>Target Markets</b>	<ul style="list-style-type: none"> <li>• Winter: SoCal (Carlsbad), LA, San Francisco, Denver, Northeast</li> <li>• Spring/Summer: LA</li> </ul>
<b>Budget</b>	Included within Seasonal Budgets (\$1.25M)
CREATIVE	
<b>Key Messages</b>	<ul style="list-style-type: none"> <li>• More Service Offerings &amp; Reliability</li> <li>• Spend More Vacation Time on Your Vacation</li> </ul>
<b>Creative Assets</b>	<ul style="list-style-type: none"> <li>• United (SFO, Denver, Northeast)</li> <li>• Advanced Air (LA, Carlsbad)</li> </ul>







# FY22/23 Budget for Air Service & Subsidy

<b>Summer</b>	<b>\$ 415,000</b>
Advanced Air	\$ 200,000
United	\$ 215,000
<b>Winter</b>	<b>\$ 2,035,000</b>
Advanced Air	\$ 625,000
United	\$1,410,000
<b>Transportation</b>	<b>\$ 325,000</b>
Winter Subsidy	\$ 300,000
Diversion Cost	\$ 25,000
<b>Airplanners/Consultants</b>	<b>\$48,000</b>
<b>TOTAL</b>	<b>\$ 2,823,000</b>

# Experiential Opportunities

- **Planned Consumer Shows & Sponsorships:**
  - LA Kings Hockey Sponsorship Package
  - Anaheim Ducks Sponsorship Package
  - Fred Hall Long Beach
  - Fred Hall San Diego
  - SF & LA Travel Adventure Shows
- **Explore new opportunities to build awareness, considerations include:**
  - Airport Activation with Advanced Air
  - Skiing & Snowboarding Trade Shows
  - Sponsored Events & Activations

*Opportunities to be evaluated based on exposure to prospective Target Audience*



# FY22/23 Budget for Brand Strategy, Creative & Media

<b>Paid Media</b>	<b>\$2,718,000</b>
Fall (Mid-Aug, Sep, Oct)	\$ 150,000.00
Winter - CA/NV (Oct through Mid-Apr)	\$ 750,000.00
Winter - Denver (Oct through Feb)	\$ 500,000.00
Winter - Northeast (Oct through Feb)	\$ 750,000.00
CA Visitor Guide & DogTrekker	\$ 32,000.00
Summer FY21/22 (Jul, Aug)	\$ 250,000.00
Summer FY22/23 (Mid-Apr, May, Jun)	\$ 150,000.00
LA Kings	\$100,000.00
Anaheim Ducks Year-2	\$ 36,000.00
<b>Experiential / Trade Shows</b>	<b>\$52,730</b>

<b>Production</b>	<b>\$ 849,000.00</b>
Brand Campaign Production	\$ 474,000.00
Seasonal Campaign Asset Execution	\$ 125,000.00
Video Content Series Production	\$ 250,000.00
<b>Research</b>	<b>\$ 136,500.00</b>
<b>Agency Fees</b>	<b>\$ 204,000.00</b>
<b>Billable Travel &amp; Misc.</b>	<b>\$ 65,000.00</b>
Contingency (includes Awards)	\$ 50,000.00
Travel	\$ 15,000.00
<b>TOTAL</b>	<b>\$4,025,230</b>

# Owned Channels

# Travel Consumer Journey

Create new and enhance existing User Experience, content and navigation that builds out the consumer journey.



**DREAM**

**PLAN**

**BOOK**

**EXPERIENCE**

**BUILD  
LOYALTY**



# FY22/23 Owned Channel Conversions

How are we driving people to local businesses?

## PARTNER PASS THROUGHS

- Partner Pass-thrus - 383,773  
YTD -30.5% YOY

**Looking Ahead:** Drive more pass-thrus with continued internal linking strategy, overall pageview growth and interactive map features

## VISITOR GUIDE

- Visitor Guide new format
- Use of QR Codes
- Push visitors back to website for deeper experience and content

**Looking Ahead:** Continue to develop new content and distribution channels



# FY22/23 Website Content Programs

## RESPONSIBLE RECREATION

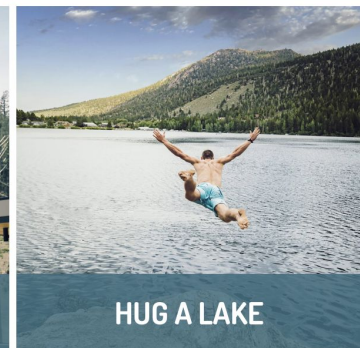
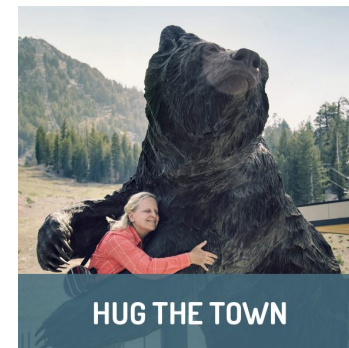
- Continue to promote responsible recreation
  - Support Hug What You Love, Mammoth Promise and Stewardship messaging
    - Use and update (as needed) existing stewardship content (water, camping, mountains, town, etc.)

## AIR SERVICE INFORMATION & DEALS

- Promote summer and winter air services through blog posts and “Fly” page

## MIDWEEK VISITATION

- Create and highlight content to promote midweek visitation in winter months



# New Destination Website

Complete UX Redesign Reflective of New Brand Campaign, as well as Destination (sustainable/responsible tourism education) & Consumer Needs

## INTERACTIVE LANDING PAGES

Increasing time on site and decreasing bounce rate on campaign landing pages by implementing more interactive features. Site reacts to each visitor based on season, activities, events, or date of planned visit.

## INTERACTIVE MAPS

Seasonal maps  
Ex: summer activities and fall colors to help spread guests out and highlight lesser-known areas, dispersed camping, trail heads and content from MLTPA

## CRM/BUSINESS LISTING & SEARCH UPGRADES

Optimized search featured for business listings and more informative design to listing pages.

Allow for business to update own listings.

## GETTING TO KNOW OUR AUDIENCE

Better integration of email newsletter sign ups to grow our list and learn more about our most loyal visitors & outreach to locals

# Content KPIs

Focus on content that will drive KPIs.

## TIME ON SITE & BOUNCE RATE

- Focus on engagement and exploratory content
- Campaign specific content will ensure people who click through from campaigns stay on the site

## MAP & WIDGET INTERACTIONS

- Interactive map conversions highlighting lesser-known areas
- Tracking flight booking widget interactions

## PARTNER PASS THROUGHGS

- Focus on encouraging click throughs to local business partners by internal linking and upgrades to listing search features

## EMAIL SIGN-UP CONVERSIONS

- Utilize custom sign-up forms to grow email sign-ups by converting on specific related content pages

# Understanding & Growing Our Email Subscribers

## EMAIL/CRM

- Using an enhanced CRM platform to help segment, understand and grow our email subscriber lists in order to increase brand awareness through email marketing.





# Social Media's Role Along the Consumer Journey

## INSPIRATION & ASPIRATION

- Continue to target consumers to inspire visitation to the region through compelling digital content across all platforms
- Social media allows us to stay top of mind to brand loyalists

Working to educate a more **DIVERSE AUDIENCE** of travelers.

## LOOKING AHEAD

- Educating and encouraging more responsible behavior from our visitors continues to be our prominent messaging
- Creating loyalty to Mammoth Lakes, and allowing individuals to share their own experiences on social media



**New stewardship messaging will be front and center for 2022/23.**

# Social Media & Stewardship Content

This year we are taking a major shift into promoting stewardship and responsible recreation. This includes making sure #RecreateResponsibly, Hug What You Love and the Mammoth Promise messaging is front and center.

## TACTICS

- Include video and graphics being developed by The Shipyard
- Local targeted ad campaigns
- Utilize partnership content

## LOOKING AHEAD

- Work towards a more educated and aware summer/fall visitor base who show care and respect for Mammoth Lakes
- Gain more click-thrus into web content for greater visitor awareness





## SOCIAL MEDIA Instagram

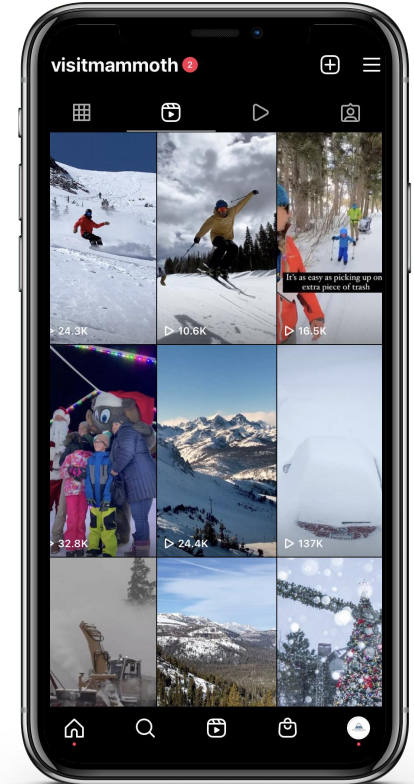
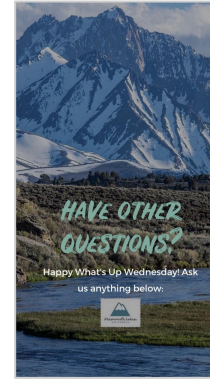
Instagram is a platform of **inspiration** and **dreaming**, but has proven to be an excellent platform for engagement with our stewardship messaging.

### TACTICS

- Organic content
- Instagram Reels Focus
- Utilize promoted content to highlight important messaging
- Story branding
- Motivation Mondays
- User and influencer generated content

### LOOKING AHEAD

- Continue to engage users with remarkable photography
- Utilize Instagram Stories to further push brand and engage guests / current events & news
- Sustainability focused highlights & reels
- Prioritize seasonal themes





## SOCIAL MEDIA Facebook

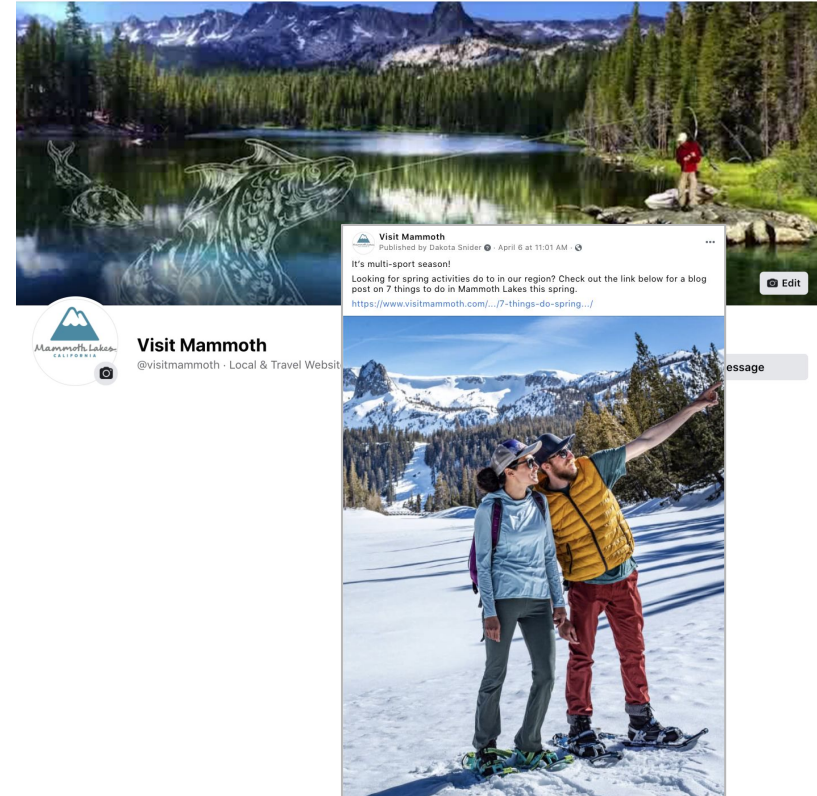
Facebook bridges the gap between **dreaming** and **planning**.

### TACTICS

- Supporting local marketing efforts and campaign video series
- Motivation Mondays (Elevation Training)
- FB Lives to share upcoming events, news & general updates
- Accurate and timely crisis communications

### LOOKING AHEAD

- Continue to push “Recreate Responsibly” and stewardship messaging
- Inspire targeted visits
- Organic engagement through captivating content





## SOCIAL MEDIA

# Twitter

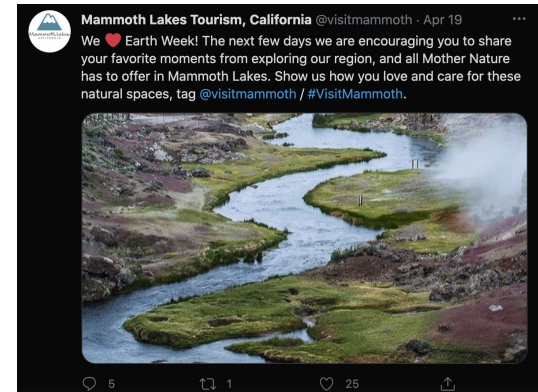
Twitter promotes engagement, communicating on the real-time **experience**, and in turn builds **brand loyalty**.

### TACTICS

- Build organic engagement through photos/video
- Share information from partner organizations
- News and Events posting
- Drive traffic to blog content

### LOOKING AHEAD

- Target specific audiences only found on Twitter
- Utilize Twitter as a way to communicate and engage with athletes, travel writers and bloggers
- Real time tweet updates of events/happenings

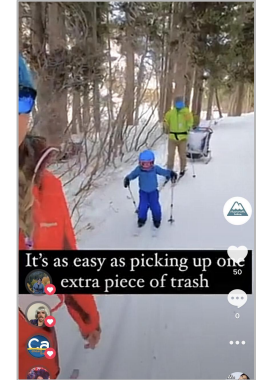
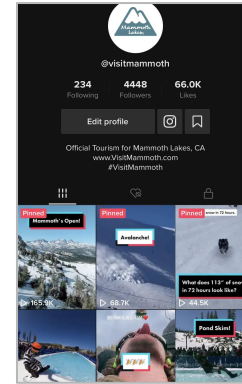
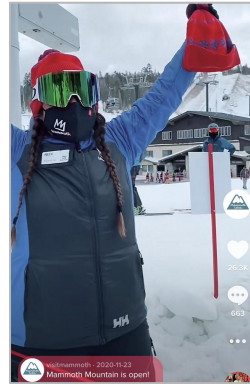






## SOCIAL MEDIA TikTok

Continuing to grow with TikTok



## WHY TIKTOK

- One of the fastest growing social networks in the world for 2021
- 1.2 billion monthly users, larger than Snapchat, Twitter, or Pinterest
- Unique way to share inspiring content from our region
- Organic reach is better than any other current social platform

## TACTICS

- Continue to share out new and inspiring videos
- Focus on Stewardship in a fun, lighthearted way
- Partner with large accounts to generate native sponsored content
- Work with influencers to gain brand awareness

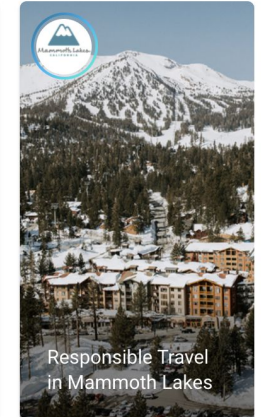
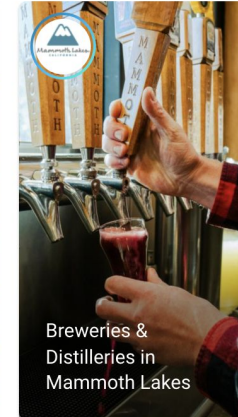
## SOCIAL MEDIA

# VCA Stories

Visit California hosted Web Stories continue to grow

### WHY STORIES

- Visit California partnership that gives mobile web presence on VCA website
- Allows web / social crossover
- Inspirational content that doesn't require social media accounts to access
- Evergreen content that is searchable on Google
- Sustainability messaging is highlighted
- Geo locations give direct recommendations / activities



## SOCIAL MEDIA Technology

As technology continues to advance,  
so do we.

### WHY

- Continue to bring state of the art technology into our tactics on social media / web
- New GoPros & Sony Cameras
- **PRISM Cam**
  - State of the art webcam experience for our region



Telluride, Colorado



Timbers, Kauai



Sundance, Utah



Sundance, Utah

# Seasonal Engagement Calendar

## FALL

- Pushing Stewardship & Responsible Recreation Messaging
- Fall Colors Influencers Visit
- Fall Photography Meetup

## WINTER

- Snow Season, Snow Updates (Live Posts)
- Winter Contest
- Local Business Association Promotions

## SPRING

- Pushing Stewardship & Responsible Recreation Messaging
- Wildflower and Waterfall Updates
- Nature and History, cross channel stories

## SUMMER

- Pushing Stewardship & Responsible Recreation Messaging
- Summer Trail Challenge

# FY22/23 Budget for Owned Channels

Website	
New Website Build & CRM Management	\$300,000
Crowdriff UGC & Content Library	\$20,900
Custom/Smart Content (Bound)	\$18,000
SEO & Reporting	\$5,000
Misc Web Costs (Madden Dev, Domain Names)	\$15,000
Email Marketing	\$30,000
Hosting	\$6,240
<b>TOTAL</b>	<b>\$395,140</b>

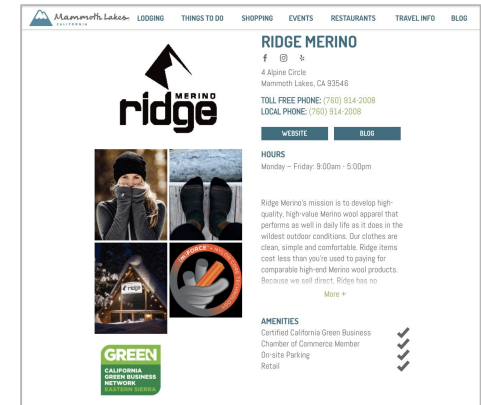
Additional Owned Initiatives	
<b>Owned Channel Content Production</b>	<b>\$157,550</b>
Trip Ideas & Blogs	\$8,400
Fact Checking	\$30,000
Local Video Series, Video Assets & misc, Content Program Optimization, Travel Production & Film Permit Fees	\$31,650
Visitor Guide Design, Printing & Distribution	\$87,500
<b>Prism Cam</b>	<b>\$9,000</b>
<b>Social Channel Post Boosts</b>	<b>\$12,000</b>
<b>Social Analytics</b>	<b>\$1,188</b>
<b>Industry Relations</b>	<b>\$104,632</b>
<b>Hardware/Software</b>	<b>\$10,420</b>
<b>TOTAL</b>	<b>\$294,790</b>



# Local Marketing

# Local Marketing Program Goals

- Town business marketing and communication
- Continue close relationships with local businesses and keep the local community well-informed
- Optimize business listings on website by educating how utilize built-in web tools (i.e. featuring starting at rates and special offers, maximizing amenity listings)
- Develop more campaigns to promote town businesses
- Expand the Mammoth e-Gift Card program by soliciting more local businesses to participate
- When appropriate, work with Events Manager to develop promotional plan for town events
- Plan and execute local marketing campaigns that include owned, earned, paid and town asset channels
  - Social
  - SEM
  - Print & Radio
  - Signage, Newsletters & Direct Mail



# Local Stewardship Messaging

- Continue marketing campaign throughout town that educates visitors on responsible recreation and the Mammoth Promise utilizing local media, and organic and paid social channels
  - Includes newspaper ads, radio PSAs, signage in key locations and in local businesses
- Tap into new local channels by partnering with local businesses, organizations and land agencies
  - Increase messaging on campground information boards, at trailheads, marinas etc.
  - Sponsoring a trailhead
- Utilize social media channels to deliver additional stewardship messaging to our audiences



# Local Air Service Marketing

- Educate surrounding communities on expanded service to BIH and MMH through continued regional marketing campaign through local and regional media channels
  - newspaper ads, radio spots, paid social media
- Continue outreach and promotion of the Locals' Discount program utilizing local media and social channels
- Promote seasonal airfare sales to surrounding communities via marketing campaigns
- Work with lodging properties to promote air service through each of their channels
  - websites, booking confirmation and pre-arrival emails, "on hold" phone messaging, social media



# Promoting Local Businesses

## LODGING

- Continue to strengthen relationships within the Mammoth lodging community through participation in lodging association
- Collaborate with lodging community to enhance promotional opportunities within in-market advertising
  - Example: promoting midweek winter deals and rates
- Provide opportunities to enhance guest opportunities and experience (Dining guide, stickers, fishmas)
- Expand on current occupancy reporting

## RESTAURANTS

- Strengthen relationship with the Mammoth restaurant community through participation in restaurant association
- Create and implement town-wide dining promotions through owned channels (web, newsletter, social media) and local paid media
  - Examples: Takeout & Dining Guide, Après Trail Map

## RETAIL

- Create promotional opportunities for retailers utilizing owned and local media channels
  - Examples: Made in Mammoth Gift Guide, Yiftee Mammoth Gift Card



# FY22/23 Budget for Local Community Marketing

Local Marketing	
Stickers & Maps Production	\$33,000
Community Signage (Sustainability, Fishmas, etc.)	\$21,500
California Welcome Center (ESIA)	\$57,750
Visit California CWC Dues	\$5,000
Industry Site Updates	<i>Included in website</i>
Trail Challenge Program (Bandwango)	\$10,750
STR/Occupancy reporting	\$12,000
In-Destination Community Campaigns	\$45,000
Local Air Service Marketing	\$57,500
History Museum Trolley	\$16,000
<b>TOTAL</b>	<b>\$258,500</b>



INTERNATIONAL CONSUMER  
B2B & PR PROGRAMS

# The Return of International Guests

**The primary goal is to re-establish our international markets and regain our international visitation year-round.**

- All international efforts are focused on future visitation, 12-24 months out
- International programs will be focused on consumer education, B2B trainings, and aspirational coverage in international media
- ROI will be tracked

# Consumer Education

- Identify Mammoth Lakes as **California's** premier, four-season alpine destination
- Promote Mammoth Lakes as key part of the Western Road Trip for summer and autumn
- Promote Mammoth Lakes & Mammoth Mountain as a destination ski resort





## B2B Trainings

- Train and educate travel trade partners on Mammoth Lakes' location, amenities and activities
- Push travel trade partners to our California STAR training portal
- Promote winter air service and connectivity with DEN & SFO
- Host year-round travel trade FAM's





# Aspirational Coverage in International Media

- Continue to supply media partners with fresh content and story pitches that promote Mammoth Lakes as a year-round destination
- Continue to give media interviews
- Host year-round media FAM's from all markets



# International Program Partners

- Continue to work with Brand USA and Visit California to promote Mammoth Lakes
- Continue to work with Mono County Tourism and the Alterra Mountain Company to promote visitation
- Continue to work with MLT's in-market agencies to promote Mammoth Lakes



# Tracking ROI

- Utilize the Symphony Dashboard to track international visitation, length of stay, movement / activities, and spend (Visa)
- Track the value of all media placements (print / digital)
- Track the value of all Co-Op partnership with international partners
- Continue to monitor international web traffic

# FY22/23 Budget for International Marketing

International Marketing	
Agency Fees	\$250,000
International Sales Mission, Expos	\$46,500
Domestic Shows, Expos	\$8,000
International Research, Data, Training	\$24,000
Staff Travel T/E	\$69,000
Memberships, Dues, Subscriptions	\$12,000
International Advertising, Co-Ops	\$77,500
FAM Hosting	\$30,000
Supplies, Shipping	\$18,000
Promotional Items, Branded Swag	\$5,000
Sponsorships	\$8,000
<b>TOTAL</b>	<b>\$548,000</b>





# COMMUNICATIONS PROGRAM



# Local Community Outreach & Engagement

# Communication within the Community Continues to be a High Priority

- Community Feedback
- Community Coffee
- Newsletters
- Seasonal Business Messaging
- Open House
- Board Role



# Monthly Community Coffee

- Continue to use as a tool to connect with the community on a monthly basis
- A platform to provide quality information to the community that is valuable to both locals and visitors
- Goal of 40+ attendees per month, online



# Community Communications

Before we try to grow current communication channels, turn the table a little and ask the community how it wants us to communicate.

## NEWSLETTERS

- 5-in-5 weekly newsletter - grow email distribution list by 20 percent
- Tourism Insights monthly newsletter - grow email distribution list by 10 percent

## SEASONAL BUSINESS MESSAGING

- Wildfire, snowfall, educational messaging, etc.
- Survey community to see what else it wants/needs

**We're  
Listening!**



## MLT Open House

Host annual MLT open house, in person

- **Connect** with the community to share information and ideas
- 

## Board Role

Continue work with Board members to develop board engagement within the community to further inform all sectors of the community on our mission and goals

- Ex. Board engagement in Town Council reports and TBID renewal



# Earned Channels

# Program Overview

- Increase domestic impressions by 10 percent over 2021-22 (non-syndicated numbers).  
Approx. 183 placements
- Incorporate influencer program fully into the PR department
- Host Midwest Travel Journalist Association conference in October
  - Focus of fall and stewardship
- Continue to be selective on media hosted in peak summer months
  - Coverage must include stewardship messaging
- Promote off peak seasons for media visits
  - Spring and fall coverage

**Main goals include: summer stewardship, fall attraction, and winter destination**

# Influencer Program

- A moldable space when working with the correct content creators
- Opportunities to share our messages, organically
- More opportunities for audience engagements
- Often similar vetting and hosting techniques as traditional media
  
- Glen Plake Brand Ambassador
  - Promote destination awareness and stewardship through a new partnership



# Air Service

- Continue to promote air service in Bishop as well as charter service to MMH through earned media placements with a focus on destination visitors.



# Endurance Crib

- Return to promoting high altitude training through Crib visitation
  - Get back to 2019 levels of visitation from athletes (43)
- Continue collaboration with Mammoth Track Club
- Begin to explore upcoming LA Olympic opportunities





# FY22/23 Budget for Communications Program

Communications	
Media FAM Trips	\$125,500
Staff Travel	\$9,300
Press Events	\$6,400
Dues/Subscriptions	\$3,225
Sponsorship	\$87,000
Crib Condo	\$32,928
Promotional & Community PR	\$11,700
PR Agency	\$86,000
Promotional (TBID)	\$71,250
<b>TOTAL</b>	<b>\$433,303</b>



SPECIAL EVENTS

904

# State of Special Events

## ONGOING EDUCATION FOR EVENT PRODUCERS

- Help producers evolve their events in a post Covid-19 world
- Full-day events workshops (Spring & Fall)
  - Guest speakers from multiple agencies
  - Include a new event producer workshop
- Monthly Event Emails
  - Weekly during busy event periods
  - Front desk printouts

## UPCOMING EVENTS IN MAMMOTH LAKES

### SPRING EGG HUNT APRIL 15

Join us for this FREE community event at Shady Rest Park on Friday, April 15. The Egg and Candy Hunt will begin promptly at 3:15pm, with separate areas for pre-schoolers, Grades TK-1 & Grades 2-5.



### ANNUAL POND SKIM APRIL 17

Crowds fill up the slopes outside Canyon Lodge to watch the craziest costumed skiers and snowboarders straight-line it across an ice cold, 100+ foot pond.



### CALDERA BURN APRIL 16

Lung-burning fun for all at the Mammoth Caldera Burn – a ski mountaineering challenge. Starting from Canyon Lodge, participants will skin their way through multiple ascents on Mammoth Mountain to complete this battle against themselves and the terrain.



## DATA COLLECTION/ECONOMIC IMPACT OF EVENTS

- Utilize data collection technology through NFC (Near Frequency Communication) with cellular phones

## FURTHER COMMUNICATION & PROMOTION OF EVENTS

- Promotion thru local ad plan
- Work with local businesses to cross-promote events
- Develop Camp Host event program



# Special Events Infrastructure

## DIGITAL SIGN MONUMENT

- Continue working with TOML to establish a sign at the entrance to town
  - Serve as a communication tool for the town and event producer



## COMMUNITY RECREATION CENTER

- Work with partner organizations to establish the CRC as an event location.
  - Event Producer Walkthrough
  - 4,000 indoor capacity for concerts
  - Protective flooring

## OUTDOOR EVENT TENT

- Multiple Events need
  - Rent out to events locally



## MAIN EVENT VENUE

- Continuing conversations with MMSA to build a full-scale outdoor event venue at Canyon Lodge
  - Sample from Park City





# Special Events Community / Stewardship

## SPONSORSHIPS

- Create opportunities for MLT to introduce new sponsorships to current Mammoth Lakes events
- Partner with GoPro
- Sierra Trash Eliminators

## GREEN EVENTS

- Continue to partner with local organizations to enforce sustainability efforts for all events



## MLT EAST SIDE FACELIFT: ACT LOCAL

- Largest trash cleanup in the history of the Eastern Sierra; grow from success of 2020

## SPONSORED MUSIC SERIES

- Promotion of local businesses midweek
  - Feature bands at different locations
  - Event calendar activation



# FY22/23 Budget for Special Events

Special Events	
Events Advertising & Marketing	\$76,400
Dues & Subscriptions	\$1,094
Industry & Community Training	\$30,200
Staff Travel & Event Conferences	\$15,525
Special Events Grant Funding	\$300,000
<b>TOTAL</b>	<b>\$423,219</b>

A woman in a red plaid shirt is smiling and hugging a large, dark brown bear statue. The background shows a forested mountain slope under a clear sky. The text "GENERAL & ADMINISTRATIVE" is overlaid in white, stylized font across the center of the image.

# GENERAL & ADMINISTRATIVE





# FY22/23 Budget for General & Administrative

<i>G&amp;A – 12.6% of total budget</i>	
Payroll & Taxes	\$855,172
Benefits	\$151,200
Overhead	\$322,775
<b>TOTAL</b>	<b>\$1,329,147</b>





Mammoth Lakes  
CALIFORNIA



THANK YOU