

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.

I. Overarching Organization Strategy: Community Vision of Sustainable Revenue Generation

The Town of Mammoth Lakes continues to thrive as a tourism-based destination from the revenues associated with visitation. Mammoth Lakes Tourism will continue to work to maximize revenues for our businesses 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 throughout the town, more people or 100% occupancy is no longer the goal; instead, the focus will be on enhancing the experience of our visitors, and our locals, while maximizing revenues.

In this case, “**sustainable**” means “*to be able to be maintained at a certain level or rate*” and “*to use a resource without it being depleted or permanently damaged*” such as our natural recreation resources.

II. Overarching Organization Objectives:

1. Increased Brand and Community Awareness
2. Enhanced Community Engagement and Communications
3. Access and Mobility Awareness and Expansion

III. Overarching Organization Deliverables:

- A. Achieve \$23m in TOT revenues for FY 2022-23 with 6 months at \$2m+ and 5 months at \$1m+.
- B. Achieve \$6m in TBID revenues for FY 2022-23 via increased length of stay & visitor spend.
- C. Increase midweek blended average occupancy in January, February & March from 59.5% to 62% by significantly increasing investment for destination marketing for winter 2022-23.
- D. Enplanement goals for FY 2022-23 of 4,500 at MMH and 15,000 at BIH (goal of 10,000+ at MMH in the coming years).
- E. Renew TBID (10-years) by September 2022 and achieve 66% support from assessed businesses.
- F. Coordinate with TOML, MLH, MLR, MMSA, USFS and other entities to begin developing a comprehensive Sustainable Destination Management Plan for our future success.
- G. Create a NPS (net promoter score) baseline for community perspective by April 2023. This is to set a baseline of “How likely are you to recommend Mammoth Lakes as a vacation destination?”

I. Increased Brand and Community Awareness:

1. Responsible Travel & Visitor Education

- A. Heavily educate via stewardship messaging to visitors both before they arrive and while they are here and promote alternative activities/locations to limit overcrowding in popular recreation areas. Focus 75%+ of summer 2022 marketing spend on stewardship & visitor education efforts.
- B. Achieve five (5) quality (2m+ UVM) domestic PR summer story placements with community stewardship talking points included.

2. Domestic Marketing

- A. Develop air service marketing plan for potential new markets starting in winter 2023-24.
- B. Major marketing focus on midweek winter visitation to minimize the off-peak periods.
- C. Email database growth increase by 10% (approx. 1,300) as compared to FY 2021-22 numbers.
- D. Launch new brand campaign with focus on stewardship by Oct 2022.
- E. Design and launch future-proof, mobile-first website based on new brand campaign by April 2023 and set new baseline for all web stats (i.e., page views, unique users, etc.)

3. Multi-Season & Need Period Opportunities

- A. Emphasize marketing of fall months to re-establish and stabilize TOT revenues in September at \$1+ million and October at \$800,000+ for 2022.
- B. Host 2 international media visits and 3 domestic media visits to promote fall through story placements.

4. 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.

5. 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.

II. Enhanced Community Engagement and Communications

1. Local Promotion and Advertising Programs

- A. Create advertising and promotion plans (including work with MLCC, Lodging and Restaurant Associations) for local outreach both to residents and visitors for restaurants, retail, activities, gift cards, air programs, events, etc.
- B. Track website pass-throughs to local businesses and events and achieve 5% (approx. 14K) increase over 2021-22 actuals.

2. 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. Host an annual open house in Spring 2023 with a goal of 50 attendees.
- E. Expand board member engagement including their roles and expectations within the community.
- F. Work with global research leaders to provide actionable recommendations for engaging residents/businesses by November 2022.

3. Local Partnerships

- A. Assist TOML in the marketing of the workforce housing program to help educate locals on efforts to mitigate the ongoing housing crisis.
- B. Craft a communications plan to promote the ESCCRP 50,000-acre wildfire reduction effort (“The Donut”) and the preventative steps being done to protect Mammoth Lakes. Have staff participate in the Citizens Wildfire Academy
- C. Continue to participate in, and provide promotional support for, Camp Like a Pro program.

4. (B2C) – Banners & Signage

- A. MLT to produce quality banner product promoting 4-seasons and work with TOML to replace broken banners, hardware and hang banners as needed. Banners should go up in April and down in November and replaced by lighted snowflakes November through April.
- 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.

5. Experience & Attractions: Event Promotion/Support

- A. Increase budget to \$300,000 (31% increase YOY) for 2022-23 event grant funding cycle for events in spring, summer, fall 2023 including a new Tier 1 event to fill off-peak event calendar.
- B. Expand event promotion/advertising plan for summer 2022 to include campground hosts.
- C. Develop an event survey to better understand visitor use, event success and local economic impact and implement for 2022-23 season.

III. Access and Mobility Awareness and Expansion

1. Air Access

- A. MLT to continue to support MMH Airport and scheduled charter air service through marketing efforts, airline contracting, and subsidy negotiation and payments.
- B. Explore possible expansion to year-round service at MMH and BIH in spring 2023.
- C. Work towards adding one new carrier, one new market & upgraded aircraft type to BIH for Winter 2023-24.
- D. Look at additional scheduled charter markets in California and the region for winter 2023-24.

2. Air Service Promotion

- A. Increase marketing funding for both commercial and scheduled charter services by at least 60%.
- B. Promote local air discount programs to encourage both commercial and scheduled charter flying to fill outbound, off-peak flights and increase number of locals' discount codes requested/distributed by 5% over winter 2021-22.
- C. 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.

3. 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.