

Mammoth Lakes Tourism
FY 2023-24 – DRAFT DELIVERABLES

The FY 2023-24 deliverables reflect MLT’s commitment to a community first approach in representing the Town of Mammoth Lakes to our residents and visitors and in maintaining our brand awareness in existing and emerging destination markets. Stewardship for residents, community and environment are paramount.

Sustainable Revenue Generation

The Town of Mammoth Lakes continues to thrive as a tourism-based destination but not without challenges. Mammoth Lakes Tourism will continue to work to maximize revenues for our businesses and the Town while being the leading voice of education, stewardship, and responsible travel. Balancing resident quality of life, environmental protection and economic prosperity will be the ongoing focus. Considering housing and staffing challenges throughout the town, more people or 100% occupancy is no longer the goal; instead focus will be on enhancing the quality of life for our residents as well as the experience of our visitors while maximizing revenues and increasing need-time occupancy.

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

Overarching Organization Deliverables

- A. *Community outreach and resident quality of life enhancement will be a major focus moving forward including local infrastructure enhancements including funding assistance from MLT.*
- B. *Coordinate a minimum of three meetings annually with TOML, MLH, MLR, MMSA, USFS and other entities to begin developing a comprehensive Sustainable Destination Management Plan for our future success.*
- C. *The continuous education of our visitors to respect our residents, community and environment will continue to be the focal point of our messaging.*
- D. *Mammoth Lakes Tourism will remain nimble and flexible with the ability to shift messaging to best suit the needs of our community at any time.*
- E. *Achieve \$25m in TOT revenues for FY 2023-24 with 6 months at \$2m+ and 5 months at \$1m+.*
- F. *Achieve \$7m in TBID revenues for FY 2023-24 via increased length of stay & visitor spend.*
- G. *Enplanement goals for FY 2023-24 of 5,000 at MMH and 12,500 at BIH*

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

- A. Heavily educate via stewardship messaging to visitors both before they arrive and while in-town.
- B. Actively promote alternative activities/locations to limit overcrowding in popular areas.
- C. Partner with journalists and athletes to promote stewardship via third parties.

3. Community Communications – Local Promotion and Advertising Programs

- A. Create & implement 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 achieving a 5% increase YOY
- C. Create new user-friendly website access for local businesses to update their listings, add special offers, and switch out imagery easily with the new website. Live by October 31, 2023

4. Community Engagement – Public Engagement and Outreach

- A. Develop a Community Communication Plan that includes a research project focused on determining appropriate channels for communicating and engaging with the different sectors of our residents. Weighing those findings against visitor sentiment on the same issues.

5. Community Engagement – Local Partnerships

- A. Work with all local partners and TOML with a resident first lens and focus to identify infrastructure and quality of life needs.
- B. Identify MLT funding during the budget process to partner with TOML on key community infrastructure initiatives.

6. Community Communications (B2C) – Banners & Signage

- A. Ensure consistent quality banner product promoting 4-seasons and Real Unreal creative and work with TOML to replace broken banners and hardware as needed. Banners should go up in April and down in November.
- B. Work with TOML to get snowflakes up in November and down in April to swap out for banners
- C. Explore installing digital kiosks in key locations of town to provide real-time guest information and stewardship messaging on touch screen monitors.

7. Brand & Community Awareness – Domestic Marketing

- D. Develop air service marketing plan for potential new markets starting in winter 2024-25.
- E. Focus on winter destination visitation to capitalize on off-peak periods (midweek/non-holiday).
- F. Email database growth increase by 10% as compared to FY 2022-23 numbers.
- G. Expand on The Real Unreal campaign, focusing on inviting and educating visitors that hold the same stewardship values as our residents.
- H. Design and launch future-proof, mobile-first website based on new brand campaign by October 2023 and set new baseline for all web stats (i.e., page views, unique users, engagement, etc.)

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

- A. Emphasize marketing of fall months to stabilize TOT revenues in September at \$1.1+ million and push for May and October to achieve \$1 million.
- B. Host international and domestic media visits to promote spring, fall and mid-week winter.

9. Brand & Community Awareness – Public Relations / Communications

- A. Vet and coordinate high quality domestic media visits with a mix of general travel and community effort messaging. Achieve 15% growth in unique impressions over 2022-23.
- B. Coordinate 12 high quality international media placements over 2021-22.
- C. Achieve 10% growth in impressions internationally over 2021-22.
- D. Promote high altitude training and community efforts through Crib visitation and collaboration with Mammoth Track Club (Olympic focus).

10. Experience & Attractions – Event Promotion/Support

- A. Increase budget to \$330,000 (10% increase YOY) for 2023-24 event grant funding cycle for events in spring, summer, fall 2024, including a new Tier 1 event to fill off-peak event calendar.
- B. Expand event promotion/advertising plan for summer 2023 to include campground hosts.
- C. Develop an event survey with data to better understand visitor use, event success and local economic impact and implement for 2023-24 season.

11. Access & Transportation Awareness – 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. Continue to responsibly explore year-round service at MMH and BIH

12. Access & Transportation Awareness – Air Service Promotion

- A. Promote local air discount programs to encourage both commercial and scheduled charter flying to fill outbound, off-peak flights.
- B. 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 2023 and winter 2023-24 air visitors.

13. Access & Transportation Awareness – Regional Mobility

- A. Continue to explore new and expanded options for transportation at both MMH and BIH
- B. 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, Alterra and Mammoth Resorts to regain visitation from key international markets to come during our need times: Spring, Fall, midweek Winter.
- B. Continue to Educate international travel trade partners on the value of Mammoth Lakes in the Spring, Fall, and midweek Winter.
- C. Continue to represent MLT at international trade and media sales missions / industry conferences to promote Mammoth Lakes as a year-round destination.