



FY2023-24 STRATEGIC PLAN

MLT BOARD MEETING | JUNE 7, 2023

STATE OF THE MLT BUSINESS





FY22/23 RECAP

- Continued main communication message on visitor education “The Real Unreal”
- Limited fire and smoke impacts in summer 2022 and no forest closure in fall
- Return of “normal” summer special event season
- San Francisco summer service respectable for its first season in BIH
- Long fall foliage season
- Momentum from massive early season snow and projected long season
- Winter weekends sold out which drove midweek visitation/revenues
- Successful air service at BIH and MMH for winter 2022-23
- Air service costs continued to rise
- High gas prices did not seem to drive visitors away and may have helped us
- Strong business and government revenues continue
- TOML major progress on housing challenge with the 81 unit “The Sawyer”



FY23/24 LOOKING FORWARD

- Summer activities will be late to start and impacted by snow at elevation
- Shift in June events to September; new major event in October will boost fall business
- Marketing focus for summer will continue to be on visitor education (The Real Unreal)
- Fall expected to be strong due to pent up demand from summer's late start
- Some uncertainty with possible recession looming but still feel we are in a good spot
- Continued rightsizing of air service with elimination of Burbank at MMH
- Work with regional partners on air service needs and funding/support
- Work with TOML on infrastructure needs enhancing both resident and visitor experience
- Continue focus on destination visitation for longer stays, higher spend & lower impacts
- International visitation is rebounding, and we are positioned well to benefit
- Research, research, research



FY23/24 LOOKING FORWARD

Overarching Organization Goals & Focus Points

1

**Continued Focus
on Education**

2

**Drive Off-Peak
Visitation**

3

**Community
Outreach**



GOAL 1: FOCUS ON EDUCATION

Educate people regarding their impacts on our entire community and environment

- Focus on **mitigating visitor impacts** through partnerships with TOML and NGO's
- Relay benefits of **off-peak visitation** periods to spread business out to off-peak times
- Heavily promote **stewardship** and behavior expectations
 - Visitor and resident **stewardship messaging** throughout town
 - Encourage **visitor distribution** past the overly popular locations and times
 - Inspire all visitors to be considerate, patient and kind
 - Help people arrive at ways they can assist us in protecting this place and the experience while leaving it better than when they got here
 - “The Real Unreal” and #KeepMammothUnreal messaging from actual locals



GOAL 2: DRIVE OFF-PEAK VISITATION

Support residents, businesses and TOML 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* and *lower visitor impact*
- Focus efforts on *shoulder season* visitation with new focus on spring, not just fall
- Develop *destination visitor* awareness through increased marketing spend
- Increase “ease of access” messaging with commercial *air service* to BIH and MMH
- Explore *future air service* markets and carriers for both BIH and MMH with partners
- Work towards fiscally responsible *year-round air service* at both MMH and BIH
- Encourage and support *special events* and activities to promote off-peak visitation



GOAL 3: "COMMUNITY" OUTREACH

Foster a symbiotic partnership between residents, TOML, businesses & visitors

- Reflect **community values** in our intended visitor experience
- Understand **resident and visitor perspectives** of our community and challenges
- Communicate our community and environmental **stewardship expectations**
- Continue to cultivate strong **community partnerships**
- **Support special events** financially and promotionally with strong focus of off-peak times
- Increase MLT Board member **communication & interaction** with constituents and TOML
- **Inform community members** and Town Council of MLT efforts through various channels
- Assist TOML to **define local infrastructure improvements** benefitting residents & visitors
- Provide **financial assistance to TOML** for targeted infrastructure projects that alleviate challenges, minimize visitation impacts and enhance resident's quality of life



EXECUTIVE BUDGET SUMMARY





FUNDING & BUDGET CALLOUTS

- TBID renewal still pending Town Council approval
- Measure A revenue impacts by Town Council – TBD
- Anticipated CDTFA revenue impact = -\$245,000
- OCR World Championships (Spartan Race) = +\$450,000
- Advanced Airlines annual subsidy cap up = +\$225,000
- United Airlines subsidy cap up for summer = +\$311,000
- Marketing and advertising costs remain 20-30% higher
- Possible 2.5% from MMSA for “Ski Area” TBID revenue



STRATEGIC PLAN FRAMEWORK & APPROACH





FY24 PLANNING FRAMEWORK

FY24 PLANNING FRAMEWORK	FALL	WINTER	SPRING/SUMMER	AIR SERVICE
Impact Timing	September – November	December – Mid-April	Mid-April – August	Winter & Spring/Summer
Business Goal	Achieve Consistent \$25M in Annual TOT Revenue by FY24/25; 12-Months TOT Viability			
Marketing Objectives	Quality Visitation = Maintain/Increase Length of Stay & Visitor Spending			
	Educate Visitors on Responsible / Sustainable Tourism			
	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



FY24 PLANNING FRAMEWORK

HOW MLT WILL Meet Marketing Objectives





EVOLVED RESEARCH PROGRAM



- Visitor Profile Study
- Community Study
- Seasonal Air Service Studies



- Ad Effectiveness Studies
- Visitor Volume / ROI Studies



- Monthly Symphony Dashboards

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

THE REAL UNREAL

BRAND

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

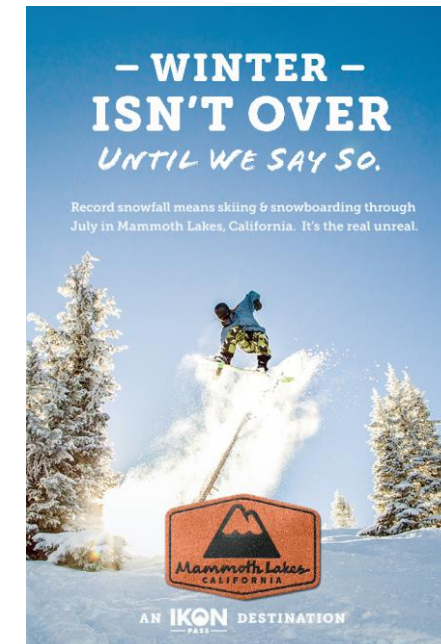
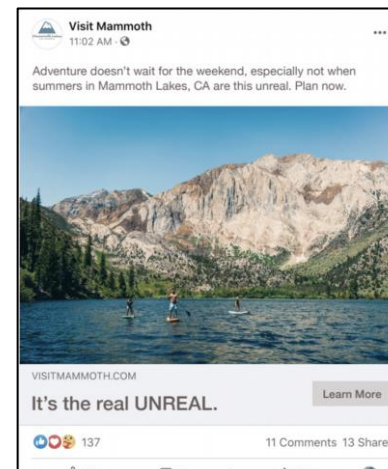
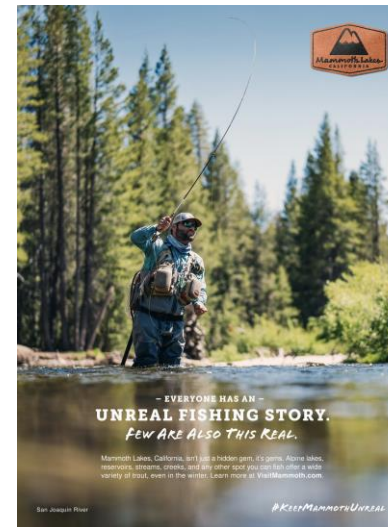
SUSTAINABILITY

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

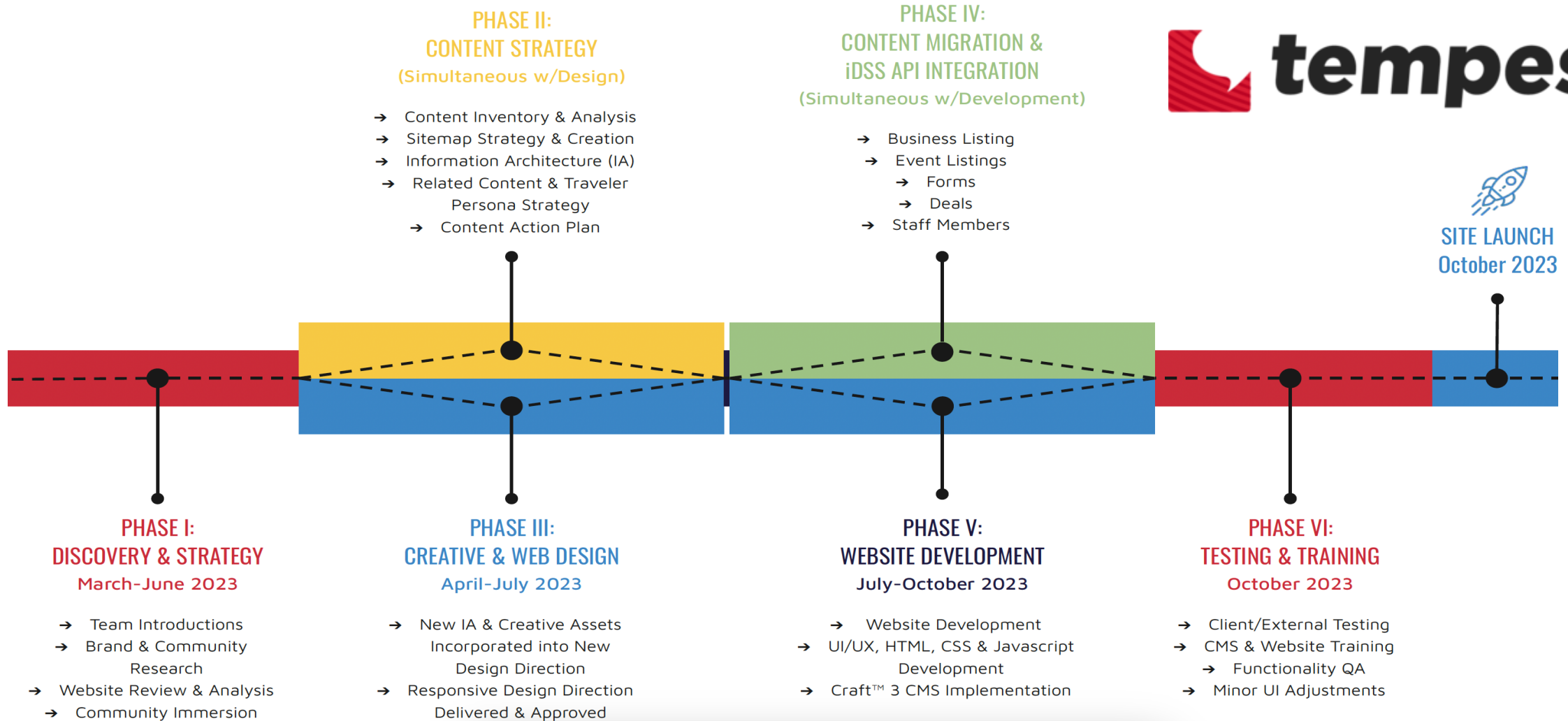
BRAND CAMPAIGN



- Evolve the **Real Unreal** campaign to incorporate other seasonal messaging
- Capitalize on longer expected foliage season with Fall campaign
- Continue to drive midweek air service and visitation
- Focus on encouraging responsible visitation and stewardship
- Explore opportunities for DEIA messaging



NEW WEBSITE



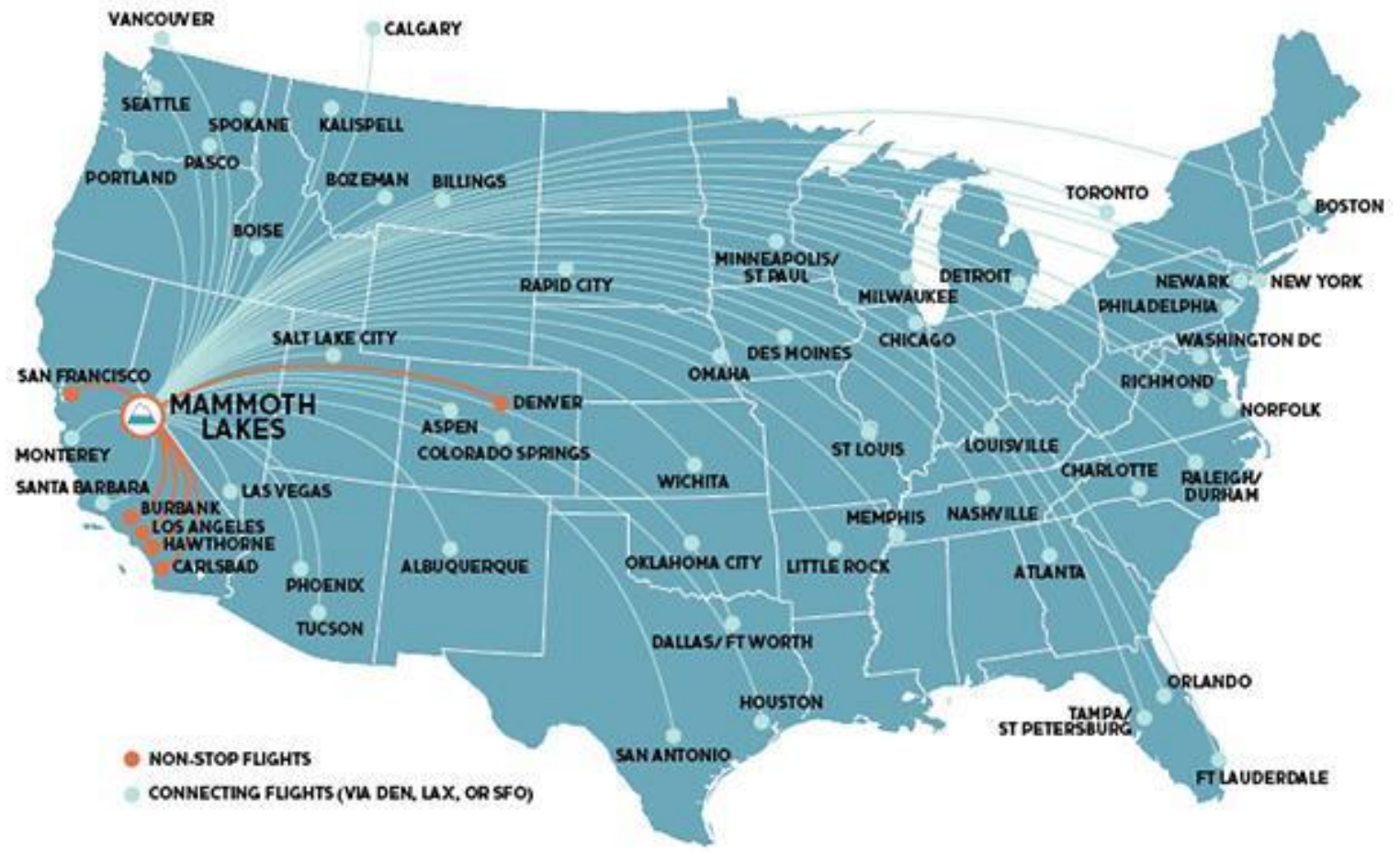


TARGET MARKETS

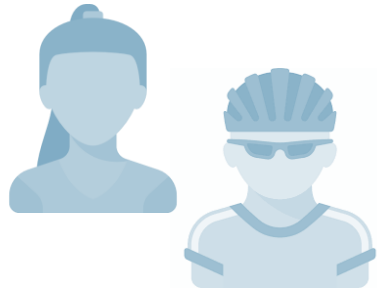
PRIMARY NEAR
California & Nevada
Spot Markets: LA, SF, SD, Sac

PRIMARY FAR
WINTER ONLY
Denver & Northeast
(NYC, NJ, Boston)

INTERNATIONAL

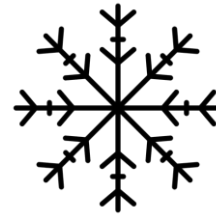


TARGET AUDIENCES



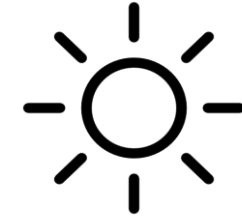
NATURE ENTHUSIASTS WITHOUT KIDS

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



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. Measurable
3. Achievable
4. Realistic
5. Time-Sensitive

RESEARCH

Ongoing research to report on overarching program, including:

1. Visitor Profile Study
2. Community Study
3. Ad Effectiveness Studies
4. Visitor Volume / ROI Studies
5. Seasonal Air Service Studies
6. Monthly Symphony Dashboards

TOT GOAL, TBID GOAL, AIR CAPACITY

PROGRAM PLANS & BUDGETS





DOMESTIC CONSUMER PROGRAM



PAID CHANNELS



FY23/24 PAID ADVERTISING OBJECTIVES



- 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



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
Re-Engage:
Social, Display, Native

Traffic-Driving KPIs:
CTR
Sessions/TOS
Pageviews/TOP

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.



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



PROGRAMMATIC

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



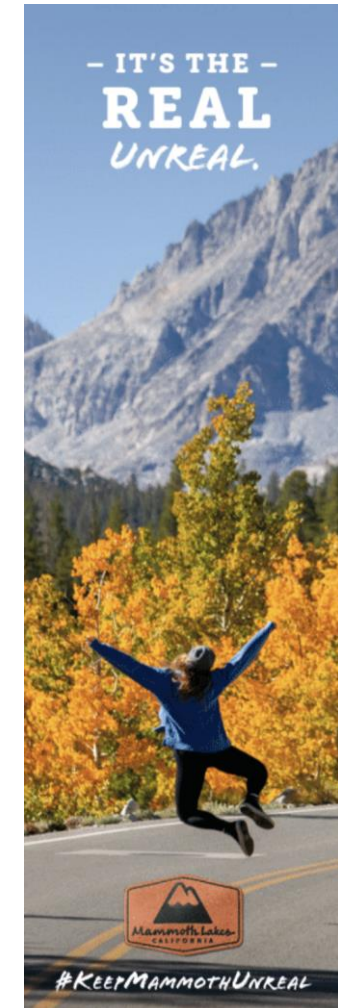
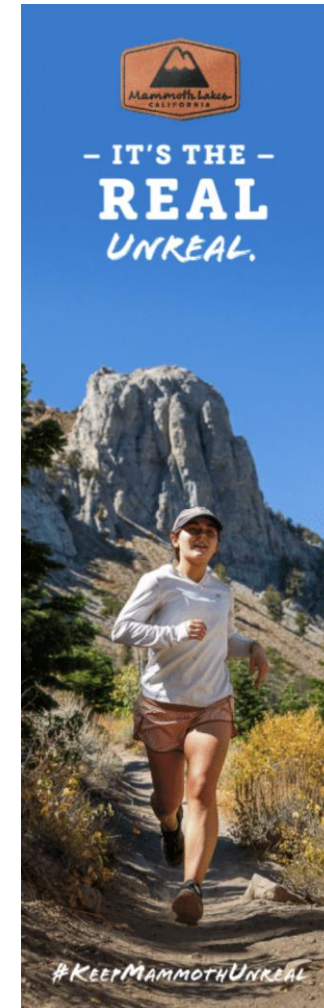
SEARCH

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

FALL CAMPAIGN FRAMEWORK



MEDIA	
Flighting	Mid-August – October
Target Audience	Nature Enthusiasts (w/o Kids)
Target Markets	<ul style="list-style-type: none"> • California & Nevada Base • Spot Markets: LA, San Diego, San Francisco, Las Vegas, Sacramento
Budget	\$170,000
CREATIVE	
Key Messages	<ul style="list-style-type: none"> • Responsible/Sustainable Travel • See Fall Colors (End-Sep through Early Oct) • Off The Beaten Path • Wellness/Nature is Nurture • General Offers
Creative Assets	<ul style="list-style-type: none"> • Real Unreal Brand Campaign • Fall Seasonal w/ Responsible Travel tie



WINTER CAMPAIGN FRAMEWORK



MEDIA	
Flighting	<ul style="list-style-type: none"> • CA/NV: October – Mid-April • Denver: October – February • Northeast: October – February
Target Audience	Snowsporters (with & without Kids)
Target Markets	<ul style="list-style-type: none"> • California & Nevada Base (Mid-Week Push) • Spot Markets: NorCal, Nevada, Denver, Northeast
Budget	<ul style="list-style-type: none"> • CA/NV: \$500,000 • Denver: \$250,000 • Northeast: \$400,000
CREATIVE	
Key Messages	<ul style="list-style-type: none"> • Responsible/Sustainable Travel • Ski & Snowboard California • Mid-Week Offers
Creative Assets	<ul style="list-style-type: none"> • NEW Brand Campaign (Official Launch) • Winter Seasonal w/ Responsible Travel tie

**DAILY FLIGHTS
TO THE REAL UNREAL**

MAMMOTH MOUNTAIN

AN IKON DESTINATION

United Express

An unreal adventure has never been closer. Fly to Mammoth Lakes, California, and find yourself surrounded by awe-inspiring natural beauty. We've even expanded air service to offer more reliability and better connections through the Eastern Sierra Regional Airport in Bishop (BIH) – just 40 minutes outside of town. Travel nonstop on United Airlines® from San Francisco (SFO), and Denver (DEN), or connect from hundreds of cities across the country.

SUMMER CAMPAIGN FRAMEWORK



MEDIA	
Flighting	Mid-April – August
Target Audience	Outdoor Actives (with & without Kids)
Target Markets	<ul style="list-style-type: none"> • California & Nevada Base • Spot Markets: LA, San Francisco, Sacramento, San Diego, Las Vegas
Budget	\$410,000
CREATIVE	
Key Messages	<ul style="list-style-type: none"> • Responsible/Sustainable Travel • Off The Beaten Path • Wellness/Nature is Nurture • Mid-Week Offers
Creative Assets	<ul style="list-style-type: none"> • Real Unreal Brand Campaign • Spring/Summer Seasonal w/ Responsible Travel tie



AIR SERVICE CAMPAIGN FRAMEWORK



MEDIA	
Flighting	Within Winter & Spring/Summer Campaigns
Target Audience	Match Seasonal Targeting
Target Markets	<ul style="list-style-type: none"> • Winter: SoCal (Carlsbad), LA, San Francisco, Denver, Northeast • Spring/Summer: LA
Budget	Included within Seasonal Budgets (approx. \$750K)
CREATIVE	
Key Messages	<ul style="list-style-type: none"> • More Service Offerings & Reliability • Spend More Vacation Time on Your Vacation
Creative Assets	<ul style="list-style-type: none"> • United (SFO, Denver, Northeast) • Advanced Air (LA, Carlsbad)



FY23/24 BUDGET FOR BRAND STRATEGY, CREATIVE & MEDIA



Paid Media	\$1,750,000
Fall (Sep, Oct)	\$ 170,000
Winter - CA/NV (Nov through Mid-Apr)	\$ 500,000
Winter - Denver (Mid-Oct through Feb)	\$ 250,000
Winter - Northeast (Mid- Oct through Feb)	\$ 400,000
CA Visitor Guide	\$ 20,000
Summer FY22/23 Continuance (Jul, Aug)	\$ 160,000
Summer FY23/24 (Mid-Apr, May, Jun)	\$ 250,000
Production	\$ 100,000
Seasonal Campaign Asset Execution	\$ 100,000

Research	\$ 334,000
Agency Fees	\$ 284,000
Annual Program Management	\$204,000
New Website Creative Direction & Content Development Support	\$50,000
New Content Concepting	\$30,000
Billable Travel & Misc.	\$ 32,000
Unplanned / Contingency (includes Awards)	\$ 22,000
Travel	\$ 10,000
TOTAL	\$2,500,000

FY23/24 BUDGET FOR AIR SERVICE & TRANSPORTATION

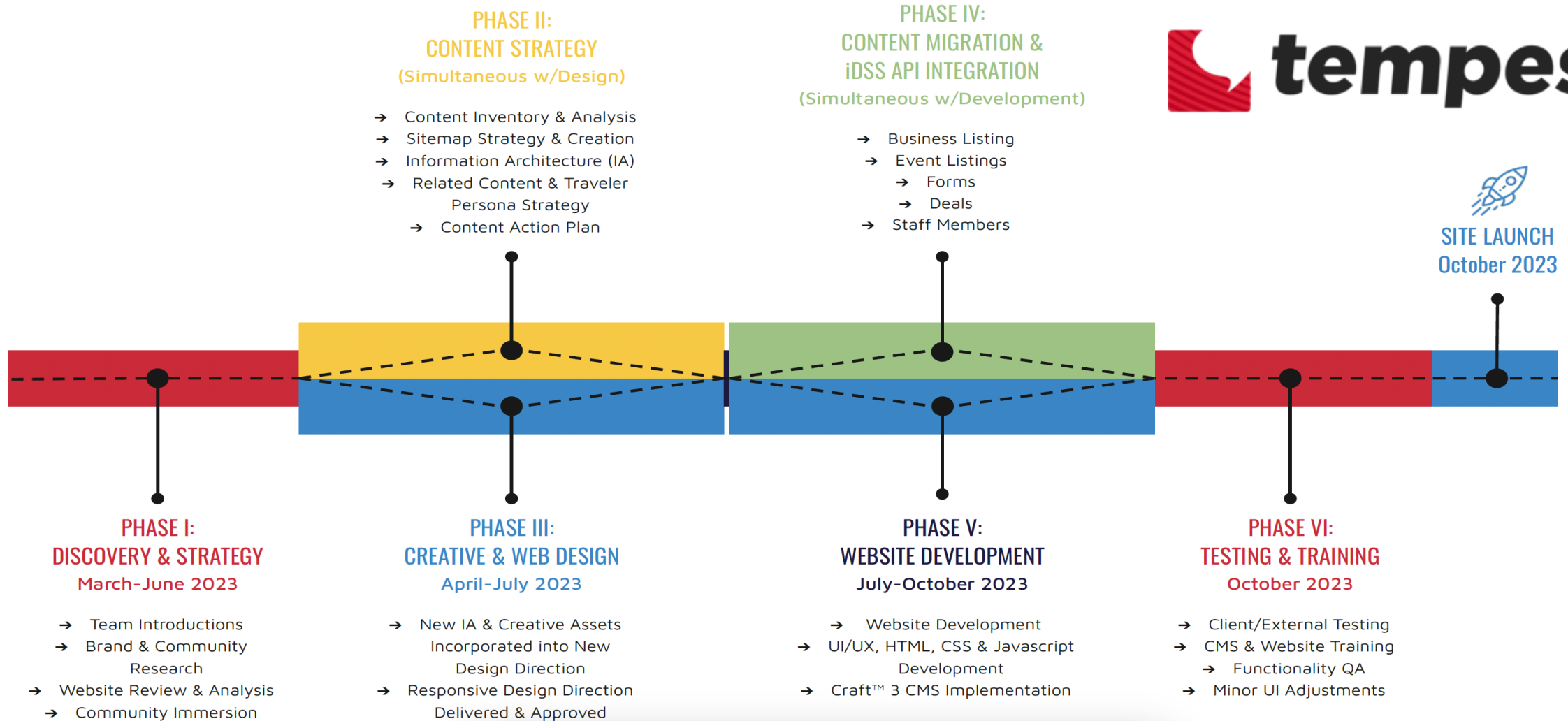


Summer	\$ 1,279,000
Advanced Air	\$ 567,000
United	\$ 712,000
Winter	\$ 2,410,000
Advanced Air	\$ 900,000
United	\$ 1,510,000
Transportation	\$ 25,000
Winter Subsidy	\$ 0
Diversion Cost	\$ 25,000
Airplanners Consulting	\$ 54,000
TOTAL	\$ 3,768,000

OWNED CHANNELS



NEW WEBSITE



WEBSITE CONTENT PROGRAMS



RESPONSIBLE RECREATION

- Continue to promote responsible recreation
 - Support “The Real Unreal”, #KeepMammothUnreal, 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

AMBASSADORS

- Past Visitors/Superfans
 - Use stories from past Mammoth Lakes visitors to tell the narrative of their visit
 - Tell the story of the journey, from packing and leaving the house to arrival to adventure
- Locals
 - Tell the resident story of why they live in Mammoth Lakes; how this is more than their home

INTERACTIVE EVENT LISTINGS

- When are guests thinking of visiting and showing events happening prior and after to extend their stays
- Based on IP address, show event’s happening soon to guests in CA/NV & larger marquee events to guests in far markets

DYNAMIC PLANNING TOOLS

- Meet guests where they are in the planning stage
 - Know my dates
 - Know what season I want to explore
 - Know what event I want to attend
 - Know what activities I want to participate in



FY 23/24 OWNED CHANNEL CONVERSIONS

How are we driving people to local businesses?

PARTNER PASS THROUGHS

Partner Pass-thrus – 268,919 YTD
-29% YOY

Looking Ahead:

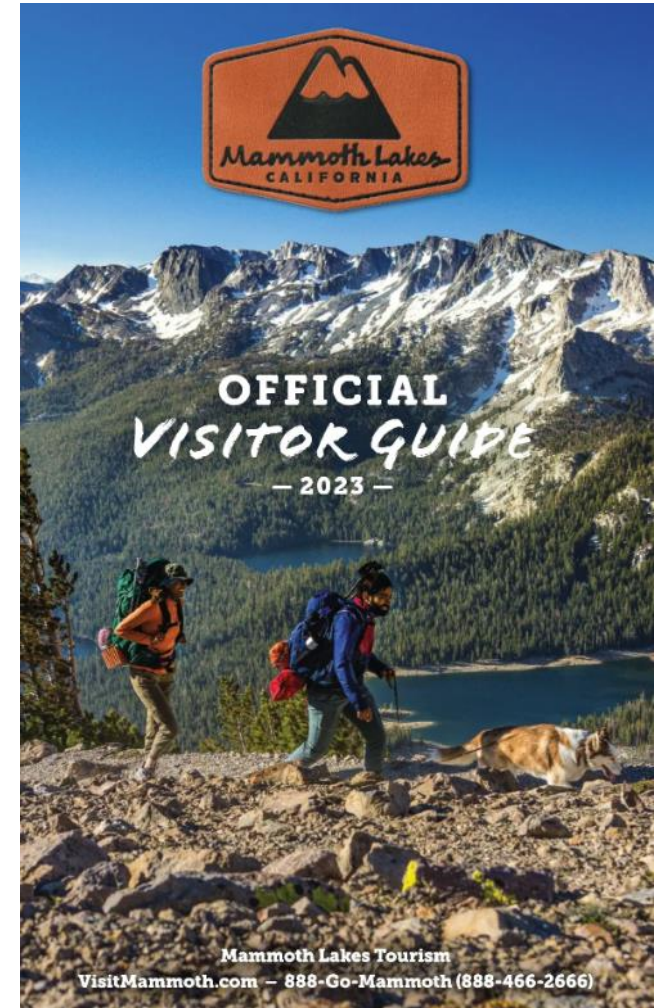
Drive more pass-thrus with continued internal linking strategy, overall pageview growth and interactive map features

VISITOR GUIDE

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

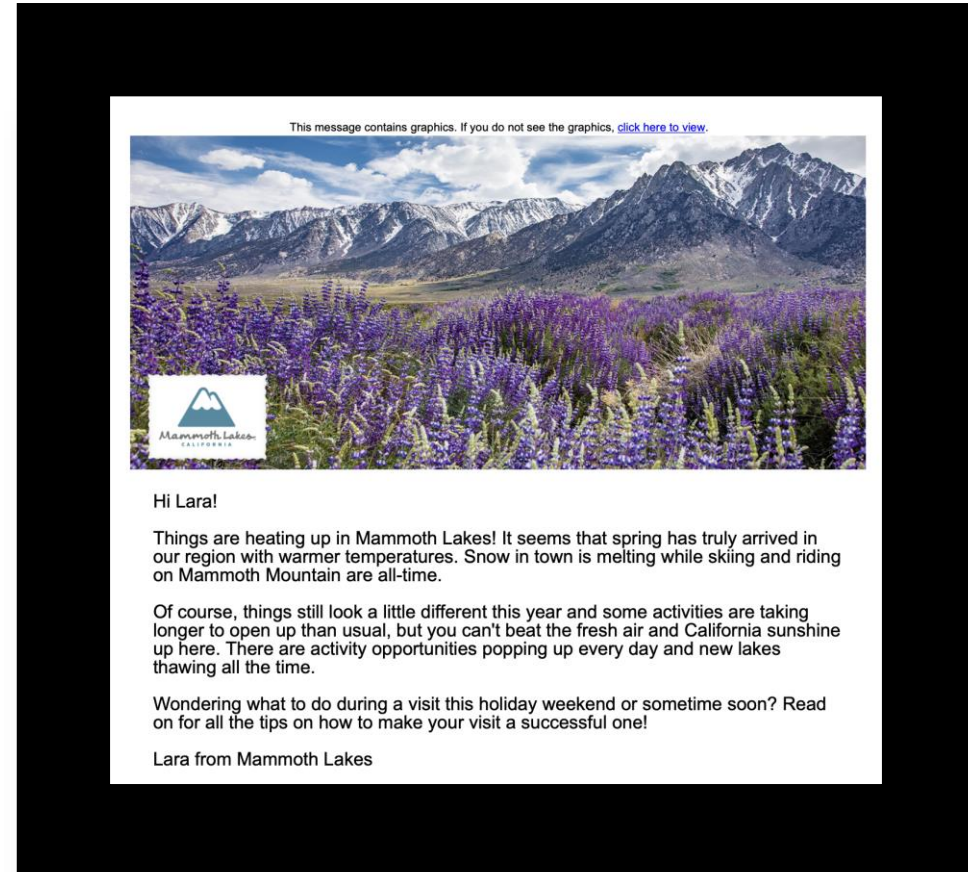
Looking Ahead:

Continue to develop new content and distribution channels



OWNED NEWSLETTERS

- Integrate newsletters with new website for easier growth and tracking
- Continue to use newsletters to promote local businesses and drive long-term trip planning





SOCIAL MEDIA Instagram

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

TACTICS

- Organic content
- Utilize promoted content to highlight important messaging
- Story branding
- Flora & Fauna Fridays
- User and influencer generated content
- Education Platform

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
- Prioritize seasonal themes





SOCIAL MEDIA Facebook

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

TACTICS

- Supporting local marketing efforts and campaign video series
- Flora & Fauna Fridays (Nature focused)
- FB Lives to share upcoming events, news & general updates
- Accurate and timely crisis communications

LOOKING AHEAD

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

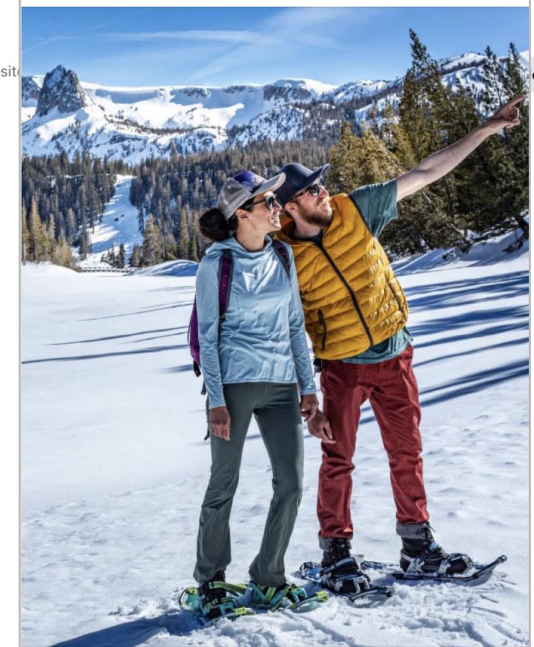


Visit Mammoth

@visitmammoth · Local & Travel Website

Published by Dakota Snider · April 6 at 11:01 AM ·

It's multi-sport season!
Looking for spring activities to do in our region? Check out the link below for a blog post on 7 things to do in Mammoth Lakes this spring.
<https://www.visitmammoth.com/.../7-things-to-do-spring.../>





SOCIAL MEDIA

Twitter

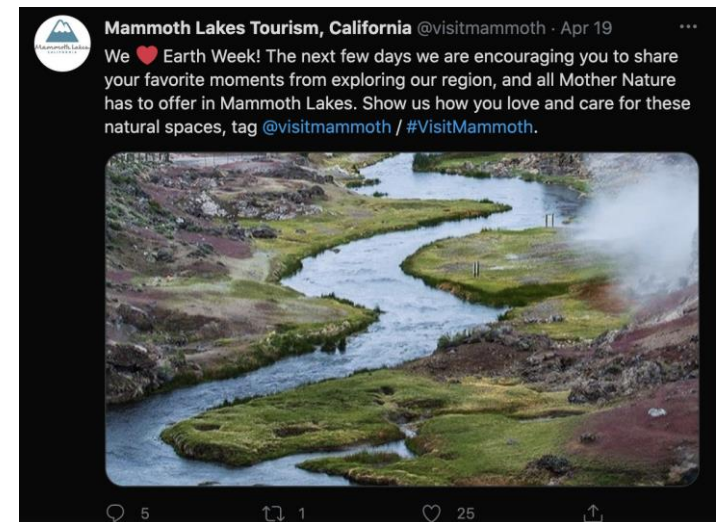
Twitter promotes engagement, communicating on the real-time **experience**, and in turn builds **brand loyalty**.

TACTICS

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

LOOKING AHEAD

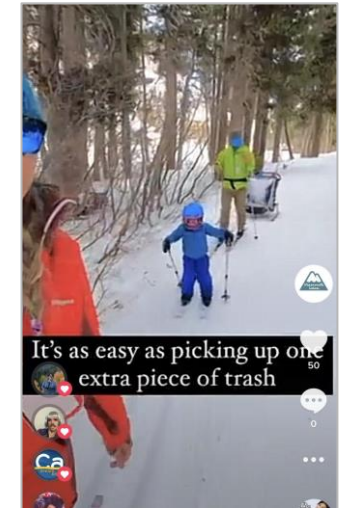
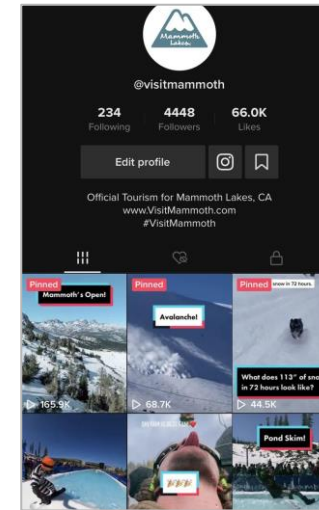
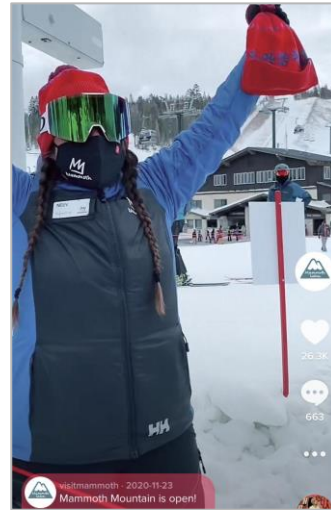
- Target specific audiences only found on Twitter
- Utilize Twitter as a way to communicate and engage with travel writers and bloggers
- Real time tweet updates of events/happenings





SOCIAL MEDIA TikTok

Continuing to grow with
TikTok



WHY TIKTOK

- One of the fastest growing social networks in the world for 2022
- 1.6 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

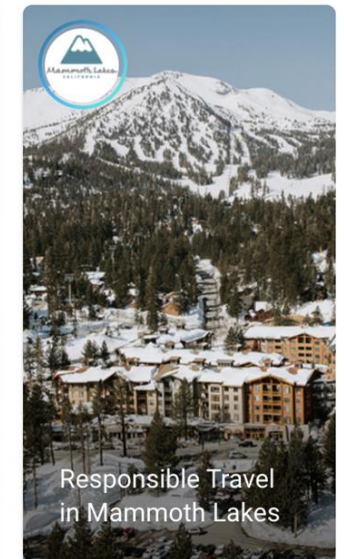
SOCIAL MEDIA

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

LOCAL MARKETING



LOCAL MARKETING PROGRAM GOALS



- Town business marketing and communication
- Optimize business listings on website by educating how utilize built-in web tools
- Develop more campaigns to promote town businesses
- Work to promote events through local channels
- Plan and execute local marketing campaigns that include owned, earned, paid and town asset channels



Projected Occupancy Report: May 31, 2023



Good afternoon,

Please visit <https://gis.mono.ca.gov/arcgis/rest/data/aggs/week/2023/06/02> for your projected average resort occupancy report. This report does not account for campgrounds or second home owners.

The complex block contains a title, a scenic photograph of a lake reflecting snow-capped mountains, a small Mammoth Lakes logo, a greeting, and a URL for a projected occupancy report.

VisitMammoth.com/unreal

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.
 - Messaging on campground information boards, at trailheads, marinas, bus stops etc.
- Utilize social media channels to deliver additional stewardship messaging to our audiences.



LOCAL AIR SERVICE MARKETING



- Continue to 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, air mailers
- Continue outreach and promotion of the Locals' Discount program utilizing local media and social channels.
- 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
- Provide opportunities to enhance guest opportunities and experience.
- Expand on current occupancy reporting
 - New system


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

RETAIL

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



A photograph of two hikers with large backpacks walking on a rocky trail. In the background, there is a prominent wall of dark, columnar rock formations under a clear blue sky. The scene is set in a natural, outdoor environment with some greenery and trees.

INTERNATIONAL CONSUMER, B2B & PR PROGRAMS



INTERNATIONAL RECOVERY



- **The primary goal is to further establish Mammoth Lakes in our international markets and regain our international visitation year-round.**
- All international efforts are focused on future visitation, 12-24 months out
- International travelers visit in times of need, and are a driver of TOT / TBID
- International programs will be focused on consumer education, B2B trainings, and aspirational coverage in international media
- ROI will be tracked

INTERNATIONAL CONSUMER EDUCATION



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



INTERNATIONAL B2B TRAININGS



- Train and educate travel trade partners on Mammoth Lakes' location, amenities, and activities
- Promote winter air service and connectivity with United Airlines and Advanced Air
- Continue to push out the message of Mammoth Mountain length of season, and high quality of snow.
- Continue to partner with Alterra, Mammoth Resorts, and local partners to host year-round FAM visits



INTERNATIONAL MEDIA



- Continue to supply media partners with fresh content, images, and story pitches that promote Mammoth Lakes as a year-round destination
- Continue to give international media interviews
- Continue to work with Alterra, Mammoth resorts and local partners to host media FAM visits



INTERNATIONAL PARTNERS



- Continue to work with Brand USA and Visit California to promote Mammoth Lakes
- Continue to work with Mono County Tourism, the City of Bishop, and Inyo County to promote visitation to the Eastern Sierra and flight service into BIH and MMH
- Continue to train and educate MLT's in-market agencies to promote Mammoth Lakes as a year-round destination



TRACKING INTERNATIONAL ROI



- Utilize the Zartico Dashboard to track international visitation, length of stay, movement / activities, and spend (VISA) within Mammoth Lakes and Mono County
- Track the value of all media placements (print / digital)
- Track the value of all Co-Op partnerships with international partners
- Continue to monitor international web traffic to VisitMammoth.com

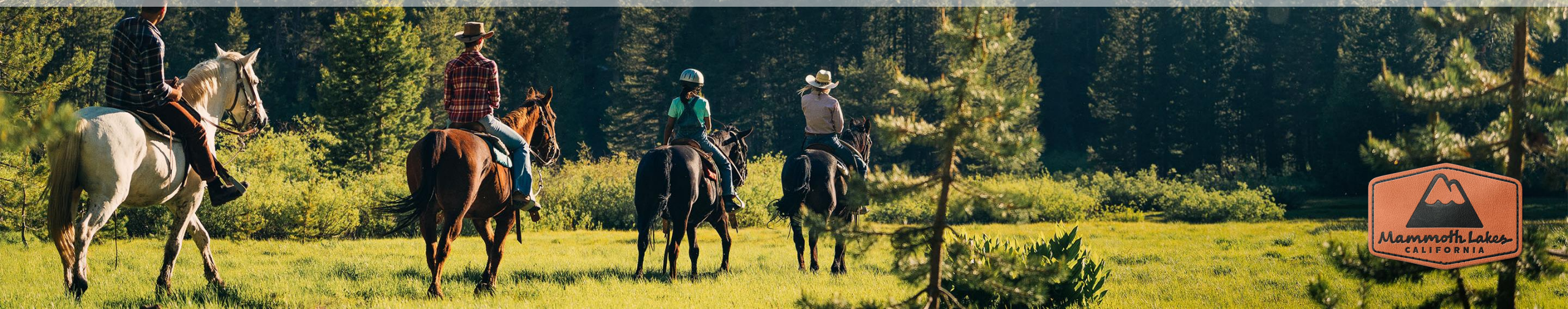


INTERNATIONAL BUDGET FOR FY 23/24



International Programs	
Agency Fees	\$250,000
International Sales Mission, Expos	\$30,000
Staff Travel T/E	\$30,000
Memberships, Dues, Subscriptions	\$8,000
International Advertising, Co-Ops	\$12,000
FAM Hosting	\$21,500
Printing, Shipping	\$7,500
Promotional Items, Branded Swag	\$4,000
Sponsorships	\$27,000
TOTAL	\$390,000

COMMUNICATIONS PROGRAM



LOCAL COMMUNITY OUTREACH & ENGAGEMENT



COMMUNITY ENGAGEMENT

- 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.
 - Paid media research
 - Forums and surveys where we can get a better understanding of how to communicate with different groups in our community
- Work with all local partners and TOML with a resident first lens and focus to identify infrastructure and quality of life needs.



COMMUNITY OUTREACH



- Continue with Community Coffee and develop other similar efforts
 - This monthly event continues to be a success in bringing in getting the community to the table
 - Use the time not only for presentations but also to interact with community possibly with surveys or other discussions. Use as a tool for resident perspectives.
 - Goal of 45 attendees, online, per month
 - Continue to build upon relationship with the Chamber and business connection via this event





COMMUNITY COMMUNICATIONS

- Newsletters
 - 5-in-5 weekly newsletter - grow email distribution list by 20 percent
 - Tourism Insights monthly newsletter - grow email distribution list by 10 percent
 - Develop new tools for communication via social media or in-person discussions

EARNED CHANNELS



EARNED CHANNELS



- Increase domestic impressions by 10 percent over 2022-23 (non-syndicated numbers).
- 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
 - Midweek winter

TRADITIONAL MEDIA

- Re-engage in new ways
 - Collaborate with PR Coordinator and Agency to bring back the human contact element of media visits
- Use local resources to tell media stories
 - Connect media to appropriate contacts in the town offices or other agency partners



INFLUENCERS AND CREATORS



- 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

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



- Focus on content that partners with Crib athletes to deliver the stewardship and unreal messaging of paid campaigns.
- Continue collaboration with Mammoth Track Club
 - Begin to explore upcoming LA Olympic opportunities



FY23/24 BUDGET FOR COMMUNICATIONS PROGRAM



Media FAM Trips	\$70,000
Staff Travel	\$9,800
Press Events	\$6,400
Dues/Subscriptions	\$525
Sponsorship	\$15,000
Crib Condo	\$32,928
Promotional & Community PR	\$83,250
PR Agency	\$86,000
TOTAL	\$303,903

SPECIAL EVENTS



SPECIAL EVENTS



- Will continue to market and promote all local events based on the Tier 1,2,3 system.
 - Including social, web and print marketing
 - Posters and Event Brochures
- Dedicated funding for special events for 2024 events season
 - \$300,000 in 2023 for 26 events.
 - Recognized as a key component for success of events
 - Landed a Tier 1 event for fall of 2023 OCR World Championships October 5-9
 - 10-12k competitors & spectators
- Budget = \$50,000
 - Design, posters, brochure and distribution, advertising & research

GENERAL & ADMINISTRATIVE



FY23/24 BUDGET FOR GENERAL & ADMINISTRATIVE



- General and Administrative costs = 16.44% of total expense (Avg. 30-35%)
- Wages and benefits are now split 75% TBID & 25% Measure A
- Wages = \$974,113 (+1 part-time PR coordinator and Jetsabel FTYR)
- Benefits = \$113,000 (health insurance and MLT 401k contribution)
- Overhead = \$599,840 (increase due to projected CDTFA revenue loss)



THANK YOU

