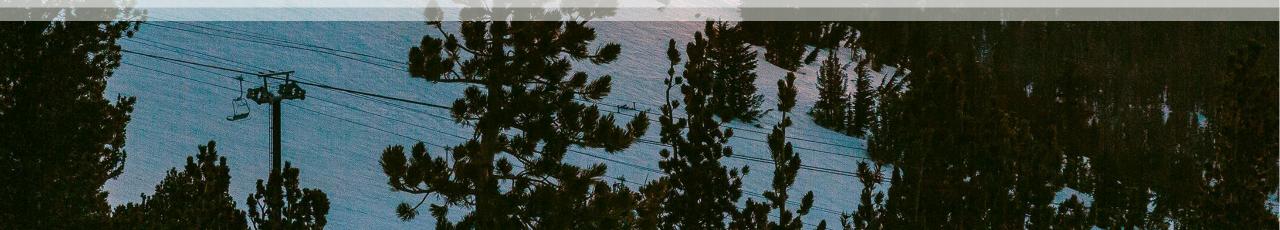


MARCH 6, 2024





SITUATION ANALYSIS FY 23-24 FY 24-25 STRATEGIC DIRECTION FUTURE STRATEGIC PLANNING **QUESTIONS?**





WHERE HAVE WE BEEN IN FY 23-24

- The Real Unreal campaign has been well received but maybe not be as straightforward as it should be about stewardship and responsible travel
- LATE start to summer 2023 (Tioga Pass, Lakes Basin, Devils Postpile)
- Despite massive snow challenges and late summer start, we saw strong business and government revenues continue with visitation and revenues up 10-18% for Aug Oct.
- TBID renewed for new five-year term (2023-28)
- MLT contract renewed with TOML for three years 2023-26
- MLT committed TBID dollars in 2023—24 budget to assist TOML with infrastructure
- New, need-time, Tier 1 event OCR world championships did not meet expectations in year one, but we feel this is a long-term game and it did help us achieve our first \$1m October TOT month ever (renegotiated rate for Oct. 2024)
- Slow start to winter 2023-24 has us behind slightly for TBID but still well ahead of TOT





GOAL #1:

FOSTER A SYMBIOTIC PARTNERSHIP BETWEEN RESIDENTS, TOML, BUSINESSES & VISITORS (AKA COMMUNITY)

Strategy – "Community" Engagement – Listen & Learn

- Continue gathering resident input on challenges, opportunities, and successes through sentiment studies, focus groups, Visit CA/JLL strategic initiative and other research.
 - Determine community values that should be reflected throughout our work
 - Help participants understand that they have a role to play in shaping the future of our community.
- Have both staff and board members conduct regular 1-1 meetings in the community
- Listen to ideas from community partners and purposefully integrate them into MLT projects and initiatives.
- Work with the community leaders to identify infrastructure needs which MLT can support to mitigate visitation impacts.

GOAL #1: FOSTER A SYMBIOTIC PARTNERSHIP BETWEEN RESIDENTS, TOML, BUSINESSES & VISITORS (AKA COMMUNITY)

Strategy – "Community" Engagement - Share

- Develop and clearly articulate our mission, vision, and values to the community on a regular basis.
- Use our collective voice to make tourism a driver for change by using our platforms for community and environmental issues and education in addition to traditional marketing.
- Demonstrate ways that visitors, and locals, are partners through local campaigns and partnerships – define the symbiotic relationship and provide examples of the overlap.
- Recognize locals as brand ambassadors.
- Develop a "powered by tourism dollars" campaign directed at community education of projects funded, and made possible, by visitation revenues.



GOAL #1: FOSTER A SYMBIOTIC PARTNERSHIP BETWEEN RESIDENTS, TOML, BUSINESSES & VISITORS (AKA COMMUNITY)

Strategy – "Community" Engagement - Deliver

- Develop solid numbers and figures from the visitor profile study and other documents to confidently reference when working with the community.
- Build out and better define sustainable tourism in our town create a stewardship committee and comprehensive plan including working closely with TOML and other key agencies on stewardship messaging.
- Continue to elaborate on the community's key message being good stewards of the land, to continue to develop stakeholder support.
- Develop a three-year strategic plan that addresses community goals and concerns.
- Utilize data from resident sentiment study, create actionable steps to address concerns.



GOAL #2: EDUCATE PEOPLE REGARDING THEIR IMPACTS ON OUR ENTIRE COMMUNITY AND ENVIRONMENT

Strategy - Education

- Grow the visitor guide as an education tool both online and in print.
- Continue to heavily promote stewardship and behavior expectations, including developing partnerships with regional and national NGOs.
- Participate in discussions, efforts, partnerships that help mitigate visitation impacts on the community and our environment.
- Evolve the Real Unreal campaign based on community feedback and develop sub-campaigns to push the message both to locals & visitors.
- Communicate our efforts & ask for feedback.
- Working together as a team International Marketing & Sales, PR & Marketing to communicate the organization's strategic plan bi-annually to key stakeholder groups

(Town Council, NGO's, Lodging Association etc.).

GOAL #3: SUPPORT RESIDENTS, BUSINESSES AND TOML BY CREATING OPPORTUNITIES DURING SLOWER PERIODS

Strategy - <u>Drive Need-Time Visitation</u>

- Utilizing data, support efforts in key international markets.
- Encourage/support special events with an emphasis on non-peak times and green initiatives.
- Optimize visitation quality versus quantity, including evaluating marketing spend by season.
- Pivot messaging when need-time unexpectedly occurs in peak time (such as drought winters, forest closures, fires/smoke, economic disruptions).
- Continue heavy focus on mid-week visitation, establishing longer length of stay & less impacts
- Focus efforts on shoulder season visitation (spring and fall).
- Increase collaborative opportunities that the local business community can participate in –
 both through sales and marketing efforts.





3-YEAR STRATEGIC PLANNING 2025-2028

- Fall 2024 (planning for FY 2025-26 thru 2027-28)
- MLT Board and Team
- Facilitated Session
- Revisit Mission, Vision and Values
- Organizational Role and Responsibilities
- Overarching Goals of MLT



