



# MLT STRATEGIC FRAMEWORK

MARCH 6, 2024



# AGENDA



**SITUATION ANALYSIS FY 23-24**

**FY 24-25 STRATEGIC DIRECTION**

**FUTURE STRATEGIC PLANNING**

**QUESTIONS?**



# SITUATION ANALYSIS



# 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



A wide-angle landscape photograph of a mountain range at sunset. The sky is filled with soft, colorful clouds in shades of purple, pink, and orange. The mountains are rugged and covered in patches of snow. In the foreground, a person with long dark hair, wearing a striped sweater and a backpack, stands on a rocky outcrop, looking out over a winding river valley. The river flows through a valley with sparse vegetation and rocky banks. A semi-transparent white banner is overlaid across the middle of the image, containing the title text.

# FY 24-25 STRATEGIC DIRECTION



## **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 – Drive Need-Time Visitation**

- 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.





# FUTURE STRATEGIC PLANNING

# ***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





**QUESTIONS?**

