

FY25-26 STRATEGIC PLAN

MLT BOARD MEETING | MAY 2025



STATE OF THE MLT BUSINESS



WHERE HAVE WE BEEN IN FY24-25

- The Real Unreal campaign has been adjusted to be more straightforward and resulted in 87% of summer ad viewers saying “The campaign makes me want to protect Mammoth Lakes”
- Normal summer – weather and business levels
- Normal winter – average snowfall but timing was perfect before all holidays
- Late April Easter holiday – expected boom, didn’t materialize
- Winter air service strong – DEN up 23%, SFO up 31%, CLD up 8%, HHR down 3%
- Summer 2025 starting off early which will help finish FY24-25 strong
- Resident sentiment regarding benefits and value of tourism improving year-over-year and understanding of TBID up 22% from 2023
- New website driving increased visitation (up 5.6% YOY for organic sessions) and partner pass throughs (up 206% YOY)
- Dedicated Community Engagement position hired July 2024
- Tourism challenges are real, international markets, economic uncertainty, US Forest Service, National Parks . . .
- Visit CA “All Dreams Welcome” campaign to encourage visitation to the Golden State



MLT STRATEGY 2025-2027



Mammoth Lakes Tourism Strategic Plan 2025-2027



PURPOSE

Mammoth Lakes Tourism invites visitors to align with our community's values—through the responsible promotion and stewardship of our mountain destination—to bring economic vitality to Mammoth Lakes.

CORE VALUES

Commitment—our passion for Mammoth Lakes drives everything we do

Stewardship—we proactively care for our community and our environment

Innovation—we identify and implement creative solutions to serve the community

Collaboration—we engage our community, stakeholders, and partners to achieve shared goals

Adaptability—we are nimble and responsive to unexpected changes

POSITION

Mammoth Lakes Tourism is the collaborative, adaptable, and responsive voice of the local tourism industry through:

- Promoting local businesses to regional, national, and international audiences through strategic and innovative marketing and collaboration with Visit California and other partners
- Driving need period visitation to support quality of experience
- Contributing to a vibrant event calendar through funding and marketing support
- Supporting access to Mammoth Lakes through reliable regional air service
- Informing our local community about the value of tourism, and engaging collaboratively to shape the Mammoth Lakes experience
- Fostering respect for the environment, our community, our businesses, and our workforce
- Advocating and providing information to the community and Town leadership supporting needs for infrastructure, beautification, and other improvements
- Driving the visitation that funds our tax base, allowing the Town to enhance resident and visitor experience

OBJECTIVE 1:

Expand Community Engagement and Collaboration

INDICATORS

- Growth in percentage of residents indicating that tourism improves their lives
- Growth in resident recognition of stewardship messaging

STRATEGIES

- Develop our Community Engagement Plan to effectively communicate the value of tourism and listen to our community's priorities
- Coordinate communication systems and platforms to amplify core messages
- Develop an awareness campaign to educate on use of TOT dollars for community benefit

OBJECTIVE 2:

Advance Destination Stewardship

INDICATORS

- Final Stewardship Plan adopted by 6/30/2026
- Improve ratio of need period visitation to non-need periods
- Growth in percentage of visitors stating that MLT's work encourages the preservation of our destination

STRATEGIES

- Participate in the development and implementation of Destination Stewardship Plan
- Elevate and invest in cultural tourism offerings such as history, culture, and heritage
- Educate visitors on stewardship to protect our natural and community resources
- Continue to develop approaches to influence desired patterns of visitation

OBJECTIVE 3:

Amplify Marketing & Promotion

INDICATORS

- Growth in overall economic impact from visitation to Mammoth Lakes
- Increase ROI on marketing campaigns
- Growth in enplanements over 2024 baseline

STRATEGIES

- Partner with Visit California to promote Mammoth Lakes worldwide as a welcoming destination
- Tailor marketing strategies to foster Mammoth Lakes as a 12-month economy and drive overall growth in visitor spend
- Emphasize education and stewardship messaging
- Collect visitor feedback to evaluate campaign effectiveness

OBJECTIVE 4:

Leverage Partnerships

INDICATORS

- Growth in community infrastructure influenced by MLT advocacy
- Maintain or grow positive sentiment on annual TBID remitter survey over new 2025 baseline
- Partner on at least 5 initiatives with local partners annually

STRATEGIES

- Build stronger relationships through collaboration and coordination with Town of Mammoth Lakes departments and other community-focused organizations
- Continue advocacy to Town Council for tourism-supportive policies and infrastructure
- Strengthen our collaboration and coordination with the Mammoth Lakes business community

PURPOSE

Mammoth Lakes Tourism invites visitors to align with our community's values - through responsible promotion and stewardship of our mountain destination - to bring economic vitality to Mammoth Lakes.



CORE VALUES

COMMITMENT

Our passion for Mammoth Lakes drives everything we do.

STEWARDSHIP

We proactively care for our community and our environment.

INNOVATION

We identify and implement creative solutions to serve the community.

COLLABORATION

We engage our community and partners to achieve shared goals.

ADAPTABILITY

We are nimble and responsible to unexpected changes.



POSITION

Mammoth Lakes Tourism is the collaborative, adaptable, and responsive voice of the local tourism industry though:

- **Promoting local businesses to regional, national, and international audiences through strategic and innovative marketing and collaboration**
- **Driving need period visitation to support quality of experience**
- **Contributing to a vibrant event calendar through funding and marketing support**
- **Supporting access to Mammoth Lakes through reliable regional air service**



POSITION

Mammoth Lakes Tourism is the collaborative, adaptable, and responsive voice of the local tourism industry though:

- **Informing our local community about the value of tourism, and engaging collaboratively to shape the Mammoth Lakes experience**
- **Fostering respect for the environment, our community, our businesses, and our workforce**
- **Advocating and providing information to the community and Town leadership supporting needs for infrastructure, beautification, and other improvements**
- **Driving the visitation that funds our tax base, allowing the Town to enhance resident and visitor experience**



OBJECTIVES



Continue to Drive Responsible Visitation

1

**Expand
Community
Engagement &
Collaboration**

2

**Advance
Destination
Stewardship**

3

**Amplify
Marketing &
Promotion**

3

**Leverage
Partnerships**

OBJECTIVE 1:

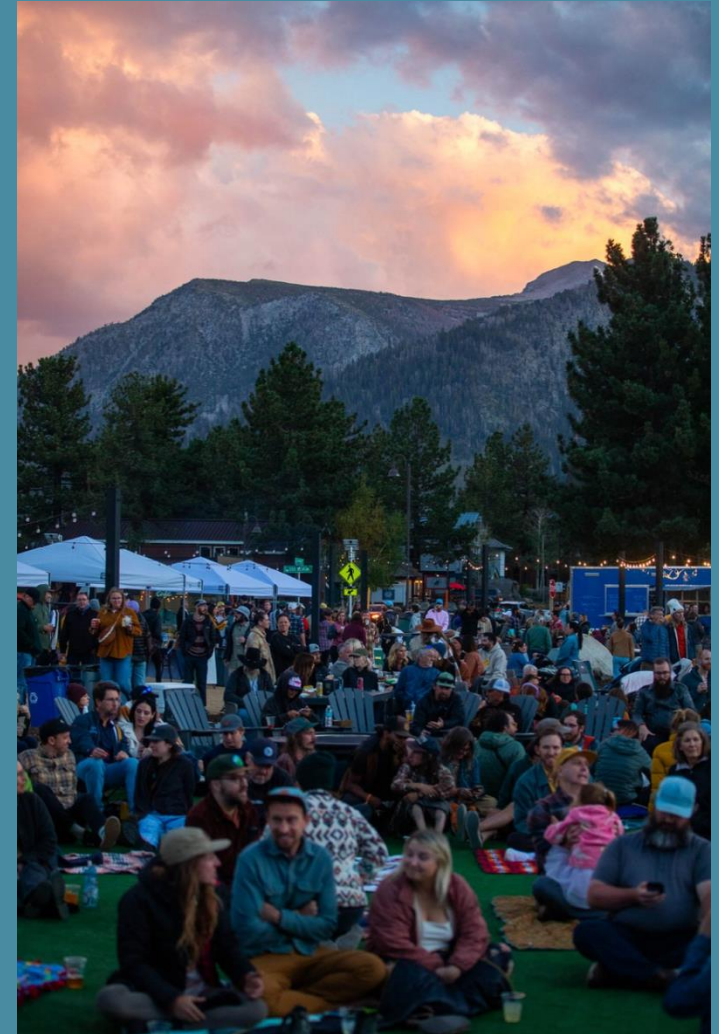
EXPAND COMMUNITY ENGAGEMENT & COLLABORATION

Indicators

- Growth in percentage of residents indicating that tourism improves their lives
- Growth in resident recognition of stewardship messaging

Strategies:

- Implement Community Engagement Plan to effectively communicate the value of tourism and listen to our community's priorities
- Coordinate communication systems and platforms to amplify core messages
- Develop awareness campaign to educate on use of TOT dollars for community benefit



OBJECTIVE 2:

ADVANCE DESTINATION STEWARDSHIP

Indicators

- Destination Stewardship Plan adopted by 6/30/2026

Strategies:

- Participate in Destination Stewardship Plan development and implementation
- Elevate and invest in cultural tourism offerings such as history, culture and heritage
- Educate visitors on stewardship to protect our natural and community resources
- Continue to develop approaches to influencer desired patterns for community value



OBJECTIVE 3:

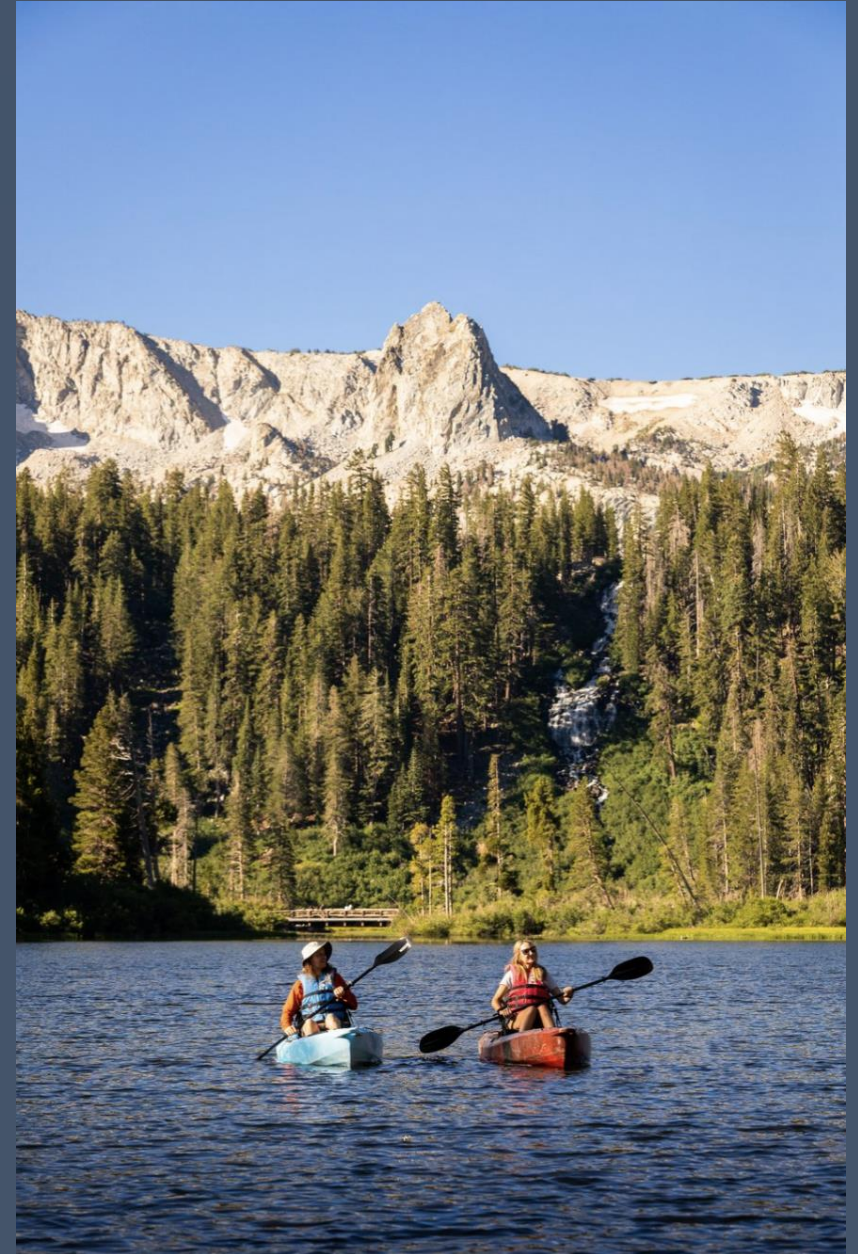
AMPLIFY MARKETING & PROMOTION

Indicators

- Growth in overall economic impact from visitation to Mammoth Lakes
- Increase return on investment (ROI) on marketing campaigns
- Growth in enplanements over 2024-2025 baseline

Strategies:

- Partner with Visit California to promote Mammoth Lakes worldwide as a welcoming destination
- Tailor marketing strategies to foster Mammoth Lakes as a 12-month economy and drive overall growth in visitor spend
- Emphasize education and stewardship messaging
- Collect visitor feedback to evaluate campaign effectiveness



OBJECTIVE 4:

LEVERAGE PARTNERSHIPS

Indicators

- Growth in community infrastructure influenced by MLT advocacy
- Maintain or grow positive sentiment on annual TBID remitter survey over new 2025-2026 baseline
- Partner on a least five initiatives with local partners annually

Strategies:

- Build stronger relationships through collaboration and coordination with TOML departments and other community focused organizations
- Continue advocacy to Town Council for tourism-supportive policies and infrastructure
- Strengthen our collaboration and coordination with the Mammoth Lakes business community.



FUNDING & BUDGET CALLOUTS



- Dedicated Community Engagement Budget vs. placeholder in 2024-25 budget
- Increases in both MMH and BIH air subsidy caps for Summer 2025 – includes extended service through October 6th
- Increased investment into community engagement and stewardship marketing
- In general marketing expenses have all increased 10-15%
- Wages normalized over last year due to two maternity leaves in 2024-25 budget
- Staffing support (financial) for Mammoth Lakes Welcome Center
- Chinese agency representation reduced to project work

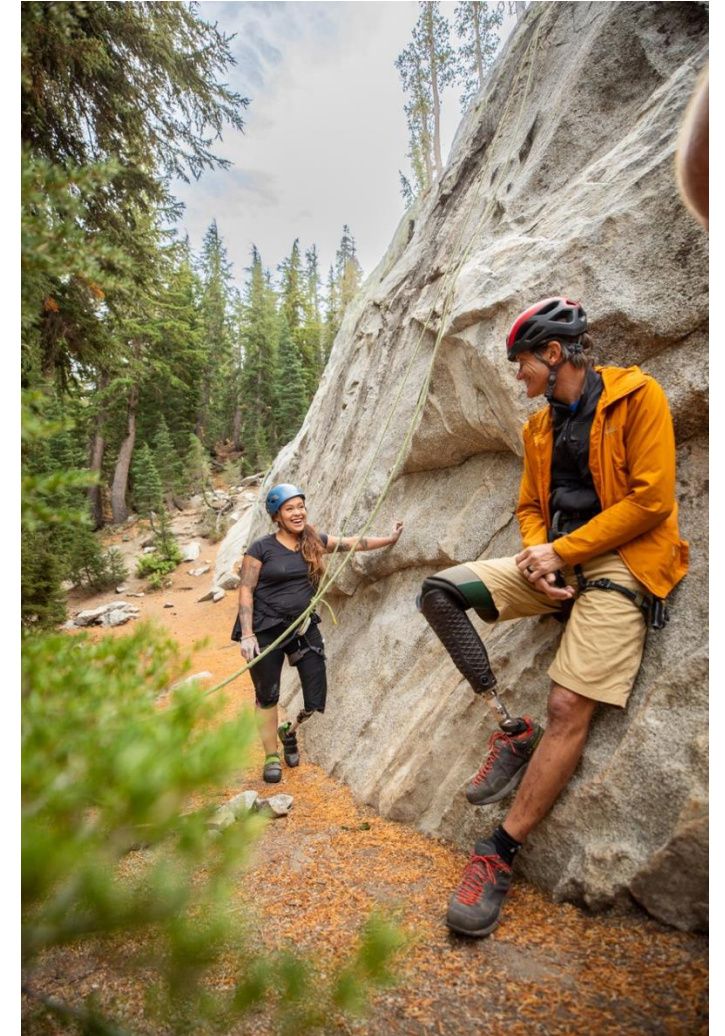
LOCAL COMMUNITY OUTREACH & ENGAGEMENT



COMMUNITY ENGAGEMENT



- Finalize and launch a comprehensive Community Engagement Plan by July 1, 2025
 - Informed by Resident Sentiment studies, Destination Think Collective findings, and case studies from other resort communities
 - Include all community stakeholders including Residents, Business Owners, Second Homeowners
- Continue tracking resident sentiment using the 2023 and 2024 studies as a baseline
- Continue working with the Mammoth Lakes Chamber of Commerce to engage the local business community and improve understanding of TBID.
- Participate in the development and implementation of the Destination Stewardship Plan with completion and adoption by June 30, 2026.
- Continue advocating to TOML for TBID-funded infrastructure to benefit visitors and residents, such as real-time transit information and information kiosks. Participate in the TOML Parks & Recreation Master Plan Advisory Committee.



COMMUNITY OUTREACH



- Continue hosting and promoting at least 12 (1/month) in-person outreach events that meet the community in spaces funded by visitation dollars.
 - Community skate nights, ice cream socials, etc.
- Participate in other community events as appropriate
 - Earth Day, Indigenous Peoples Day, CRC tree lighting, etc.
- Continue sponsoring in-market stewardship initiatives like Trashy Thursdays, Clean Up the Lake, and Host Hounds and collaborate with appropriate partners to launch one new stewardship initiative.
- Work with the Chamber to coordinate at least two Hispanic Business Association events
- Explore implementing a program like Denmark's Copenpay for summer 2026 that incentivizes visitor and resident participation in stewardship-based initiatives.



COMMUNITY COMMUNICATIONS



Coordinate communications systems and platforms to amplify core messages. Collaborate with partner entities (MLCC, TOML) as appropriate:

- Community Coffee
 - schedule 1 in Spanish
- Visitor Insights
- 5-in-5
- Annual Report
- Local Newspaper
- Local Radio
- Social Media
- In-person events
- Public meetings
- PIO collaboration and information sharing as needed
- “Did You Know” collaboration with TOML for TBID and TOT



Mammoth Lakes Tourism 5-in-5 5/16/2025



Welcome to the 5-in-5, a weekly report on community and visitation news.

SPECIAL EVENTS



- Minor tweaks to the Special Event Tiers & Information Guide based on 2025 implementation
- Continued promotion to existing and prospective producers through emailers, announcements, and other outreach
- Retain Grading System and continue to emphasize Green Events checklist
 - Develop “inclusive” events checklist working with partners like Born to Adapt and Access Mammoth (formerly DSES)
- Dedicated funding for special events for 2026 events season
 - Keep funding at \$350,000
 - Continue to support the 2026 Spartan Super World Championships, a Tier 1 event for fall, with a heavy focus on lodging education
 - Budget = \$50,000
 - Design, posters, targeted advertising of Mammoth Lakes as an events destination + endurance season promotion
- Work with MMSA on Canyon Lodge as the host site for Bluesapalooza in 2026 and a prospective site for additional events in 2027



VISITOR FUNDED COMMUNITY ENGAGEMENT MARKETING



Purpose: An educational initiative that connects the dots between visitor dollars and real improvements in our own backyard—demonstrating the value of tourism in everyday community life.

Why It Matters for Our Community

Tourism is more than just visitors—it's a vital part of what keeps our town running. Every dollar spent by a visitor helps fund services and infrastructure that benefit everyone who lives here. Visitation dollars fund critical community needs like housing and new amenities, maintain parks and trails, support transit, and fund events. From local jobs to essential government services, tourism plays a critical role in the health of our community.

What's next:

- Work with the Abbi Agency team on Strategy and Creative Direction
- Engage with Community Stakeholders
- Identify Key Impact Areas to Highlight
- Campaign Messaging
- Select Outreach Channels
- Launch Campaign



FY26 BUDGET FOR COMMUNITY ENGAGEMENT



Community Engagement	
Outreach	\$18,000
Staff Travel & Training	\$8,700
Research (includes Resident Sentiment & Destination Think)	\$52,000
Marketing (includes Community Engagement Campaign)	\$79,600
Sponsorship (includes CWC support and stewardship partnerships)	\$117,550
Supplies	\$4,200
TOTAL	\$280,050.00



STRATEGIC PLAN FRAMEWORK & APPROACH



FY26 PLANNING FRAMEWORK



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; 12-Months TOT Viability			
Marketing Objectives	Local Community Outreach			
	Educate Visitors on Responsible / Sustainable Tourism			
	Quality Visitation = Maintain/Increase Length of Stay & Visitor Spending			
	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

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

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 wanderlust.

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, confident, welcoming, genuine, relatable

BRAND ATTRIBUTES



FUNCTIONAL

- An 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

CREATIVE MESSAGING STRATEGY



THE REAL UNREAL

BRAND

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

STEWARDSHIP

It's so incredible,
you have to protect it
no matter what.

BRAND CAMPAIGN



Introduced in Winter 2022, the *Real Unreal* brand campaign highlights Mammoth Lakes' incredible beauty and real-life adventure with sustainability at the heart of all messaging.

An overt call for responsible travel is authentically and organically integrated into the campaign, calling upon future visitors to *#KeepMammothUnreal* for everyone to experience for decades to come.



TARGET MARKETS



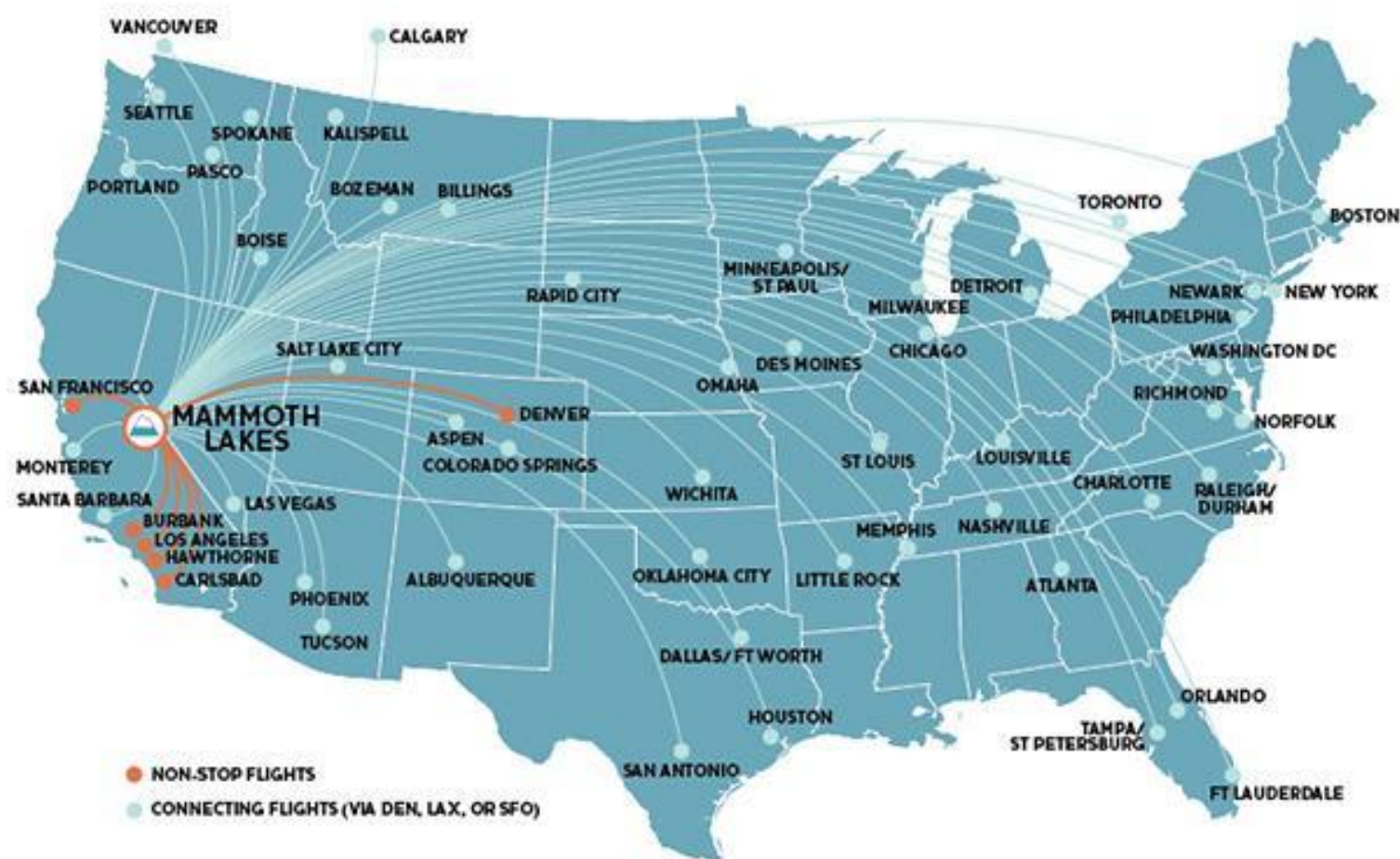
NEAR MARKETS

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

FAR MARKETS

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. Ad Effectiveness Studies
2. Visitor Volume / ROI Studies
3. Seasonal Air Service Studies
4. Monthly Symphony Dashboards
5. Community Engagement Studies

TOT GOAL, TBID GOAL, AIR CAPACITY

PROGRAM PLANS & BUDGETS



A man and a woman are hiking on a wooden boardwalk through a lush green forest. The woman is in the foreground, wearing an orange long-sleeved shirt, grey pants, a green bucket hat, and a large green backpack. She is smiling and holding a leash. The man is behind her, wearing a brown hat, a dark jacket over a light shirt, and dark pants. A husky dog is running towards the camera in the foreground. The background is filled with tall evergreen trees and bright sunlight filtering through the canopy.

DOMESTIC CONSUMER PROGRAM



BRAND CREATIVE

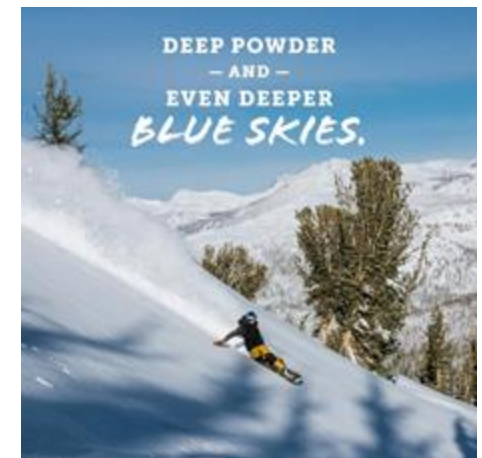
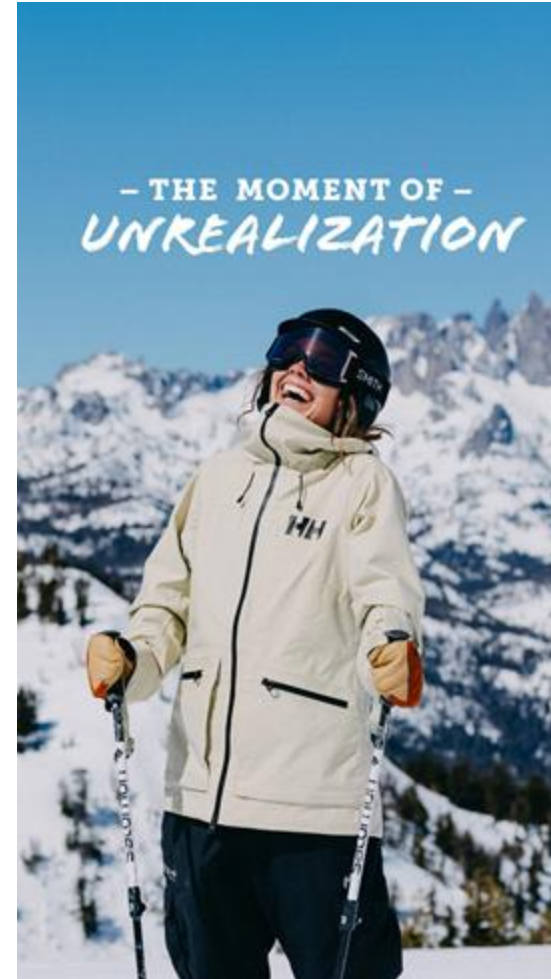


MOMENT OF UNREALIZATION NORTHEAST CREATIVE MESSAGING

Purpose: To encourage the Northeastern market to make a winter trip to Mammoth Lakes a must-do on their bucket list.

The **Moment of Unrealization** plays into the feeling of being on Mammoth Mountain as you look out at 3,500 acres of breathtaking terrain. A pristine snowscape stretching into the infinite, and it hits you – you realize why this place is the *Real Unreal*.

We brought this moment to life by repurposing existing footage, including plenty of gorgeous nature, action shots, and people taking in the incredible surroundings to inspire Northeast travel to Mammoth Lakes.





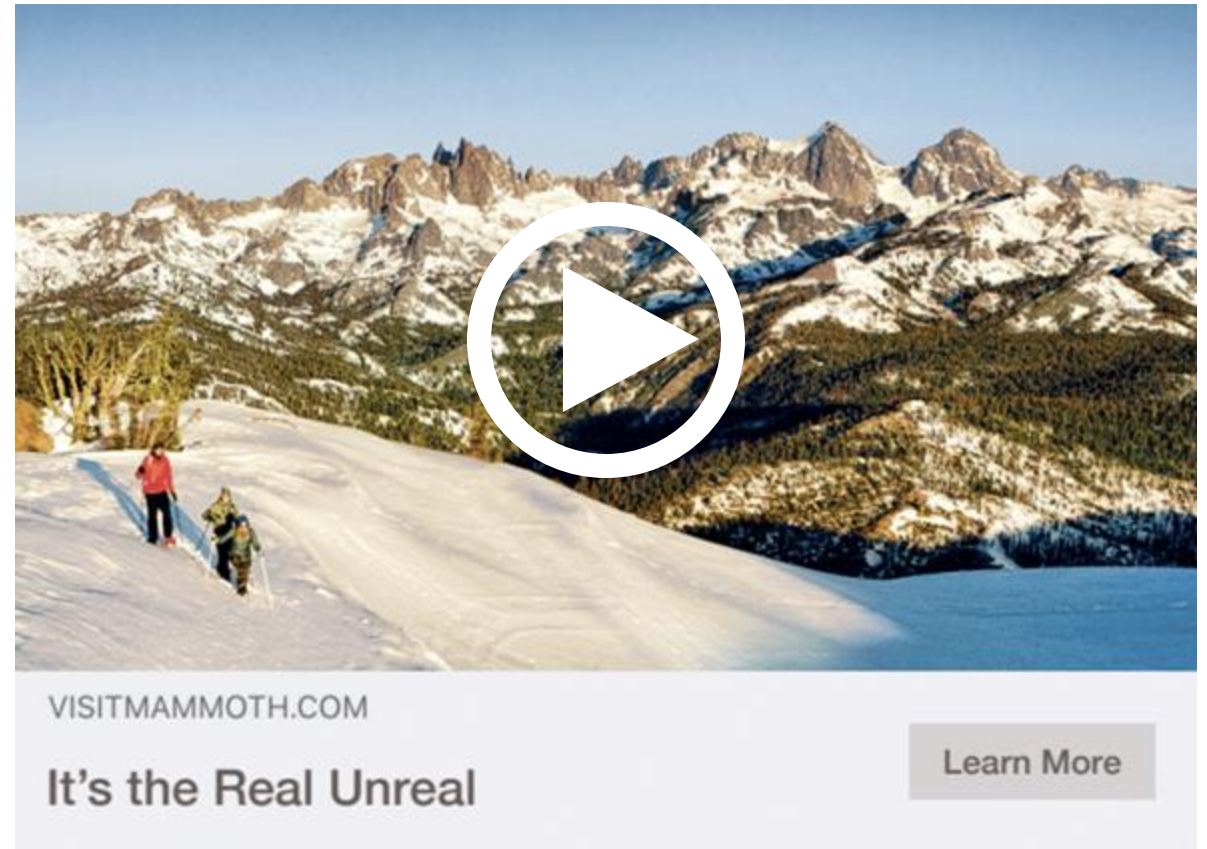
BRAND VIDEO REFRESH

Purpose: The original Real Unreal campaign videos have been live in rotation since Winter 2022 (4-years).

In FY26, Mammoth Lakes Tourism will refresh these videos to ensure continued messaging relevance and interest among prospective consumers.

New assets will utilize existing footage and new footage shot economically to keep costs down, while still delivering high-end creativity and engaging messaging the Real Unreal campaign is known for.

Videos will be made in both standard and vertical formats to reach consumers in key media placements.



GEOLOGICAL WONDERS CONTENT PROGRAM

Purpose: Develop a content program that promotes the geological wonders that make Mammoth Lakes 'unreal' through a stewardship lens.

Showcase locations and content through video storytelling, as well as an interactive map. Utilize education and fun facts on how the wonders were formed. Develop itineraries that weave in sustainable tourism practices and showcase local businesses.

Distribute content across all key channels (paid, owned, earned) to drive deeper consumer engagement and interest.



PAID MEDIA



Business Objectives

Increase qualified, responsible visitation through average length of stay (hotel/resort) and total trip spend

Increase flight load factor in core near and far markets

Educate consumers on responsible travel prior to arrival

Media Objectives

Drive awareness, consideration, and intent to travel to Mammoth Lakes in key near and far markets

Inspire and educate travelers on things to do in-destination with an emphasis on encouraging midweek visitation

Deliver qualified traffic, with emphasis on onsite engagement

Provide paths that drive passthrough / conversion (intent) through flight exploration

Promote responsible tourism among aware audiences

Media Strategies

Plan All Seasons together to expand opportunities and drive efficiency

Utilize a full-funnel approach to reach prospective travelers throughout the planning cycle

Lean into top performers to drive quality site traffic, while exploring new opportunities to drive awareness

Streamline creative messages by channel and time period to further messaging goals

Retarget those who have previously engaged with MLT messaging to pull those users through the funnel

Utilize midweek and air service messaging to drive high intent users to travel midweek and/or search for flights.



FULL-FUNNEL MEDIA APPROACH

Awareness: Inspire new audiences, while maintaining top of mind awareness amongst familiar audiences to fill the funnel.

Brand Awareness:
OOH, Rich Media, Custom Content, Video, Stories

KPIs: Reach, Impressions, Views, View Rate

Consideration: Build preference among audiences through education, driving qualified traffic to the website.

Traffic Driving:
Social, Display, Native

KPIs: Clicks, CTR, CPC

Secondary metrics:
Sessions/Engaged Sessions, Duration

Intent: Connect interested prospects with destination partners and booking opportunities.

Intent:
Native, Social, SEM

KPIs: Partner handoffs, Airline Referrals

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



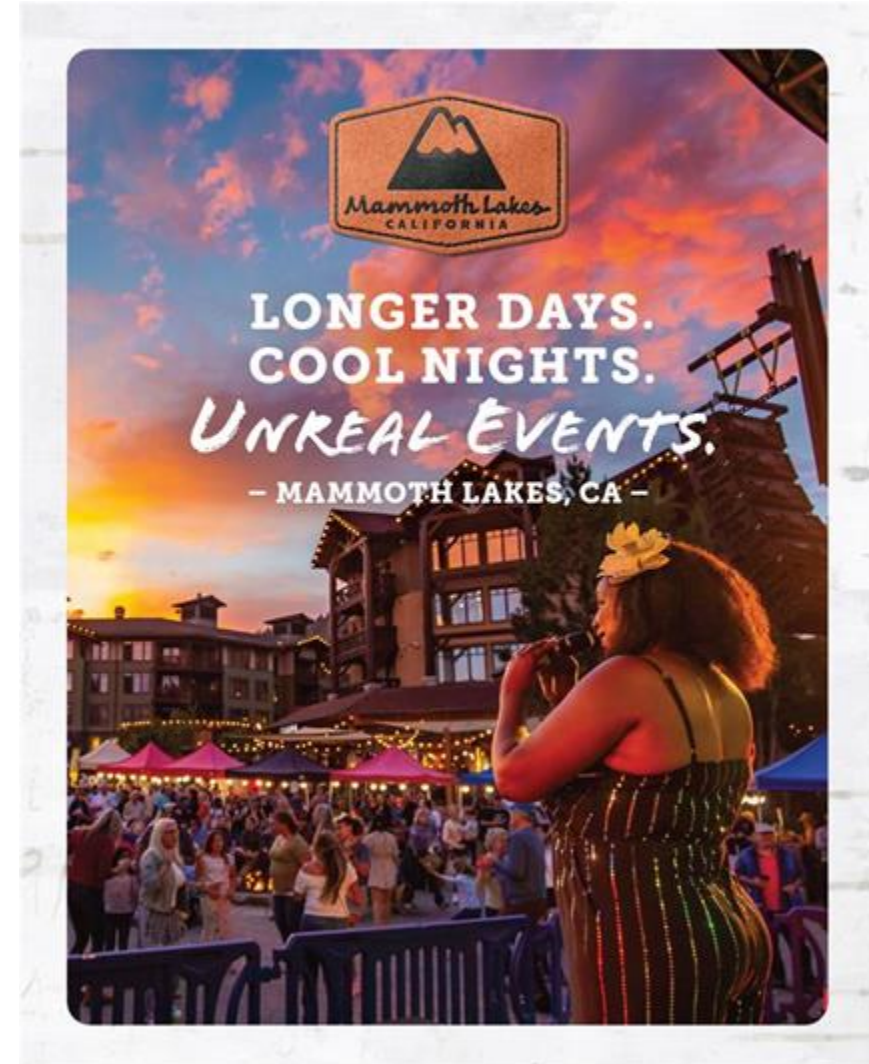
SPECIAL EVENT PAID MEDIA

PURPOSE: The Special Event Paid Program was established to strategically support, enhance and attract high-quality events that align with tourism, economic development and community engagement goals. A key objective of the program is to drive visitation during need periods, helping to balance seasonal demand and support year-round economic vitality. To achieve this, 70% of program funds are allocated specifically to events taking place during non-peak times.

CREATIVE: To maximize effectiveness and sustainability, we've crafted evergreen marketing templates that can be reused and adapted for multiple years. The program takes a two-pronged approach, supporting both general events and a focused slate of endurance-season events, reflecting the diverse appeal of Mammoth Lakes to different visitor segments.

PLACEMENTS:

- Meta
- The Sheet - 8 weeks with the Special Event Poster
- The Mammoth Times & Inyo Register (digital only)





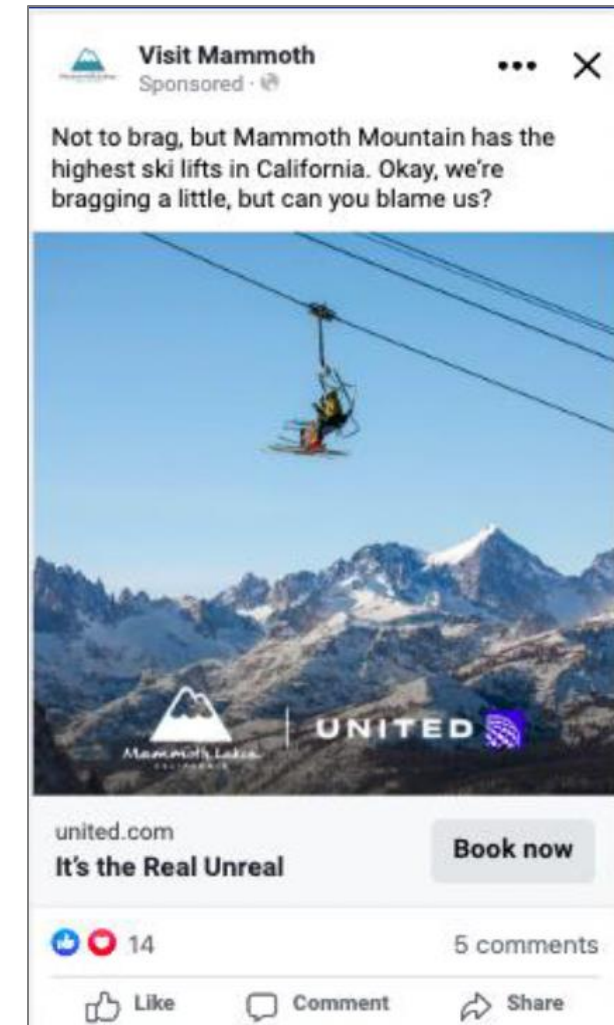
INK x MLT PARTNERSHIP

PURPOSE: The INK Media Partnership was created to elevate brand awareness, consideration and travel intent for Mammoth Lakes by leveraging high-impact media across United Airlines' ecosystem. This includes airport-based video, print, digital and editorial content strategically aligned to reach active travelers at every stage of the booking journey. A key goal of this initiative is to expand Mammoth Lakes' presence in priority markets and drive demand during shoulder and off-peak seasons.

CREATIVE: Through a full-funnel media mix, we crafted compelling stories and travel inspiration that connect with targeted audiences. Assets are tailored to each channel: from awareness-driven video and microsite content to low-funnel units linking directly to booking platforms. The creative strategy prioritizes flexibility, consistency and seamless integration with United Airlines' ecosystem to effectively cultivate interest and convert intent into visitation.

PLACEMENTS:

- ReachTV (airport lounges, restaurants, bars)
- Display Ads
- Advertorial
- Custom Content Articles/Blogs/Video
- Social



FALL CAMPAIGN FRAMEWORK



MEDIA	
Flighting	<ul style="list-style-type: none">• Mid-August – October
Target Audience	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• \$225,000
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• In Market Stewardship (incl. Pre-Arrival)



WINTER CAMPAIGN FRAMEWORK



MEDIA	
Flighting	<ul style="list-style-type: none"> CA/NV: October – Mid-April Denver: October – February Northeast: October – February
Target Audience	<ul style="list-style-type: none"> 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: \$355,000 Denver: \$125,000 Northeast: \$375,000
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"> Real Unreal Brand Campaign Winter Seasonal Moment of Unrealization (Northeast) In Market Stewardship (incl. Pre-Arrival)



SUMMER CAMPAIGN FRAMEWORK



MEDIA	
Flighting	<ul style="list-style-type: none">• Mid-April – August
Target Audience	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• \$400,000
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• In Market Stewardship (incl. Pre-Arrival)



FY26 BUDGET FOR BRAND STRATEGY, CREATIVE & MEDIA



Paid Media	\$1,500,000
Fall (Sep, Oct)	\$225,000.00
Winter - CA/NV (Nov through Mid-Apr)	\$355,000.00
Winter - Denver (Mid-Oct through Feb)	\$125,000.00
Winter - Northeast (Mid-Oct through Feb)	\$375,000.00
CA Visitor Guide	\$20,000.00
Summer FY24/25 Continuance (Jul, Aug)	\$150,000.00
Summer FY25/26 (Mid-Apr, May, Jun)	\$250,000.00
Production	\$120,000
Seasonal Campaign Asset Execution	\$20,000.00
New Real Unreal Brand Videos	\$50,000.00
Geological Content Series + Interactive Map Landing Page	\$50,000.00

Research	\$94,000.00
Ad Tracking / Campaign ROI	\$54,000.00
Air Intercept Studies	\$20,000.00
Program Management	\$20,000.00
Agency Fees	\$230,000.00
Unreal Brand Videos / Content Program Concepting	\$35,000.00
Seasonal Campaigns	\$25,000.00
Annual Program Management	\$170,000.00
Billable Travel & Misc.	\$10,000.00
Unplanned / Contingency / Travel	\$10,000.00
TOTAL	\$1,954,000.00



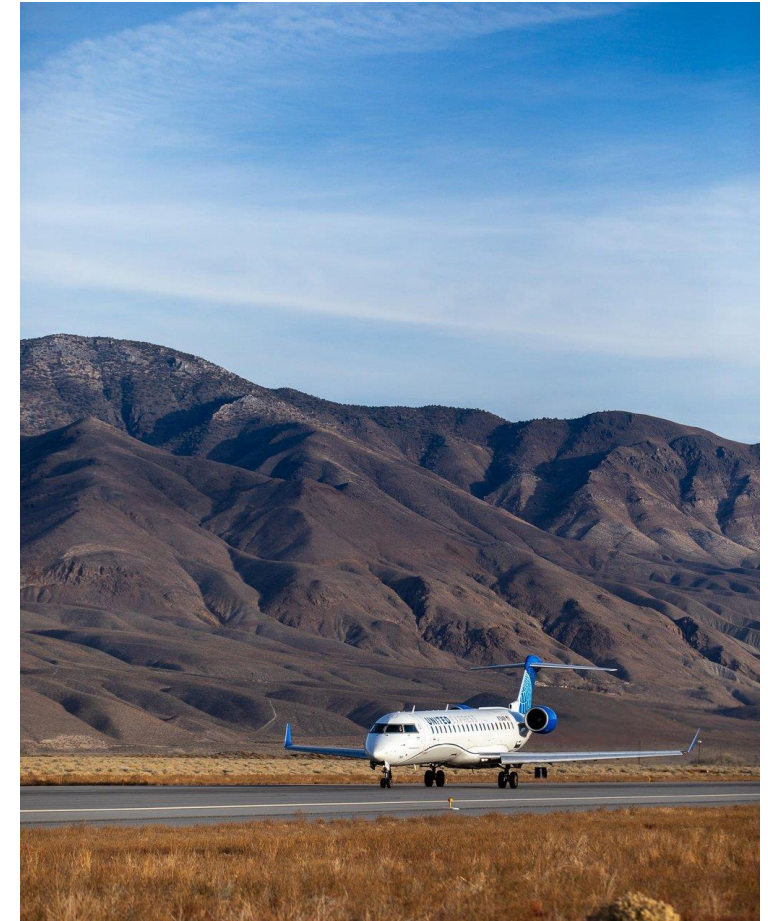
AIR SERVICE OVERVIEW – UNITED

SUMMER 2025 SAN FRANCISCO (SFO)

- June 26 – September 1 (7 days a week)
- Extended service September 4 - October 6 (Thursday, Friday, Sunday, Monday)
- Partnership with TOML, Inyo County and Mammoth Lakes Tourism

PROPOSED WINTER 2025-2026 SERVICE SAN FRANCISCO (SFO) and DENVER (DEN)

- Denver adding 50 round-trip operations (47% increase in service)
- San Francisco adding 39 round-trips (42% increase in service)
- Reduced per flight costs – cap increased only \$100,000



AIR SERVICE OVERVIEW – ADVANCED AIR



SUMMER 2025

CARLSBAD (SD) and HAWTHORNE (LA)

- June 27 – September 1 (2 days per week)
- Friday & Sunday service
- A combined membership valid summer 2025 and winter 2025-2026 – *limited sale only*

WINTER 2025-2026 SERVICE

CARLSBAD (SD) and HAWTHORNE (LA)

- November 25 – April 27 (4 days per week)
- Thursday, Friday, Sunday & Monday service

NEW: Year-round contract for summer 2025 and winter 2025-2026

SAVINGS: Cap Risk reduction of \$115,000



AIR SERVICE CAMPAIGN FRAMEWORK



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



FY26 BUDGET FOR AIR SERVICE



United Airlines	
Subsidy Cap* Summer 2025	\$966,346.00
Subsidy Cap Winter 2025-2026	\$2,410,00.00
Total Subsidy Risk – United Airlines	\$3,376,346.00
Advanced Airlines	
Subsidy Cap Summer 2025 & Winter 2025-2026	\$1,450,000.00
Total Subsidy Risk – Advanced Airlines	\$1,450,000.00
Total Subsidy Risk FY 25-26	
TOTAL	\$4,826,346.00

EASTERN SIERRA AIR ALLIANCE Current Financial Partners

- Town of Mammoth Lakes
- Inyo County
- Mammoth Mountain
- Mammoth Lakes Tourism

Potential Future Financial Partners

- Bishop Paiute Tribe
- City of Bishop
- Mono County Tourism

OWNED CHANNELS

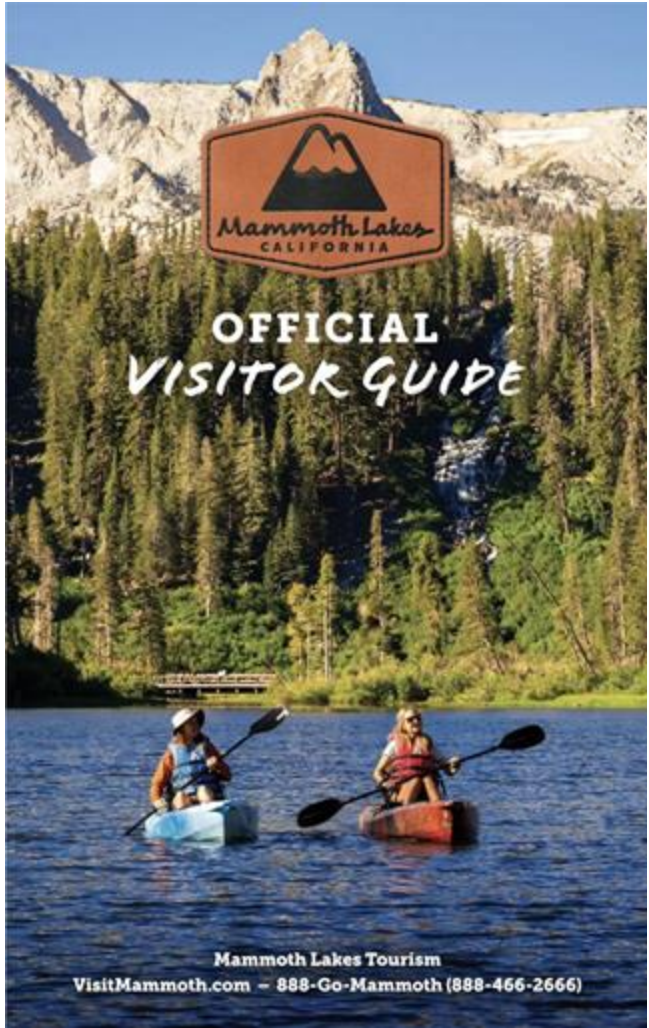


FY25/26 OWNED CHANNEL CONVERSIONS



How are we driving people to local businesses?

SOCIAL MEDIA	WEBSITE PASS-THROUGH	NEWSLETTERS	VISITOR GUIDE
Highlight through posts, stories, and influencer content with direct tags and location features.	Pass-Throughs 153,300 YTD 206% Increase YOY Link users to business sites via listings, blogs, trip ideas, and event pages.	Feature local businesses, deals, and events with direct calls to action linking to business listings.	Use of QR Codes to push visitors back to website for deeper experience and content.



SOCIAL MEDIA



OBJECTIVE

Increase awareness, engagement, and visitation through strategic, multi-platform social media efforts.

KEY CONTENT PILLARS

- Highlight responsible travel and sustainability efforts
- Promote restaurants, shops, & lodging to support the local economy
- Feature events and seasonal experiences
- Inform and promote air travel
- Inspire travel through aspirational content
- Accurate & timely crisis communications
- (as needed)

ONGOING KEY GOALS

- Boost following by 5% YOY.
- Collaborate with local partners to align on key messaging and amplify share initiatives across social channels.
- Continue to partner with influencers and local creators to expand reach.



SOCIAL MEDIA



PRIMARY CHANNEL FUNCTIONS

- Instagram: Visual storytelling through photos, Reels, and Stories that highlight breathtaking views, local experiences, and sustainability efforts to help #KeepMammothUnreal.
- Facebook: Community hub for Mammoth Lakes, connecting visitors with local experiences, events, and sustainability initiatives.
- TikTok: Engaging short-form videos showcasing unique experiences, trending content, and aspirational moments.
- Youtube: A platform for longer-form videos, featuring in-depth destination highlights and teasers for YouTube Shorts.
- LinkedIn: Focused on stakeholder engagement, industry news, and updates on local tourism initiatives.



SOCIAL MEDIA



SHORT FORM VIDEO

- Increase production of short form video content to enhance engagement across social platforms, especially TikTok and YouTube Shorts.

LINKEDIN

- Re Engage with LinkedIn to provide updates focused on stakeholder engagement, industry news, and updates on local tourism initiatives.

EVENT/ LOCAL AMBASSADORS

Recruit passionate locals, visitors, and influencers to attend and capture content at Mammoth Lakes events, promoting the destination through authentic social storytelling and media.

Program Goals:

- Generate high-quality user-generated content (UGC) from events.
- Increase reach and engagement on social media.
- Showcase the diversity and vibrancy of Mammoth Lakes events.
- Expand the visual content library for future marketing.

WEBSITE SEO



HIGHLIGHTS FROM FY 24/25

- 51 growth marketing tasks completed
- 41% YOY increase in partner referrals



Optimized YOY traffic page wins:

- 48% increase on the Events page
- 24% increase on the Restaurants page
- 15% traffic increase on the Webcams page

LOOKING FORWARD TO FY 25/26

- Implement a 12-month SEO initiative with Rankable, featuring monthly content creation, content writing, programmatic pages, and user funnel optimization.
- Leverage keyword research, competitor analysis, and monthly reporting to track performance and refine strategy based on defined KPIs.
- Enhance Technical Site Performance

TECHNOLOGY, WHAT'S NEXT?



AI Integration

Meet Sierra, your guide to Mammoth Lakes!

We will continue advancing chatbot integration to:

- Provide 24/7 visitor support by answering common questions and offering instant assistance.
- Assist with trip planning by recommending attractions, itineraries, and local events.
- Direct users to key resources such as air service information, seasonal deals, and stewardship content.
- Reduce staff workload by automating routine inquiries and information sharing.
- Capture user insights to better understand traveler behavior and refine marketing strategies.

ENGAGEMENT BENCHMARKS

- Engagement Rate
- Conversation Continuation Rate
- Average Session Length
- Link Click Rate

A mockup of a chatbot interface on a dark blue background. It features a white speech bubble containing the text "Let me help you plan your trip to Mammoth Lakes!" and a white circular button with a speech bubble icon in the bottom right corner.

**Let me help you plan your trip to
Mammoth Lakes!**

COMMUNICATION: NEWSLETTERS



- Grow newsletter database by 5% year over year
- Achieve an average open rate of 30% for newsletters both the community and consumer email lists.
- Use newsletters to promote sustainability, local businesses, events, and promote long term trip planning
- Include tie-ins to campaigns and marketing initiatives showcasing history, culture, and/or heritage
- Utilize current social channels to promote newsletter signups
- Local-facing
 - 5-in-5 — weekly
 - Visitor Insights — quarterly
 - Occupancy Report — weekly
 - Snow Newsletter — as needed
- Visitor-facing
 - Visitor Newsletter — monthly
 - Fall Colors — monthly August-November, season-dependent
 - Fishing — monthly beginning in April

INSPIRATION FOR YOUR ADVENTURE



CONTENT PROGRAMS



Continued Marketing & Promotion

- Continue amplifying marketing efforts by promoting local travel deals, encouraging midweek and non-peak visitation, and applying growth marketing strategies to extend reach and engagement.

Fall Colors Program

- Build on the ongoing success of the Fall Colors Program, which continues to grow each year. This initiative supports fall shoulder season visitation and represents a collaborative effort across paid, earned, and owned media channels.

Stewardship Education

- Expand digital stewardship efforts to highlight the region's history, culture, and heritage, promoting responsible travel through engaging and educational content.

Video Series

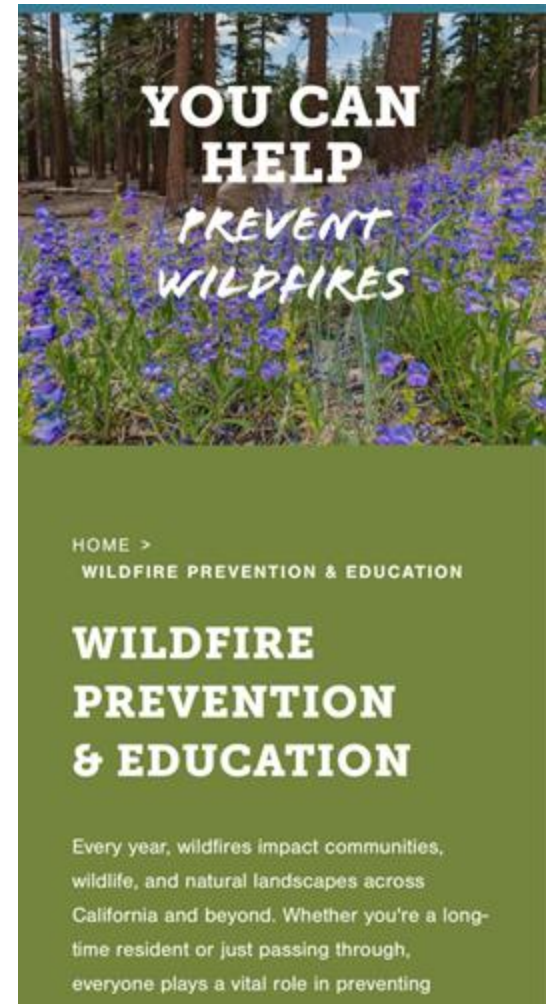
- Continue sharing the It's a Mammoth Thing video series while exploring opportunities and identifying needs for its continued development.

Wildfire Prevention Resources

- Enhance destination resilience by strengthening the wildfire prevention section of the website with timely safety information, preparedness tools, and educational resources for both residents and visitors.

Air Service

- Continue to educate surrounding communities on expanded service to BIH and MMH through continued regional marketing campaign through local and regional media channels.
- Continue to support the locals program
- NEW FY 26 - shared giveaway social media campaign with Advanced Air



CONTENT PROGRAMS



Restaurant & Retail Campaigns

- Develop programs that directly impact the restaurant and retail businesses, with the goal of increasing TBID

Community Webpage

- Rebranded the Industry site as the Community site to better reflect its purpose: providing accessible resources for our local community and businesses

Data Drive Insights

- Through our strategic partnerships with Tourism Economics, The Shipyard, Future Partners, and SMARI, we are implementing a collaborative approach to routinely communicate key insights derived from our tourism and economic data. This initiative is designed to transform complex analytics into clear, actionable findings that support better decision-making across our destination marketing efforts.



IN-HOUSE DESIGN



- Utilize in-house design to lower costs, increase agility and expand capabilities of the brand
- Continue to leverage in-house design to aid and amplify partnership projects like the LA Fire response graphics and banner, Host Hounds and the LA Kings Road Trip



EARNED MEDIA



EARNED CHANNELS



Position Mammoth Lakes as a premier, year-round destination by securing top-tier earned media coverage that supports visitation goals and community values.

Key Metrics Snapshot

- YTD placements have increased from 677 to 1150 showing a 70% increase from the previous FY.

Key Focus

- Curated in-house media visit program (5–7 visits/year)
- Integrated stewardship and off-peak messaging
- Collaboration with Visit California and partner DMOs
- Cross-platform strategy: traditional, influencer, athlete-driven coverage
- Tracking % of placements focused on key themes - air service, stewardship, mid-week, fall colors



EARNED CHANNELS



SPRING/FALL

- Fall colors
- Spring wildflowers and waterfalls
- Dual sport days
- Endurance season

WINTER

- Air service
- Off mountain activities
- Snow messaging
- Mid-week travel

SUMMER

- Air service
- Brand awareness
- Inclusive outdoor adventures
- Special events
- Mid-week travel

ALWAYS ON: STEWARDSHIP

TRADITIONAL MEDIA



Strategy: Prioritize high-impact, in-house media visits that highlight stewardship, off-peak travel, and community values.

- Curate immersive itineraries that align with priority themes
- Organically integrate stewardship activities and messaging into hosted media experiences
- Facilitate access to local experts, guides, and business owners for deeper storytelling
- Represent Mammoth Lakes at industry media events to expand future earned coverage opportunities



INFLUENCERS & CREATORS



Strategy: Evolve the content creator program to mirror the success of traditional media outreach.

- Develop thematic itineraries for creators, aligned with brand pillars and seasonal goals
- Formalize the framework for selection, vetting, and measurement of partnerships
- Pursue co-hosted opportunities with Visit California and regional DMO partners
- Incorporate opportunities for seasonal in-person activations
- Deliver four planned collaborations annually, with flexibility for up to six reactive/inbound partnerships



THE CRIB



Strategy: Activate the Mammoth Lakes Crib as a storytelling hub for athletic performance and destination exposure.

- Fully implemented new content strategy, focused on social-first storytelling and athlete features
- Leverage athlete-influencer stays to promote seasonal endurance themes and events
- Position the Crib as a high-elevation training resource for visiting elite and amateur athletes
- Use Crib guests to amplify local races, clubs, and community initiatives
- Continue partnership with Mammoth Track Club to attract relevant media and athlete talent



FY26 BUDGET FOR PR PROGRAM



Public Relations & Communications	
Media FAM Trips	\$45,500
Staff Travel	\$9,950
Press Events	\$7,000
Dues/Subscriptions	\$525
Sponsorship	\$34,000
The Crib Condo	\$32,800
Promotional	\$46,900
PR Agency Fees	\$84,000
TOTAL	\$260,675.00

A photograph of two hikers with backpacks walking up a steep, rocky trail. The hiker in the foreground is wearing a blue jacket and jeans, while the one behind is in an orange shirt and khaki pants. The trail is composed of large, light-colored rocks. In the background, there is a steep, dark rock face with some greenery at the top, and a clear blue sky. The scene is brightly lit, suggesting a sunny day.

INTERNATIONAL CONSUMER & B2B PROGRAMS



INTERNATIONAL FOCUS



Strategy: To further strengthen the partnership with Visit California and align MLT international efforts with Visit California's message of inclusion and "All Dreams Welcome"

- All international efforts are focused on future visitation and expanding the length of stay. Efforts are focused 12-24 months into the future
- 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
- Enter China, Mexico, and Canada on a project basis, and in partnership with Visit California and the Alterra Mountain Co



INTERNATIONAL CONSUMER EDUCATION



- Profile Mammoth Lakes as **California's** premier, four-season, year-round alpine destination
- Promote Mammoth Lakes as key part of the Western Road Trip for Spring, Summer and Autumn. Focus on promoting multiple night stays in Mammoth Lakes by using the destination as a “hub”
- Promote Mammoth Lakes & Mammoth Mountain as a **world class** destination ski resort. Focus on 5-7 nights stays



INTERNATIONAL B2B TRAININGS



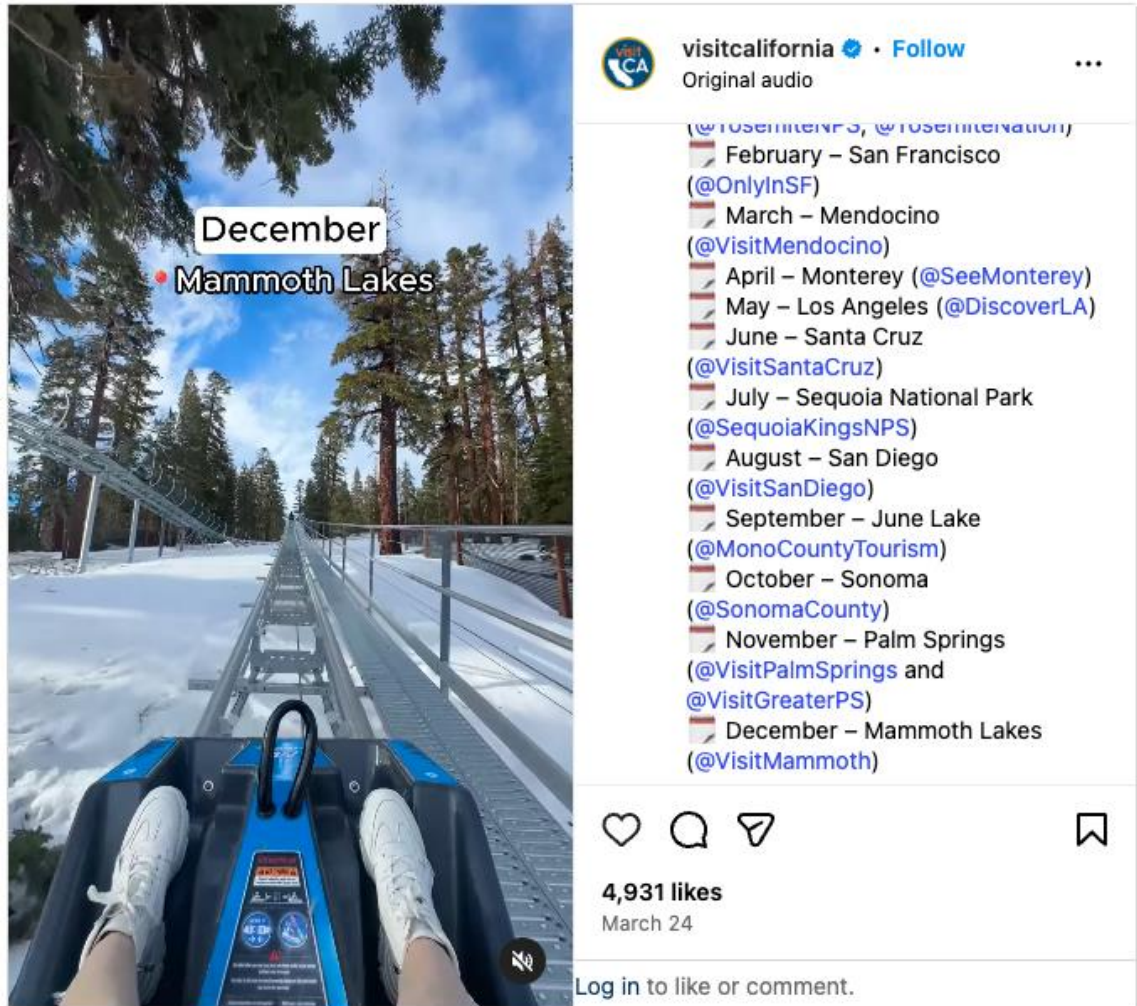
- Train and educate travel trade partners on Mammoth Lakes' location, amenities, and activities
- Promote winter air service and connectivity with United Airlines and Advanced Air
- Continue to push out the message of Mammoth Mountain's length of season, and high quality of reliable snow / sunshine blend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



INTERNATIONAL PARTNERS



- Continue to work with Brand USA, Visit California, and the Alterra Mountain Co to promote Mammoth Lakes
- Continue to work with Mono County Tourism, the City of Bishop, Inyo County and MMSA to promote visitation to the Eastern Sierra and flight service into BIH and MMH
- Continue to train and educate MLT's international agencies to promote Mammoth Lakes as a year-round destination. Explore reopening MLT's China office



TRACKING INTERNATIONAL ROI



- Utilize the Symphony 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



FY26 BUDGET FOR INTERNATIONAL



International Programs	
Agency Fees	\$320,000
International Sales Mission, Expos	\$35,000
Staff Travel T/E	\$44,000
Memberships, Dues, Subscriptions	\$16,000
International Advertising, Co-Ops	\$8,000
FAM Hosting	\$22,500
Printing, Shipping	\$3,500
Promotional Items, Branded Swag	\$4,000
Sponsorships	\$9,000
TOTAL	\$462,000



THANK YOU

