

Mammoth Lakes Tourism
FY 2024-25 – DRAFT DELIVERABLES

The FY 2024-25 deliverables reflect MLT’s commitment to a community first approach in representing the Town of Mammoth Lakes to our residents and visitors and in maintaining our brand awareness in existing and emerging destination markets. Stewardship for residents, community and environment are paramount.

Sustainable Revenue Generation

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

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

Overarching Organization Deliverables

- A. *Community outreach and resident quality of life enhancement will be a major focus moving forward including local infrastructure enhancements including funding assistance from MLT.*
- B. *Coordinate with TOML, ESCH, MLR, MMSA, USFS, NPS, Cal Trans, and other entities to begin developing a comprehensive Sustainable Destination Management Plan for our future success.*
- C. *Expand resident sentiment research and develop plans for engagement and education regarding MLT and TOML efforts*
- D. *The continuous education of our visitors to respect our residents, community and environment will be the focal point of our peak time messaging.*
- E. *Mammoth Lakes Tourism will remain nimble and flexible with the ability to shift messaging to best suit the needs of our community at any time based on market challenges and opportunities.*
- F. *Achieve \$27m in TOT revenues for FY 2024-25 with 6 months at \$2m+ and 5 months at \$1m+.*
- G. *Achieve \$7m in TBID revenues for FY 2024-25 via filling need times, increased length of stay, and visitor spend.*
- H. *Enplanement goals for FY 2024-25 of 5,000 at MMH and 11,500 at BIH*

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

- A. Heavily educate via stewardship messaging to visitors both before they arrive and while in-town
- B. Actively promote alternative activities/locations to limit overcrowding in popular areas.
- C. Continue to develop relevant content on the MLT website related to stewardship.
- D. Partner with journalists and athletes to promote stewardship via third parties.

- E. Refine the Real Unreal messaging to be as straightforward and clear as possible regarding expectations of stewardship from guests and residents.

2. Community Communications – Local Promotion and Advertising Programs

- A. Create & implement advertising and promotion plans (including work with MLCC, Lodging and Restaurant Associations) for local outreach both to residents and visitors for restaurants, retail, activities, gift cards, air programs, events, etc.
- B. Create a local communication plan centered around education on tourism funded infrastructure projects and stewardship.
- C. Track website pass-throughs to local businesses and events achieving a 5% increase YOY
- D. Continue to push MLT's new user-friendly website access for local businesses to update their listings, add special offers, and switch out imagery easily with the new website.

3. Community Engagement – Public Engagement and Outreach

- A. Develop a Community Engagement Plan using the different sources and studies we have identified. This includes the Community Sentiment study from The Shipyard, the JLLA project and the information coming out of the Destination Think Collective, among others.

4. Community Engagement – Local Partnerships

- A. Work with all local partners and TOML with a resident first lens and focus to identify infrastructure and quality of life needs and corresponding MLT budget support

5. Community Communications (B2C) – Banners & Signage

- A. Ensure consistent quality banner product promoting 4-seasons and Real Unreal creative and work with TOML to replace broken banners and hardware as needed.
- B. Work with TOML to get snowflakes up in November and down in April to swap out for banners. Explore expanding holiday decoration presence on Main Street and Old Mammoth Rd.

6. Brand & Community Awareness – Domestic Marketing

- A. Engage in conversations about refocusing winter destination marketing to reflect midweek/non-holiday and air service messaging only.
- B. Focus on non-peak seasonal marketing, which includes mid-week year-round, spring, and fall.
- C. Grow email database by 10% as compared to FY 2023-2024 numbers.
- D. Continue to refine The Real Unreal campaign messaging, focusing on inviting and educating visitors that hold the same stewardship values as our residents.
- E. Re-engage with content creators/influencers to drive the midweek, non-peak messaging
- F. Increase total social media audience growth 5% YOY

7. Brand & Community Awareness – Public Relations / Communications

- A. Vet and coordinate high quality domestic media visits with a mix of general travel and community effort messaging. Achieve 5% growth in unique impressions over 2023-24.
- B. Coordinate 12 high quality international media placements over 2023-24 ~~1-22~~.
- C. Achieve 10% growth in media impressions internationally over 2023-24 ~~1-22~~.
- D. Promote high altitude training and community efforts through Crib visitation and collaboration with Mammoth Track Club (2028 Olympic focus).

8. Experience & Attractions – Event Promotion/Support

- A. Increase budget to \$350,000 (17% increase YOY) for FY 2024-2025 event grant funding cycle for events in spring, summer, fall 2025.
- B. Create new guidelines and grading system for special event grant funding and enforce deliverable requirements due from event promoters
- C. Continue to expand event promotion/advertising plan for summer 2024.
- D. Continue to require post-event surveys to capture data and better understand visitor use, event success and local economic impact.

9. Access & Transportation Awareness – Air Access

- A. MLT to continue to support MMH Airport and scheduled charter air service through marketing efforts, airline contracting, and subsidy negotiation and payments.
- B. Continue to responsibly explore year-round service at MMH and BIH

10. Access & Transportation Awareness – Air Service Promotion

- A. Promote local air discount programs to encourage both commercial and scheduled charter flying to fill outbound, off-peak flights.
- B. Track satisfaction with BIH air service via NPS scores related directly to “visiting Mammoth Lakes”. Benchmark set at 76 (BIH currently 73.20)
- C. Track satisfaction with MMH air service via NPS scores related to “visiting Mammoth Lakes”. Benchmark set at 955 (MMH currently 93.65 with ZERO detractors for winter 2023-24).
- D. Work with the TOML, business partners, transportation providers, MLCC and MMSA to reach an NPS score of 81 for summer 2024.

11. Brand & Community Awareness – International Marketing

- A. Work with Visit California, Alterra and MMSA ~~Mammoth Resorts~~ to regain visitation from key international markets to come during our need times: Spring, Fall, midweek Winter.
- B. Continue to Educate international travel trade partners on the value of Mammoth Lakes experience and to respect the local community.
- C. Continue to represent MLT at international trade and media sales missions / industry conferences to promote Mammoth Lakes as a year-round destination.
- D. Explore re-entering China through in-market representation for 2024-25
- E. Utilize the Symphony Dashboard data to track visitation changes from key international markets