### **County of Los Alamos**

Los Alamos, NM 87544 www.losalamosnm.us



# Agenda - Final County Council - Work Session

David Izraelevitz, Council Chair; Christine Chandler, Council Vice Chair; Antonio Maggiore; Susan O'Leary; Rick Reiss; and Pete Sheehey, Councilors

Tuesday, May 15, 2018

6:00 PM

Fire Station No. 3 129 State Road 4 - White Rock TELEVISED

- 1. OPENING/ROLL CALL
- 2. PLEDGE OF ALLEGIANCE
- 3. STATEMENT REGARDING CLOSED SESSION

May 7, 2018 Closed Session Motion

4. PUBLIC COMMENT

This section of the agenda is reserved for comments from the public on items that are not otherwise included in this agenda.

- 5. APPROVAL OF AGENDA
- 6. PRESENTATIONS, PROCLAMATIONS AND RECOGNITIONS
- A. <u>10487-18</u> Briefing to Council by Terry Priestley, Chair of the Planning and

Zoning Commission.

**Presenters:** Terry Priestley, Chair of the Planning and Zoning

Commission

<u>Attachments:</u> A - Planning & Zoning Commission FY18 Work Plan

B. 10489-18 Briefing to Council by Sriram Swaminarayan, Chair of the

Transportation Board.

**Presenters:** Sriram Swaminarayan, Chair of the Transportation

**Board** 

Attachments: A - Transportation Board Presentation to Council - May

15 2018

B - Transportation Board FY18 Work Plan

C. 10267-18 Economic Vitality Action Team (EVAT) to Present Economic Vitality

Strategic Plan 2018 (EVSP2018) Update

**Presenters:** Harry Burgess, County Manager

Attachments: A - Economic Vitality Strategic Plan 2018 Update

#### PUBLIC HEARING

A. 10787-18 Action to Suspend Council Rules for Work Session

**Presenters:** County Council - Work Session

B. CO0530-18b Incorporated County of Los Alamos Code Ordinance No. 02-285, A

Code Ordinance amending Chapter 8 To Add An Article XV to Create

A Community Development Advisory Board.

**Presenters:** Antonio Maggiore, Councilor

Attachments: A - Code Ordinance No. 02-285.pdf

B - Prior Proposed Code Ordinance No. 02-285 C - Publication Notice for Code No. 02-285.pdf

### 8. BUSINESS

A. 10594-18 County Council Minutes for May 1, 2018

**Presenters:** Naomi Maestas, County Clerk

Attachments: A-County Council Minutes for May 1, 2018

B. 10630-18 Follow-up Discussion about Development Agreement with Kroger and

Mari-Mac Property Status

**Presenters:** Susan O'Leary, Councilor

Attachments: A - Kroger Update for 5-15-18

### 9. PUBLIC COMMENT

### 10. ADJOURNMENT

If you are an individual with a disability who is in need of a reader, amplifier, qualified sign language interpreter, or any other form of auxiliary aid or service to attend or participate in the hearing or meeting, please contact the County Human Resources Division at 662-8040 at least one week prior to the meeting or as soon as possible. Public documents, including the agenda and minutes can be provided in various accessible formats. Please contact the personnel in the Office of the County Manager at 663-1750 if a summary or other type of accessible format is needed.



### County of Los Alamos Staff Report

May 22, 2018

Report

Los Alamos, NM 87544 www.losalamosnm.us

Agenda No.:		
Index (Council Goals):		
Presenters:		
Title		

May 7, 2018 Closed Session Motion

#### **Recommended Action**

I move that Council approve the following statement for inclusion in the minutes:

"The matters discussed in the closed session held on May 7, 2018 that began at 5:00 p.m. were limited only to those topics specified in the notice of the closed session, and no action was taken on any matter in that closed session."

This motion is fairly characterized as procedural, therefore only a hand vote is required rather than a full roll call vote.



# County of Los Alamos Staff Report

Los Alamos, NM 87544 www.losalamosnm.us

May 15, 2018

Agenda No.: A.

**Index (Council Goals):** 

**Presenters:** Terry Priestley, Chair of the Planning and Zoning Commission

Legislative File: 10487-18

#### **Title**

Briefing to Council by Terry Priestley, Chair of the Planning and Zoning Commission.

### **Body**

Council leadership has requested that each Board/Commission Chair make a presentation to the Council once a year focused on what has been completed and what they are currently working on, and what challenges or opportunities they see coming up in the future.

### **Attachments**

A - Planning and Zoning Commission FY18 Work Plan

### FY18 Work Plan for Los Alamos County Boards and Commissions

(<u>Fiscal Year 2018</u>: July 1, 2017 – June 30, 2018)

Board and Commission Name: _Planning and Zoning Commission				
Date prepared: _	01/30/17	Date appro	ved by Council:	6/6/17
Prepared by:	Anita Barela/	Tamara Baer		
-	-		llowing time frame	
Chairperson:	Michael Redo	ondo	Term: ends	March 2018
Members and te	rms:			
	Michael I Larry Wa Ashley M Jessie Dix Amy Woo Philip Ku Jaret Mcl Melissa A	Redondo* - Mar arner - March 2 Iamula - March xon - March 201 ods – March 201 Insberg – March Donald** – Ma		cond term) d term) nd term) m) m) ond term) rst term)
Department Dire	ector:Pa	aul Andrus		
Work plan devel	loped in collab	ooration with De	epartment Director	r? (Y/N?)_ <u>Y</u>
Staff Liaison:	Tamara Baer			_
Administrative Support provided by:Anita Barela				
Council Liaison:	Rick Reiss	Rev	iewed by Council	Liaison? <u>Y</u>

- 1.0 Provide a brief Summary of your Board or Commission's activities over the past twelve months. Please describe your Board or Commission's accomplishments and identify constraints. List any "lessons learned" and identify the greatest challenges faced by the Board or Commission.
  - 1. Completion of Comprehensive Plan Update
  - 2. Site Plans (Condominiums in Quemazon, O'Reilly's Auto Parts, 80 Entrada)
  - 3. Special Use Permits (1 Accessory Apartment, Overnight dog kennels at East Gate)
  - 4. Subdivisions in Quemazon
  - 5. Rezoning on Bathtub Row
  - 6. Code Change Historic Preservation Text Amendment
  - 7. Appeal of the Denial of a Special Use Permit on 80 Canyon Road

Decisions were made by the Board of Adjustment on Waiver applications for 1 side yard, 2 front yard setbacks, and 2 fence height Waivers.

2.0 Describe the future work plans for this Board or Commission using the following items and showing the relationship to those items: (Please remember that Council approval of this work plan does not constitute official Council approval of proposed projects, assignments, or anticipated recommendations included in this work plan that have budget implications.)

### **Anticipated Projects include:**

- 1. Subdivision and/or Site Plan review & approval for:
  - A-19 development
  - 20th Street south of Trinity
  - Entrada Road
  - Los Alamos Visiting Nurses on Canyon Road Site Plan for Assisted Living
- 2. Rezoning-
  - Historic District Overlay for Bathtub Row/Fuller Lodge
  - Open Space parcels as identified for rezone in Open Space Management Plan and in Comprehensive Plan
  - Los Alamos Visiting Nurses
- 3. Development Code- The following anticipated code amendments are of the highest priority and will be done first:
  - Revisions to Review Criteria in Article IV for improved objectivity and specificity related to conformance with the Comprehensive Plan, including & especially the Future Land Use Map (FLUM)
  - Development of a Future Land Use Map Code section
  - Development of new Mixed-Use Zoning District(s)
  - Revisions to Downtown (DT) Overlays to allow all residential uses in certain districts

In addition to the high priority amendments listed above, other code amendments and work plan items may include:

- Revisions to Sign Code
- Revisions to Outdoor Lighting
- Adopting digital version of Official Zoning Maps in lieu of paper
- Revisions to Code Definitions to match Use Table
- Clarification of "triggers" for various processes
- Clarification of what constitutes a "final action"
- Clarification of uses in R-3-L-NC (Multiple-family residential/low density North Community district
- Addressing severability one time in the code; removing redundancy
- Establishing automatic default zoning (e.g., R-1 or MU) with land conveyance
- Clarification of time frame for Appeal
- Definition of "effective date"
- Consideration of a minimum trigger for Building Permit only (not Site Plan amendment)
- Alignment of code terminology with construction industry standards
- Addressing the issue of carports and waiver requests
- Addition of definition for Manufactured Home
- Addition of parking requirement for Accessory Apartments
- Establishing minimum distance between Manufactured Homes
- Increasing communication between project proposers and neighborhoods and avoiding conflict at public hearings

### 4. Continued review of land use cases

2.1 List any special projects or assignments given to this Board or Commission by Council or the Department director:

Implementation of Development Code amendments prompted by adoption of the Comprehensive Plan in December 2016, which include possible rezoning of some parcels and correction of mapping errors.

In addition, the Commission anticipates receiving yet to be determined direction from the newly formed Comp Plan Sub-Committee of the County Council regarding specific projects or studies to be undertaken, which may include questions concerning neighborhood priorities.

Coordinate, if needed, with implementation of the Tourism Strategic Plan when it's completed.

2.2 List the guiding documents/plans (with approval or revision dates listed) used by this Board or Commission.

Los Alamos Comprehensive Plan Los Alamos County Code of Ordinances, Ch

Los Alamos County Code of Ordinances, Chapter 16, Development Code Development Code Appeals, Council Procedures, adopted by Council Resolution on 04/15/16

- 2.3 Other projects/assignments proposed by the Board or Commission: (Any projects or activities proposed in this section should be discussed with the Council Liaison prior to listing it in this work plan.)
- 3.0 Identify any interfaces for the goals/tasks in this work plan with County Departments and other Boards and Commissions. Specify the coordination required.

The Planning and Zoning Commission will coordinate with other Boards, Commissions and Committees as needed, such as the Parks and Rec board, Economic Vitality Action Team, Main Street Futures and Los Alamos Commerce and Development Corporation to implement the suggested code changes in the Comprehensive Plan adoption.

Historic Preservation Advisory Board- Historic District Zoning Overlay and possible base rezoning of affected properties.

4.0 List any special public information or involvement meetings or efforts to be conducted by this Board or Commission:

As technical code changes are reviewed by the Commission, public hearings will be held. Additional public meetings may also be held on topics of general interest to the public and which may result in code changes or modifications.

- 5.0 List the current subcommittees for this Board or Commission.
  - 5.1 For subcommittees with members that are not members of the parent board or commission:

List the subcommittee members and their terms.

Explain how sub- committee members are selected or appointed. Provide a description of each subcommittee's charter or purpose. Describe the expected duration for the subcommittee and their work plan(s) demonstrating how they support the Board or Commission:

Board of Adjustment (formerly Variance Board) is comprised of three members of the Planning and Zoning Commission who volunteer to serve and are appointed by the County Council. Board of Adjustment (BOA) members serve concurrent with the Planning & Zoning Commissioner's current term, including any period during which the member serves until replaced or reappointed. The BOA generally meets on Mondays when a request for a waiver is pending. Five (5) Waiver cases were heard in CY 2016.

Planning Division staff will perform an analysis of Waiver cases over the past several years to assess the type of Waiver requested; frequency/percentage of total by type; relation to code enforcement cases; recommendations; and outcomes. Following the data analysis, it is anticipated that the BOA will bring the matter to the full Commission for discussion and possible action in terms of recommended code amendments.

### **Current BOA Members:**

- Jessie Dixon
- Amy Woods
- Jaret McDonald

**<u>Attachment A:</u>** Provide a copy of your Board or Commission's "Purpose" and "Duties and Responsibilities" from Chapter 8 of the County Code:

### ARTICLE IX. - PLANNING AND ZONING COMMISSION Sec. 8-201. - Purpose.

The county council has determined that the coordinated, comprehensive, orderly, and harmonious physical development of the county in both the short and long term will be best served through the establishment of a planning and zoning commission. Pursuant to NMSA 1978, § 4-57-1, the county council will appoint a planning and zoning commission for making advisory recommendations to the county council regarding planning and zoning for the county and for promoting the general welfare of the citizens of the county.

(Ord. No. 02-078, § 2, 10-3-2006)

#### Sec. 8-203. - Duties and responsibilities.

- (a) The planning and zoning commission shall serve in an advisory capacity and shall have the following functions, responsibilities and duties:
  - (1) From time to time, the planning and zoning commission may undertake such study, training, and investigations as may be deemed necessary to carry out the powers and duties listed in subsections (a)(2) and (a)(3) below.
  - (2) The planning and zoning commission shall hold a public hearing in accordance with the requirements of chapter 16 article XI of this Code and shall forward a recommendation to the county council on the following applications:
    - a. Application for adoption of and amendments to the text of chapter 16;
    - b. Application for adoption of and amendments to the official zoning map;
    - c. Application for adoption of and amendments to the comprehensive plan. The planning and zoning commission may from time to time recommend amendments, extensions or deletions to the comprehensive plan or carry any part or subject matter into greater detail;

- d. Application for addition, deletion or change in category to the uses allowed in any district as set forth in the chapter 16 index of land uses.
- (3) Provide citizen input to staff and council on ways and means for improving the county's planning and zoning functions including formulation of the comprehensive plan, changes in the official zoning map, and updates and revisions to chapter 16 of the County Code as may be required. For this purpose, the board shall gather public input in ways appropriate to the circumstances, which may include public hearings dedicated to specific topics.
- (4) Review and act upon all planning, zoning, and comprehensive plan related matters submitted to the commission by council.
- (b) The planning and zoning commission shall serve in a regulatory capacity and as such have the following functions, responsibilities and duties:
  - (1) Hold a public hearing in accordance with the requirements of Los Alamos County Code chapter 16 article XI and shall have the authority to approve, conditionally approve or disapprove the following applications:
    - a. Application for approval of a site plan except an application on which the community development director acts pursuant to subsection 16-51(b);
    - b. Application for special use permit;
    - c. Subdivision applications: sketch, preliminary and final plats; and summary plats when referred to the planning and zoning commission by the community development director;
    - d. Application or decision making authority referred to it by the community development director.
- (c) The planning and zoning commission shall serve in an appellate capacity and as such have the following functions, responsibilities and duties in accordance with this article:
  - (1) Hear appeals from a decision or determination of the community development director with respect to any matter (except personnel) other than an interpretation of this County of Los Alamos Development Code. The planning and zoning commission shall either affirm, overturn, or modify the decision of the community development director, or remand the matter to the community development director, as appropriate.
  - (2) Hear appeals from a decision of the community development director requiring an interpretation of the County of Los Alamos Development Code. The interpretation of the Code made by the community development director must be in writing. The planning and zoning commission shall affirm the interpretation of this Code determined by the community development director, or remand the matter to the community development director for further consideration in accordance with the instructions of the planning and zoning commission. (Ord. No. 02-078, § 2, 10-3-2006)

#### **Board of Adjustment**

[From Chapter 16 of the Development Code]

#### Sec. 16-52. - Board of adjustment

(a) *Board of adjustment established.* The board of adjustment is hereby established. The board of adjustment will consist of three members of the planning and zoning commission appointed by the county council. The planning and zoning commission shall nominate members for appointment to the board of adjustment. The chairperson of the planning and zoning commission shall not be eligible to serve as a regular member of the board of adjustment. Each member of the board of adjustment shall serve a term ending concurrently with the member's then current term as a member of the planning and zoning commission, including any period during which the member serves until replaced or reappointed. The chairperson of the planning and zoning commission shall serve as an alternate member of the board of adjustment and the chairperson or the

chairperson's designee may sit in place of any member of the board of adjustment that is unable to attend a regular or special meeting of the board of adjustment, or is disqualified to act on a matter due to a conflict of interest.

- (b) *Powers and duties*. The board of adjustment shall hold a public hearing in accordance with the requirements of article XI and shall have the authority to approve, conditionally approve or disapprove the following:
  - (1) Applications for waivers to the requirements of this chapter, except that the board of adjustment shall not consider waivers to the public works construction standards referenced in the chapter; and
  - (2) Application or decision making authority referred to the board of adjustment by the community development director as set forth in subsection 16-51(c)4.
- (c) *Conditions of approval*. In granting conditional approval, the board of adjustment may only impose such conditions as are reasonably necessary to meet the approval criteria of section 16-157, including the granting of waivers more restrictive than those originally requested by the applicant.
- (d) *Meetings*. Two members of the board of adjustment shall be a quorum for the conduct of business and approval of a waiver or application considered by the board of adjustment shall require a motion and affirmative vote of at least two members of the board of adjustment. (Ord. No. 02-084, § 2, 3-27-2007)

### Editor's note—

Ord. No. 02-084, § 2, adopted March 27, 2007, amended section 16-52 in its entirety to read as herein set out. Former section 16-52, pertained to variance board, and derived from Ord. No. 85-301, § 1, 11-6-01.

Attachment B: Using the chart below, place an X in the column on the right if the Council Goal is related to the work of the Planning & Zoning Commission:

Mark all that apply

Economic Vitality	
Priority Area and Priority Goals are highlighted	
Economic Vitality:	
Build the local tourism economy.	
Revitalize and eliminate blight in Los Alamos and White Rock.	Х
Promote a strong and diverse economic base by encouraging new business growth.	
Collaborate with Los Alamos National Laboratory as the area's #1 employer.	
Financial Sustainability:	
Encourage the retention of existing businesses and assist in their opportunities for growth.	Х
Support spinoff business opportunities from LANL.	
Significantly improve the quantity and quality of retail and tourism business.	
Quality of Life	
Priority Area and Priority Goals are highlighted	
Housing:	
<ul> <li>Promote the creation of a variety of housing options for all segments of the Los Alamos Community, including infill opportunities as appropriate.</li> </ul>	Χ
<ul> <li>Support development of affordable workforce housing.</li> </ul>	X
Education:	
Support Los Alamos Public Schools' goal of ranking among the top public schools in the nation.	
Partner with Los Alamos Public Schools and the University of New Mexico – Los Alamos; and support, as appropriate, the delivery of their educational services to community standards.	
Quality Cultural and Recreational Amenities:	
Implement a comprehensive range of recreational and cultural amenities that enhance the Los Alamos community.	
Environmental Stewardship:	
Enhance environmental quality and sustainability balancing costs and benefits including County services and utilities.	
Mobility:	
Maintain and improve transportation and mobility.	

	Quality Governance	
<b>Priori</b>	ty Areas and Priority Goals are highlighted	
Opera	tional Excellence:	
•	Implement the Comprehensive Plan with an emphasis on neighborhoods and zoning.	Х
•	Simplify permit requirements and improve the overall development and building code processes to become easier to work with for all participants.	Х
Opera	tional Excellence:	
•	Maintain quality essential services and supporting infrastructure.	
•	Invest in staff development to create a high performing organization.	
•	Manage commercial growth well following an updated, concise, and consistent comprehensive plan.	
•	Establish and implement a mechanism for effective Utility policy setting and review.	
Comr	nunication:	
•	Improve transparency in policy setting and implementation.	X
•	Create a communication process that provides measurable improvement in citizen trust in government.	X
Interg	overnmental Relations:	
•	Strengthen coordination and cooperation between County government, LANL, and the regional and national partners.	
	Actively pursue land transfer opportunities.	



### County of Los Alamos Staff Report

Los Alamos, NM 87544 www.losalamosnm.us

May 15, 2018

Agenda No.: B.

**Index (Council Goals):** 

Presenters: Sriram Swaminarayan, Chair of the Transportation Board

Legislative File: 10489-18

#### **Title**

Briefing to Council by Sriram Swaminarayan, Chair of the Transportation Board.

### **Body**

Council leadership has requested that each Board/Commission Chair make a presentation to the Council once a year focused on what has been completed and what they are currently working on, and what challenges or opportunities they see coming up in the future.

### **Attachments**

- A Transportation Board Presentation to Council FY18
- B Transportation Board FY18 Work Plan

# Transportation Board

# **Update to County Council**

Sriram Swaminarayan, Chair May 15, 2018



### **Transportation Board Mission**

Advise County Council and make recommendations regarding improvements in traffic conditions and all modes of transportation within the County.

### **Transportation Board Members**

- ❖ Sriram Swaminarayan Chair
- Don Machen Vice Chair and ESB Liaison
- Nancy Jo Barnes
- **❖** Julie Bennett
- Terence Foecke
- David Schiferl Alternate member for the Tourism Implementation Task Force
- Kyle Wheeler Liaison Tourism Implementation Task Force
- Council Liaison Susan O'Leary
- Staff Liaison Philo Shelton

Received public comment, reviewed, or monitored progress of the following issues/projects:

- Reviewed and approved 2017 Bicycle Transportation Plan
- Received Bronze Level Bike Friendly Community, American League of Bicyclists
- \* Reviewed Americans with Disabilities Act (ADA) Transition Plan
- ❖ Approved 2017-2018 Snow & Ice Control Plan









- Developed Urban Bike Path
- Monitored North Mesa Improvements Project Phase 1
- \* Reviewed Pavement Condition Index Plan
- Researched Complete Street concepts in similar communities nation-wide.
- ❖ Developed Complete Streets Design Check List
- Monitored Supplemental Environmental Projects
- Implemented 15 minute parking on Central Avenue







- Reviewed Title VI Plan
- Reviewed Paratransit Policies and Procedures
- Reviewed Transit Customer Service Policy and Disruptive Passenger Conduct Policy
- ❖ Installed Transit's Automatic Vehicle Location System
- Bus Stop Improvement Plan







- Monitored 20th Street Extension Project
- Reviewed North Road Traffic Calming
- Reviewed Urban Street Traffic Calming
- ❖ Approved Route 2 Service Expansion
- Reviewed designs for NM502 Project with NMDOT





# **Special Projects**

- ❖ A-19 Development
- ❖ NM 502 Improvements construction
- Traffic signalization at 20th Street
- Trinity Drive Safety & ADA Improvements
- ❖ A-9 Affordable Housing on DP Road
- ❖ Airport Fence Replacement
- Airport Hangar Construction





### **Special Projects**

- DP Road Improvements
- ADA Plan Updates
- Complete Street Policy Review
- Department of Energy Supplemental Environmental Projects
- Wayfinding for MainStreet District
- Support Tourism Plan
- Canyon Rim Trail Phase III
- Canyon Rim Trail Underpass
- North Mesa Phase II
- \*Residential LED Street Light Replacement Plan

### **Goals and Tasks**

- ❖ Continue working with Environmental Sustainability Board regarding the transportation component in the Environmental Sustainability Plan.
- Maintain awareness and responsiveness to airport issues, including transportation to and from the airport.
- ❖ Identify common and/or interrelated issues/opportunities of interest that may exist between the Transportation Board and other county Boards/Commissions and propose collaborative work sessions or training.
- ❖ Facilitate implementation of road and parking lot design standards that minimize untreated storm water run-off.
- American League of Bicyclists Silver Level
- Tourism Strategic Planning Effort (assign a Liaison with the Tourism Implementation Task Force as needed or requested.)

### Questions





### FY18 Work Plan for Los Alamos County Boards and Commissions

(<u>Fiscal Year 2018</u>: July 1, 2017 – June 30, 2018)

**Board and Commission Name:** <u>Transportation Board</u>

**Date prepared:** March 2, 2017 **Date approved by Council:** 6/6/17

Prepared by: Members of the Transportation Board and County Staff

This work plan will be accomplished in the following time frame: <u>July 1, 2017 to June</u> 30, 2018.

Chairperson: Brian O'Neil - term expires February 28, 2019

#### **Members and terms:**

- Nancy Barnes; term expires February 28, 2019
- Brian O'Neil; term expires February 28, 2018
- Don Machen; term expires February 28, 2019
- James Nesmith; term expires February 28, 2019
- Eileen Lime; term expires February 28, 2018
- Sriram Swaminarayan; term expires February 28, 2018
- Vacant

**Department Director:** Philo Shelton

Work plan developed in collaboration with Department Director? Yes

Staff Liaison: Philo Shelton

Administrative Support provided by: Louise Romero

Council Liaison: Christine Chandler Reviewed by Council Liaison? Yes

- 1.0 Provide a brief Summary of your Board or Commission's activities over the past twelve months. Please describe your Board or Commission's accomplishments and identify constraints. List any "lessons learned" and identify the greatest challenges faced by the Board or Commission.
  - 1. Received public comment, reviewed, or monitored progress of the following issues/projects:
    - a. Reviewed designs for NM 502 Trinity
    - b. Monitored Western Area Phase 4 Reconstruction
    - c. Monitored Canyon Rim Trail Construction
    - d. Reviewed HAWK Signal and Crosswalk Warrants
    - e. Implementation of the Transit's Automatic Vehicle Location System
    - f. Monitored Central Avenue Phase 2 Improvements
    - g. Pavement Condition Index Plan
    - h. Pavement Preservation White Rock & Town Site
    - i. ACTassist ADA Complementary Paratransit Policies and Procedures
    - j. Urban Bike Path
    - k. Range Road Bus Turnaround
    - 1. Runway Pavement Preservation
    - m. Honorable Mention Bike Friendly Community, American League of Bicyclists
    - n. Monitor street light color-temperature modifications and light design changes
    - Begin research on Complete Street concepts in similar communities nationwide.
  - 2. Approved 2016-2017 Snow & Ice Control Plans
  - 3. Greatest challenges: Recruitment of new board members continues to be greatest challenge for the board.
- 2.0 Describe the future work plans for this Board or Commission using the following items and showing the relationship to those items: (Please remember that Council approval of this work plan does not constitute official Council approval of proposed projects, assignments, or anticipated recommendations included in this work plan that have budget implications.)
  - 2.1 List any special projects or assignments given to this Board or Commission by Council or the Department director:
  - 1. Review and monitor major construction and renovation plans for transportation facilities such as roads, streets, multi-use pathways, sidewalks and trails, airport, and public transit. Host public meetings as requested, and forward any submitted public comment throughout project completion to staff. Identifies ongoing and upcoming projects:
    - a. A-19 Development
    - b. NM502 Improvements design/construction
    - c. 20<sup>th</sup> Street Improvements
    - d. Replacement traffic signal at Oppenheimer and Trinity

- e. Extension of Canyon Rim Trail from Smith's Market Place to LAMC
- f. North Mesa Phase I
- g. N. San Ildefonso ADA Sidewalk review design plans and provide comment
- h. Airport fence design/replacement
- i. Bicycle Transportation System Plan Update
- 2. Review Snow and Ice Control Plan annually and make recommendations before October 15.
- 3. Review projects to ensure adherence to current standards and policies to ensure/improve the safety and efficiency of all modes of transportation including the 2005 Bicycle Transportation System Plan and the Policy of the Design of Public Streets and Rights-of-way, (Res. No. 10-32; Nov 2010)
- 4. Host or attend public meetings as requested by Council or staff.

### 2.2 List the guiding documents/plans (with approval or revision dates listed) used by this Board or Commission.

- 1. Bicycle Transportation System Plan; 2005
- 2. Policy on the Design of Public Streets and Rights of Way, (Res. No. 10-32; Nov 2010)
- 3. Los Alamos County Comprehensive Transit Study/Updated Service Plan
- 4. Airport Master Plan, 2013.
- 2.3 Other projects/assignments proposed by the Board or Commission: (Any projects or activities proposed in this section should be discussed with the Council Liaison prior to listing it in this work plan.)
- 1. Attend 2-3 events a year in collaboration with the Transit Division to provide transportation related information and interact with the public.
- 2. Have project public meetings in conjunction with monthly Transportation Board meetings.

# 3.0 Identify any interfaces for the goals/tasks in this work plan with County Departments and other Boards and Commissions. Specify the coordination required.

- 1. Continue working with Environmental Sustainability Board regarding the transportation component in the Environmental Sustainability Plan.
- 2. Maintain awareness and responsiveness to airport issues, including transportation to and from the airport.
- 3. Identify common and/or interrelated issues/opportunities of interest that may exist between the Transportation Board and other county Boards/Commissions and propose collaborative work sessions or training.
- 4. Utilize Legistar to track Transportation Board motions and action items form initiation to completion.
- 5. Facilitate implementation of road and parking lot design standards that minimize untreated storm water run-off.

### 4.0 List any special public information or involvement meetings or efforts to be conducted by this Board or Commission:

- 1. In collaboration with the Transit Division attend transportation related activities which shuttle service is provided to the community. The Transit Division provides shuttle service for the following activities:
  - 4<sup>th</sup> of July Fireworks Show
  - Nature Center /Earth Day
  - Halloween Shuttle
  - St. Patrick's Day Shuttle
  - New Year's Eve Shuttle
  - Senior Appreciation Night
  - Skiesta Shuttle
  - Ullr Fest

### 5.0 List the current subcommittees for this Board or Commission.

1. At this time - there are no subcommittees.

5.1 For subcommittees with members that are not members of the parent board or commission:

List the subcommittee members and their terms.

Explain how sub- committee members are selected or appointed. Provide a description of each subcommittee's charter or purpose. Describe the expected duration for the subcommittee and their work plan(s) demonstrating how they support the Board or Commission:

**<u>Attachment A:</u>** Provide a copy of your Board or Commission's "Purpose" and "Duties and Responsibilities" from Chapter 8 of the County Code:

ARTICLE XI. Transportation Board

Sec. 2-281. Purpose.

A transportation board is established to advise the county council and make recommendations regarding improvements in traffic conditions and all modes of transportation within the county. (Ord. No. 02-278, § 2. 10-3-2006)

Sec. 8-282. Duties and responsibilities.

The transportation board shall serve in an advisory capacity to the county council and shall have the following functions, responsibilities and duties:

- 1. Review and comment to council on transportation master plans for all modes of transportation;
- 2. For the purpose of collecting public input, review all major county construction and renovation plans for county transportation facilities (such as, but not limited to, roads, streets, bicycle paths, the airport, sidewalks, transit, and trails) with the

purpose of ensuring that all modes of transportation (e.g., pedestrian, bicycle transit, low speed vehicles, and aviation, if appropriate) are adequately treated in such projects;

- 3. Review and provide input to council, not later than October 15, on any recommended changes to the snow and ice control plan;
- 4. Review all traffic and transportation matters submitted to the board by the council; and

Advise council on ways and means for improving transportation and traffic conditions. For this purpose, when requested by staff or council, the board shall gather public input in ways appropriate to the circumstances, which may include public hearings dedicated to specific topics. (Ord. No. 02-278, § 2. 10-3-2006)

<u>Attachment B:</u> Using the chart below, place an X in the column on the right if the Council Goal is related to the work of the Transportation Board:

Mark all that apply

Economic Vitality	
Economic Vitality:	
Priority Area – Build the local tourism economy	Х
Priority Area - Revitalize and eliminate blight in Los Alamos and White Rock	Х
Promote a strong and diverse economic base by encouraging new business growth	
Collaborate with Los Alamos National Laboratory as the area's #1 employer	
Financial Sustainability	
Encourage the retention of existing businesses and assist in their opportunities for growth	Х
Support spinoff business opportunities from LANL	
Significantly improve the quantity and quality of retail business	
Quality of Life	
Housing:	
Priority Area Promote the creation of a variety of housing options for all segments of the Los Alamos Community, including infill opportunities as appropriate	
Priority Area Support development of affordable workforce housing	
Education:	
Support Los Alamos Public Schools' goal of ranking among the top public schools in the nation	
Partner with Los Alamos Public Schools and the University of New Mexico – Los Alamos; and support, as appropriate, the delivery of their educational services to community standards	

Quality Cultural and Recreational Amenities:	
Implement a comprehensive range of recreational and cultural amenities that enhance the Los Alamos community	X
Environmental Stewardship:	
Enhance environmental quality and sustainability balancing costs and benefits including County services and utilities	X
Mobility:	
Maintain and improve transportation and mobility	X

Quality Governance	
Operational Excellence:	
Priority Area – Implement the Comprehensive Plan with an emphasis on neighborhoods and zoning	
Priority Area – Simplify permit requirements and improve the overall development and building code processes to become easier to work with for all participants	
Maintain quality essential services and supporting infrastructure	X
Invest in staff development to create a high performing organization	
<ul> <li>Manage commercial growth well following an updated, concise, and consistent comprehensive plan</li> </ul>	Х
Establish and implement a mechanism for effective Utility policy setting and review	
Communication:	
Improve transparency in policy setting and implementation	Х
Create a communication process that provides measurable improvement in citizen trust in government	Х
Intergovernmental Relations:	
<ul> <li>Strengthen coordination and cooperation between County government, LANL, and the regional and national partners</li> </ul>	
Actively pursue land transfer opportunities	



### County of Los Alamos Staff Report

May 15, 2018

Los Alamos, NM 87544 www.losalamosnm.us

Agenda No.: C.

Index (Council Goals): \* 2018 Council Goal – Economic Vitality – Build the Local Tourism Economy; \* 2018

Council Goal – Economic Vitality – Collaborate with Los Alamos National Laboratory as the Area's #1 Employer; \* 2018 Council Goal – Economic Vitality – Financial Sustainability – Encourage the Retention of Existing Businesses and Assist in Their Opportunities for Growth; \* 2018 Council Goal – Economic Vitality – Financial Sustainability – Significantly Improve the Quantity and Quality of Retail Business; \* 2018 Council Goal – Economic Vitality – Financial Sustainability – Support Spinoff Business Opportunities From LANL; \* 2018 Council Goal – Economic Vitality – Promote a Strong and Diverse Economic Base By Encouraging New Business Growth; \* 2018 Council Goal – Quality of Life – Housing – Promote the Creation of a Variety of Housing Options for all Segments of the Los Alamos Community, including infill Opportunities as Appropriate; \* 2018 Council Goal – Quality of Life – Housing – Support development of affordable workforce housing; \* 2018 Council Goal – Quality of Life – Partner with Los Alamos Public Schools and the University of New Mexico – Los Alamos; and support, as appropriate, the delivery of their educational services to community standards; \* 2018 Council Goal – Quality of Life – Quality Cultural and

Recreational Amenities - Implement a Comprehensive Range of Recreational and

Cultural Amenities that Enhance the Los Alamos Community

**Presenters:** Harry Burgess, County Manager

Legislative File: 10267-18

#### Title

Economic Vitality Action Team (EVAT) to Present Economic Vitality Strategic Plan 2018 (EVSP2018) Update

### **Board, Commission or Committee Recommendation**

Economic Vitality Action Team (EVAT) encourages the County Council to ask County staff to put the Economic Vitality Strategic Plan 2018 (EVSP2018) Update on the May 22 County Council Consent Agenda for Acceptance or Approval

#### **Body**

The Economic Vitality Strategic Plan 2018 presented for your review offers a 10-year vision of what is desired from our local community in the future, within the context of the current and predicted economic environment.

These report updates and replaces the initial EVSP developed and adopted by the County Council on April 5, 2010.

This plan was created by the current members of the County Manager's Economic Vitality Action Team (EVAT). The EVAT was first established in May 2010 according to guidelines in EVSP2010 Appendix D, which deemed that the group be advisory to the County Manager and

comprised of County department representatives, as well as members of relevant industries who are committed to the economic prosperity of Los Alamos. The current members who contributed to the EVSP 2018 are:

Paul Andrus, Director, Los Alamos County Community Development Department

Joanie Ahlers, Los Alamos County Economic Development Administrator

Harry Burgess, Los Alamos County Manager

Micheline Devaurs, Business Operations Program Manager, Richard P. Feynman Center for Innovation Los Alamos National Laboratory

Tony Fox, White Rock Resident, Los Alamos County

Doug Hintze, Manager of Environmental Management, Los Alamos Field Office, U.S.

Department of Energy

Kathy Keith, Executive Office Director, Community Partnerships Office, Los Alamos National Laboratory

Steve Lynne, Deputy to the Los Alamos County Manager

Ian Maes, Realtor, RE/MAX FIRST of Los Alamos

Linda Matteson, Assistant to the Los Alamos County Manager and Project Manager for the Manhattan Project National Historical Park

Charlie Nakhleh, Division Leader, Theoretical Design Division, Los Alamos National Laboratory

Cindy Rooney, Chief Executive Officer, University of New Mexico-Los Alamos Kelly Stewart, Marketing Specialist, Los Alamos County Economic Development Division Patrick Sullivan, Executive Director, Los Alamos Commerce and Development Corporation Dave Woodruff, President and Chief Executive Officer, Zia Credit Union, Los Alamos

Over 10 months, EVAT conducted an extensive review of the 2010 plan goals and actions to determine what had been accomplished, what issues were still relevant, and what new issues, and initiatives, as well as County projects and priorities such as the branding, wayfinding, tourism and Comprehensive plans. Through this process, the group determined that the four existing primary goals of the EVSP were still relevant and of primary importance for the economic growth and sustainability of Los Alamos.

The plan recognizes LANL as the County's principal economic driver and most valuable asset, but also recommends prioritizing housing, quality of life and economic development goals and actions as they directly address the Lab's most pressing needs for recruitment and retention.

This plan is divided into three areas of focus: the past, the present and the future. Section I reviews the goals of the 2010 EVSP, including the actions completed. Section II provides a snapshot of the County's economic development landscape in 2018. Section III presents future goals, in order of priority, to be accepted by Council and implemented during the next ten years. Section IV is an action plan that defines the roles, responsibilities and timeline for planning and managing execution of these initiatives during the next five to 10 years. Reasonable and realistic metrics for action will developed for each action to measure performance.

The action team will review the action plan annually and recommend appropriate revisions that advance the goals of the plan, in alignment with the County Council's strategic goals.

Alternatives

Council may choose to not put the EVSP2018 on the March 20 regular County Council session for acceptance or approval.

### Fiscal and Staff Impact/Planned Item

All County expenditures recommended in the EVSP2018 are covered in the FY19 Los Alamos County budget approved by Council on April 17, 2018.

### **Attachments**

A - Economic Vitality Strategic Plan 2018 Update



Los Alamos County

# **Economic Vitality Strategic Plan**

Adopted [month day, 2018] By Los Alamos County Council

# CONTRIBUTORS: ECONOMIC VITALITY ACTION TEAM

This Economic Vitality Strategic Plan 2018 (EVSP2018) is the collective work of the members of the Los Alamos County Economic Vitality Action Team (EVAT) listed below. The EVSP2018 replaces the original EVSP2010 that was accepted by the Los Alamos County Council in April 2010.

The EVAT was established in May 2010 according to guidelines in EVSP2010 Appendix D, which deemed that the group be advisory to the County Manager and comprised of County department representatives, as well as members of relevant industries who are committed to the economic prosperity of Los Alamos. While the individual members have varied over time. EVAT has been comprised of representatives who bring relevant experience and knowledge of the U.S. Department of Energy/National Nuclear Security Administration, Los Alamos National Laboratory, University of New Mexico-Los Alamos and Los Alamos Commerce and Development Corporation, as well as expertise in finance, real estate, community development and the community at-large.

#### Joanie Ahlers

Los Alamos County
Economic Development Administrator

#### Paul Andrus

Director Los Alamos County Community Development Department

### Harry Burgess

Los Alamos County Manager

#### Micheline Devaurs

Business Operations Program Manager Richard P. Feynman Center for Innovation Los Alamos National Laboratory

### **Tony Fox**

White Rock Resident Los Alamos County

### Doug Hintze

Manager of Environmental Management Los Alamos Field Office U.S. Department of Energy

### Kathy Keith

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#### Charlie Nakhleh

Division Leader
Theoretical Design Division
Los Alamos National Laboratory

### **Cindy Rooney**

Chief Executive Officer University of New Mexico-Los Alamos

### Kelly Stewart

Marketing Specialist Los Alamos County Economic Development Division

### Patrick Sullivan

Executive Director
Los Alamos Commerce
and Development Corporation

### Dave Woodruff

President and Chief Executive Officer Zia Credit Union, Los Alamos



#### **EXECUTIVE SUMMARY**



**THIS ECONOMIC VITALITY STRATEGIC PLAN** is intended to provide a roadmap for Los Alamos County's efforts to improve and enhance our community's living and working environments. Enclosed you will find a review of our efforts since the last update of this plan, a presentation of our current economic conditions, and an outline of our goals as we progress into the future.

Los Alamos County has historically been linked to the establishment and operation of the Los Alamos National Laboratory. Today, the Laboratory remains the largest employer not only for the County, but for the North Central New Mexico region as well. This fact underscores the importance of the Laboratory as an economic driver, and the following plan considers how the community and its neighbors can capitalize on this important resource in an effort to improve the lives of all.

At present, the Laboratory is undergoing an expansion, with increased budgets and hiring projections, and this fact has created a significant unmet demand for housing within the region. The first listed goal is to address this need for housing, as the underlying assumptions for economic growth within the region rely upon having an adequate workforce to support the Lab's operations. Concurrent with this need, however, is the desire to enhance the quality of life for our citizens. Increased housing opportunities support this goal as an increase in population creates the opportunity for new and expanded businesses, which can provide both additional employment and increased amenities for those living in the area.

This document is intended to support actions towards enhancing our economic vitality. This choice of words is not by accident, as "economic vitality" includes not only the act of increasing the fiscal standing of our constituents, but also considers the local environment's ability to develop, grow, and sustain the many elements that are necessary for a local economy to flourish. Since the Laboratory is an important driver for our economy, this plan considers how we can build a community that supports the workforce essential to its operations. In that vein, the plan considers not only housing, but also quality of life factors and the need for the diversification of our economy.

The following discussion explores these issues and attempts to provide guidance for focusing our efforts towards the listed goals. Economic development is a broad-based yet continuous process, and by coordinating our community's efforts it is hoped that this document can facilitate the creation of new and exciting prospects for our citizens and the organizations within our County.

Sincerely,

Harry Burgess
Los Alamos County Manager

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#### INTRODUCTION

The Economic Vitality Strategic Plan (EVSP) presents a 10-year vision of what is desired from our local community in the future, within the context of the current and predicted economic environment.

This plan was created by the members of the County Manager's Economic Vitality Action Team (EVAT). It replaces the initial EVSP developed and adopted by the County Council on April 5, 2010. EVAT members conducted an extensive review of the 2010 plan goals and actions to determine what had been accomplished, what issues were still relevant, and what new issues, initiatives, County priorities, and projects should be added. Since 2010, Los Alamos County has accepted strategic plans for wayfinding, branding and tourism, as well as a Comprehensive Plan. These concurrent strategic plans that impact the progress and implementation of this EVSP have been noted to ensure their future coordination

The 2018 plan provides the basis for aligning actions, services and projects to further Council's strategic goals. It will also improve the County's ability to communicate its economic goals and initiatives to Los Alamos citizens, prospective residents and potential investors.

Section I is a progress report of the headway made on the 2010 EVSP goals, objectives and actions, checking off achievements and listing those items still in progress. Section II is the Los Alamos County 2018 Snapshot, a comprehensive summary of the existing economic conditions, including both 2010 accomplishments, as well as additional changes and advancements that have occurred during the past eight years and inform the 2018 Plan. Sections III and IV present the goals, objectives and actions the County will pursue, as well as an action plan that defines the roles, responsibilities, timeline and metrics for planning, managing and assessing these initiatives during the next five to 10 years.

This plan is divided into three sections: the past, the present and the future. SECTION I (the past) reviews the goals of the 2010 EVSP, including the actions completed. SECTION II (the present) provides a snapshot of the County's economic development landscape in 2018. SECTION III (the future) presents future goals, in order of priority, accepted by Council and implemented during the next five to 10 years. SECTION IV provides an action plan with specific tactics, responsible parties, estimated costs, potential funding sources and a list of performance measures.

#### **SECTION I: 2010 GOALS**

#### Goal 1

Support and retain LANL as the area's best wealth producing employer

#### Goal 2

Diversify the economic base

#### Goal 3

Increase quality of life opportunities

#### Goal 4

Increase the availability of housing in the County, both affordable and at market rate

## SECTION II: LOS ALAMOS COUNTY 2018 SNAPSHOT

#### **Demographics**

Los Alamos County has a predominantly wealthy, educated population of  $\sim 18,000$ , seeking growth opportunities.

#### Housing

The County is exploring all land use and development opportunities to rehabilitate and build new housing.

#### **Quality of Life**

Los Alamos County offers a small-town atmosphere, low unemployment, low crime and excellent schools, as well as minimal, stress-free commute times, free public transportation, and rich cultural and recreational assets and opportunities.

#### **Economic Development**

The County continues to develop planning tools, process improvements, incentives and land development opportunities to create a responsive, business-friendly environment that supports businesses and industries outside of LANL.

#### **Los Alamos National Laboratory**

LANL is Los Alamos County's principal economic driver and most valuable asset and the County's goals to provide more housing, amenities, infrastructure and complementary economies directly support LANL's crucial talent recruitment and retention efforts.

#### **SECTION III: FUTURE GOALS**

#### Goal 1

Increase the availability of quality housing in the County, both affordable and market rate

#### Goal 2

Define and address quality of life priorities

#### Goal 3

Grow a separate, complementary economy to LANL

#### Goal 4

Support and retain LANL as the area's best wealth producing employer

#### **SECTION IV: ACTION PLAN**

#### Goals 1-4

The EVSP Action Plan table segments action items under the four goal areas: housing, quality of life, economic diversification and LANL.

The Action Tables include:

- Description of actions
- Responsible parties and partners
- Estimated costs
- Potential funding sources
- Implementation timing
  - NT: near term goals 0-3 years
  - > MT: mid-term goals 4-7 years
  - > LT: long-term goals 8-10 years

#### I. 2010 GOALS



#### **PROGRESS REPORT**

In the eight years since the 2010 Economic Vitality Strategic Plan was adopted by Council, significant progress has been made toward the four identified focus areas: 1) Support and retain Los Alamos National Laboratory (LANL) as the area's best wealth producing employer; 2) Diversify the economic base; 3) Increase quality of life opportunities; and 4) Increase the availability of housing in the County, both affordable and at market rate. This section lists the actions pursued and progress made on each of the four goals identified in 2010.

#### **2010 GOAL 1**

Support and retain LANL as the area's best wealth producing employer

#### **OBJECTIVE**

LANL remains the nation's premier national security and science laboratory

#### **ACTIONS IN PROGRESS**

 Develop outreach event series (partnered tech/community briefings)
 established and well attended

#### **ACTIONS COMPLETED:**

## Establish robust LANL advocacy program in the region.

The County established advocacy programs and partnerships with the following groups:

## Regional Coalition of LANL Communities

Founded in 2011, this organization pro-actively addresses issues of the neighboring cities, counties and pueblos directly affected by LANL. As one of several founding and funding members, Los Alamos County provides strategic input, promotes events and marketing materials, and participates in lobbying efforts with state and federal legislators regarding key issues, such as increased funding for environmental clean-up and pit production operations.

## Regional Development Corporation of Northern New Mexico (RDC)

The RDC is a regional economic development organization focused on creating a diverse and sustainable economy in Northern New Mexico, specifically Los Alamos, Rio Arriba, Santa Fe, Taos, San Miguel, Mora and Sandoval counties. The RDC works collaboratively to create new jobs in the region by strengthening

services to businesses and developing the infrastructure, public policy and workforce to support job growth. The Regional Economic Development Initiative (REDI), seeks to diversify the economy through the development of industry clusters according to a long-term strategic plan, and the Venture Acceleration Fund (VAF) program supports high-tech, manufacturing and rural start-up ventures through a competitive funding process.

## Richard P. Feynman Center for Innovation (FCI)

FCI manages technology transfer for LANL, identifying mission-focused innovations that may have commercial applications and/or may be marketable, thereby providing support to the innovators to bring the application to market. Los Alamos County partners with FCI on economic development initiatives, including funding the co-op work space and supporting DisrupTECH, an annual outreach event designed to assist LANL spin-out businesses and entrepreneurs in attracting private investors.

#### U.S. Department of Energy (DOE)/ Office of Environmental Management

Los Alamos County Department of Public Utilities (DPU) operates the County-owned electric, gas, water and wastewater systems. In 2017, DPU partnered with DOE's Environmental Management

Los Alamos Field Office to submit applications to the Office of the State Engineer (OSE) to add groundwater remediation and additional points of diversion to monitor and control a chromium plume in the Pajarito Plateau aquifer.

## Support development of research centers outside of LANL.

#### New Mexico Consortium's Biolab

Formed in 2006 to facilitate collaborations between researchers from the Lab. universities and private industry, the New Mexico Consortium has fostered cooperative research efforts in the areas of advanced computing, biomedical engineering, human health and agriculture, and modeling and analysis, and generated more than 150 jobs. In 2011, Los Alamos County Council approved a \$1.5 million Local Economic Development Act (LEDA) grant, part of a \$2.64 million land grant, to fund the New Mexico Consortium's acquisition of equipment and construction of the area's first wet laboratory/greenhouse facility at the Entrada Research Park. The 26,000 square foot facility, completed in 2013, supports unprecedented cross-disciplinary research in the areas of plant biology, biomedical technology and engineering, and serves as a test bed for bioscience innovation.

#### **2010 GOAL 2**

Diversify the Economic Base

#### **OBJECTIVE**

Los Alamos doubles the amount of primary income derived from non-LANL sources

The metric "primary income" for Los Alamos is subject to multiple interpretations and was not defined for the 2010 EVSP. Therefore, no precise baseline was established to accurately measure performance for this objective. However, all but one of the Supporting Actions described below were achieved which, combined, provide a solid foundation for increasing job opportunities and revenue to the County. See EVSP 2018, Goal 3 Grow a Separate, Complementary Economy to LANL.

#### **ACTIONS IN PROGRESS**

 Construct several new technology facilities to attract high-end companies

#### **ACTIONS COMPLETED:**

# Brand and promote Los Alamos in support of and consistent with the Economic Vitality Strategic Plan.

The County procured contract services to create a brand platform, narrative, identity and a Brand Action Plan approved by Council on April 4, 2017. The plan provides a road map of strategies, tactics and measures to help residents, businesses, organizations and local government become Los Alamos ambassadors, working together to make the community a great place to live, work, play and stay. This ambassadorship focus serves to positively shape the perceptions of Los Alamos in the minds of business and talent prospects, as well as tourists and visitors.

# Assure every property in Los Alamos has access to broadband communication service.

Through the Regional Economic Development Initiative (REDI), the County assisted in the development and implementation of REDINet, a high-speed, open access, community broadband network. Owned and operated by a consortium of local

and tribal governments, including the counties of Los Alamos, Rio Arriba and Santa Fe, the City of Española, the Pueblos of Okay Owingeh, Pojoaque, Santa Clara and Tesugue, and the North Central New Mexico Economic Development Council of Governments, REDINet provides service to participating northern New Mexico communities. Currently, Los Alamos County is unable to connect to the rest of the network via fiber tie-in and is using microwave radio technology as a short-term solution. While this is an acceptable short term fix, it does cause a "pinch point" in service by limiting bandwidth capacity.

# Establish or support one or more advanced technology or workforce training centers outside LANL. And promote Los Alamos as a community testbed and model for emerging technologies.

The New Mexico Consortium's facilities have served as a research center, an advanced training center and a testbed for emerging technologies, including UbiQD's quantum dots manufacturing, Viome's artificial learning engines and the biolaboratory, described in detail under EVSP 2010 Goal 1 (page 7).

#### Seek to have headquarters of any new Valles Caldera-related National Park or Preserve unit located in Los Alamos County. Seek to have Manhattan Project National Historical Park created in the community.

In 2015, legislation was signed into law to create the new Manhattan Project National Historical Park (MPNHP). Concurrently, the Valles Caldera National Preserve was designated a National Park, essentially making Los Alamos the gateway to three National Parks. The MPNHP site's visitor center is located in downtown Los Alamos, and staffed with Park Rangers.

# Reestablish scheduled commercial passenger air service.

The County contracted with two passenger air service providers between 2013 and 2015. However, without the primary federal subsidy provided to other likesized destinations, as well as scheduling issues and weather cancellations, it was determined that the service could not attract the travel traffic required to make if fiscally sustainable.

# Establish a world-class higher education program in science, technology and engineering, and other professions, graduate and/or undergraduate.

The Los Alamos campus of University of New Mexico coordinated with LANL to determine the education and expertise the Lab is seeking to fill entry level positions and developed certification programs in Environmental Science, Emergency Medical Technology and Cyber Security.

# Construct a hotel, conference center and tech attraction in downtown.

A new hotel product has long been a goal for the County to compete with Santa Fe lodging establishments for LANL visitors. This need was underscored with the permanent closure of the Hilltop House in 2013 and the temporary closure of Motel 6 in 2015. Fortunately, the Hilltop House property was purchased in 2015 by Atomic City Investments, a subsidiary of Texas Capital Partners\*, with plans to rehabilitate and reopen the hotel. In addition, the Pueblo Canyon Inn and Gallery changed ownership and was reopened as a new Bed & Breakfast (B&B) in 2016, and the Canyon Inn B&B, once an extended stay property, was purchased and renovated to expand its capacity from two to four rooms, opening in January 2018. Motel 6 completed improvements with a scheduled reopening in 2018, and Lodgers' Tax revenues from FY2014 through FY2017 increased 39%.

\*Texas Capital Partners is also the parent company of Pajarito Recreation Group, LLC which now operates the Pajarito Mountain resort and recreation facilities, as well as other ski resorts throughout the southwest.

#### **2010 GOAL 3**

Increase quality of life opportunities

#### **OBJECTIVE**

Los Alamos is the community of choice as the place to live for all of our workforce, including young adults and entrepreneurs. Most everyday goods and services are available locally with reasonable selection at competitive prices. Los Alamos is increasingly attractive to our commuter workforce as a place to shop and dine.

#### **ACTIONS IN PROGRESS**

- Establish high-end, substantial
   RV/Camping park
- Establish and enhance world-class sporting events

#### **ACTIONS COMPLETED:**

## Establish an anchoring retail store.

Smith's Marketplace Following a concerted public effort and partnership with the Los Alamos Public Schools, the County secured the first Smith's Marketplace in the state of New Mexico, replacing an undersized and outdated Smith's Food & Drug. The new store provides the product variety, food services and soft goods items consistent with a "big box" store, helping to keep residents shopping on "the Hill" and contributing to the local economy, as evidenced by an overall GRT increase in the retail sector.

Fully implement Los Alamos Creative Cultural District. The district will comprise the pedestrian core of the downtown and will be branded to encourage heritage tourism.

**Creative District** Los Alamos County expanded its contract with the Los Alamos MainStreet to include a half-time Creative District curator to coordinate with attractions and businesses in the Los Alamos Creative District, and to implement the Los Alamos Creative District Master Plan Se-

ries such as "On Tap," "Tuesdays at the Pond," the Summer Friday Night Concert Series and annual ScienceFest brought thousands of locals and visitors to businesses and outdoor venues within the Creative District.

# Develop and implement approaches to improving the appearance of commercial areas.

Downtown Projects The County completed numerous capital projects to improve both the function and appearance of public facilities. In Los Alamos, projects included a new County Municipal building and Nature Center, refurbishments to the historic Fuller Lodge and Ashley Pond Park and streetscape improvements in the downtown district. In White Rock, the County built a new fire station, visitor center and public library, and renovated existing space to accommodate the senior and youth activity centers. Streetscape improvements to White Rock's main arterial, State Road 4, were made to encourage visitors to stop and visit the commercial areas, and the Cañada del Buey trail was paved throughout the downtown area to encourage pedestrian and cycling activArt in Public Places Since 2010, the Art in Public Places Board have contributed to downtown revitalization through more than \$650,000 of outdoor art installations designed to enhance public facilities and engage the public, including giant pottery along the SR4 right-of-way.

**Code Enforcement** County Council adopted more comprehensive property maintenance codes in 2016 to address blight in Los Alamos and White Rock, correcting unsightly, unsafe conditions.

Develop and implement a comprehensive signage program supporting effective wayfinding to attractions and commercial areas.

Wayfinding Plan Completed in November 2017, the Plan provides recommendations for cohesive, updated or additional signs to promote recreation and visitor attractions, as well as enhancing mobility for bicyclists and pedestrians

#### Construct a Teen Center.

Los Alamos Teen Center The County transformed the historic Community Building at Ashley Pond into a multi-media Teen Center in downtown Los Alamos, within walking distance to restaurants, transit and other public resources like Mesa Public Library and the skate park.

Identify categories of retail service businesses that will complement the existing retail mix and establish a program of proactive recruitment of businesses in the targeted categories.

Los Alamos County's Economic Development Division, together with the LACDC Executive Director, worked with commercial developers and attended the International Council of Shopping Centers (ICSC) RECon show in Las Vegas to pro-actively recruit restaurants, hotels and other retail businesses to the County.

#### 2010 GOAL 4

Increase the availability of housing in the County, both affordable and at market rate

#### **OBJECTIVE**

Quality housing is available at reasonable prices across a broad spectrum of types, styles and sizes. Homes and neighborhoods present a positive community image.

#### **ACTIONS IN PROGRESS**

- Establish realistic targets and goals for population and housing growth, if any
- Create additional independent senior housing/condos

#### **ACTIONS COMPLETED:**

Encourage construction of affordable "green" housing units (per Los Alamos Affordable Housing Plan).

**A-9** This 4.2 acre parcel on the north side of DP Road in Los Alamos is within a few blocks walk from Smith's Marketplace and other downtown amenities. A developer that specializes in low-income housing tax credit projects has submitted a proposal to the Mortgage Finance Authority (MFA) in New Mexico for 70 Section 8 (income qualified) apartment units. Pending MFA approval, the project will move forward with the land sale in November of 2018 and occupancy in late 2019.

A-13/12 Located at the Townsite, just east of the Los Alamos Medical Center, this 12-acre site overlooks Los Alamos Canyon with 180-degree mountain views. It is the ideal location for "The Hill," 150 Class A, high-end apartments that will be constructed, owned and operated by a Santa Fe developer, pending completion of the due diligence process in mid-2019. Though not LEED-certified, the project includes green practices, such as water harvesting, and will provide another high-demand housing option.

Encourage rehabilitation/
redevelopment of appropriate
existing housing stock to
improve quality/appearance
of housing and address
"affordable" housing needs.

A Homebuyer Assistance Program (HAP), approved by Council, was launched in 2017, offering prospective homebuyers who are low-income qualified an opportunity to apply for loan assistance when buying in Los Alamos.

The Home Renewal Program (HRP) was launched in 2016, offering low-income qualified homeowners in Los Alamos County the opportunity to apply for both financial assistance and a technical assistance program. The deferred 0% interest loans pay for critical improvements, including energy efficiency upgrades, code compliance repairs and new roofs that greatly improve the livability of older housing stock in the community.

Clean Up Day The annual County-wide "Clean Up Los Alamos" Day, held at the end of each April, encourages neighborhood clean-up events just before high fire season. The County's Environmental Services Department offers free trash disposal at waste stations and hosts a volunteer appreciation picnic.

**Brush and Bulk Collection** In an effort to keep neighborhood curbs clear of debris, the County switched from quarterly curb pick-up of large items to pick-up by appointment for a \$25 fee.

Code Enforcement With Council's adoption of more comprehensive property maintenance codes, the County's nuisance code enforcement program now addresses blight in neighborhoods, and improved curb appeal for homeowners.

Develop policy and master plan for development of A-19; model development for environmental sustainable practices; market to commercial and residential builders.

**A-19** The County Manager's Office, along with Economic Development and Community Development attracted a large residential developer to design and build out 161 single family homes on this 60-acre DOE transfer parcel. Located on the north side of State Road 4, just west of the White Rock Visitor Center, this new housing development includes 2.5 acres designated for commercial use and will be the first large-scale development in White Rock in more than 18 years.



#### **II. LOS ALAMOS COUNTY 2018 SNAPSHOT**



Since the 2010 ESVP, there have been many changes to the County's economic environment. Decisions made by the Los Alamos National Laboratory, as the County's largest employer, often create the most significant impact to our local economy. During this period, the Laboratory has been impacted by cyclical changes in its available budget, initially experiencing decreases but more recently receiving important additions to its overall operating budget. For the past two years, LANL has actively recruited more than 2,000 new employees to replace new retirees, compounding local demand for housing. In 2014, a new Smith's Marketplace opened in Los Alamos, providing a much broader range of products - including both groceries and general merchandise - than were previously available. The overall Smith's development included over 10,000 square feet of new retail space as well, which has attracted new businesses to the community. In the same time frame, Los Alamos County invested over \$50 million in new development projects, replacing several public facilities but also adding new services and facilities for the public's enjoyment. High values placed on available properties, specifically including those that are obsolete or blighted, have slowed the process of redevelopment in Los Alamos and White Rock. The Department of Interior (DOI) established two National Parks (Manhattan Project National Historical Park and Valles Caldera National Preserve) that border County land, prompting the County to pursue new Tourism opportunities including the development and adoption of a plan focused on this subject. Despite the closure of two hotels over this period, Lodgers' Tax revenues have steadily increased since 2013, nearing pre-recession highs.

The following section will provide a snapshot of the existing state of the County's economic environment, with highlights of the following key issues and priorities:

- **Demographic Profile** population, median age, average household income, unemployment and top employers
- Housing supply/demand, land development
- Quality of Life safety, governance, transportation, capital improvements, amenities, schools
- **Economic Development** initiatives to improve infrastructure and increase hospitality, retail and workforce offerings
- LANL collaborations and influence

This review of Los Alamos County's economic assets and challenges begins to reveal the gaps and potential solutions. Section IV Goals present a path forward.

#### **DEMOGRAPHIC PROFILE**

#### **Demographic Characteristics**

Los Alamos residents are highly educated, with many residents holding a Master's degree or Ph.D., and almost three-quarters of the households having an income higher than \$65,000. Most households are affluent married-couple families, having an active lifestyle both civic-minded and physically. The population averages 43 years of age, participates in a wide range of public activities and sports, and travels extensively.

Los Alamos is set apart from its competition by its assets, including a variety of available outdoor activities, top ranked schools, rich scientific history, cultural diversity and the positive attitude of its citizens toward volunteerism.

Community life features a small-town atmosphere, low unemployment, low crime rates and excellent schools. Cultural and recreational opportunities abound, with plenty of hiking and biking trails, skiing at the local Pajarito Mountain, and access to three National Parks within a 15-minute drive.

#### **Population**

There has been no significant population growth in Los Alamos County in nearly forty years. Although the trend has reversed due to the improved national economy and the federal defense budget supporting the continued LANL funding, the sub-25,000 population limits the County's ability to attract national retail.

#### **Demographic Snapshot:** 2010 to 2016\*

METRIC	2010	2016*	
Daytime Population	24,000	26,000	
Resident Population	17,950	18, 1 <i>47</i>	
Median Age	44.3 years	43.5 years	
Average Household Income	\$101,535	\$105,902	
Unemployment Rate	3.9%	4.0%	
High School Degree or Higher	99.3%	97.2%	
Bachelor's Degree or Higher	64%	64.6%	

#### Major Employers \* \*

EMPLOYER	BUDGET	# EMPLOYEES	
Los Alamos National Laboratory	\$2.2 billion	14,300	
Los Alamos County	\$200 million	700	
Los Alamos Public Schools	\$45 million	675	
Los Alamos Medical Center	unavailable	300	

<sup>\*</sup>Estimated projections in 2016 dollars U.S. Census Bureau, census.gov

<sup>\*\*</sup>Los Alamos County Economic **Development Division** 

#### HOUSING

#### **Los Alamos Housing Trends**

The current housing demand in the Los Alamos is extremely high, with available inventory at an all-time low. Between 2016 and 2018, the County has sought to meet the housing needs of 2,500-3,000 LANL employees who are retiring and want to stay in Los Alamos, as well as the same number of new, younger employees—and their families—who LANL is hiring to replace them.

There is a very limited supply of housing stock with limited variety of housing price ranges. LANL data demonstrates that 57% of their workforce is choosing to reside outside of Los Alamos County. It is believed that if more, quality housing stock can be developed, many of these commuters will choose to buy a home and live in Los Alamos.

These trends present an unprecedented need for housing units of all types including, rental unit apartments, multi-family townhouse/condominium units, low income affordable housing, senior housing for purchase, single family homes and rightsizing options for "empty-nesters."

	1990	2000	2010	2016*
Resident Population	18, 115	18,343	17,950	18,147

Pursuant to the County Council's Strategic Plan goal—to promote the creation of a variety of housing options for all segments of the Los Alamos Community, including infill opportunities, as appropriate—the County's Community Development Department (CDD) plans to commission a professional housing study to provide a more current and accurate understanding of housing needs and gaps in housing stock.

The County will explore all opportunities to convert available land or blighted properties to their highest and best use, utilizing existing policies and programs, such as land donation for affordable housing, the Homebuyer Assistance Program and the Home Renewal Program. The CDD has stepped up efforts via code enforcement to spur private commercial property owners to clean up their properties and, in some cases, move toward demolition of unsafe structures—potentially for redevelopment. The County is assisting as much as possible to help the residential development of parcels A-13, A-19 and A-9,

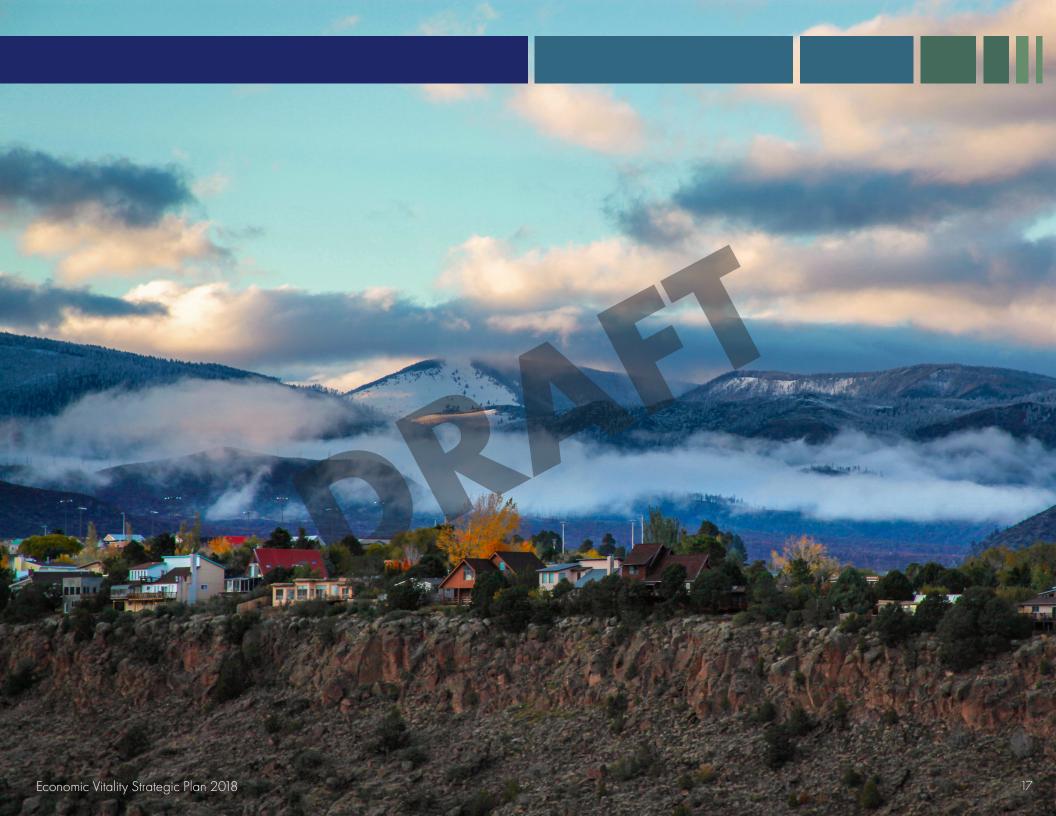
which will bring as many as 380+ housing units to the market between 2019-2021.

#### **Land Development**

The County's Economic Development Division has established a land asset inventory and is working with the DOE to transfer remaining parcels. As recommended by the Comprehensive Plan, transfer parcels are being rezoned and subdivided for future development of commercial and residential products to attract new residents, retail and workforce. Transfer parcels that have been obtained for development include:

• Parcels A-8-a and -b: +/-25 acres located on the southwestern edge of DP Road and bordered by Los Alamos Canyon to the south. This parcel has been deeded to the County and rezoned to mixed-use. Development opportunities include multi-family, retail, residential, lodging, recreation or a combination thereof.

<sup>\*</sup>Estimated projections in 2016 U.S. Census Bureau, census.gov



#### **QUALITY OF LIFE**

#### **Safe Community**

Safety is a key quality of life marker when choosing to stay or move to a new community. Los Alamos County consistently receives high scores by entities like the National Council for Home Safety and Security, LIVABILITY.com and other media that regularly rate crime statistics as part of a community's demographic profile. While Los Alamos' remote, cul-de-sac location certainly helps to keep crime at bay, the presence of a high-security national laboratory is another strong deterrent. In addition, the County contributes funding and/or event support for the following safety programs that are designed to keep Los Alamos children safe:

#### Community Health Council Initiative

This group works with LAPS to implement a Strategic Prevention Plan to address key areas of need, such as reducing teen substance abuse, addressing high-risk student populations and increasing student resiliency. The County funds a School Prevention Specialist and other outreach, studies and training opportunities.

#### • Public Safety Partners

Three School Resource Officers (SROs), from the Los Alamos Police Department (LAPD), as well as a Juvenile Officer, are assigned to the elementary schools, the Middle School and the High School to provide guidance, training, and security to enhance the school's safe environment.

#### • Community Outreach Programs

Other community outreach programs offered throughout the year by LAPD and Los Alamos Fire Department (LAFD) focus on young children in the elementary schools and emphasize similar safety themes for the home or environment, such as fire prevention and "don't text and drive, stay alive," through public safety announcements targeted to youth and adults.

#### Safety Town

This program is designed to provide an opportunity for students entering kindergarten to learn about safety in their school, community and neighborhood, including safety strategies for dealing with fire, bicycles, animals, guns, strangers, drugs and transportation.

#### **Quality Governance**

The County recognizes that public trust and government transparency are strong contributors to quality of life and has taken several steps to educate citizens about how they can participate in decisions made for the community. The following formal and informal opportunities are provided to engage the public.

Council Meetings can be viewed on PAC 8 television, streamed via internet or attended in person, with the opportunity to provide public comment during the meeting. The County also offers next-day video playback for any meeting that is streamed, which is useful for those who may have missed a session.

#### • Open Forum

This interactive platform on the County's webpage allows the public 24/7 access to comment on questions posted by the County. Unlike more traditional email comment options, Open Forum permits users to set up a profile with their information and then post a comment that can be viewed and supported by others with the easy click of a button. Those who register receive email alerts once a new topic is posted.

#### **Quality Governance (continued)**

#### Radio Show

A Councilor visits with talk show hosts on KRSN radio the morning after Council meetings in a special "council meeting recap."

#### Booths

Councilors, County departments, and boards and commissions host booths at the Farmers Market and County Fair throughout the summer to visit with residents about concerns, survey them about changes in policies or processes, and collect feedback about improved or expanded services.

#### Monthly Reports

The County Manager issues monthly reports to Council that summarize accomplishments from every department for the previous month. These reports are shared with the media and recaps are presented to Council during regular sessions.

#### E-communications

The County uses losalamosnm.us website, Los Alamos County Facebook, Instagram and NextDoor pages and the "County Line" weekly e-newsletter to post activities, services and emergency information.

#### Customer Care Center

This team is a one-stop shop staffed by friendly representatives ready to answer any question or log any concern or complaint about County government.

#### **Transportation**

Public transportation is an important criterion for prospective employers, employees, residents and visitors who are considering Los Alamos as a place to live, work, play or stay. The County supports the following transportation systems to connect locals and visitors to key attractions within its boundaries and throughout the region:

#### New Underpass to Connect Canyon Rim Trail.

The New Mexico Department of Transportation is contributing \$2 million to the construction of a trail underpass at NM502 near the Entrada Business Park. The underpass will connect the businesses at Entrada and those using the La Mesa Trail on the north side of NM502 to the Canyon Rim Trail on the south side. In addition, the County is working on potential Canyon Rim Trail alignments heading west of Smith's Marketplace to 20th Street, which will be Phase 3 of the Canyon Rim

Trail. An extension of the trail could take trail users across Trinity Drive to downtown businesses on Central Avenue and beyond to the Nature Center, which would then connect several major trails that extend off Acid Canyon and further north.

#### Pedestrian enhancements.

New automated audio and voice systems were added into Atomic City Transit buses to notify sight or hearing impaired riders of bus stops as riders approach drop off points. Crosswalks with audible systems announcing walk/stop changes will continue to be implemented in 2018 at Diamond/West Rd, Trinity and Canyon intersections to aid the sight impaired.

#### **Transportation (continued)**

#### Bike-Friendly Community Designation

As of November 2017, Los Alamos County is a designated "Bike Friendly Community"—one of only four New Mexico cities to be honored with a Bronze award from the Bicycle League of America. The award recognizes the effort a community places into providing bike trails and connections as a viable mode of transportation. Part of the award credit goes to adoption of a Bicycle Master Plan, which outlines bike and pedestrian alignments that will be implemented as part of street renovation and repair projects.

#### North Central Regional Transit District (NCRTD)

Since 2003, the County has funded a portion of the operating expenses for this bus system serving Northern New Mexico communities with bus routes to/from Los Alamos. In April, NCRTD was awarded over \$1 million dollars from the New Mexico Department of Transportation (NMDOT) for its Americans with Disabilities Act (ADA) Transition Plan, under the Federal Highway Administration's Transportation Alternatives Program (TAP), to modify NCRTD

bus stops and facilities to bring them into ADA compliance.

#### • Atomic City Transit (ACT)

The County provides this no-charge bus service throughout the Los Alamos and White Rock areas. ACT also provides special shuttle services for community events held in Los Alamos, White Rock and on Pajarito Mountain.

#### Bandelier Shuttle

In 2012, after Bandelier National Monument was forced to close the majority of its parking areas due to flooding, Los Alamos County has provided ACT buses to shuttle Bandelier-bound visitors from the White Rock Visitor Center to the National Park during the high tourism period (mid-May through mid-October). Over the years, the County has worked with Bandelier to improve the visitor experience, including informational videos and materials on the buses, posting of additional wayfinding signage, installation of National Park Pass kiosks and construction of a new bus shelter near the White Rock Visitor Center.

- The County promotes other privately operated transportation services, including the Los Alamos Taxi Service and rental car service available from Enterprise/National at the Los Alamos County Airport.
- The Los Alamos County Airport accommodates private planes only, but provides a complimentary crew car to pilots and passengers that need to travel from the airport to destinations within Los Alamos County.

#### **Capital Improvement Projects**

As of December 2017, the following four community recreation projects were approved by Council to proceed with design and construction, beginning in 2018:

#### Golf Course Improvements

This project includes development of a plan for the improvements at the local course at a cost not to exceed \$4.524 million. Improvements will be implemented over three years to keep a portion of the course open for play. The top priority is to replace the aging and inefficient irrigation system, safety netting and cart paths.

## Capital Improvement Projects (continued)

#### Ice Rink Improvements

Funded at \$1.2 million, this project includes a plan to improve locker rooms, restrooms and the warming hut at the existing outdoor ice skating rink in Los Alamos Canyon, as well as a shade study to address melting concerns for the ice and extend the season.

#### Splash Pad at Piñon Park in White Rock

The County is developing a design for a Splash Pad in White Rock at a cost not to exceed \$720,000.

#### Kiddie Pool (Adjacent to the Aquatic Center)

The County will hire a consultant to complete the design of a new \$6.5 million Kiddie Pool with easy entry zone, splash features, lazy river and slide. It will be built using County land on the eastern grassy slope of the existing Aquatic Center with access provided from the main pool.

#### Schools

Los Alamos Public Schools' (LAPS) consistently rank first in New Mexico and among the nation's high-performing districts. In addition to fully leveraging its operating budget, which is funded, in part, by the State Funding Formula for Education, LAPS is managing land parcels to provide funds to enhance its quality programs and operations. In recent years, LAPS has invested in renovating or replacing its aging infrastructure, including its school buildings.

Largely due to lack of housing, more than half of workers employed at the County's businesses live off the hill with 57% of 11,300 workers at LANL and 53% of 764 workers at the County. However, many take advantage of the state-mandated Open Enrollment Act (JF1) to enroll their children, ages K-12, in Los Alamos' high ranking schools, transporting their children to and from schools as part of their daily commute. In recent years, LAPS has had the capacity to enroll out-of-district students which enable the children to benefit from outstanding teaching and learning. LAPS is the only public school district in New Mexico with a waiting list for out of district students.

## COUNTY COUNCIL STRATEGIC PLAN VISION STATEMENT

Los Alamos is a world-renowned community where discovery and innovation are inspired by its dramatic history and magnificent mountain setting. We offer extraordinary educational, recreational, and cultural opportunities in a vibrant, small-town atmosphere.

#### **ECONOMIC DEVELOPMENT**

#### Strategic Planning & Process Improvement

Based on an extensive public input process, the County has updated strategic plans, incorporated new systems and overhauled procedures with the goal of delivering business-friendly services and facilitating economic development.

#### • Comprehensive Plan

Updated in 2016 and accepted by County Council, the Comprehensive Plan provides guidance and authority for the County to make key decisions regarding how tax payer dollars are allocated to deliver County-wide benefit. The plan focuses on goals and policies that relate to the growth, appearance and land uses on property in the County. As a living document, the "Comp Plan" will be amended to respond to changing laws, economic conditions and County goals regarding land use, development, infrastructure improvements, signage and other priorities.

Planning and Zoning
 Staff from the County Community
 Development and Public Works

departments completed purchase, rezoning, subdivision, access and infrastructure improvements for land south of 20th Street and at Entrada Business Park to sell for commercial and retail development. Both areas were rezoned from commercial and/or light industrial to mixed-use to stimulate redevelopment and economic development.

## Improved Business, Contractor and Citizen Access

After thoroughly reviewing processes and procedures in 2016, the County's Community Development Department (CDD) updated forms and improved internal work flows to significantly reduce turnaround times for permit processing. The following system changes have been implemented to increase the level of customer service:

- A Citizen Self Service (CSS) portal allows contractors and residents to submit plans and building permit applications online and track them through the process.
- CDD staff host: public meetings with building inspectors, planners and code enforcement officers; monthly luncheons featuring guest

speakers and topics of interest in the building industry; and quarterly Saturday morning open houses for residents.

New permitting software (EnerGov) automates application processes and provides new, online user-friendly access for the public. This new system has generated submittal of more residential and commercial permits, indicative of economic growth and community revitalization. The number of permits – especially in the area of residential permitting – is anticipated to increase in 2018 with the planned new housing development, remodeling and low-interest loan programs.

#### LOS ALAMOS BRAND PLATFORM

For those who never stop questioning what's possible, Los Alamos County, in the elevated outdoors of Northern New Mexico, and home to the Los Alamos National Lab, is where some of the world's best brains power breakthroughs that shape our world, so you are challenged to think bigger and live brighter.

#### **BRAND ESSENCE**

Cultivating curiosity and creating aha moments.

#### **BRAND IDENTITY**



\*Los Alamos County Finance Division

#### **Tourism Industry Development**

In anticipation of continued tourism economic growth projections for Los Alamos and New Mexico, the County has a Tourism Strategic Plan with plans to leverage the County's tourism assets to increase the retail and hospitality business sector, and unify and enhance tourism efforts.

#### • Tourism Strategic Plan

Completed in February 2018, this Plan recognizes tourism as an economic driver. It provides recommendations for leveraging existing tourism assets and marketing to sustain and manage growth. The plan also provides guidance for decisions relating to community investment, cultural opportunities and physical development for the benefit of both visitors and the community. Complementary initiatives, such as wayfinding, branding, high altitude recreation and film tourism are coordinated as part of this plan.

#### • Lodging Development

Since 2010, Lodgers' Tax revenues initially declined, reflecting the impacts of the national recession and a decrease in LANL's use of contractors. Following a 19% dip in 2013, Lodgers' Tax revenues steadily increased, with a 16% injection in 2015 when Los Alamos became the gateway to three National Parks. With the implementation of the County's Tourism Strategic Plan over the next three to five years, the County anticipates at least a 6% increase in Lodgers' Tax revenues each year. Smith Travel Accommodations Research (STR) reports issued in 2017 also show occupancy and average daily rate (ADR) trends that indicate a healthy demand for a new full-service hotel in Los Alamos.

> Los Alamos County Lodgers' Tax Revenue and Year-Over-Year Difference\*

> > 23

YEAR:	2010	2011	2012	2013	2014	2015	2016	2017
Revenue:	\$288,152	\$272,623	\$251,542	\$202,552	\$206,270	\$239,847	\$253,981	\$281,820
Y-O-Y Diff:	baseline	-5%	-8%	-19%	2%	16%	6%	11%
# Rooms	370	370	370	277	277	214	214	214

Economic Vitality Strategic Plan 2018

#### **Infrastructure Development**

#### Land Development

The 2016 Comprehensive Plan provides guidance and authority for the County to implement rezoning, subdivision, access and infrastructure improvements to the parcels listed below to facilitate the sale or lease of County-owned land for commercial and retail development:

- > A-6 and A-5-1: +/- 22 acres located south of State Road 502 across from the airport. While the parcels are still zoned public land, the Comprehensive Plan's Future Land Use Map re-designates the parcels as mixed-use. Although the parcels are narrow, there is potential for development along the Canyon Rim Trial which hugs the southern edge of the parcels and is a substantial asset to the properties.
- > A-16 has recently been deeded to Los Alamos County from the Department of Energy (DOE). The 20+ acre site is located on DP Road and will be ideal for commercial/industrial development. The County is in the process of filing for a subdivision and zoning designations on the parcel. Once

completed the parcel will be made available (mid-2019).

» South 20th Street: Development of mixed-use projects south of 20th Street opens the door for a potential traffic signal/pedestrian crossing at the intersection of NM501/Trinity Drive and 20th Street. This would provide a key connection point between the under-served commercial areas south of Trinity to the Downtown/MainStreet/Creative Districts.

#### Internet Service

Connectivity and service continues to be a top County priority for business development, talent recruitment and general quality of life for residents.

» **Broadband Service:** Los Alamos and White Rock are currently served by a single fiber-optic path that connects the area to the rest of the world. Any potential disruption to this path—referred to as the "Middle Mile"—would isolate Los Alamos and White Rock, creating a public safety issue for the County, its residents, and LANL. County Economic Development and Information Management staff are providing support to LANL as it works with

CenturyLink to construct a new alternative fiber route through National Forest Service property to establish reliable communications for voice and data services. This project would ensure national security at LANL, as well as business communications and community public safety.

> Public Wi-Fi: The County Information Management Division has expanded public Wi-Fi service in the heart of the historic district of downtown Los Alamos, so locals and visitors alike can access tourism apps and internet from any carrier. Expanded Wi-Fi enhances the visitor experience, while touring the Manhattan Project National Historical Park attractions, such as Fuller Lodge, the History Museum and Ashley Pond Park, as well as all County buildings. The network is comprised of 11 access points with an approximate range of 30 feet omni directional. The access points are strategically placed to provide coverage in the downtown area to support the walking tour mobile app. Provision of this service encourages visitors to linger, stay longer and shop local.

#### **Retail Development**

While the new Smith's Marketplace and other retail and services businesses have served to partially stem retail leakage, Los Alamos continues to be under-served in terms of retail square footage in comparison to national trends. Retail spending per capita at local establishments continues to be far below norms, even when adjusted for the small community size. Gaps in retail products and services send residents out of the County to do some of their shopping and spending. Additionally, online shopping continues to divert GRT dollars from the County base.

Los Alamos' remote location presents challenges for the County, especially in its quest for new retailers, services and housing residents desire, according to the County's biannual citizen surveys. Most retailers require a minimum residential population of 25,000 to locate a new store. Los Alamos' daytime population hits that target, however the County does not have the housing to allow them to reside locally. Limited developable land forces new residential and commercial development to build vertically, potentially blocking the surrounding scenery. Available space fetches premium lease and market rates, too high for many retailers and service providers who may bring services up the hill to the County.

The County's Economic Development Division partners with the Los Alamos Commerce and Development Corporation, the Los Alamos Chamber of Commerce and the Los Alamos MainStreet organizations to support existing retail businesses. The County EDD-LACDC partnership also works with local commercial realtors and attends the annual International Council of Shopping Centers (ICSC) RECon convention in Las Vegas to welcome new restaurants, hotels and service businesses to locate in Los Alamos.

#### **Workforce Development**

Los Alamos County has a high level of employment—with 1.71 jobs in the community for each citizen in the workforce—that is largely comprised of specialized technology talent from around the world. Relatively few of the available jobs are in the service industry. This presents a challenge to the County as it pursues retail businesses desired by County residents. For product and service retailers considering entry to a new market, an existing service workforce is a key criterion. Los Alamos' relatively high cost of living, compared to surrounding communities, is a barrier to attracting service workers who cannot afford to buy or rent a home nearby work. The County works with the Regional Development Corporation of Northern New Mexico (rdcnnm.org) and the State of New Mexico's Economic Development Department (newmexico.gov/business) to develop the infrastructure, public policy and workforce to support job growth through the following programs:

- Workforce/Accelerate partners with higher education institutions throughout the Northern New Mexico region to increase the pool of entry-level workers in science, technology, engineering and math fields
- High Tech Roundtable facilitates networking and panel discussions for regional high-tech businesses.
- Regional Economic Development Initiative (REDI) is a collaboration of Northern New Mexico cities, counties, pueblos and private sector businesses to create jobs and business infrastructure in key industry clusters, including renewable energy, technology, media, film and value-added agriculture.
- Entrepreneurial Network provides support for businesses and startups in northern New Mexico counties, including Los Alamos.

## Workforce Development (continued)

- Venture Acceleration Fund (VAF) provides early stage seed funding to startups.
- 20/20 Campaign identifies and recognizes the region's fastest high growth companies that are job creators for the region.
- projectY Co-work Los Alamos is a collaborative work space that serves as a hub for start-ups, freelancers and others to connect with like-minded entrepreneurs, business experts, investors and mentors, and operates on a membership and day-pass model.

## LOS ALAMOS NATIONAL LABORATORY

#### **LANL Influence**

Los Alamos' local economy is largely driven by federal funding allotted to the Los Alamos National Laboratory (LANL). Currently, the vast majority of the County's primary industry activity is represented by LANL activities, either directly or indirectly. LANL compensates well and Los Alamos has among the highest median household

income levels in the nation. In January 2018, Forbes ranked Los Alamos County the 6th wealthiest county in U.S. LANL's key role as steward of the nation's nuclear stockpile commands a highly specialized workforce to conduct mission-critical work. However, LANL's funding is subject to annual approval by U.S. Congress. LANL historically receives an increase in funding each year. There are uncertainties that trigger a cautionary response and a conservative economic stance by the County. In fall 2018, the National Nuclear Security Administration (NNSA) is expected to hire a new contractor to take over Lab operations, which may or may not be a taxable entity, a fact which directly affects the community's ability to provide services.

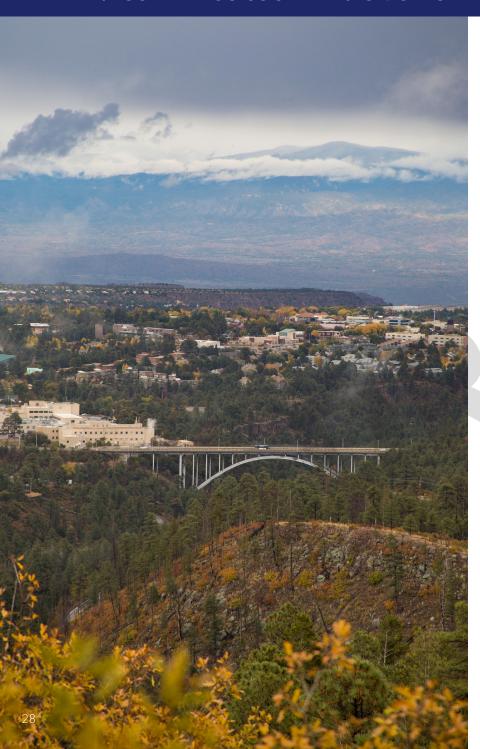
LANL has been working to fill projected vacancies created by retirees with new employees, hiring approximately 1,000 in 2016, another 1,000 in 2017 and an estimated 800 in 2018. The County is working with the Lab to support recruitment efforts to bring new workers and their families to live and work in Los Alamos. In addition, LANL's new environmental management contractor, N3B, began working in January 2018, with a plan to employ an estimated 400 employees.

#### **LANL Collaborations**

Los Alamos County collaborates with LANL's Richard P. Feynman Center for Innovation (FCI), the New Mexico Consortium and the Regional Coalition of LANL Communities to build, strengthen and diversify the economy. (See a description of work conducted to date with these organizations under the EVSP 2010 Progress Report section, 2010 Goal 1.)



#### **III. LOS ALAMOS COUNTY 2018 GOALS**



A ten-month period of analysis and strategic planning by the members of the Economic Vitality Action Team culminated with renewed strategic goals and objectives that will guide the County forward into what is envisioned to be a new phase of sustainable development and economic growth. In addition to evaluating what progress had been made since the 2010 plan, the EVAT completed a comprehensive environmental scan of the current economic profile of the community.

In order to provide more engaged focus on the core economic issues, the EVAT was broken into four separate working groups, with each given the task of evaluating a specific goal area. Each group met on multiple occasions to determine how goals needed to be reshaped or, if necessary, re-prioritized. Once this work was complete, each group brought their findings back to the main group for further discussion and refinement.

Through this process, the group determined that the four existing primary goals of the EVSP were still relevant and of primary importance for the economic growth and sustainability of Los Alamos. Some of the supporting objectives and tactics were re-framed to reflect more current trends, economic conditions and opportunities for success.

#### **2018 GOAL 1**

Increase the availability of housing in the County, both affordable and market rate

#### 2018 GOAL 2

Define and address quality of life priorities

#### **2018 GOAL 3**

Grow a separate, complementary economy to LANL

#### **2018 GOAL 4**

Support and retain LANL as the area's best wealth producing employer While LANL is undeniably the County's principal economic driver and most valuable asset, the 2018 goals for economic vitality (left) are prioritized in order, above LANL, to reflect the Lab's most pressing needs to recruit and retain its workers: housing, quality of life amenities and economic infrastructure and industry options.

By increasing the availability of housing in the County, both affordable and market rate, Los Alamos will have the capacity to offer housing options to those families looking to live in the County. By approaching the housing goal holistically, (developing housing product for all households along the continuum of need and/or choice), households should have a variety of housing options available to "right-size" to a home that meets their needs. The challenge to the housing crisis is further exacerbated by a lack of available land on which to build, which poses the argument that redevelopment of key parcels may be a long term solution, and to look toward higher density developments. A more viable housing inventory, with as many variable choices as possible, is an invaluable tool for recruiting new employers and workers to work and live in Los Alamos.

Defining and addressing quality of life priorities is a goal that includes developing community services and amenities that will broaden and enrich the everyday life experience of Los Alamos County residents. These amenities are also viewed as of primary importance to the recruitment and retention of new residents, their trailing spouses and their children.

Grow a separate, complementary economy to LANL, is a goal that recognizes the need to: pursue other industries and employment sectors as a means of strengthening the overall economic base in the County; provide employment opportunities for those not working at LANL; and to, perhaps, mitigate the extreme fluctuations that LANL's operation impacts can have on the local economy that can be difficult to endure, particularly in times of uncertainty. A primary objective within this goal is the development and growth of the tourism economy.

Support and retain LANL as the area's best wealth producing employer acknowledges the Laboratory as the community's primary employer and the over-arching need to sustain it as such. The other three goals and the objectives and tactics provided directly serve this goal.

#### 2018 GOAL 1 HOUSING

Increase the availability of housing in the County, both affordable and market rate

#### **VISION**

Quality housing is available at reasonable prices across a broad spectrum of types, styles and sizes. Homeowners demonstrate community pride by maintaining their property and assisting others in the doing the same.

#### **OBJECTIVE**

- 1) To produce a variety of quality housing options, to lease or buy, to meet the defined needs of current and prospective homebuyers.
- 2) To establish and maintain welcoming neighborhoods that support high property values.

\*Only applied to the County funding contribution.

### SUPPORTING ACTIONS AND TACTICS:

#### 1. Define housing demand

- a. Establish realistic targets and goals for population and housing.
- b. Update housing market study for 2018 to assist in demonstrating the current market conditions and provide support to the development of housing goals for next five years.

## 2. Identify and assess developable properties

- a. Create a list of vacant, underdeveloped and/or blighted parcels.
  - (1) Identify all County parcels that are available for development and solicit opportunities based upon analysis of assets.
  - (2) Identify all Infill properties owned by LAC, LAPS & LANL, and determine and coordinate re/development opportunities.
  - (3) Identify all vacant and/or blighted parcels privately owned by residents.

- b. Analyze existing County property (vacant and occupied) to determine and recommend highest and best use.
  - (1) Develop and implement an assessment tool informed by criteria to determine "highest and best use," including return on investment and other metrics.
- c. Encourage residential development and redevelopment of vacant, blighted or underdeveloped parcels per the Housing Study.
  - (1) Identify opportunities to incentivize or otherwise encourage new housing development.
  - (2) Discourage long-term land holding of vacant or underutilized property via a vacant property ordinance, urban redevelopment district or other mechanism

## 3. Produce quality housing to meet demand

a. Facilitate development of mixeduse residential, retail and commercial uses.

- (1) Employ available tools (such as zoning, urban renewal) that support private/public downtown redevelopment initiatives.
- b. Target the construction of 'rightsize' housing that is conducive to that use which, in turn, will make existing larger homes available to young and larger families
  - (1) Develop and implement marketing activities and materials to attract developers.
- c. Create the capacity for a broader range of housing products.
  - (1) Consider code changes to address alternate sizes.

## 4. Provide financial assistance for Affordable Housing

- a. Enhance and expand existing housing assistance programs.
  - (1) Increase income threshold limits\* so that more people, including the service industry, can qualify for the Affordable Housing Program.

## 5. Reinforce neighborhood beautification

- a. Continue to support the property maintenance ordinance.
  - (1) Conduct education and community engagement to raise awareness and encourage property owner investment to address issues proactively.
- b. Support stabilization of the condition and overall supply of existing affordable housing stock.
  - (1) Provide rehabilitation assistance programs.

- c. Leverage #livelosalamos brand initiative to create community-based neighborhood pride competition or collaboration.
  - (1) Assint to Discoveries Action Team #livelosalamos subcommittees in Los Alamos and White Rock.
- d. Leverage federal and state community beautification program(s).
  - (1) Initiate application to become an affiliate of the New Mexico Clean & Beautiful program, a partner of the Keep America Beautiful program.

#### 2018 GOAL 2 QUALITY OF LIFE

Define and address quality of life priorities

#### **VISION**

Los Alamos is the community of choice as the place to live for workforce and their families, including children, young adults, trailing spouses, entrepreneurs and retirees. Los Alamos children have a full range of learning environments and career paths within the community. Most everyday goods and services are available locally, with reasonable selection at competitive prices. Los Alamos is increasingly attractive to our commuter workforce as a place to shop and dine.

#### **OBJECTIVE**

- 1) To identify, prioritize and implement the quality of life priorities defined by the community, using a scientific survey process.
- 2) To Identify, develop and promote programs and services that improve quality of life for residents, with emphasis on children (grades K-12), young adults, entrepreneurs and trailing spouses.

#### **SUPPORTING ACTION(S):**

- 1. Conduct a comprehensive quality of life survey of Los Alamos County community members, including residents and non-resident employees
  - a. Purpose of the survey is to obtain input from a scientifically valid sample of the community regarding their quality of life priorities and identify areas of satisfaction, dissatisfaction and gaps. Topics may include housing, retail products and services, entertainment options, economic diversity, education, public amenities (e.g., bike lanes, flow trails, recreation center, etc.).
    - (1) Develop and conduct quality of life survey.
  - b. The survey will present hypothetical trade-offs
    - (1) Identify scenarios that contemplate relocation/redevelopment of properties for highest priority and use.

# 2. Support development of outreach programs that support the needs of existing, new and prospective residents

- a. Provide a variety of housing product and price points in attractive, welcoming neighborhoods that are right-sized to the homeowners' changing needs and lifestyles. See Goal 1.3 (Housing on page 30)
- b. Provide learning opportunities for all ages.
  - (1) Partner with LANL and other organizations to provide funding and other support to keep Los Alamos Public Schools at the top of state and national rankings, and encourage instruction, curriculum and programs that nurture the intellectual and emotional health of the community's children.\*
  - (2) Collaborate with LAPS, UNM-LA and other educational resources to explore resources and funding for developing alternative vocational training and mentoring options for students.\*

- (3) Support the University of New Mexico-Los Alamos (UNM-LA) in their efforts to develop programs and curriculum that generate workforce for LANL, start- businesses and other businesses
- (4) Support development and funding for other learning facilities, including preschools, charter schools, innovation labs and other programs to meet the learning needs of all members of the Los Alamos community.
- c. Keep Los Alamos a safe community.
  - (1) Maintain Los Alamos County's police and fire services to protect the community from crime, fire and other threats.\*

<sup>\*</sup>See Section II, Los Alamos County 2018 Snapshot, Quality of Life.

#### 2. (continued) Support development of outreach programs that support the needs of existing, new and prospective residents

- d. Foster the Los Alamos County government's role as a trusted, user-friendly, engaging and effective member of the community through development of programs and services to meet the community goals and needs.\*
  - (1) Utilize biannual community survey to define needs, then program accordingly.
- e. Create a relocation program service and materials for businesses and individuals (e.g., entrepreneurs, trailing spouses) that desire to move to and work in Los Alamos.
  - (1) Produce a relocation pamphlet, including a flowchart, for individuals and businesses that desire to move to Los Alamos County.
  - (2) Collaborate with existing educational and family support organizations to explore resources and funding for programs.

- f. Reinstitute a "Newcomers"/"Welcome Wagon" Program to engage singles, trailing spouses and children with employment, recreation, entertainment and civic opportunities.
  - (1) Assign to Discoveries Action Team #livelosalamos subcommittee members in Los Alamos and White Rock.
- g. Facilitate home businesses and telecommuting opportunities for trailing spouses and entrepreneurs. See Goal 3.1.b. (page 34)
- h. Deliver reliable, high quality broadband service to every property. Coordinate with local broadband provider(s) to facilitate connection to Los Alamos businesses and residences. See Goal 3.1.c. (page 34)
- i. Enhance and expand recreation opportunities for residents and visitors. See Section II, Los Alamos County 2018 Snapshot, Capital Improvement Projects (pages 20-21).
- j. Diversify retail opportunities identified in the quality of life survey and pursued as part of economic development. See Goal 3, Action 3.2.a.(3) (page 34)

k. Make travel more convenient for Los Alamos residents, and leisure and business travelers by sustaining local and regional transit and by supporting expansion and marketing of the Santa Fe Regional Airport as a hub for the northern New Mexico area. See Goal 3.2.c. (page 35)

<sup>\*</sup>See Section II, Los Alamos County 2018 Snapshot, Quality of Life.

## 2018 GOAL 3 DIVERSIFY ECONOMY

Grow a separate, complementary economy to LANL

#### **VISION**

Los Alamos is a high-tech hotbed, drawing entrepreneurs and start-ups locally and from across the country. Tourism numbers are at an all-time high, with visitors flying in through Santa Fe Regional Airport and shuttling up to stay in one of our five hotels and B&B's over every weekend, supporting our hospitality workforce and new retail businesses.

#### **OBJECTIVE**

- 1) To assess and capitalize on emerging industries and economies, including healthcare, biotechnology, cyber-security/internet infrastructure, tourism and housing.
- 2) To grow Los Alamos' economy outside of the Laboratory by leveraging workforce talent, emerging expertise and tourism focus to diversify the economy that, in turn, leads to quality of life opportunities, such as retail, restaurants and entertainment.

## SUPPORTING ACTIONS AND TACTICS:

## 1. Target/grow high-tech industry

- a. Support creation of a robust entrepreneurial environment, including the following projects and initiatives.
  - (1) Using NMC model, pilot new technology start-up using LEDA and other funds to construct facilities that can be reused by future start-ups.
  - (2) Support creation of centers of innovation (e.g., makerspaces, innovation labs), establishing public-private partnerships to secure space, curriculum, funding and management services.
  - (3) Advocate for infrastructure for uninterrupted cell phone service between Santa Fe and Los Alamos
  - (4) Utilize Brand Action Plan's Business and Talent Attraction marketing strategies and tools to increase entrepreneurs and start-ups.

- b. Make broadband communication and high-speed internet accessible to the Los Alamos community.
  - (1) Coordinate with broadband providers to facilitate connections to Los Alamos businesses and residences
  - (2) Coordinate with broadband providers to complete "middle mile" connection.
- c. Increase economic development funding.
  - (1) Identify ongoing revenue sources for economic development.
  - (2) Engage with state and regional economic development sources to identify potential funding.
- d. Conduct legislative advocacy to modernize state LEDA statute.
  - (1) Lobby state legislature to update LEDA to support non-manufacturing businesses and infrastructure.

## 2. Target/Grow: retail and hospitality industries

- a. Implement the comprehensive Tourism Strategic Plan.
  - (1) Coordinate with the three National Parks, Pajarito Mountain owners and operators, and others to develop/improve cultural and recreation assets, infrastructure, customer experience and marketing to increase tourism visits and overnight stays.
  - (2) Coordinate with branding, tourism and wayfinding initiatives to instill and reward community pride/ambassadorship through promoting the unique achievements and attributes that make Los Alamos a great place to live, work, play and stay (e.g., LANL innovations, inventions, Los Alamos accolades and rankings); and emphasizing the critical role residents and employees play in the economic prosperity of our town (e.g., participation in Visitor Journey A2D customer service training and Discovery Action Teams).

## 2. (continued) Target/Grow: retail and hospitality industries

- (3) Conduct an incentivized visitor survey to identify gaps in products and services that would improve the visitor experience and encourage relocation and retention.
- b. Address blighted and/or vacant commercial properties for sale, lease or development. See Goal 1.2.c. (Housing on page 30)
  - (1) Establish public-private partnerships to convert blighted and/or vacant commercial properties.

    See Goal 1.2 (Housing on page 30)
  - (2) Attract a developer to construct a full-service hotel and event space in the Los Alamos Townsite.
  - (3) Continue to solicit new/desired restaurants, services and amenities. See Goal 2.1 (Quality of Life on page 32)

- c. Complete implementation of the Los Alamos Creative District Master Plan to increase commercial, retail, hospitality and entertainment activities.
  - (1) Prioritize, phase, fund and implement the Los Alamos Creative District Master Plan.
- d. Support expansion of the Santa Fe Regional Airport as a regional hub for air travel.
  - (1) Participate in Northern New Mexico Air Alliance and the Fly Santa Fe marketing campaign.

#### 2018 GOAL 4 SUPPORT LANL

Support and retain LANL as the area's best wealth producing employer

#### VISION

LANL has filled all vacant positions with the world's best and brightest talent. All have found a place to live in Los Alamos that they love and can afford to rent or buy. New and existing restaurants are full of LANL employees both at lunch and dinner, with several breweries, bars and coffee places open late into the evening. Conference and hotel facilities are available to accommodate LANL events in a way that makes it every meeting planner's first choice to host local. The entire community demonstrates pride in LANL and its achievements.

#### **OBJECTIVE**

- 1) Develop amenities to support LANL's recruitment and retention efforts.
- Develop complementary economies to support LANL's recruitment and retention efforts.
- 3) Promote Los Alamos as the home of the nation's premier national security and science Laboratory, LANL.

## SUPPORTING ACTIONS AND TACTICS:

# Create an environment to support LANL talent recruitment and retention efforts

- a. Facilitate new and expanded housing options, for rent and to buy, to meet the needs of all LANL employees (students, post-docs, retirees and young families). See Goal 1.3 (Housing on page 30)
- b. Coordinate with LANL HR to identify retail, restaurant, entertainment and services desired by LANL employees. See Goal 2.1 (Quality of Life on page 32)
- c. Develop and update resource guidebooks to promote local retail, restaurants and services, as well as recreational amenities, events and services. Distribute the guide to existing/potential new LANL employees, students and visitors, via a variety of media. See Goal 2.2.e (Quality of Life on page 33)

# 2. Consider methods to diversify economy that also support the Lab's mission

- a. Work with LANL's prime contractor to consider alternate methods to deliver required services.
  - (1) Identify and pursue LANL services that could be contracted to the County or private vendors, e.g., transit, signage, street markings and others.
  - (2) Encourage local preference in RFPs for services.
  - (3) Create partnership to deliver amenities that serve both Lab employees and the community (e.g., health center/wellness services, food truck vendors)
- b. Leverage LANL community investment goals to secure policies and programs that incentivize keeping intellectual capital in Los Alamos.
  - (1) Develop infrastructure that supports emerging business opportunities to include incubator, shared space, makerspaces or other related needs for new businesses

- (2) Facilitate opportunities for local businesses to develop or expand services that provide a local source for LANL.
- c. Create space, incentives and a supportive environment for existing, nascent and potential Lab spin-out businesses, as well as science and technology businesses from around the world that are attracted to LANL's global reputation.
  - (1) Work with LANL and the Feynman Center for Innovation (FCI) to identify spin-out opportunities and industry clusters to target.
  - (2) Identify properties for office/ lab space conversion, and develop a resource for listing/ comparing amenities at available properties.
  - (3) Create incentives and programs to assist spin-out and start-up businesses.
  - (4) Support completion of the development of the Research Park (Phase 2).

# 3. Improve and market hospitality offerings to secure Los Alamos as host town for LANL and external high-tech/science events

- a. Pursue additional hotel and event space.
- b. Promote the use of local facilities for events.

## 4. Continue supporting LANL's regional advocacy programs.

- a. Promote and participate in LANL advocacy program.
  - (1) Contribute funding and participate in the Regional Coalition of LANL Communities, LANL Community Leaders events, Regional Economic Development Initiative (REDI) via the Regional Development Corporation of Northern New Mexico (RDC), plus initiatives of the Feynman Center for Innovation (FCI) at LANL, LANL HR/recruitment initiatives and Congressional Delegation activities related to LANL support for the northern New Mexico region.

- b. Promote LANL status and accomplishments.
  - (1) Incorporate LANL accomplishments in County visitor, talent and business recruitment outreach efforts, coordinating content and schedules with LANL HR, Student Outreach and Communications Divisions.

#### IV. ACTION PLAN



The EVSP Action Plan table in the following section segments action items under the four goal areas: housing, quality of life, economic diversification and LANL.

#### **Performance Measures**

Once an action plan has been approved, it is important to be able to track and measure the performance of that plan over time. This is critical in ensuring that the plan is meeting its stated objectives, the results are as anticipated and, when necessary, modifications can be made to deal with issues that may arise. Performance measures for evaluating the long-term success of the program include:

- Primary industry earnings per GRT Business Sectors\*
- Per capita income and changes in income
- The County's employment rate, the ratio of jobs to labor force
- Changes in tax base, Gross Receipts Tax, Lodgers' Tax, property value, and property tax
- Investment In The Community
  - > Valuation of Residential Building Permits
  - > Valuation of Commercial Building Permits
  - > Valuation of Public Investments (Government and Schools)
  - > Leveraging of Investments
- Affordability of Available Housing for Service Workforce
- Per Capita Retail Sales Over Time GRT Base/Population
- Population
- Citizen surveys of overall satisfaction rates
  - > with Availability of Commercial Services
  - with Housing Cost/Quality/Availability
  - with Quality of Life
- Financial condition of County government and LAPS

#### THE ACTION TABLES INCLUDE:

- Description of actions
- Responsible parties and partners
- Estimated costs
- Potential funding sources
- Implementation timing
  - > NT: near term goals 0-3 years
  - MT: mid-term goals 4-7 years
  - > LT: long-term goals 8-10 years

Reasonable and realistic metrics relating to action plans should be developed consistent with these measures. It must be recognized, however, that external factors that are beyond the control or means of the community to affect also have a great deal to do with the outcomes that can be achieved. Informed judgment will be required to assess performance taking into account both the effects of external factors and how they have enabled/constrained program results.

Goals for performance measures should be updated periodically by the coordinating team. The goals should correspond to the implementation activities planned for the corresponding time frame.

#### \*GRT BUSINESS SECTORS:

Services (including LANL)

Construction

**Retail & Food Services** 

**Telecommunications** 

Manufacturina

Wholesale

**Financial Services** 

Agricultural

Mining

Public Administration

Other

#### **Update Action Plan**

Moving forward, EVAT will monitor progress, participate in the EVSP's implementation, and continue to serve as a resource to the county manager on the strategic aspects of the plan. County staff will provide implementation support.

The action team will review the action plan annually and recommend appropriate revisions that advance the goals of the plan, in alignment with the County Council's strategic goals.

#### **2018 GOAL 1**

Increase the availability of housing in the County, both affordable and market rate

#### **VISION**

Quality housing is available at reasonable prices across a broad spectrum of types, styles and sizes. Homeowners demonstrate community pride by maintaining their property and assisting others in the doing the same.

#### **OBJECTIVE**

- 1) To produce a variety of quality housing options, to lease or buy, to meet the defined needs of current and prospective homebuyers.
- 2) To establish and maintain welcoming neighborhoods that support high property values.

#	Action		Tactic	Responsible Party/Partners	Estimated Cost	Potential Funding Source	Timing
1.1	Define housing demand						
1.1.a	Establish realistic targets and goals for population and housing	(1)					
1.1.b	Update housing market study for 2018 to assist in demonstrating the current market conditions and provide support to the development of housing goals for next five years.	(1)	Conduct Housing Study	CDD	\$50,000	CDD	NT
1.2	Identify and assess developable properties.						
1.2.a	Create a list of vacant, underdeveloped and/ or blighted parcels.	(1)	Identify all County parcels that are available for development and solicit opportunities based upon analysis of assets.	CDD	\$0 Staff Time	Budgeted	NT

#	Action		Tactic	Responsible Party/Partners	Estimated Cost	Potential Funding Source	Timing
1.2.a	Create a list of vacant, underdeveloped and/or blighted parcels.	(2)	Identify all infill properties owned by LAC, LAPS & LANL, and determine and coordinate re/development opportunities.	CDD	\$0 Staff Time	Budgeted	NT
	or blighted parcels.	(3)	Identify all vacant and/or blighted parcels privately owned by residents.	CDD	\$0 Staff Time	Budgeted	NT
1.2.b	Analyze existing County property (vacant and occupied) to determine and recommend highest and best use.	(1)	Develop and implement assessment tool informed by criteria to determine "highest and best use," including return on investment and other metrics.	CDD EDD CMO/Council	\$0 Staff Time	Budgeted	NT-MT
	Encourage residential development and rede-	(1)	Identify opportunities to incentivize or otherwise encourage new housing development.	CDD EDD	TBD	EDD	NT
1.2.c	velopment of vacant, blighted or underdeveloped parcels per the Housing Study.	(2)	Discourage long-term land holding of vacant or underutilized property via a vacant property ordinance, urban redevelopment district or other mechanism.	CMO Council	\$0 Staff Time	CMO CDD	NT
1.3	Produce quality housing to meet demand						
1.3.a	Facilitate development of mixed-use residential, retail and commercial uses.	(1)	Employ available tools (such as zoning, urban renewal) that support private/public downtown redevelopment initiatives.	CDD EDD LACDC	\$0 Staff Time	EDD LACDC	LT
1.3.b	Target the construction of 'right-size' housing that is conducive to that use which, in turn, will make existing larger homes available to young and larger families.	(1)	Develop and implement marketing activities and materials to attract developers.	EDD LACDC	\$2,000 (annually)	EDD LACDC	NT
1.3.c	Create the capacity for a broader range of housing products.	(1)	Consider code changes to address alternate sizes.	CDD	\$0 Staff Time	CDD	MT

#	Action		Tactic	Responsible Party/Partners	Estimated Cost	Potential Funding Source	Timing
1.4	Provide finance assistance for Affordable He	ousing					
1.4.a	Enhance and expand existing housing assistance programs.	(1)	Increase income threshold limits so that more people, including the service industry, can qualify for the Affordable Housing Program.	CDD EDD CMO/Council	\$500,000	Land Sales	NT (ongoing)
1.5	Reinforce neighborhood beautification						
1.5.a	Continue to support the property maintenance ordinance.		Conduct education and community engagement to raise awareness and encourage property owner investment to address issues pro-actively.	CDD CPR	\$1,000 (annually)	CDD	NT (ongoing)
1.5.b	Support stabilization of the condition and overall supply of existing affordable housing stock.		Provide rehabilitation assistance programs.	CDD	\$150,000	CDD	NT (ongoing)
1.5.c	Leverage #livelosalamos brand initiative to create community-based neighborhood pride competition or collaboration.		Assign to Discoveries Action Team #livelo- salamos subcommittees in LA and WR	Neighborhood residents LAC CDD CPR	NC	Brand Action Plan Budget	NT
1.5.d	Leverage federal and state community beautification program(s).		Initiate application to become an affiliate of the New Mexico Clean & Beautiful program, a partner of the Keep America Beautiful program.	EDD CDD LACDC	TBD	EDD CDD LACDC	NT



#### 2018 GOAL 2

Define and address quality of life priorities

#### **VISION**

Los Alamos is the community of choice as the place to live for workforce and their families, including children, young adults, trailing spouses, entrepreneurs and retirees. Los Alamos children have a full range of learning environments and career paths within the community. Most everyday goods and services are available locally, with reasonable selection at competitive prices. Los Alamos is increasingly attractive to our commuter workforce as a place to shop and dine.

#### **OBJECTIVE**

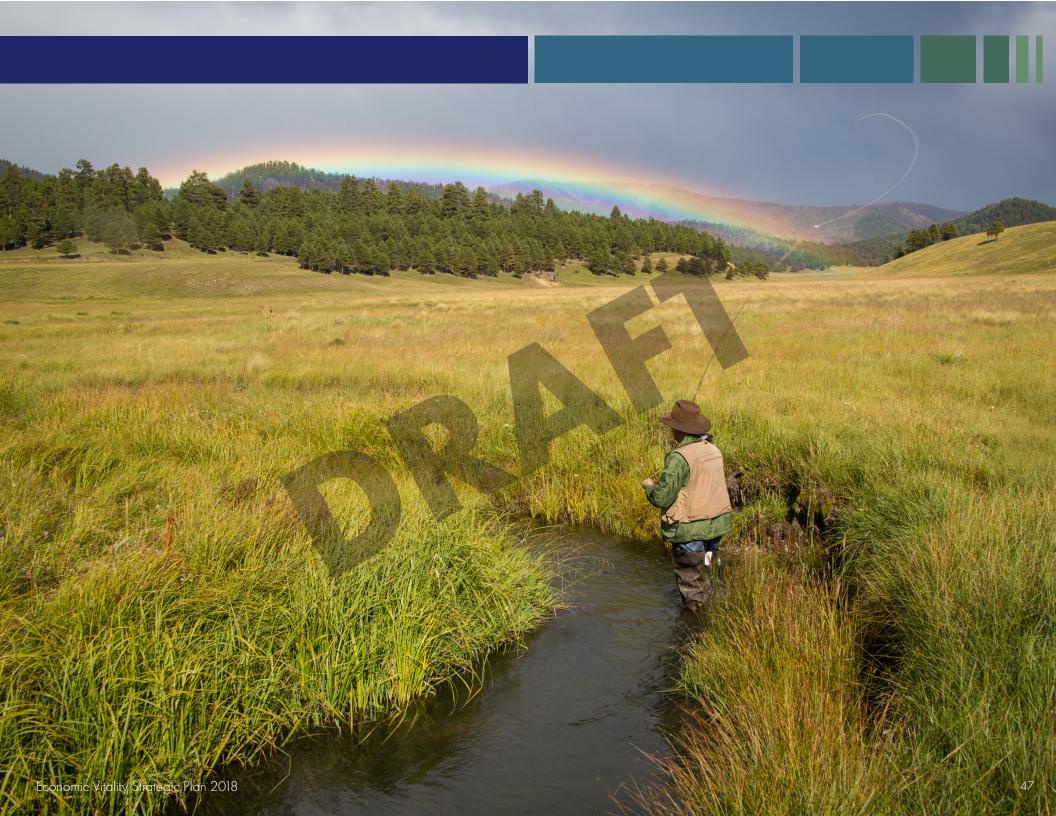
- 1) To identify, prioritize and implement the quality of life priorities defined by the community, using a scientific survey process.
- 2) To Identify, develop and promote programs and services that improve quality of life for residents, with emphasis on children (K-12), young adults, entrepreneurs and trailing spouses.

#	Action		Tactic	Responsible Party/Partners	Estimated Cost	Potential Funding Source	Timing						
2.1	Conduct a comprehensive quality of life surve	Conduct a comprehensive quality of life survey of Los Alamos community members, including residents and non-resident employees											
2.1.a	Purpose of survey is to obtain input from a scientifically valid sample of the community regarding their quality of life priorities, and identify areas of satisfaction, dissatisfaction and gaps. May include topics such as housing, retail, entertainment options, economic diversity, education, public safety and public amenities.	(1)	Develop & conduct quality of life survey	CPR	\$ <i>7</i> 5,000	CPR EDD	NT						
2.1.b	The survey will present hypothetical trade-offs.	(1)	Identify scenarios that contemplate relocation/redevelopment of properties for highest priority & use.	CMO CDD EDD	\$0 Staff Time	CMO CDD EDD	NT-MT						
2.2	Support development of outreach programs that support the needs of existing, new and prospective residents												
2.2.a	Provide a variety of housing product and price points that are right-sized to the homeowners' changing needs and lifestyles.	(1)	See Goal 1.3 (Housing on page 30)	CDD	\$0 Staff Time	CDD EDD	NT						

#	Action		Tactic	Responsible Party/Partners	Estimated Cost	Potential Funding Source	Timing
		(1)	Partner with LANL and other organizations to provide funding and other support to keep Los Alamos Public Schools at the top of state and national rankings, and encourage instruction, curriculum and programs that nurture the intellectual and emotional health of the community's children.	CMO LAPS	\$500,000	Budgeted	NT (ongoing)
2.2.b	Provide learning opportunities for all ages. See Section II Los Alamos County 2018 Snapshot (Quality of Life on pages	(2)	Collaborate with LAPS, UNM-LA and other educational resources to explore resources and funding for developing alternative vocational training and mentoring options for students.	CMO LAPS UNM-LA	TBD	TBD	MT
	18-21).	(3)	Support the University of New Mexico-Los Alamos (UNM-LA) in their efforts to develop programs and curriculum that generate workforce for LANL, start-up businesses and other businesses.	CMO EDD LACDC	\$0 Staff Time	CMO EDD LACDC	NT (ongoing)
		(4)	Support development and funding for other learning facilities, including preschools, charter schools, innovation labs and other programs to meet the learning needs of all members of the Los Alamos community.	CMO EDD CSD	\$0 Staff Time	CMO EDD CSD	NT-MT
2.2.c	Keep Los Alamos a safe community. See Section II Los Alamos County 2018 Snapshot (Quality of Life pages 18-21).	(1)	Maintain Los Alamos County police and fire services to keep the community safe from crime and fire.	LAPD LAFD	No Additional Staff Time	LAPD LAFD	NT (ongoing)

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#	Action		Tactic	Responsible Party/Partners	Estimated Cost	Potential Funding Source	Timing
2.2.d	Foster the County's role as a trusted, user-friendly, engaging and effective member of the community through development of programs and services to meet community goals and needs		Utilize biannual community survey to define needs, then program accordingly.	CSD	TBD	CSD	NT
	Create relocation program service and materials for businesses and individuals (e.g., entre-	(1)	Produce a relocation flowchart for individuals and businesses that desire to move to Los Alamos County.	EDD		EDD	
2.2.e	preneurs, trailing spouses) that desire to move to and work in Los Alamos.	(2)	Collaborate with existing educational and family support organizations to explore resources and funding for programs.	LACDC	Budgeted	Brand Action Plan	NT-MT
2.2.f	Reinstitute a "Newcomers"/"Welcome Wagon" Program to engage singles, trailing spouses and children with employment, recreation, entertainment and civic opportunities.	(1)	Assign to Discoveries Action Team #LiveLosAlamos subcommittee members in LA and WR	EDD CPR	Budgeted	EDD Brand Action Plan	NT (ongoing)
2.2.g	Facilitate home businesses and telecommuting opportunities for trailing spouses/entrepreneurs.	(1)	See Goal 3.1.a.: Support	creation of a robust	entrepreneurial	l environment. (page	34)
2.2.h	Deliver reliable, high quality broadband service to every property.	(1)	See Goal 3.1.b.: Make broadle coordinating with broadbar				, ,
2.2.i	Enhance and expand recreation opportunities for residents and visitors.	(1)	See Section II, Los Alamos County 2018 Snapshot, Capital Improvement Projects (pgs 20-21)	CMO EDD CSD	Budgeted	Per Tourism Strategic Plan and CIPs	CMO EDD CSD
2.2.j	Diversify retail opportunities identified in the quality of life survey.	(1)	See Goal 3.2.a.(3): Conduct an in would improve the visi				
2.2.k	Make travel more convenient for Los Alamos	(1)	Sustain local and regional transit.	PWD	\$0 Staff Time Other \$ TBD	PWD	NT (ongoing)
Z.Z.K	residents, and leisure and business travelers.	(2)	Support development of long-distance travel options.			nsion of the Santa Fe al hub for air travel.	Regional



#### **2018 GOAL 3**

Grow a separate, complementary economy to LANL

#### **VISION**

Los Alamos is a high-tech hotbed, drawing entrepreneurs and start-ups locally and from across the country. Tourism numbers are at an all-time high, with visitors flying in through Santa Fe Regional Airport and shuttling up to stay in one of our five hotels and B&B's over every weekend, supporting our hospitality workforce and new retail businesses.

#### **OBJECTIVE**

- 1) To assess and capitalize on emerging industries and economies, including healthcare, biotechnology, cyber-security/internet infrastructure, tourism and housing.
- 2) To grow Los Alamos' economy outside of the Laboratory by leveraging workforce talent, emerging expertise and tourism focus to diversify the economy that, in turn, leads to quality of life opportunities, such as retail, restaurants and entertainment.

#	Action		Tactic	Responsible Party/Partners	Estimated Cost	Potential Funding Source	Timing
3.1	Target/grow high-tech industry						
Support	Support creation of a robust entrepreneurial	(1)	Using NMC model, pilot new technology start-up using LEDA and other funds to construct facilities that can be reused by future start-ups.	EDD LACDC	\$1-2 million	NMEDD (LEDA grants) private sector	NT-MT
3.1.a	environment.	(2)	Support creation of centers of innovation (e.g., makerspaces) establishing public-private partnerships to secure space, curriculum, funding and management services.	EDD LACDC	TBD	EDD LACDC	MT

#	Action		Tactic	Responsible Party/Partners	Estimated Cost	Potential Funding Source	Timing	
		(3)	Advocate for infrastructure for un- interrupted cell phone service be- tween Santa Fe and Los Alamos.	EDD	\$0 Staff Time	Private Sector Municipalities Telecom partners	LT	
3.1.a	Support creation of a robust entrepreneurial environment.	(4)	Utilize Brand Action Plan's Business and Talent Attraction marketing strategies and tools to increase entrepreneurs and start-ups.	EDD	Budgeted	EDD Brand Action Plan	NT (ongoing)	
3.1.b	Make broadband communication and high-speed internet accessible to Los Alamos	(1)	Coordinate with local broadband provider(s) to facilitate connections to Los Alamos businesses and residences.	EDD	\$2 million	EDD	NT	
	community.	community.	(2)	Coordinate with a broadband provider to complete "middle mile" connection.				MT
		(1)	Identify ongoing revenue sources for economic development.	CMO/Council LACDC RDC	\$500,000 (annually)	LAC	NT (ongoing)	
3.1.c	Increase economic development funding.	(2)	Engage with state and regional economic development sources to identify potential funding sources.	EDD LACDC	TBD	NMEDD	NT	
3.1.d	Conduct legislative advocacy to modernize state LEDA statute.	(1)	Lobby state legislature to update LEDA to support non-manufacturing businesses and infrastructure.	СМО	\$0 Staff Time	СМО	LT	

#	Action		Tactic	Responsible Party/Partners	Estimated Cost	Potential Funding Source	Timing
3.2	Target/grow retail and hospitality industries						
		(1)	Coordinate with the three National Parks, Pajarito Mountain owners and operators, and others to develop/improve cultural and recreation assets, infrastructure, customer experience and marketing to increase tourism visits and overnight stays.	LAC LACDC	Budgeted	CMO Tourism Strategic Plan	NT (ongoing)
3.2.a	Implement the comprehensive Tourism Strategic Plan.	(2)	Coordinate with branding, tourism and wayfinding initiatives to instill and reward community pride/ambassadorship, promoting the unique achievements and attributes that make Los Alamos a great place to live, work, play and stay (e.g., LANL innovations, inventions, Los Alamos accolades and rankings), and emphasizing the critical role residents and employees play in the economic prosperity of our town (e.g., participation in Visitor Journey A2D customer service training and Discovery Action Teams.)	EDD CPR	Budgeted	CMO Brand Action Plan Tourism Strategic Plan	NT (ongoing)
		(3)	Conduct an incentivized visitor survey to identify gaps in products and services that would improve the visitor experience and encourage relocation and retention.	EDD	Budgeted	EDD (tourism contracts)	NT (ongoing)

#	Action		Tactic	Responsible Party/Partners	Estimated Cost	Potential Funding Source	Timing
		(1)	Establish public-private partner- ships to convert blighted and/or vacant commercial properties. See Goal 1.2 (Housing on page 30)	EDD CDD	\$10 million	EDD CDD	LT
3.2.b	Address blighted and/or vacant commercial properties for sale, lease or development. See Goal 1.2 (Housing on page 30)	(2)	Attract a developer to construct a full-service hotel and event space in the Los Alamos Townsite.	EDD	\$2 million	EDD	NT-MT
		(3)	Continue to solicit new/desired restaurants, services and amenities. See Goal 2.1.a. (Quality of Life on page 32)	EDD	\$5,000 (annually)	EDD	NT
3.2.c	Complete implementation of the Los Alamos Creative District Master Plan to increase com- mercial, retail, hospitality and entertainment activities.	(1)	Prioritize, phase, fund and implement the Los Alamos Creative District Master Plan	EDD LACDC	Budgeted	EDD (MainStreet Contracts)	NT (ongoing)
3.2.d	Support expansion of the Santa Fe Regional Airport as a regional hub for air travel.	(1)	Participate in the Northern New Mexico Air Alliance and the Fly Santa Fe marketing campaigns.	EDD LACDC	\$50,000 (annually)	EDD	NT (ongoing)

#### 2018 GOAL 4

Support and retain LANL as the area's best wealth producing employer

#### **VISION**

LANL has filled all vacant positions with the world's best and brightest talent. All have found a place to live in Los Alamos that they love and can afford to rent or buy. New and existing restaurants are full of LANL employees both at lunch and dinner, with several breweries, bars and coffee places open late into the evening. Conference and hotel facilities are available to accommodate LANL events in a way that makes it every meeting planner's first choice to host local. The entire community demonstrates pride in LANL and its achievements.

#### **OBJECTIVE**

- 1) Develop amenities to support LANL's recruitment and retention efforts.
- 2) Develop complementary economies to support LANL's recruitment and retention efforts.
- 3) Promote Los Alamos as the home of the Nation's premier national security and science Laboratory, LANL.

#	Action		Tactic	Responsible Party/Partners	Estimated Cost	Potential Funding Source	Timing		
4.1	Create an environment to support LANL talen	t recrui	tment and retention efforts						
4.1.a	Facilitate new and expanded housing options, for rent and to buy, to meet the needs of all LANL employees (students, post-docs, retirees and young families).	(1)	See Goal	See Goal 1.3: Produce quality housing to meet demand.					
4.1.b	Coordinate with LANL HR to identify retail, restaurant, entertainment and services desired by LANL employees.	(1)		al 2.1: Conduct a comprehensive quality of life survey of Los Alamos County community members, including residents and non-resident employees.					

#	Action		Tactic	Responsible Party/Partners	Estimated Cost	Potential Funding Source	Timing		
4.1.c	Develop and update resource guidebooks to promote local retail, restaurants and services, as well as recreational amenities, events and services, and distribute the guide to existing/potential new LANL employees, students and visitors, via a variety of media.	(1)	See Goal 2.2.e: Reinstate and spouses and children with	· ·	• .		·		
4.2	Consider methods to diversify economy that o	ılso sup	pport the Lab's mission	the Lab's mission					
		(1)	Identify and pursue LANL services that could be contracted to the County or private vendors (e.g., transit, signage, street markings and others).	CMO LANL/DOE	\$0 Staff Time	N/A	NT		
4.2.a	Work with LANL's prime contractor to consider alternate methods to deliver required services.	(2)	Encourage local preference in RFPs for services.						
		(3)	Create partnership to deliver amenities that serve both Lab employees and the community (e.g., health center/wellness services, food truck vendors).	See Goal 2.1: Define and address quality of life priorities. (page 32)					
	Leverage LANL community investment goals to	(1)	Develop infrastructure that supports emerging business opportunities to include incubator, shared space, makerspace or other related needs for new businesses.						
4.2.b	secure policies and programs that incentivize keeping intellectual capital in Los Alamos.	(2)	Facilitate opportunities for local businesses to develop or expand services that provide a local source for LANL.	EDD LACDC	TBD	TBD	LT		

#	Action		Tactic	Responsible Party/Partners	Estimated Cost	Potential Funding Source	Timing	
4.2.c	Create space, incentives and a supportive environment for existing, nascent and potential Lab spin-out businesses, as well as science and technology businesses from around the world that are attracted to LANL's global reputation.	(1)	Work with LANL and the Feynman Center for Innovation (FCI) to identify spin-out opportunities and industry clusters to target.					
		(2)	Identify properties for office/lab space conversion, and develop a resource for listing/comparing amenities at available properties.	SEE Goal 3.1: Grow a separate, complementary economy to LANI (pages 34-35)				
		(3)	Create incentives and programs to assist spin-out and start-up businesses.					
		(4)	Support completion of the Research Park (Phase 2).					
4.3	Improve and market hospitality offerings to secure Los Alamos as host town for LANL and external high-tech/science events							
4.3.a	Pursue additional hotel and event space.	See Goal 3.2.b (2): Attract a developer to construct a full-service hotel and event space. (page 35)  AND Goal 2.1: Conduct a comprehensive quality of life survey of Los Alamos County community members, including residents and non-resident employees. (page 32)						
4.3.b	Promote the use of local facilities for events.							

#	Action		Tactic	Responsible Party/Partners	Estimated Cost	Potential Funding Source	Timing
4.4	Continue supporting LANL's regional advocacy programs.						
4.4.a	Promote and participate in LANL advocacy programs.	(1)	Contribute funding and participation in the Regional Coalition of LANL Communities, LANL Community Leaders events, Regional Economic Development Initiative (REDI) via the Regional Development Corporation of Northern New Mexico (RDC), plus initiatives of the Feynman Center for Innovation at LANL, LANL HR/recruitment initiatives and Congressional Delegation activities related to LANL support for the northern New Mexico region.	СМО	\$250,000	CMO (RDC contract RCLC JPA)	NT (ongoing)
4.4.b	Promote LANL status and accomplishments.	(1)	Incorporate LANL accomplishments in County visitor, talent and business recruitment outreach efforts, coordinating content and schedules with LANL HR, Student Outreach and Communications Divisions.	EDD	\$0 Staff Time	EDD (Ad Budget)	NT (ongoing)



#### **APPENDIX A**

Strengths, Weaknesses,
Opportunities & Threats (SWOT)
For Economic Development

05-17-2017

	STRENGTHS	WEAKNESSES			
Quality of Life:	Weather Safety/low crime	Lack of opportunities for trailing spouses Availability and Quality of Housing			
	Outdoor lifestyle	Broadband limitations			
Bus Service (in to	wn and regional)	Amenities: Leakage			
Hospital		Shopping			
Gateway to 3 No		Hotels			
Seniors:	Retirement Destination	Restaurants			
	Senior Centers	Geographic location			
	Dial a ride	Aging demographic			
	Volunteer sources	Company town			
LANL attributes:	High Incomes	Service industry workforce			
	PHD/educated populace/workforce R&D infrastructure	Lack of commercial space for startups:  Price per sq ft			
	Feynman Center	size of spaces			
	Continual Hiring "churn"	Vacant homes			
NM Consortium	(R&D, Source of startups)	Low property tax rate (commercial)			
	pols: K-12/UNM-LA	Vacant commercial spaces			
•	/urban feel (diversity)	Population level (less than 20,000)			
Top 10 publicity		Lack of developable private land			
		·			
	OPPORTUNITIES	THREATS			
Tourism economy					
Branding		Air Service			
Airport		Anti-development N.I.M.B.Y.			
Defined Downton	wn	Resistance to change			
Attract/retain re		Anti-donation law			
•	onal opportunities	Company town (lack of diversification)			
Community found		Broadband			
Culture of entrep	reneurism	NM rankings (negative rep) Uncertainty of LANL: Budget (federal)			
Manhattan Natio		Hiring			
Land transfer par		Spending (GRT)			
History – differer		Security needs			
Tech spin-off/sto	•	Competition from surrounding communities			
	ment/housing opportunities	Congressional impact on tech transfer			
UNM-LA growth					

#### **APPENDIX B**

**EVSP 2018 Coordinating Initiatives** 

The EVSP will be implemented in coordination with the following complementary plans and initiatives adopted or accepted by the County Council:

- County Council's Strategic
  Priorities. Working to the vision—"Los
  Alamos is a world-renowned community where discovery and innovation
  are inspired by its dramatic history and magnificent mountain setting. We offer extraordinary educational, recreational, and cultural opportunities in a vibrant, small-town atmosphere"—this plan establishes community goals that guide the work priorities of County departments in the areas of economic development, quality of life and quality governance.

  losalamosnm.us / County Council
- Comprehensive Plan. Described on page 22 Section II Los Alamos County 2018 Snapshot under Economic Development or go to losalamosnm.us and search Community Development.
- Brand Action Plan. Described on page 23 or go to wherediscoveries are made.com.
- Tourism Strategic Plan. Described on page 23 Section II Los Alamos County 2018 Snapshot under Economic Development or go to wherediscoveriesgremade.com.
- Wayfinding Plan. Described on page 11 under EVSP2010 Progress Report, 2010 Goal 3: or go to wherediscoveries are made.com.

- Homebuyer Assistance Program.

  Described on page 12 under EVSP2010

  Progress Report, 2010 Goal 4: Increase the availability of housing in the County, both affordable and at market rate or go to losalamosnm.us and search Housing.
- Home Renewal Program. Described on page 12 under EVSP2010 Progress Report, 2010 Goal 4: Increase the availability of housing in the County, both affordable and at market rate or go to losalamosnm.us and search Housing.
- MainStreet District Program. Los Alamos MainStreet (a Los Alamos Commerce and Development Corporation program) is accredited by the State's MainStreet Program (NMMS) under the New Mexico Economic Development Department (NMEDD) and recognized by the National Main Street Center (NMSC). Administered via a joint Memorandum of Agreement with NMEDD/ NMMS, LACDC/LAMS and Los Alamos County, the County also funds a contract with Los Alamos MainStreet to maintain all training and reporting requirements, manage a MainStreet Futures committee, execute events according to the NMSC's Main Street Four-Point Approach, administer both small project grants and Facade Improvement Loans and, when available, Capital Outlay grants for downtown improvements within the District. losalamosmainstreet.com
- Creative District Master Plan. The Los Alamos Creative District is designated by the New Mexico Arts and Cultural

Districts to promote arts and culture as an enhancement to local economies and quality of life, and is supported by the State's Economic Development, Tourism and Cultural Affairs departments, MainStreet Program, New Mexico Arts, the Historic Preservation Division, the Museums of New Mexico Foundation. the McCune Charitable Foundation and the New Mexico Humanities Council. Los Alamos is one of the only designated Creative District due to the influence of science and technology on its arts and culture scene. The district boundary overlays the MainStreet District in downtown Los Alamos, Los Alamos MainStreet executes the Creative District Master Plan events as part of its MainStreet contract with the County. creativelosalamos.com.

• USDA/Strong Economies Together (S.E.T.) Plan. S.E.T., is a joint initiative between the Western Regional Rural Development Center at Utah State University, New Mexico State University (NMSU) Cooperative Extension and USDA Rural Development (RD) to provide assistance in community and economic development planning. The Mid-Central Rural Corridor partners from Los Alamos, Sandoval and Bernalillo counties are submitting a strategic plan for the region in 2018 wherediscoveriesaremade.com

#### **APPENDIX C**

Acronym Definitions

ACT	Atomic City Transit	LAFD	Los Alamos Fire Department		estimated time line for
ADR	Average Daily Rate	LAMS	Los Alamos MainStreet		implementation
	(lodging establishment metric)	LANL	Los Alamos National Laboratory	PWD	Los Alamos County Public Works
B&B	Bed and Breakfast lodging	LANS	Los Alamos National	001	Department
CDD	Los Alamos County Community Development Department		Security (LANL primary contractor consortium	QOL	Quality of Life
CPR	Los Alamos County		2006-2018)	RDC	Regional Development
	Communications and Public Relations	LAPS	Los Alamos Public Schools		Corporation of Northern New Mexico
CSS	Citizen Self Service internet	LEDA	Local Economic Development Act	PEC on	Annual conference of ICSC
Coo	portal for County permitting	LEED	Leadership in Energy and	REDI	Regional Economic
DOE	U.S. Department of Energy	LLLD	Environmental Design	KLDI	Development Initiative
EDD	Los Alamos County Economic		certification	REDIN	et Broadband infrastructure
	Development Division	LT	Long-term (8-10 years)		serving Northern New Mexico
EM	Office of Environmental		estimated time line for implementation	RFP	Request For Proposal
	Management (under DOE)	MFA	Mortgage Finance Authority	SRO	Site Resource Officer (local
ESD Los Alamos County Environmental Services Division		MPNHP Manhattan Project National			police officers stationed at schools)
EVAT		MITALI	I Italiana I Dad	STR	Smith Travel Accommodations
EVSP	Economic Vitality Action Team	MT	Mid-term (4-7 years) estimated	SIK	Report, a private lodging trends
FCI	Economic Vitality Strategic Plan		time line for implementation		company
PCI	Richard P. Feynman Center for Innovation, tech-transfer area of LANL	N3B	N3B Los Alamos, LANL's environmental management	VAF	Venture Acceleration Fund (a competitive funding program for
FSN	Family Strengths Network	NICOTO	contractor hired in 2018		start-up businesses administered by RDC)
GRT	Gross Receipts Tax	NCKID	North Central Regional Transit District	WR	White Rock (community)
HAP	Homebuyer Assistance Program	NMC	New Mexico Consortium		,
HR	Los Alamos County Human Resources	NMED	<b>D</b> New Mexico Economic  Development Department		
HRP	Home Renewal Program	NMMS	New Mexico MainStreet		
ICSC	International Council of Shopping Centers	NNSA	National Nuclear Security Administration		
LA	Los Alamos (community)	NPS	National Park Service		
LACDO	C Los Alamos Commerce and				
	Development Corporation	NT	Near Term (0-3 years)		
LAC	Los Alamos County	•	- ( / /		1

### **2018 LOS ALAMOS COUNTY COUNCIL**

JAMES CHROBOCINSKI COUNCILOR

SUSAN O'LEARY COUNCILOR



DAVID IZRAELEVITZ **COUNCIL CHAIR** 



ANTONIO MAGGIORE COUNCILOR



**PETE SHEEHEY** COUNCILOR



**CHRIS CHANDLER COUNCIL VICE-CHAIR** 



**RICK REISS** COUNCILOR



#### **LEARN MORE**

For more information on Los Alamos County Economic Development, contact:

JOANIE AHLERS Economic Development Administrator Joanie.ahlers@lacnm.us (505) 662-8296

#### **SHARE IN THE EXPERIENCE**

For information on the
Los Alamos County
community experience, go to:
WHEREDISCOVERIESAREMADE.COM

# L S A L A M S S where discoveries are made



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Los Alamos County
Communications & Public Relations
May 2018
Photos by Leslie Bucklin unless otherwise stated.



## County of Los Alamos Staff Report

Los Alamos, NM 87544 www.losalamosnm.us

May 15, 2018

Agenda No.: A.

**Index (Council Goals):** 

Presenters: County Council - Work Session

Legislative File: 10787-18

#### **Title**

Action to Suspend Council Rules for Work Session

#### **Recommended Action**

I move that Council suspend their procedural rules at this work session, May 15, 2018, so that formal action may be taken.

#### **Body**

The 2018 Los Alamos County Council Procedural Rules identifies a Work Session as follows:

"<u>Work Session.</u> The Council may schedule work sessions on a regular basis under the requirements of the annual Open Meetings Resolution. Council meetings designated as work sessions shall be held for the primary purpose of discussing issues at length with staff in an informal setting without taking formal action except for required procedural actions such as approving minutes from a prior council meeting, or adopting a statement for inclusion in the minutes regarding a closed session. Public comment will generally be taken only at the beginning and ending."

This action would suspend that rule for this meeting to enable Council to take formal action at this work session.

County of Los Alamos Printed on 5/11/2018



## County of Los Alamos Staff Report

Los Alamos, NM 87544 www.losalamosnm.us

May 15, 2018

Agenda No.: B.

Index (Council Goals): \* 2018 Council Goal – Quality Governance – Operational Excellence – Simplify permit

requirements and improve the overall development and building code processes to become easier to work with for all participants.; \* 2018 Council Goal – Quality Governance – Operational Excellence – Maintain Quality Essential Services and Supporting Infrastructure Including Updated Enterprise Software and Permitting

**Presenters:** Antonio Maggiore, Councilor

Legislative File: CO0530-18b

#### **Title**

Incorporated County of Los Alamos Code Ordinance No. 02-285, A Code Ordinance amending Chapter 8 To Add An Article XV to Create A Community Development Advisory Board.

#### **Recommended Action**

I move that Council approve Incorporated County of Los Alamos Code Ordinance No. 02-285, a Code Ordinance amending Chapter 8 to Add an Article XV to Create a Community Development Advisory Board.

#### **Body**

In response to recent concerns expressed about the County's Code Enforcement practices, Councilor Maggiore and former Councilor Chrobocinski met with two representatives of these concerned citizens and developed the attached proposed ordinance (Attachment B). This ordinance, if adopted, would establish a seven-person advisory board whose duties would include reviewing all code enforcement notices of violation on a monthly bases and making policy recommendations to Council based on such reviews. Further responsibilities of the board would include working with staff on revisions and clarifications to the code, community outreach and organizing volunteer neighborhood cleanup efforts.

Based on Council's direction at the May 1, 2018 meeting, an amended version of the proposed ordinance is included as Attachment A. The previously proposed ordinance language is illustrated in Attachment B. This subject was originally advertised for the May 1 date however the altered date for consideration of this item was advertised and proof of this advertisement is included as Attachment C.

#### **Alternatives**

Council could choose to amend the duties of this board or not adopt this ordinance in which case no such advisory board would be established.

#### **Attachments**

- A Code Ordinance No. 02-285
- B Prior Proposed Code Ordinance No. 02-285
- C Publication Notice for Code Ordinance No. 02-285

County of Los Alamos Printed on 5/11/2018

#### INCORPORATED COUNTY OF LOS ALAMOS CODE ORDINANCE NO. 02-285

### A CODE ORDINANCE AMENDING CHAPTER 8 TO ADD AN ARTICLE XV TO CREATE A COMMUNITY DEVELOPMENT ADVISORY BOARD

- **WHEREAS**, the Incorporated County of Los Alamos ("County") is a home rule charter municipality, as allowed by N.M. Constitution, Article X, Section 6; and
- **WHEREAS,** New Mexico Statutes, Chapter 3, Article 18, authorizes home rule municipalities to regulate, abate, and impose penalties upon persons who create and maintain a public nuisance; and
- **WHEREAS**, a public nuisance is defined by State law in NMSA 1978, § 3-8-1, as knowingly creating, performing, or maintaining anything that affects any number of citizens without lawful authority that is injurious to public health, safety, morals or welfare, or interferes with the exercise and enjoyment of public rights, including the right to use public property; and
- **WHEREAS**, Chapter 3, Article 21 of New Mexico statutes grants County the authority to zone and regulate land use by code ordinance within its jurisdiction, including the right to regulate or restrict the erection, construction, reconstruction, alteration, repair or use of buildings, structures or land in each zone or district; and
- **WHEREAS**, County has enacted code ordinances that regulate the use of land within its jurisdiction, including the regulation of erection, construction, reconstruction, alteration, repair or use of buildings, structures or land in each zone or district; and
- WHEREAS, such code ordinances are found in Chapter 10 (Buildings and Building Regulations), Chapter 16 (Development Code), and Chapter 18 (Environment) of the Los Alamos County Code of Ordinances ("Code"); and
- **WHEREAS**, the County Council ("Council"), as part of its strategic goals in 2016 and 2017, directed the Community Development Department (CDD), through its Code Enforcement Division ("Code Enforcement"), to enhance its property maintenance inspections to remove blight within the County; and
- **WHEREAS**, various citizens of the County have voiced concern that such enhanced enforcement of Chapters 10, 16, and 18, have not adequately taken into account the concerns of some affected citizens; and
- WHEREAS, Council, in an effort to provide maximum public input to the process of Code Enforcement activities, hereby believes that it is in the public's health, safety and welfare to create a citizen board that can receive public input, review enforcement efforts by CDD Code Enforcement, and provide citizen concerns and possible informal resolution to the alleged violation(s) to Council, and provide recommendations to Council on the appropriate application of the Ordinance with regard to enforcement efforts; and
- **WHEREAS**, the board will advise the Council for potential applicable changes to the Ordinance in clarity and content so as to address the needs of the community.

BE IT ORDAINED BY THE GOVERNING BODY OF THE INCORPORATED COUNTY OF LOS ALAMOS, the Los Alamos County Code of Ordinances is hereby amended as follows:

**Section 1**. Article I, Chapter 8, Section 8-4 of the County Code is hereby amended as follows:

#### Sec. 8-4. Standing advisory boards or commissions; terms of existence.

- (a) The following standing boards or commissions are hereby continued or established although not all are governed by the provisions of this chapter: arts in public places board; board of public utilities; Fuller Lodge/historic districts advisory board historic preservation advisory board; labor management relations board; library board; lodger's tax advisory board; parks and recreation board; personnel board; planning and zoning commission; environmental sustainability board; transportation board; valuation protests board, variance board, and the youth advisory board and the community development advisory board.
- (b) All standing boards and commissions will continue to function indefinitely, unless specifically discontinued by the county council or as otherwise provided by county ordinance. Boards or commissions shall be terminated only by express action of the county council. A board or commission may be assigned more than one task concurrently, but the absence of one or more assigned tasks at any time shall not affect the board or commission's continuing status.

**Section 2.** An Article XV is hereby enacted to be added to Chapter 8 creating the "Community Development Advisory Board" as follows:

#### ARTICLE XV. - COMMUNITY DEVELOPMENT ADVISORY BOARD

#### Sec. 8-301. - Purpose.

A community development advisory board is established in order to make recommendations to County Council regarding the development, implementation, and enforcement of County property maintenance codes within the corporate boundaries of the County.

#### Sec. 8-302. - Membership, Terms and Qualifications.

(1) The community development advisory board shall be composed of seven (7) citizens with an attempt to provide equal representation from both the Los Alamos townsite and the White Rock community. No board member shall be appointed that is an employee of the County, either as staff or by contractor. Members shall be appointed by the County Council for staggered terms of three (3) years. Three (3) initial appointments shall expire after one (1) year. The determination of which initial expiring appointments will be decided

by the Council Chairperson at the time of appointment. Vacant board positions will be appointed by the County Council. The remaining four (4) members on the board will expire their term after two (2) years and rotation of appointments shall continue. Board members can be reappointed for no more than three (3) terms.

(2) Each member of the community development advisory board shall file a complete list of real estate interests in the county held by the member and, to the extent possible, a complete list of real estate interests in the county held by any person related to the member within the third degree of consanguinity or affinity (natural or adopted children, parents, brothers, sisters, aunts, uncles, nieces, nephews, grandchildren, grandparents, great-grandchildren, great-grandparents). The list shall include participation in partnerships, limited partnerships, syndications, joint ventures, etc., for the purpose of investment in real estate interests. The list shall be filed during the month of April of each year with the county manager and retained as required by the state Public Records Act, NMSA 1978, 14-3-1 et seq. A member of the community development advisory board is disqualified from participating or voting on any matter which would result in a substantial change, either increase or decrease, in the value of any real estate interests owned by the member or the real estate interests of any person related to the member within the third degree of consanguinity or affinity. Further, a member of the community development advisory board is disqualified from participating or voting on any matter which would result in a substantial change, either increase or decrease, in the values of real estate interests owned by others with whom the member has a business or professional relationship with respect to the matter under consideration.

#### Sec. 8-303. - Duties and Responsibilities.

The community development advisory board shall serve in an advisory capacity to the County Council and shall have the following functions, responsibilities and duties:

- (1) Making of recommendations to the County Council regarding:
  - a. Policies for the development, implementation and enforcement of County property maintenance codes;
  - b. Recommend possible changes and definitions to the county code relating
     to CDD and Code Enforcement efforts; and
  - c. Recommend programs and policies for community development with regard to positive outreach activities, such as assistance programs, citizen volunteer groups, and county sponsored clean-up activities.
- (2) Receive and provide citizen input to staff and County Council on ways and means for improving the County's property maintenance and code enforcement program.

For this purpose, the community development advisory board shall gather public input in ways appropriate to the circumstances, which may include public meetings dedicated to specific topics.

- (3) Recommend ways to involve and educate the community on property maintenance issues.
- (4) Receive all monthly property maintenance code enforcement reports including issued notices of violation and citations and photographic evidence, and review as appropriate.
- (5) Report to County Council as requested by Council on community development advisory board findings, activities, and recommendations.
- (6) Such other activities, duties and responsibilities related to Community

  Development Department activities as may be assigned by the County Council.

**Section 3. Severability.** If any section, paragraph, clause or provision of this Code Ordinance shall for any reason be held to be invalid or unenforceable, the invalidity or enforceability of that section, paragraph, clause or provision shall not affect any of the remaining provisions of this Code Ordinance.

**Section 4. Effective Date.** This Code Ordinance shall become effective thirty (30) days after publication of notice of its adoption.

**Section 5. Repealer.** All other ordinances or resolutions, or parts thereof, inconsistent herewith are hereby repealed only to the extent of such inconsistency. This repealer shall not be construed to revive any ordinance or resolution, or part thereof, heretofore repealed.

PASSED AND ADOPTED this 15th day of May, 2018.

	INCORPORATED COUNTY OF LOS ALAMOS			
	David Izraelevitz, Council Chair			
ATTEST:				
Naomi D. Maestas, Los Alamos County Clerk				

#### INCORPORATED COUNTY OF LOS ALAMOS CODE ORDINANCE NO. 02-285

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- **WHEREAS**, a public nuisance is defined by State law in NMSA 1978, § 3-8-1, as knowingly creating, performing, or maintaining anything that affects any number of citizens without lawful authority that is injurious to public health, safety, morals or welfare, or interferes with the exercise and enjoyment of public rights, including the right to use public property; and
- **WHEREAS**, Chapter 3, Article 21 of New Mexico statutes grants County the authority to zone and regulate land use by code ordinance within its jurisdiction, including the right to regulate or restrict the erection, construction, reconstruction, alteration, repair or use of buildings, structures or land in each zone or district; and
- **WHEREAS**, County has enacted code ordinances that regulate the use of land within its jurisdiction, including the regulation of erection, construction, reconstruction, alteration, repair or use of buildings, structures or land in each zone or district; and
- WHEREAS, such code ordinances are found in Chapter 10 (Buildings and Building Regulations), Chapter 16 (Development Code), and Chapter 18 (Environment) of the Los Alamos County Code of Ordinances ("Code"); and
- **WHEREAS**, the County Council ("Council"), as part of its strategic goals in 2016 and 2017, directed the Community Development Department (CDD), through its Code Enforcement Division ("Code Enforcement"), to enhance its property maintenance inspections to remove blight within the County; and
- **WHEREAS**, various citizens of the County have voiced concern that such enhanced enforcement of Chapters 10, 16, and 18, have not adequately taken into account the concerns of some affected citizens; and
- WHEREAS, Council, in an effort to provide maximum public input to the process of Code Enforcement activities, hereby believes that it is in the public's health, safety and welfare to create a citizen board that can receive public input, review enforcement efforts by CDD Code Enforcement, and provide citizen concerns and possible informal resolution to the alleged violation(s) to Council, and provide recommendations to Council on the appropriate application of the Ordinance with regard to enforcement efforts; and
- **WHEREAS**, the board will advise the Council for potential applicable changes to the Ordinance in clarity and content so as to address the needs of the community.

BE IT ORDAINED BY THE GOVERNING BODY OF THE INCORPORATED COUNTY OF LOS ALAMOS, the Los Alamos County Code of Ordinances is hereby amended as follows:

**Section 1**. Article I, Chapter 8, Section 8-4 of the County Code is hereby amended as follows:

#### Sec. 8-4. Standing advisory boards or commissions; terms of existence.

- (a) The following standing boards or commissions are hereby continued or established although not all are governed by the provisions of this chapter: arts in public places board; board of public utilities; Fuller Lodge/historic districts advisory board-historic preservation advisory board; labor management relations board; library board; lodger's tax advisory board; parks and recreation board; personnel board; planning and zoning commission; environmental sustainability board; transportation board; valuation protests board, variance board, and the youth advisory board and the community development advisory board.
- (b) All standing boards and commissions will continue to function indefinitely, unless specifically discontinued by the county council or as otherwise provided by county ordinance. Boards or commissions shall be terminated only by express action of the county council. A board or commission may be assigned more than one task concurrently, but the absence of one or more assigned tasks at any time shall not affect the board or commission's continuing status.

**Section 2.** An Article XV is hereby enacted to be added to Chapter 8 creating the "Community Development Advisory Board" as follows:

#### ARTICLE XV. - COMMUNITY DEVELOPMENT ADVISORY BOARD

#### Sec. 8-301. - Purpose.

A community development advisory board is established in order to make recommendations to County Council regarding the development, implementation, and enforcement of County property maintenance codes within the corporate boundaries of the County.

#### Sec. 8-302. - Membership, Terms and Qualifications.

The community development advisory board shall be composed of five (5) citizens with an attempt to provide equal representation from both the Los Alamos townsite and the White Rock community. No board member shall be appointed that is an employee of the County, either as staff or by contractor. Members shall be appointed by the County Council for staggered terms of three (3) years. Two (2) initial appointments shall expire after one (1) year. The determination of which initial expiring appointments will be decided by the

Council Chairperson at the time of appointment. Vacant board positions will be appointed by the County Council. The remaining three (3) members on the board will expire their term after two (2) years and rotation of appointments shall continue. Board members can be reappointed for no more than three (3) terms.

#### Sec. 8-303. - Duties and Responsibilities.

The community development advisory board shall serve in an advisory capacity to the County Council and shall have the following functions, responsibilities and duties:

- (1) \_ Making of recommendations to the County Council regarding:
  - a. \_\_\_ Policies for the development, implementation and enforcement of County property maintenance codes;
  - <u>B. Recommend possible changes and definitions to the county code relating</u>
     to CDD and Code Enforcement efforts; and
  - c. Recommend programs and policies for community development with regard to positive outreach activities, such as assistance programs, citizen volunteer groups, and county sponsored clean-up activities.
- (2) Receive and provide citizen input to staff and County Council on ways and means for improving the County's property maintenance and code enforcement program.

  For this purpose, the community development advisory board shall gather public input in ways appropriate to the circumstances, which may include public meetings dedicated to specific topics.
- (3) Recommend ways to involve and educate the community on property maintenance issues.
- (4) Review all monthly property maintenance code enforcement reports including issued notices of violation and citations and photographic evidence.
- (5) Report to County Council as requested by Council on community development advisory board findings, activities, and recommendations.
- (6) Such other activities, duties and responsibilities related to Community

  Development Department activities as may be assigned by the County Council.

**Section 3. Severability.** If any section, paragraph, clause or provision of this Code Ordinance shall for any reason be held to be invalid or unenforceable, the invalidity or enforceability of that section, paragraph, clause or provision shall not affect any of the remaining provisions of this Code Ordinance.

**Section 4. Effective Date.** This Code Ordinance shall become effective thirty (30) days after publication of notice of its adoption.

**Section 5. Repealer.** All other ordinances or resolutions, or parts thereof, inconsistent herewith are hereby repealed only to the extent of such inconsistency. This repealer shall not be construed to revive any ordinance or resolution, or part thereof, heretofore repealed.

PASSED AND ADOPTED this 15th day of May, 2018.

	INCORPORATED COUNTY OF LOS ALAMOS		
	David Izraelevitz, Council Chair		
ATTEST:			
Naomi D. Maestas, Los Alamos County Clerk			

#### NOTICE OF CODE ORDINANCE NO. 02-285 STATE OF NEW MEXICO, COUNTY OF LOS ALAMOS

Notice is hereby given that the Council of the Incorporated County of Los Alamos, State of New Mexico, has directed publication of Los Alamos County Code Ordinance No. 02-285. This will be considered by the County Council at an open meeting on Tuesday, May 15, 2018 at 6:00 p.m., at the Los Alamos County Fire Station 3, 129 State Road 4, New Mexico 87544. The full copy is available for inspection or purchase, during regular business hours, in the County Clerk's Office: 1000 Central Avenue, Suite 240.

INCORPORATED COUNTY OF LOS ALAMOS CODE ORDINANCE NO. 02-285

A CODE ORDINANCE AMENDING CHAPTER 8 TO ADD AN ARTICLE XV TO CREATE A COMMUNITY DEVELOPMENT ADVISORY BOARD

Council of the Incorporated County of Los Alamos By: /s/ David Izraelevitz, Council Chair Attest: /s/Naomi D. Maestas, County Clerk

TO BE PUBLISHED IN THE LA DAILY POST on Thursday, May 3, 2018



## County of Los Alamos Staff Report

Los Alamos, NM 87544 www.losalamosnm.us

May 15, 2018

Agenda No.: A.

Index (Council Goals): \* 2018 Council Goal – Quality Governance – Operational Excellence – Maintain

Quality Essential Services and Supporting Infrastructure Including Updated Enterprise

Software and Permitting

Presenters: Naomi Maestas, County Clerk

Legislative File: 10594-18

#### **Title**

County Council Minutes for May 1, 2018

#### **Recommended Action**

I move that Council approve the County Council Minutes May 1, 2018

#### **Clerk's Recommendation**

The County Clerk recommends that Council approve the minutes as presented.

#### **Attachments**

A-County Council Minutes for May 1, 2018

County of Los Alamos Printed on 5/11/2018



#### **County of Los Alamos**

Los Alamos, NM 87544 www.losalamosnm.us

#### **Minutes**

### **County Council - Regular Session**

David Izraelevitz, Council Chair; Christine Chandler, Council Vice Chair; James Chrobocinski, Antonio Maggiore, Susan O'Leary, Rick Reiss, and Pete Sheehey, Councilors

**Tuesday, May 1, 2018** 

6:00 PM

Council Chambers-1000 Central Avenue

**TELEVISED** 

#### 1. OPENING/ROLL CALL

The Council Chair, David Izraelevitz, called the meeting to order at 6:00 p.m.

The following Councilors were in attendance:

Present: 7 - Councilor Izraelevitz, Councilor Chandler, Councilor Chrobocinski,
Councilor Maggiore, Councilor O'Leary, Councilor Reiss, and Councilor Sheehey

#### 2. PLEDGE OF ALLEGIANCE

Led by: Girl Scout Troop 10631

#### 3. PUBLIC COMMENT

Ms. Adrianna Ortiz, No address given, provided information regarding the Española Community Matanza. Mr. Ralph Martinez, Española, invited Council to attend the Española Community Matanza on June 2, 2018.

#### 4. APPROVAL OF AGENDA

A motion was made by Councilor Reiss, seconded by Councilor Maggiore, that the agenda be approved as presented.

The motion passed by acclamation with the following vote:

Yes: 7 - Councilor Izraelevitz, Councilor Chandler, Councilor Chrobocinski, Councilor Maggiore, Councilor O'Leary, Councilor Reiss, and Councilor Sheehey

#### 5. PRESENTATIONS, PROCLAMATIONS AND RECOGNITIONS

**A.** Proclamation Declaring the Month of May as "Bike Month" and the Week of May 14-18, 2018 as "Bike to Work Week" in Los Alamos County

Councilor Sheehey read and presented the proclamation to Mr. Eric Martinez, County Engineer.

B. Proclamation declaring the Month of May 2018 as "Motorcycle Awareness Month" in Los Alamos County

Councilor Chandler read and presented the proclamation to Mr. Richard Sturgeon and members of the local motorcycle club.

**C.** Proclamation declaring the Week of May 13-19, 2018 as "Police Week" and Tuesday, May 15, 2018 as "Peace Officers' Memorial Day" in Los Alamos County

Councilor O'Leary read and presented the proclamation to Mr. Dino Sgambellone, Police Chief.

**D.** Proclamation declaring the Week of May 20-26, 2018 as "Emergency Medical Services Week" in Los Alamos County

Councilor Chrobocinski read and presented the proclamation to Mr. Ben Stone, LAFD EMS Division Chief.

**E.** Recognition of LANL Training Division Chief Paul Grano for Completing the Executive Fire Officer Designation through the National Fire Academy

Mr. Troy Hughes, Fire Chief recognized Mr. Paul Grano, LANL Training Division Chief.

#### 6. PUBLIC COMMENT FOR ITEMS ON CONSENT AGENDA

None.

#### 7. CONSENT AGENDA

#### **Consent Motion:**

A motion was made by Councilor Reiss, seconded by Councilor Chrobocinski, that Council approve the items on the Consent Agenda, as presented and that the motions contained in the staff reports be included for the record.

**A.** Approval of Services Agreement No. AGR 18-28 with T&D Con, LLC, an Affiliate Company of Transmission & Distribution Services LLC., in the amount of \$731,393.78, plus Applicable Gross Receipts Tax, for the Purpose of the White Rock Substation 15KV Retrofit & Upgrade Project

I move that Council approve Services Agreement No. AGR 18-28 with T&D Con, LLC, an Affiliate Company of Transmission & Distribution Services, LLC., in the amount of \$731,393.78 and a contingency in the amount of \$50,000, for a total of \$781,393.78, plus applicable gross receipts tax, for the purpose of White Rock Substation 15KV Retrofit & Upgraded Project.

**B.** Approval of Professional Services Agreement No. AGR 18-37 with Delta Airport Consultants, Inc., in an Amount Not to Exceed \$2,000,000, excluding NMGRT, for Professional Architectural, Engineering, Planning, and Project Management Consulting Services for the Los Alamos County Airport

I move that Council approve Professional Services Agreement No. AGR 18-37 with Delta Airport Consultants, Inc., in an amount not to exceed \$2,000,000, excluding applicable NMGRT, for professional architectural engineering, planning, and project management consulting services for the Los Alamos Airport.

C. Council Designation of Roadway Lighting Design Categories for roadways within Tract A-19, Mirador Subdivision

I move that Council designate Roadway Lighting Design Categories for roadways within the Mirador Subdivision as follows: La Vista Drive between NM 4 and Mirador Boulevard and Mirador Boulevard between NM 4 and the western lot line of commercial Tract D, shall be designated as RLDC-5, Continuously Lighted Roadway; Mirador Boulevard between the western lot line of commercial Tract D and Cadena Loop, Confianza Street, and Cadena Loop shall be designated as RLDC-4, Roadway with Lighted Intersections and Partial Lighting.

D. Approval DWI Planning Council Appointments

I move that Council appoint Jaime Gonzales and Patrick Mockler-Wood and reappoint Denise McCoy, Juanita McNiel, and Judy Lovejoy to the DWI Planning Council for 2-year terms beginning on May 1, 2018 and ending on April 30, 2020.

E. Approval of Re-appointment of Deputy Utility Manager of Finance and Administration, Bob Westervelt, as Los Alamos' Member on the New Mexico Municipal Energy Acquisition Authority (NMMEAA) Board of Directors

I move that Council approve re-appointment of Deputy Utility Manager of Finance and Administration, Bob Westervelt, as Los Alamos' member on the New Mexico Municipal Energy Acquisition Authority Board of Directors.

F. County Council Minutes for April 10, 2018 and FY 2019 Budget Minutes April 16 and 17, 2018

I move that Council approve the County Council Minutes for April 10, 2018 and FY 2019 Budget Minutes April 16 and 17, 2018.

**G.** Approval of Revision to Modification 20 to the Electric Energy and Power Coordination Agreement (ECA) Between the Incorporated County of Los Alamos and the United States Department of Energy (DOE).

I move that Council approve this Modification 20 to the Electric Coordination Agreement as presented.

**H.** Approval of Northern Rio Arriba Electric Cooperative (NORA) Third Revised Exhibit A and Amendment No.3 to the Operation, Maintenance and Wheeling Agreement Dated August 27,1986

I move that Council approve the NORA Third Revised Exhibit A and Amendment No.3 to the Operation, Maintenance and Wheeling Agreement Dated August 27, 1986.

**Approval of Consent Agenda:** 

The motion passed with the following vote:

Yes: 7 - Councilor Izraelevitz, Councilor Chandler, Councilor Chrobocinski, Councilor Maggiore, Councilor O'Leary, Councilor Reiss, and Councilor Sheehey

#### 8. PUBLIC HEARING(S)

**A.** Incorporated County of Los Alamos Ordinance No. 02-281; An Ordinance Repealing Ordinances 571 and 664 in their Entirety and Enacting and Amending Certain Affordable Housing Provisions Into the Los Alamos County Code of Ordinances

Mr. Paul Andrus, Community Development Director, spoke.

Public Comment:

None.

A motion was made by Councilor Sheehey, seconded by Councilor Chandler, that Council approve Incorporated County Of Los Alamos Ordinance No. 02-281; An Ordinance Repealing Ordinances 571 and 664 in their Entirety and Enacting and Amending Certain Affordable Housing Provisions Into the Los Alamos County Code of Ordinances, and ask staff to assure that the Ordinance is published as required by the County Charter.

The motion passed with the following vote:

Yes: 7 - Councilor Izraelevitz, Councilor Chandler, Councilor Chrobocinski, Councilor Maggiore, Councilor O'Leary, Councilor Reiss, and Councilor Sheehey

**B.** Incorporated County of Los Alamos Code Ordinance No. 02-286, A Code Ordinance amending Chapter 18, Section 36, To Increase The Minimum Number of Day a Notice Provided to a Landowner to Correct a Violation Prior to Issuance of a Citation

Mr. Paul Andrus, Community Development Director, spoke.

Councilor Maggiore spoke.

Councilor Chrobocinski spoke.

Ms. Katie Thwaits, Assistant County Attorney, spoke.

Mr. Michael Arrellano, Chief Building Inspector, spoke.

Public Comment:

Ms. Helen Milenski, 1651 36th Street, spoke.

Ms. Heather Ortega, 40 Santolino, spoke.

A motion was made by Councilor Chrobocinski, seconded by Councilor Maggiore, that Council approve Incorporated County of Los Alamos Code Ordinance No. 02-286, a Code Ordinance amending Chapter 18, Section 36, to Increase the Minimum Number of Days a Notice Provides to a Landowner to Correct a Violation Prior to Issuance of a Citation.

The motion passed with the following vote:

Yes: 6 - Councilor Chandler, Councilor Chrobocinski, Councilor Maggiore, Councilor O'Leary, Councilor Reiss, and Councilor Sheehey

No: 1 - Councilor Izraelevitz

**C.** Incorporated County of Los Alamos Code Ordinance No. 02-285, A Code Ordinance amending Chapter 8 to add an Article XV to Create A Community Development Advisory Board.

Councilor Chrobocinski spoke. Councilor Maggiore spoke.

Ms. Katie Thwaits, Assistant County Attorney, spoke.

Mr. Harry Burgess, County Manager, spoke.

#### **RECESS**

Councilor Izraelevitz called for a recess at 8:03 p.m. The meeting reconvened at 8:12 p.m.

Public Comment:

Mr. Brady Burke, 2310 39th Street, spoke. Ms. Helen Milenski, 1651 36th Street, spoke.

A motion was made by Councilor Chrobocinski, seconded by Councilor O'Leary, that Council approve Incorporated County of Los Alamos Code Ordinance No. 02-285, a Code Ordinance amending Chapter 8 to Add an Article XV to Create a Community Development Advisory Board with the following changes; Section 8-302 increase from 5 to 7 citizens; 3 initial appointments expire after one year, the remaining 4 expire after 2 years; Section 8-303, number 4 will be changed to state receive all monthly property maintenance codes and review as appropriate.

A motion to amend was made by Councilor Izraelevitz, seconded by Councilor Chrobocinski, to include the following Amendment to the motion: to include the real estate disclosure found in 8-202-B.

After further discussion Councilor Chrobocinski withdrew his second to amend the motion.

After further discussion Councilor Maggiore seconded the motion to amend.

Public Comment on Motion to Amend:

Ms. Helen Milenski, 1651 36th Street, spoke.

The motion to amend passed with the following vote:

Yes: 4 - Councilor Izraelevitz, Councilor Chandler, Councilor Maggiore, and Councilor Reiss

No: 3 - Councilor Chrobocinski, Councilor O'Leary, and Councilor Sheehey

A SECOND motion to amend was made by Councilor Izraelevitz, to include the following Amendment to the motion: to remove reference to Los Alamos versus White Rock.

The motion failed for lack of a second.

Due to a substantive change to the motion it will have to be re-published and heard at a later date.

Councilor Izraelevitz announced that the agenda for the May 22, 2018 Council Meeting will be amended to include this item and the rules for the meeting will be suspended to allow action at a work session.

#### 9. BUSINESS

**A.** Approval of Services Agreement AGR18-39 with FBT Architects in the Amount of \$459,315.00 and a contingency in the amount of \$50,000, for a total of \$509,315.00, plus Applicable Gross Receipts Tax, for the Purpose of Designing the Kiddie Pool Addition to the Los Alamos County Aquatics Center.

Mr. Eric Martinez, County Engineer, spoke.

Ms. Katie Thwaits, Assistant County Attorney, spoke.

Mr. Harry Burgess, County Manager, spoke.

Public Comment:

Mr. Brady Burke, 2310 39th Street, spoke.

Ms. Shelby Redondo, 390 Manhattan Loop, spoke.

Ms. Helen Milenski, 1651 36th Street, spoke.

A motion was made by Councilor Sheehey, seconded by Councilor Chandler, that Council Approve Services Agreement AGR18-39 with FBT Architects in the Amount of \$459,315.00 and a contingency in the amount of \$50,000, for a total of \$509,315.00, plus Applicable Gross Receipts Tax, for the Purpose of Designing the Kiddie Pool Addition to the Los Alamos County Aquatics Center.

A motion was made by Councilor Maggiore, seconded by Councilor Izraelevitz, to postpone this item to the June 12, 2018 County Council meeting.

The motion to postpone passed with the following vote:

Yes: 4 - Councilor Izraelevitz, Councilor Maggiore, Councilor Reiss, and Councilor Sheehey

No: 3 - Councilor Chandler, Councilor Chrobocinski, and Councilor O'Leary

#### 10. COUNCIL BUSINESS

#### A. Appointments

1) Appointment of Members to the Tourism Implementation Task Force

Council presented votes to Ms. Linda Matteson, Assistant to County Manager, she populated the spreadsheet and presented the results to Council.

**Public Comment:** 

None.

A motion was made by Councilor Chrobocinski to appoint the persons indicated on the voting summary spreadsheet to the Tourism Implementation Task Force for a term of two years; and further moved, to appoint the Representatives and Alternates from the Boards and Commissions on the voting summary spreadsheet to the Tourism Implementation Task Force for a term of two years.

The motion passed with the following vote:

Yes: 7 - Councilor Izraelevitz, Councilor Chandler, Councilor Chrobocinski, Councilor Maggiore, Councilor O'Leary, Councilor Reiss, and Councilor Sheehey

#### B. Board, Commission and Committee Liaison Reports

None.

#### C. County Manager's Report

County Manager Harry Burgess reported that the construction at the airport hangar has begun and in house workers are being utilized and training has begun on the MUNIS Platform for all employees.

Council had a discussion with Mr. Brian Brogan, Community Services Director, regarding the Bayo Canyon Flow Trail.

#### D. Council Chair Report

Councilor Izraelevitz reported that there was a meeting last week with a member of the Public Schools Board and some staff to talk about the parcel at the middle school and ideas for development of that area.

#### E. General Council Business

 Approval of Council's Review Committee Report and Recommendations on FY19 Board and Commission Work Plans

Mr. Harry Burgess, County Manager, spoke. Councilor Sheehey spoke.

**Public Comment:** 

Mr. Brady Burke, 2310 39th Street, spoke.

Mr. James Robinson, 3493 Pueblo, spoke.

A motion was made by Councilor Maggiore, seconded by Councilor Sheehey, that Council thank all Board & Commission members for their dedication to public service and approve the FY19 Work Plans as submitted or amended from the following boards: Arts in Public Places Board, Environmental Sustainability Board, Historic Preservation Advisory Board, Library Board, Lodger's Tax Advisory Board, Parks and Recreation Board, Personnel Board, Planning and Zoning Commission, and the Transportation Board with the understanding that this approval does not represent formal Council budget approval of all projects, proposals, or potential recommendations listed in the Work Plans; and further moved that Council approve the continuation of Boards and Commissions annual presentations to Council using the current format and direct staff to notify the Board and Commission Chairpersons of this requirement and the approval of the FY19 Work Plans.

The motion passed with the following vote:

Yes: 7 - Councilor Izraelevitz, Councilor Chandler, Councilor Chrobocinski, Councilor Maggiore, Councilor O'Leary, Councilor Reiss, and Councilor Sheehey

#### F. Approval of Councilor Expenses

None.

#### G. Preview of Upcoming Agenda Items

Councilor O'Leary provided a briefing on the item involving Kroger which will be discussed at the May 15, 2018 County Council meeting.

#### 11. COUNCILOR COMMENTS

Councilor Chrobocinski read a statement resigning his position on Council effective immediately following this evenings meeting.

Councilor O'Leary thanked Councilor Chrobocinski for all he has done for the community and wished him success and good fortune.

Councilor Maggiore echoed Councilor O'Leary's comments.

Councilor Sheehey thanked Councilor Chrobocinski for his service.

Councilor Izraelevitz thanked Councilor Chrobocinski for his service.

#### 12. PUBLIC COMMENT

Mr. Brady Burke, 2310 39<sup>th</sup> Street, suggested crosswalks be painted on the streets as a safety precaution. Ms. Helen Milenski, 1651 36<sup>th</sup> Street, thanked Councilor Chrobocinski for his support throughout the last year. Mr. James Robinson, 3493 Pueblo, thanked Councilor Chrobocinski for all he has done and wished him the best of luck.

#### 13. ADJOURNMENT

Los Alamos County

The meeting adjourned at 10:32 p.m.								
INCORPORATED COUNTY OF LOS ALAMOS								
David Izraelevitz, Council Chair								
Attest:								
Naomi D. Maestas, County Clerk								
Meeting Transcribed by: Victoria L. Martinez, Deputy Clerk								

Page 8

May 1, 2018

### **Tourism Implementation Task Force**

ſ	5/1/2018										Si
	Name	Affiliation, if any	Attributes	Izraelevitz	Chandler	Chrobocinski	Maggiore	O'Leary	Reiss	Sheehey	Total # of Votes
_	Micheline Devaurs	Anniation, if any	Tourism Work Group member; Hospitality (Bathtub Row Brewing); represent Science; business planning and development experience; LA townsite resident	×	×	×	×	×	×	×	⊢ 7
2	David Fox	CEO and Founder, CB Fox and Pajarito Greenhouse	Tourism Work Group member; Retail Business (CB Fox); prior interaction with LA visitors; business planning and development experience; WR resident	×	×	×	×	×	×	×	7
3	Laurence Goddard		Service Business (Medical practice); Outdoor recreation assets; LA townsite resident	×			×				2
4	Prashant Jain	Owner, Siphey	Hospitality Business (Sirphey, Unquarked Wine Room and Bandelier NM concession); business planning and development experience	×	×		×	×	×	×	(
5	Dave Jolly	Metzger's Hardware, Los Alamos MainStreet	Tourism Work Group member; Retail Business ( Metzger's); prior interaction with Los Alamos visitors; business planning and development experience; WR resident	×	×	×			×		4
6	Heather McClenahan	Executive Director, Los Alamos Historical Society	Tourism Work Group member; represent History (Los Alamos History Museum); prior interaction with LA visitors; business planning and development experience; WR resident	х		х	×	х	х	×	6
7	Lauren McDaniel	Director, Los Alamos MainStreet (LACDC)	Represent Science (ScienceFest); prior interaction with LA visitors; business planning and development experience	x	x		x		х	x	
8	T. Clay Moseley	Chairman and President, Southwest Nordic Ski Club	Represent Outdoor Recreation (Tour de Los Alamos, Atomic City Duathlon, Pajarito Trailfest and Pajarito Punishment mountain bike race); prior interaction with LA visitors; business planning and development experience; LA townsite resident			х	х	x	x		2
9	Cristina Olds		Represent Outdoor Recreation (Tuff Riders Mountain Bike Club); business planning and development experience; LA townsite resident		x	x		x		x	4
10	Melanie Pena	Los Alamos Commerce and Development Corp.	Hospitality Business (Discover Los Alamos Meeting and Visitor Bureau); prior interaction with LA visitors				x			x	2
11	Jacqueline Shen	Owner, Canyon Inn	Hospitality Business (Canyon Inn); prior interaction with LA visitors; business planning and development experience			x		x			2
12	Whitney Spivey		Represent Outdoor Recreation (competive athlete; traveled all over the country to race); prior interaction with LA visitors; business planning and development experience; LA townsite resident	x		x					2
13	Robert Tobey		Prior experience with LA visitors (Bradbury Science Museum (1999-2004) and White Rock Visitor Center (1992- 2013)); WR resident		х			х			7
14	Karen Wray	Artist and owner of the Karen Wray Gallery	Retail Business (Karen Wray Gallery); prior interaction with LA visitors; business planning and development experience		x				x	x	:
	TOTAL			8	8	8	8	8	8	8	

Los Alamos County Council Regular Meeting Item 10A May 1, 2018



# County of Los Alamos Staff Report

Los Alamos, NM 87544 www.losalamosnm.us

May 15, 2018

Agenda No.: B.

Index (Council Goals): \* 2018 Council Goal – Economic Vitality – Financial Sustainability – Encourage the

Retention of Existing Businesses and Assist in Their Opportunities for Growth

Presenters: Susan O'Leary, Councilor

Legislative File: 10630-18

#### **Title**

Follow-up Discussion about Development Agreement with Kroger and Mari-Mac Property Status **Body** 

At the January 30, 2018 Council meeting, Kroger personnel discussed the status of the Development Agreement (new Smith's) and the Mari-Mac property (old Smith's). Since that time, Councilor O'Leary has requested that County staff follow up with Kroger and provide an update to Council. The attachment and tonight's discussion are intended to provide this updated information.

#### **Attachments**

A - Kroger Update for 5-15-18

County of Los Alamos Printed on 5/11/2018

# Kroger Update 5 /15/ 2018

### **Topics**

- 1. Old Smith's and Mari-Mac tenants / transactions status.
- 2. New Smith's response to County request for an Amended Plan for Completion.
- 3. New Smith's tenants / transactions status.

# Old Smith's and Mari-Mac – tenants / transactions status

- 1. Spoke with the following Kroger personnel:
  - a) Nick Tompkins Western Surplus Asset Specialist,
  - b) Jordin Horan National Surplus Asset Manager, and
  - c) Don Barnett Corporate Real Estate Manager.
- 2. They have received an offer to purchase their entire portion the Mari-Mac property and are working through their internal processes of underwriting and valuation on that offer. They are expecting progress during the next 90 days.
- 3. We expressed the County's interest in being helpful with any redevelopment efforts. They were appreciative and they indicated that they would convey this to the potential new owner at the appropriate time.
- 4. They have initiated discussions with other owners regarding potential uses currently not allowed within Mari-Mac covenants (i.e. housing), however they did not specify what the current offeror is planning for the site.

# New Smith's – response to County request for an Amended Plan for Completion

- 1. Spoke with Don Barnett, Kroger Corporate Real Estate Manager.
- 2. They are planning to send a written response.
- 3. Kroger does not plan to build out the unbuilt sites based on speculation.
- 4. The County's options in the lease are outlined in Exhibit 1.

## New Smith's – tenants / transactions status

- 1. They are actively marketing the 2 vacant spaces and 2 pad sites, but have indicated that their cost structure requires a higher price which creates difficulties finding tenants.
- 2. They are open to considering offers for build-to-suit.
- 3. Joanie Ahlers will be meeting with Don Barnett at the International Council of Shopping Centers (ICSC) RECon Global Retail Real Estate Convention later this month to continue pursuing opportunities.
- 4. They are also open to, and interested in, whatever help and incentives the County could provide to any potential new tenants.

#### Summary of County Options in the New Smith's Ground Lease

If at least 35,000 sq ft of the Subsequent Development is not completed by 9/24/17 then at the County's sole option either: (note - this milestone has not been met)

- A Shall notify Lessee of a time period of at least an additional 24 month under which the Lessee must construct at least 35,000 sq ft "Extended Subsequent Development Phase Period", or
- B Shall make a written request to Lessee that Lessee has 60 days to submit to the County amended plans for completion of the Undeveloped Portion of the minimum required 35,000 sq ft.

During the 60 day period, Lessee, in its sole option, shall submit amended plans and propose a date for completion - "Amended Plan for Completion"

Note: - there is no timeline defined for the County to initiate A or B

Then,

ΙF

1. Lessee does not complete as specified in A,

or

2. Lessee does not timely submit the Amended Plan for Completion in B,

or

3. The County in its sole option rejects the Amended Plan for Completion,

the County has the right to develop, at its sole cost and expense, the Undeveloped Portion "County Development Option". This option expires on 9/24/24. (12th anniversay of the effective date)

#### Terms of County Development Option

Once County commences development, Lessee stops paying rent on that portion of the site.

County can collect rents from that portion of development to recover costs plus a 10% return. After that, development reverts back to Lessee, and Lessee resumes paying rent on that portion.

Lessee shall manage any developed property for a fee of 4% of the associated new rents.



All mapping information is for reference only.
Users are solely responsible to confirm data accuracy.
Los Alamos County assumes no liability for errors associated with these data.

