



# County of Los Alamos

Los Alamos, NM 87544  
www.losalamosnm.us

## Agenda - Final County Council - Work Session

*Sara Scott, Council Chair; Randall Rytty, Vice-Chair; David Izraelevitz; Antonio Maggiore; Katrina Martin; James Robinson; and Pete Sheehey, Councilors*

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Tuesday, October 27, 2020

6:00 PM

Due to COVID-19 concerns, meeting will be conducted remotely.

Public can view proceedings at  
<http://losalamos.legistar.com/Calendar.aspx>,  
<https://zoom.us/j/98912153689>

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*Members of the Public can, also, join this meeting session to make public comment via Zoom by pasting into their browser the following:*

*<https://zoom.us/j/98912153689> once the session has started.*

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+1 929 205 6099 or +1 301 715 8592 or +1 312 626 6799*

*Webinar ID: 989 1215 3689*

*<https://zoom.us/j/98912153689>*

1. OPENING/ROLL CALL
2. PLEDGE OF ALLEGIANCE
3. PUBLIC COMMENT
4. APPROVAL OF AGENDA
5. PRESENTATIONS, PROCLAMATIONS AND RECOGNITIONS
- A. [12717-20](#) Briefing by the Lodger's Tax Advisory Board.

**Presenters:** Katie Bruell, Chair of the Lodgers' Tax Advisory Board

**Attachments:** [A - LTAB Presentation to Council Oct 27 2020](#)  
[B - LTAB FY21 Work Plan - Draft](#)  
[C - LTAB FY20 Work Plan](#)

- B. [13293-20](#) Presentation on the Current Status of the Downtown Master Plans and Development Code Update

**Presenters:** Paul Andrus, Community Development Director

**Attachments:** [A - Presentation on the Downtown Master Plans and Development Code Update](#)

6. **BUSINESS**

- A. [13315-20](#) Discussion of Broadband

**Presenters:** Steven Lynne, Deputy County Manager

**Attachments:** [A - Broadband Discussion 10 27 2020](#)

7. **PUBLIC COMMENT**

8. **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

October 27, 2020

Los Alamos, NM 87544  
www.losalamosnm.us

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**Agenda No.:** A.

**Index (Council Goals):** \* 2020 Council Goal - Enhancing Support and Opportunities for the Local Business Environment

**Presenters:** Katie Bruell, Chair of the Lodgers' Tax Advisory Board

**Legislative File:** 12717-20

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### **Title**

Briefing by the Lodger's Tax Advisory 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 - Lodger's Tax Advisory Board Presentation to Council
- B - LTAB FY21 Work Plan - Draft
- C - LTAB FY20 Work Plan

# Lodgers' Tax Advisory Board

ANNUAL PRESENTATION TO LOS ALAMOS COUNTY COUNCIL

OCT 27 2020



# LTAB Purpose

- ▶ A lodger's tax advisory board is established to advise the county manager and council on the expenditure of funds authorized for advertising, publicizing and promoting tourist attractions and facilities in and around the county.

## Lodgers' Tax Revenues

► Lodgers' Tax revenues are available for the purpose of advertising the community, improving its services, financing new facilities, attracting conferences, conventions and meetings of commercial, cultural, educational and social origin to the county and the state.

# Lodgers' Tax Revenue Flow

4

ATTACHMENT A

## ► Lodging

**Rent at least one room for overnight stay**

*Exception: stays that are 30+ consecutive days*

▪ **Charge up to 5% Lodgers' Tax, in addition to 7.3125% GRT**

▪ **Submit Lodgers' Tax to County Finance Dept each month on the 25<sup>th</sup>**

## ► County Finance

**All payments collected into Lodgers' Tax Revenue Fund**

▪ **Monthly/annual reports/accounting provided to staff**

▪ **Annual random audit of lodging establishment records**

## ► County Staff

**Review and share reports with LTAB**

▪ **Submit LTR projects & budgets for LTAB input and Council approval**

▪ **Execute contracts and projects with LTAB input**

# The Board

**Duties/Responsibilities:** Advise and respond to County Council re Lodgers' Tax matters; and convey citizen input to staff and Council re Lodgers' Tax expenditures.

**Membership:** 5-member board. 2 lodging reps; 2 tourism attraction reps, 1 member of the public (resident)

	REPRESENTATION	NAME	AFFILIATION
1	Tourism Attraction Rep	Katie Bruell	Los Alamos Nature Center
2	Tourism Attraction Rep	Linda Deck	Bradbury Science Museum
3	Lodging Rep	Zadora Morin	Holiday Inn Express & Suites
4	Lodging Rep	Vacant	N/A
5	Public / Resident	Stacy Baker	White Rock Resident

Funded by  
Lodgers Tax  
Revenues

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**Tourism Marketing Services  
Contract**

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**Visitor Center Services Contract**

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**Tourism Strategic Plan Projects**

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**Visitor Materials Displays &  
Distribution**

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# SUNNY 505

7

► Tourism Marketing services • 50+ Miles Out

**Target Audiences:** Millennial Families & Baby Boomers

**Marketing Strategy:** Aligned with New Mexico True

**Tactics:** Print/Digital Advertising • P.R. • Social Media • Event Support



DISCOVER  
LOS ALAMOS

• LACDC

8

► Visitor Center services • Inside 50-Mile Radius

[visitlosalamos.org](http://visitlosalamos.org)

Visitor Center staffing, management & ops

Visitation Data Collection & Reporting

Visitor Materials Displays & Distribution

# Tourism Partnerships

- ▶ **Tourism Task Force**
- ▶ **Boards & Commissions**
- ▶ **Los Alamos Chamber of Commerce**
- ▶ **Los Alamos MainStreet**
- ▶ **Los Alamos Area Attractions**
- ▶ **Hospitality Businesses**
- ▶ **New Mexico Tourism Department**
- ▶ **New Mexico Hospitality Association**



# Tourism Projects & Initiatives

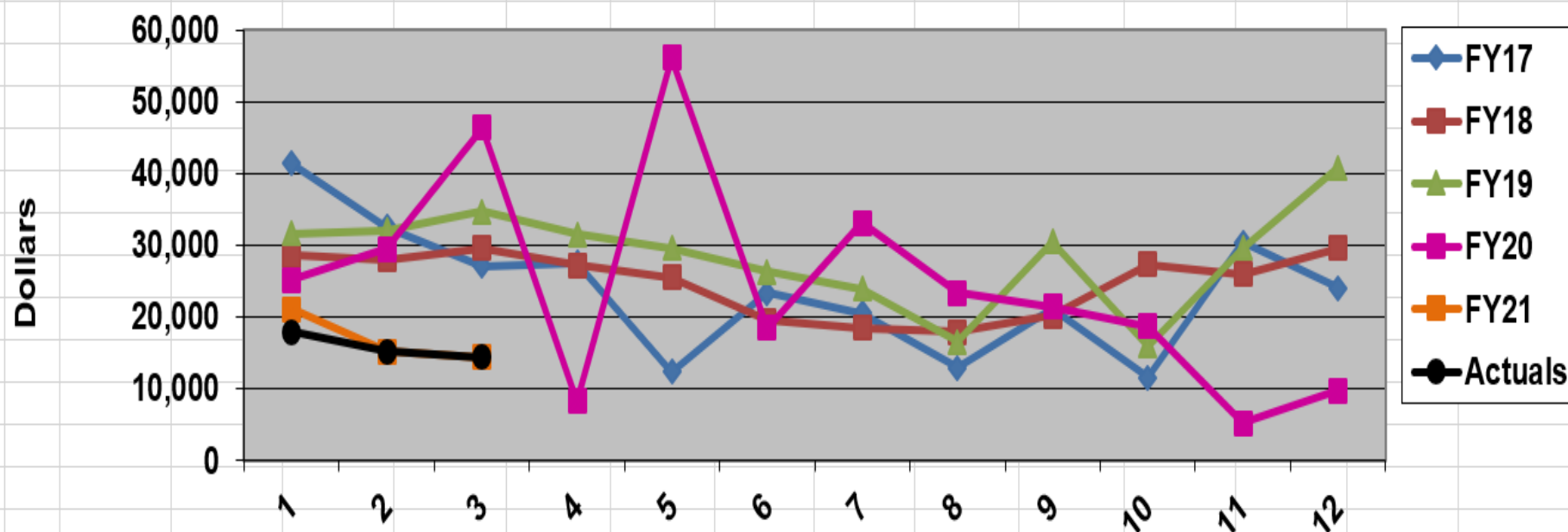
- ▶ Workplan Priority Projects
- ▶ Tourism Strategic Plan
- ▶ Outdoor Recreation Division
- ▶ Dark Skies Corridor Initiative

# Lodgers' Tax Accrued Revenues

11

FY16	FY17	FY18	FY19	FY20	FY21 to date
\$253,981	\$284,920	\$297,647	\$343,261	\$295,365	\$47,472
6%	12%	4%	15%	-14%	-53%

Los Alamos County Lodgers' Tax Revenue



# Visitor Centers Closed / Attractions Closed or Limited Access

12

ATTACHMENT A



**White Rock and Los Alamos Visitor Centers are currently closed.**

Please call 505-662-8105 or email [lavc@losalamos.org](mailto:lavc@losalamos.org) for more information.



# NMTD FY20-21 Co-Op Grants Cancelled

- New Mexico Tourism Dept. paused all regional and national advertising and cancelled Co-Op Marketing and Advertising Grants
- County's Tourism Marketing Services contract includes a \$15K allocation for Co-Op that should be reallocated to other tourism marketing tasks and/or rolled over to FY22, when the Co-Op grant program is resurrected

Los Alamos is  
NEW MEXICO *True*



**EFFECTIVE FRI OCT 23 2020**

## Food And Drink Establishments

- To offer limited indoor dining at a maximum of 25% occupancy:
- complete the **New Mexico Safe Certified training program** by Oct 30th
- consent to spot testing of employees by the state Department of Health.\*
- require customers who dine on-site to list their name and contact information in a logbook, and retain info for 3 weeks to assist state regulators in contact-tracing efforts

If not New Mexico Safe Certified as of Friday, Oct. 30, establishments may continue to provide outdoor dine-in service at 75% of maximum occupancy with tables at least 6 feet apart, among other required COVID-Safe Practices, but may not provide indoor dine-in service.

**Museums and Historical Sites** closed.



# New Mexico Hospitality Association

ATTACHMENT A



- **Mandatory for inside dining (Oct 30)**
- **Already an incentive for lodging**
- **NM Safe Dining Program launching soon**
- **Partnering with Chamber and MainStreet to help restaurants and other businesses get certified.**



## Lodgers' Tax Best Practices Handbook

- **Resource for municipalities and counties**
- **First step towards statewide uniform process**
- **Limit potential for waste, fraud & abuse; accountability**

**NEW MEXICO** *True*  
INDUSTRY PARTNERS

# Recovery Readiness Initiative

# Recovery Readiness Initiative: Google DMO

Work on the completeness, comprehensiveness, and the effectiveness of your Google presence for maximum impact.

This program is :

- Intended only for DMOs, such as nonprofits and local governments
- Benchmarked over a 4+-week process
- **FREE** for all qualified interested partners: space is limited!

## Google DMO Program

**miles**  
PARTNERSHIP

- 150 Attractions & Hospitality Businesses
- Audit per Google Algorithm Criteria
- 2 CIC Interns
- Post Photos
- Submitting/Tracking Enhancements



# NMTD: Content Creation

## ATTACHMENT A

- Articles featuring interviews with local attraction directors including the Los Alamos Nature Center and the Bradbury Science Museum
- 4 10-second videos; 10 Stills
- Local Talent: family and couple
- Featured unique Los Alamos offerings:
- Pig+Fig, Canyon Rim Trail, Historic Walking Tour, Bathtub Row Brewing Co-Op



HISTORY MUSEUM 20201015



BREWERY 20201015



RIM TRAIL & COFFEE 20201015



# NMTD: Social Media

## ATTACHMENT A

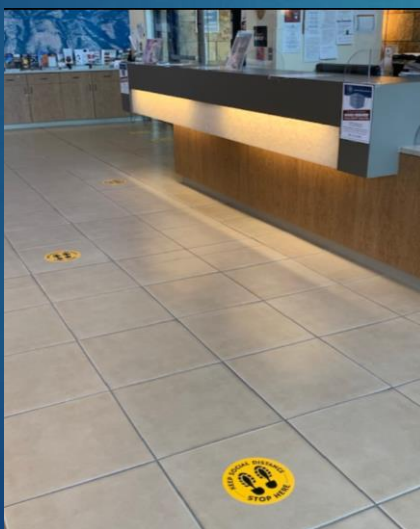
- 2 additional posts per month X 12 mos.
- **Facebook** Visit Los Alamos
- Adding @VisitLosAlamos **Instagram** page
- Populate from @LosAlamos County Instagram page
- Considering Visit Los Alamos **Pinterest** Boards





# SUNNY 505

- P.R. and Social Media promoting virtual offerings
- Planned--Virtual Tour



# Visitor Center Services

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**Visitor Centers – CSP Plan and space provisions**

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**Visitlosalamos.org promoting virtual offerings by local attractions**

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**•Visitor Data – collecting, documenting, assessing and reporting visitor interest on-line/phone**

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**Visitor Materials – moved out old, storing new Adventure Guide; promoting and distributing AG throughout region and state.**

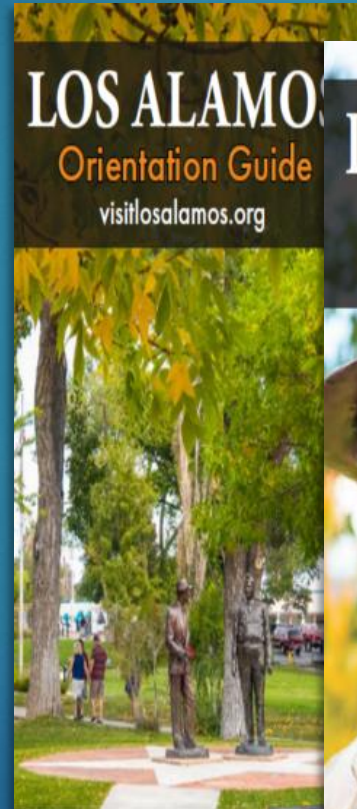
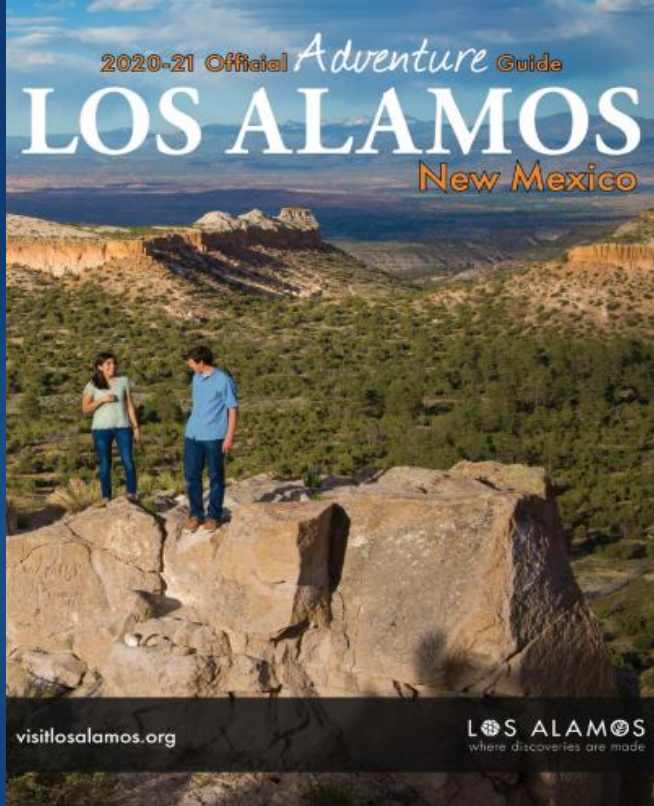
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# New In-Market Visitor Materials

22

ATTACHMENT A



# LTAB FY21 Priorities

ATTACHMENT A

- 1.Data**
- 2.Hospitality Best Practices**
- 3.Lodging**

# Data

24

*Evaluate data identification, collection, documentation, assessment and reporting*

- **Demonstrates ROI**
- **Informs marketing and promotion**
- **Aligns with state and industry standards, best practices**

# Hospitality Best Practices

## Community-Wide Customer Services Training

*Visitor Journey A2D Training (LACDC)*



# Lodging

26

## Source of Lodgers' Tax Revenue/Marketing Budget

### Support for existing and future properties

- 271 rooms
- 3 Hotels: Comfort Inn, Hampton Inn, Holiday Inn Express
- 3 BnB's: North Road, Pueblo Canyon Inn, Canyon Inn)
- 1 new property: Marriott Townsuites (Summer 2021)

**Short Term Rental Market - Airbnb, VRBO, etc.**

# Short Term Rental Market

## Tactics - Participation in:

- CDD Development Code Update
- State Lodgers' Tax Handbook
- Short-Term Renters & Community Outreach

# Future Considerations for FY21 and Beyond

ATTACHMENT A

- ✓ **Tourism is the gateway to economic development.** Before someone moves to Los Alamos, buys property, opens a business or expands or relocates a business - the first point of contact is usually as a visitor.
- ✓ **We must be prepared to launch a robust, sustained marketing effort** when the governor and County Manager deem it safe to do so. Since March 2020, tourism visitation statewide is down 50% over FY20. Los Alamos Lodgers' Tax Revenues are trending the same (53% decrease over FY20).
- ✓ **We need the flexibility** as we navigate the peaks and valleys of this pandemic, ensuring that we are ready to rise to new opportunities (e.g., Outdoor Recreation Initiative, Dark Skies Corridor Initiative), and market our destination as public health orders allow. While we are saving some tourism budget now, we may need to roll over funding from one fiscal year to the other to be able to respond to the anticipated pent-up demand for vehicle travel to wide open spaces.

# Thank You!

# QUESTIONS?



**LOS ALAMOS**  
where discoveries are made

## **FY21 Work Plan for Los Alamos County Boards and Commissions**

**(Fiscal Year 2021: July 1, 2020 – June 30, 2021)**

**Board and Commission Name: Lodgers' Tax Advisory Board (LTAB)**

**Date prepared: February 25, 2020**

**Date approved by Council: TBD**

**Prepared by: Kelly Stewart**

**This work plan will be accomplished in the following time frame:  
July 1, 2020 to June 30, 2021**

**Chairperson: TBD**

**Members and terms:**

<b>Member</b>	<b>Start/End Dates</b>	<b>Term</b>
<b>Linda Deck</b>	<b>12/2/2019 – 12/1/2022</b>	<b>2</b>
<b>Katie Bruell</b>	<b>12/2/2018 – 12/1/2021</b>	<b>2</b>
<b>Stacy Baker</b>	<b>12/2/2018 – 12/1/2021</b>	<b>1</b>
<b>Zach Aikey</b>	<b>12/2/2019 – 12/1/2022</b>	<b>1</b>
<b>Vacant</b>	<b>12/2/2017 – 12/1/2020</b>	

**Department Director: Linda Matteson, CMO**

**Work plan developed in collaboration with Department Director? (Y/N?) Y**

**Staff Liaison: Kelly Stewart**

**Administrative Support provided by: Barbara Lai**

**Council Liaison: David Izraelevitz**

**Reviewed by Council Liaison Y**

**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.**

## **I. PRIORITY PROJECTS**

1. **Tourism Marketing Metrics (Identification, Collection, Analysis, Reporting, Application)** *to identify and apply metrics that accurately assess the performance and effectiveness of Los Alamos’ tourism marketing products and campaigns and inform tourism marketing content, media investments, and visitor services.* • The NMTD Research Director attended the Dec 17 LTAB meeting to present and facilitate discussion re the criteria that must be considered for a data plan and provided a data package for LTAB to complete for incorporation into a data plan. The County Staff Liaison attended tourism marketing and lodging data sessions while at the Tourism and Hospitality TRENDS conference Feb. Member Linda Deck and Staff Liaison Kelly Stewart volunteered to lead the effort to complete the data package and make progress on development and implementation of tourism marketing metrics plan.
2. **Short-Term Rentals (a.k.a., “Alternative Lodging” like Airbnb, VRBO)** *to prepare Los Alamos to leverage the power of the growing short-term lodging industry under new laws and provisions, seeking best practices, policies and process that benefit short term rental participants and their lodgers, while generating Lodgers’ Tax revenues.* • LTAB hosted a presentation from The Town of Taos Marketing and Tourism Director regarding Taos’ short term lodging program, including policies, procedures and lessons learned. The County Staff Liaison relayed to LTAB NMTD’s plans to develop a Lodgers’ Tax Handbook with input from tourism and lodging professionals throughout the state in spring 2020. The County Staff Liaison relayed the information learned to the Community Development Department (CDD), and it was determined that this subject will be included in CDD’s Redevelopment Master Plan and Development Code Update project to be awarded and conducted in the spring/summer of 2020. In the meantime, the Staff Liaison is coordinating with CDD staff to monitor number and disposition of pending business license applications for short term lodging operations; working with CMO/CDD to understand County response to these “pre-code update” STR business operators; and informing then relaying LTAB recommendations. Chair Jacqueline Shen and Vice Chair Katie Bruell are monitoring current STR response and providing input to the relevant sections of the development code update.
3. **Hospitality Best Practices (e.g., customer service training)** *to research and recommend standards best practices and feedback systems for the front line managers of Los Alamos’ hospitality industry.* • LTAB members Stacy Baker and Zack Aikey are monitoring and soliciting/relaying feedback and recommendations regarding the effectiveness of LACDC’s Visitor Journey A2D customer service/ambassador training for Los Alamos set to launch in March with an on-line/live sessions, beginning with front-line tourism and hospitality professionals, in preparation for the mid-May start of Los Alamos’ high tourism season.

## **II. LTAB AFFILIATED PROJECTS**

- A. **Rural Pathways Project** – LTAB will participate in the steering committee for a Rural Pathway Project (RPP) grant focused on marketing Bandelier as part of a multi-pronged experience that includes Los Alamos townsite. The County Staff Liaison is leading the grant application effort with plans to launch the effort in March/April 2020.
- B. **Critical Plans Review** – LTAB conducted reviews and/or received presentations and/or regular reports on the following strategic plans: the Tourism Strategic Plan, the Economic Vitality Strategic Plan, the MainStreet and Creative District Plans and Economic Transformation Strategies, and the Brand Action Plan.
- C. **Planning Calendar Functionality** – LTAB monitors and provides input regarding the content and functionality of fyilosalamos.com to ensure it is updated, comprehensive and representative of all visitor-oriented events and programs. LACDC staff led this effort and are considering new platforms to improve accessibility for both event marketers and visitors.

### III. ADMINISTRATIVE UPDATE

- A. LTAB Leadership Elections** – At the January 28 meeting, LTAB elected Jacqueline Shen as Chair and reelected Katie Bruell as Vice Chair.
- B. LTAB Workgroups** - To make more progress on priority projects, LTAB and the County Staff Liaison, assigned themselves to work in teams of two, with Jacqueline Shen and Katie Bruell taking the lead on Short Term Rentals, Zack Aikey and Stacy Baker addressing Hospitality Best Practices and Linda Deck and Kelly Stewart taking Tourism Marketing Metrics. Each workgroup is responsible for coordinating with the County Staff Liaison and subject matter experts, and reporting progress made at each scheduled LTAB meeting.
- C. LTAB Subcommittee: Tourism Implementation Task Force** – Recognizing the alignment and overlap between LTAB and the Task Force’s goals and projects, LTAB is working with County staff and the Task Force members to initiate the process of making the Task Force an official subcommittee of LTAB.
- D. Training** – LTAB members were invited to attend Roberts Rules of Order training on Feb 26. Newly elected chair Jaqueline Shen and County Staff Liaison Kelly Stewart participated. Katie Thwaites from the County Attorney’s Office conducted County Code of Ethics Training for LTAB members at the Apr 21 meeting.

**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.)***

- 1) Tourism Marketing Metrics (*Identification, Collection, Analysis, Reporting, Application*)** Develop a data plan that recommends data collection, analysis and reporting practices to produce metrics that will assist LTAB in assessing visitation and tourism effectiveness and making recommendations to the County/Council for improvements.
- 2) Short-Term Rentals (a.k.a., “Alternative Lodging” like *Airbnb, VRBO*)** Establish relationships with all identified sources/projects that are either directly related or influence Los Alamos County’s policies and practices, including New Mexico Tourism Department, New Mexico Tax & Rev, New NM Hospitality Association, local lodging establishments, local short term rental community and short term rental customers. Participate in all existing forums and recommend additional forums to capture feedback and recommend decisions.
- 3) Hospitality Best Practices** Participate in and monitor LACDC’s Visitor Journey A2D Training program, and provide feedback, including recommendations for additional topics. Visit each lodging establishment and establish regular contact with general managers to gather data (occupancy, average daily rate), recommend marketing and destination campaign efforts, and other collaborations.
- 4) Event Calendar Upgrade** Provide input to development of one event calendar platform that meets the needs of event marketers, community members and visitors.
- 5) NMTD Rural Pathways Program Grant** Participate in NMTD’s RPP grant project process to provide input to efforts to drive Bandelier visitors to Los Alamos townsite attractions and businesses.
- 6) Strategic County Projects** - Review the County’s Economic Vitality Strategic Plan and Tourism Strategic Plan to identify goals and projects aligned with LTAB goals, then recommend actions and involvement. Projects already identified include: Wayfinding (Phase 1), Visitor Center Renovation Plan & Project, Visitor Materials Suite (i.e., Adventure Guide, History Guide, 24/7 Orientation Guide, All Streets Map, rack cards and web links).
- 7) Destination Development & Marketing Projects** – Work with County staff to coordinate presentations and input opportunities for destination development projects and destination marketing projects identified in the scope of the County contract, including tournament tourism, relocation services, local business marketing assistance projects, and the Discoveries Action Team initiatives.



## 8) Administrative Actions

- **Board Elections.** Hold elections for LTAB chair and vice chair at January 21 LTAB meeting.
- **Workgroup Assignments.** Reassess and reassign Board leads for specific projects.
- **LTAB Subcommittee: Tourism Implementation Task Force.** Coordinate with Task Force re goals, projects and reporting at monthly LTAB meetings.
- **Training.** Work with County to establish training P.O. LTAB staff to identify training needs and opportunities, coordinate registration, etc. with County staff.

<b>2.1 List any special projects or assignments given to this Board or Commission by Council or the Department director:</b>
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TBD

<b>2.2 List the guiding documents/plans (with approval or revision dates listed) used by this Board or Commission.</b>
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- FY20 Tourism Marketing Services Marketing Plan
- Lodgers' Tax Fund Accrued and Actual Revenue reports (Los Alamos County Finance Department)
- P.R./Social Media Data reports (Griffin and Associates/Sunny505)
- Visitor/Attraction Trends reports (LACDC-Meeting and Visitor Bureau Program, visitor center operations and management contractor)
- Recreation Division monthly reports
- Reports from interactions with Arts In Public Places Board, Historic Preservation Board, Library Board, Parks and Recreation Board, Planning and Zoning Board and Transportation Board
- Tourism Strategic Plan
- Wayfinding Plan
- Economic Vitality Strategic Plan (EVSP)
- Brand Action Plan

<b>2.3 Other projects/assignments proposed by the Board or Commission: (<i>Any projects or activities proposed in this section should be discussed with the Council Liaison prior to listing it in this work plan.</i>) To assist with Council review of the work plans, please list the B&amp;C's proposed projects or assignments in priority order.</b>
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- Explore reestablishment of the LTAB small project grant program (\$10,000-\$15,000), funded by Lodgers' Tax Revenues as an ongoing expense.

<b>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.</b>
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- LTAB to identify the entities whose activities best inform LTAB's focus areas of Data Development, Short-Term (Alternative) Lodging Program and Hospitality Best Practices.
- LTAB will also seek regular briefings from County Departments, Boards and Commissions, and outside interests to inform the key focus areas.



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

Based upon the needs and strategies that are determined by the LTAB as the work plan is developed for each of the above referenced topics, with adequate budget, staff and resources for advertising and community or business outreach, this section's tasks will be determined in consultation as needed with the PIO as the year progresses.

**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:**

- Explore incorporating the limited term, ad hoc Tourism Implementation Task Force as a subcommittee to the Lodgers' Tax Advisory Board, or similar affiliation.

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

**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 LTAB Board or Commission:**

**Mark all that apply on the chart on the following page.**

(From 2020 Strategic Leadership Plan)

Sec. 8-101. Purpose

A lodger's tax advisory board is established to advise the county manager and council on the expenditure of funds authorized by NMSA 1978, § 3-38-22 for advertising, publicizing and promoting tourist attractions and facilities in and around the county. (Ord. No. 02-078, § 2, 10-3-2006)

Sec. 8-102. Membership, terms and qualifications.

The lodger's tax advisory board is established and its members shall be appointed in accordance with NMSA 1978, § 3-38-22. Only the member representing the general public must be a resident of the county. The term of each member of the lodger's tax advisory board shall be three years beginning on December 2 and ending on December 1. (Ord. No. 02-078, § 2, 10-3-2006)

Sec. 8-103. Duties and responsibilities. (Ord. No. 02-078, § 2, 10-3-2006)

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

- 1) Provide citizen input to staff and council on ways and means for improving the county's use of lodger's tax funds. For this purpose, the board shall gather public input in ways appropriate to the circumstances, which may include public hearings dedicated to specific topics.
- 2) Review and act upon all lodgers' tax related matters submitted to the board by council.

## Council Goals and Priority Areas

<b>Ongoing improvement in communication and transparency, environmental sustainability, planning for appropriate levels of County services and coordination with Los Alamos National Laboratory and regional partners are overarching goals that will be components of all our efforts.</b>	
<b>Increasing the Amount and Types of Housing Options</b>	
This includes a variety of housing options for all segments of the community, from affordable to new options for those interested in downsizing or moving closer to central areas of the community. The 2019 Housing Market Needs Analysis identified that needs are distributed among all income ranges but that it is particularly acute for middle- and lower-income households.	
<b>Enhancing Support and Opportunities for the Local Business Environment</b>	
This includes appropriate support for existing businesses, growing new businesses, and supporting technology start-ups and spin-offs.	X
<b>Improve reduction, utilization and aesthetics of vacant spaces</b>	
Land availability in Los Alamos County, and in particular the downtown areas, is limited and there is a desire to work towards better utilization, opportunities for new businesses, and improved aesthetics.	X
<b>Protecting and Maintaining Our Open Spaces, Recreational, and Cultural Amenities</b>	
Los Alamos County open spaces and cultural attractions are greatly valued by the community and provide opportunities for recreational and economic growth; appropriately allocating resources to ensure their health and sustainability is important to our citizens.	X
<b>Supporting Social Services Improvement</b>	
Behavioral, mental and physical health and social services are important quality of life components; there are key areas where appropriate types and levels of county support could help address current needs.	
<b>Expand Transportation and Mobility Options and Address Parking Challenges</b>	
Work with regional partners and the Laboratory to consider holistic solutions for the needs and challenges facing Los Alamos and White Rock in the context of expanded housing and employment in the County and the desire to create a walk-, ride-, and environmentally-friendly community.	
<b>Investing in Infrastructure</b>	
Appropriately balancing maintenance of existing infrastructure with new investment in county utilities, roads, facilities and amenities will help improve environmental stewardship, sustainability, and quality of life.	



**LOS ALAMOS**  
where discoveries are made

## **FY20 Work Plan for Los Alamos County Boards and Commissions**

**(Fiscal Year 2020: July 1, 2019 – June 30, 2020)**

**Board and Commission Name:** Lodgers' Tax Advisory Board (LTAB)

**Date prepared:** April 2, 2019

**Date approved by Council:** June 11, 2019

**Prepared by:** Kelly Stewart

**This work plan will be accomplished in the following time frame:**  
July 1, 2019 to June 30, 2020

**Chairperson:** Linda Deck

**Members and terms:**

<b>Member</b>	<b>Start/End Dates</b>	<b>Term</b>
<b>Linda Deck</b>	<b>12/2/2016 – 12/1/2019</b>	<b>1</b>
<b>Katie Bruell</b>	<b>12/2/2018 – 12/1/2021</b>	<b>2</b>
<b>Stacy Baker</b>	<b>12/2/2018 – 12/1/2021</b>	<b>1</b>
<b>Catherine Mockler</b>	<b>12/2/2016 – 12/1/2019</b>	<b>1</b>
<b>Jacqueline Shen</b>	<b>12/2/2017 – 12/1/2020</b>	<b>1</b>

**Department Director:** Linda Matteson, CMO and Joanie Ahlers, EDD

**Work plan developed in collaboration with Department Director? (Y/N?)** Y

**Staff Liaison:** Kelly Stewart

**Administrative Support provided by:** Barbara Lai

**Council Liaison:** James Robinson

**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.**

The attached FY19 Tourism Marketing Plan reports on the FY18 tourism marketing efforts, and provides the strategy and road map for FY19 campaigns and activities currently in progress. Listed below is a summary of progress made by LTAB on the specific focus areas identified in the FY19 LTAB Work Plan.

- LTAB solicited and received monthly updates on the implementation activities of the Wayfinding, Brand Action and Tourism Strategic Plan to ensure that LTAB’s focus areas were considered.
- The County solicited bids for tourism marketing services and visitor center services. Griffin and Associates partnered with HK Advertising and Once a Day Marketing (the Brand Implementation consultants) and was awarded the contract. In January 2019, Griffin and HK announced their strategic partnership known as Sunny505. The Los Alamos Commerce and Development Corporation’s Discover Los Alamos meeting and visitor bureau (LACDC/DLA) was awarded the visitor center services contract. LTAB provided input to the two RFPs and how they would cover essential tourism marketing work.
- LACDC’s decision to move their functions to a smaller space triggered pursuit of the Tourism Strategic Plan’s recommendation to move the Los Alamos Visitor Center to a more visible, centralized location. During the first half of FY19 (July-Dec 2018), the County executed a 6-month contract amendment with LACDC to remain in the space at Central Park Square while the Tourism Task Force researched new visitor center locations. In the interests of time, County-owned space in the Community Center was selected. In January, the County entered into a new visitor center services contract with LACDC which focuses visitor center services to the White Rock location until the opening of the new space in April. LTAB has been and continues to monitor these changes, the transition and perceived impacts.
- LTAB directed staff to inquire about New Mexico Tourism Department services and grants to pursue development of data metrics processes and applications, as well as campaigns for compelling Bandelier visitors to extend their visit or return to attractions and businesses on Los Alamos Townsite.
- At the August and September 2018 meetings, LTAB hosted tourism partner forums to research the following topics: Data Collection, Interpretation & Reporting and Assessment & Consolidation of Tourism Marketing Materials.
- At the December 2018 meeting LTAB hosted Valles Caldera National Preserve ranger Kimberly DeVall for a presentation on current status of visitation, access, and metric gathering at the VCNP.
- LTAB hosted New Mexico Tourism Dept. Research Director, Victoria Gregg to the February 2019 meeting to discuss tourism data sources and collection/assessment mechanisms and data management recommendations for Los Alamos.
- Staff obtained from the Town of Taos, a digital packet documenting Taos’ process for implementing Voluntary Collection Agreements (VCAs) with their booming vacation rental

market. LTAB intends for this template, combined with the passage of Senate Bill 106 to inform the board's recommendations for Los Alamos' approach to short-term lodging.

- LACDC pursued and received a grant from LANL contractors to develop the Visitor Journey A2D customer service/ambassador training for Los Alamos. Training is in development and anticipated to launch in April 2019, with a planned minimum of one training session per quarter. LTAB is tracking this essential initiative for visitor satisfaction.

<p><b>2.0 Describe the future work plans for this Board or Commission using the following items and showing the relationship to those items: <i>(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.)</i></b></p>
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While LTAB will continue to monitor the marketing reports and visitation statistics reported by the County's tourism marketing services and visitor center services contractors, the Board will take the lead in researching, educating, vetting and recommending specific actions to advance the following three priorities in FY2020:

1. **Tourism Marketing Metrics (Identification, Collection, Analysis, Reporting, Application).**

Pursuant to LTAB's mission, in order to effectively "advise on the expenditure of funds used for advertising, publicizing and promoting tourist attractions and facilities in and around the county," LTAB has determined that the number one priority is to identify and apply metrics that accurately assess the performance and effectiveness of Los Alamos' tourism marketing and orienting products and campaigns. The metrics must be gathered in the same way at all possible visitor interfaces, and reflect the visitors' experiences, from the decision to visit Los Alamos, to which attractions they visited, how long they stayed (overnight), would they recommend Los Alamos to a friend and do they intend to return. Analysis of this qualitative data will inform tourism marketing content, visitor satisfaction, and media investments.

2. **Short-Term Rentals (a.k.a., "Alternative Lodging" like Airbnb, VRBO)** LTAB will take the lead in preparing Los Alamos to leverage the power of the growing short-term lodging industry under new laws and provisions. The February 2019 passage of Senate Bill 106 has changed the Lodgers' Tax Statute (Section 3-38-16 NMSA 1978), enabling municipalities to collect Lodgers' Tax from private property owners who offer short term rental of their homes via on-line booking platforms like Airbnb and VRBO. While Los Alamos lags behind surrounding communities in the number of residents who participate in this practice, it is anticipated that these numbers will increase, providing needed lodging options for tourists, business travelers and LANL summer students. With a six to nine month window before the law goes into effect on January 1, 2020, LTAB intends to work with organizations like the New Mexico Hospitality Association and the New Mexico Tourism Department, as well as cities that are already collecting Lodgers' Tax from the "alternative lodging" industry to recommend best practices, ideal experiences at these rentals, and policies and processes that benefit short term rental participants while generating additional revenues for promoting Los Alamos for the purpose of travel.

3. **Hospitality Best Practices (e.g., customer service training)** Hospitality products, services and, most importantly—staff—are the essential glue that can seal a positive visitor experience. By gathering readily available data from review sites like Trip Advisor and Yelp, as well as advice from organizations like the New Mexico Hospitality Association, LTAB will seek to recommend standards, best practices and feedback systems for the front line managers of Los Alamos' hospitality industry.

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

TBD

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

- FY18 Tourism Marketing Services Marketing Plan
- Lodgers' Tax Fund Accrued and Actual Revenue reports (Los Alamos County Finance Department)
- P.R./Social Media Data reports (Griffin and Associates/Sunny505)
- Visitor/Attraction Trends reports (LACDC-Meeting and Visitor Bureau Program, visitor center operations and management contractor)
- Recreation Division monthly reports
- Reports from interactions with Arts In Public Places Board, Historic Preservation Board, Library Board, Parks and Recreation Board, Planning and Zoning Board and Transportation Board
- Tourism Strategic Plan, including Wayfinding Plan
- Brand Action Plan

**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.) To assist with Council review of the work plans, please list the B&C's proposed projects or assignments in priority order.**

Consider allocation of Lodgers' Tax revenues to fund the small project grant program (\$10,000-\$15,000).

**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.**

- LTAB to identify the entities whose activities best inform LTAB's focus areas of Data Development, Short-Term (Alternative) Lodging Program and Hospitality Best Practices.
- LTAB will also seek regular briefings from County Departments, Boards and Commissions, and outside interests to inform the key focus areas.

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

Based upon the needs and strategies that are determined by the LTAB as the work plan is developed for each of the above referenced topics, with adequate budget, staff and resources for advertising and community or business outreach, this section's tasks will be determined in consultation as needed with the PIO as the year progresses.

**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:**

N/A

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

**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 LTAB Board or Commission:**

**Mark all that apply on the chart on the following page.**

(From 2019 Strategic Leadership Plan)

**Attachment C: FY19 Tourism Marketing Report**



**Sec. 8-101. Purpose**

A lodger's tax advisory board is established to advise the county manager and council on the expenditure of funds authorized by NMSA 1978, § 3-38-22 for advertising, publicizing and promoting tourist attractions and facilities in and around the county. (Ord. No. 02-078, § 2, 10-3-2006)

**Sec. 8-102. Membership, terms and qualifications.**

The lodger's tax advisory board is established and its members shall be appointed in accordance with NMSA 1978, § 3-38-22. Only the member representing the general public must be a resident of the county. The term of each member of the lodger's tax advisory board shall be three years beginning on December 2 and ending on December 1. (Ord. No. 02-078, § 2, 10-3-2006)

**Sec. 8-103. Duties and responsibilities. (Ord. No. 02-078, § 2, 10-3-2006)**

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

- 1) Provide citizen input to staff and council on ways and means for improving the county's use of lodger's tax funds. For this purpose, the board shall gather public input in ways appropriate to the circumstances, which may include public hearings dedicated to specific topics.
- 2) Review and act upon all lodgers' tax related matters submitted to the board by council.

<b>Communication and Transparency</b>	
<b>Ongoing Improvement in Communication and Transparency in County Policy Setting</b>	
<b>Increasing the Amount and Types of Housing Options</b>	
This includes a variety of housing options for all segments of the community, from affordable, entry level, and live-work housing to new options for those interested in downsizing or moving closer to central areas of the community.	
<b>Enhancing Support and Opportunities for the Local Business Environment</b>	
This includes appropriate support for existing businesses, growing new businesses, and supporting technology start-ups and spin-offs.	X
<b>Addressing Long-Term Building Vacancies in Key Areas of Our Community</b>	
Land availability in Los Alamos County, and in particular the downtown areas, is limited and there is a desire to work towards better utilization, opportunities for new businesses, and improved aesthetics.	X
<b>Protecting and Maintaining Our Open Spaces, Recreational, and Cultural Amenities</b>	
Los Alamos County open spaces and cultural attractions are greatly valued by the community provide opportunities for recreational and economic growth; appropriately allocating resources to ensure their health and sustainability is important to our citizens.	X
<b>Supporting Social Services Improvement</b>	
Behavioral, mental and physical health and social services are important quality of life components; there are key areas where appropriate types and levels of county support could help address current needs.	
<b>Investing in Infrastructure</b>	
Appropriately balancing maintenance of existing infrastructure with new investment in county utilities, roads, facilities and amenities will help improve environmental stewardship, sustainability, and quality of life.	
<b>Planning for Appropriate Levels of County Services</b>	
Making sure we understand the level of services our citizens want will allow us to make appropriate investments in processes and staff to achieve them.	



# County of Los Alamos

## Staff Report

October 27, 2020

Los Alamos, NM 87544  
www.losalamosnm.us

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**Agenda No.:** B.

**Index (Council Goals):** \* 2020 Council Goal - Enhancing Support and Opportunities for the Local Business Environment; \* 2020 Council Goal - Improve Utilization and Aesthetics of Vacant Buildings and Properties; \* 2020 Council Goal - Increasing the Amount and Types of Housing Options; \* 2020 Council Goal - Investing in Infrastructure

**Presenters:** Paul Andrus, Community Development Director

**Legislative File:** 13293-20

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### Title

Presentation on the Current Status of the Downtown Master Plans and Development Code Update

### Body

The project consultant team, Dekker, Perich, Sabatini, will give a presentation on the current status of the Downtown Master Plans and Development Code Update project. The presentation focuses on the visioning workshop and design workshop findings for both White Rock and Los Alamos Townsite. This work session presentation provides an opportunity for discussion and feedback on the project from County Council before the consultant begins a draft of the White Rock and Los Alamos Downtown Master Plans. The project schedule, public outreach plan, and next steps will also be presented.

### Attachments

A - Presentation on the Downtown Master Plans and Development Code Update



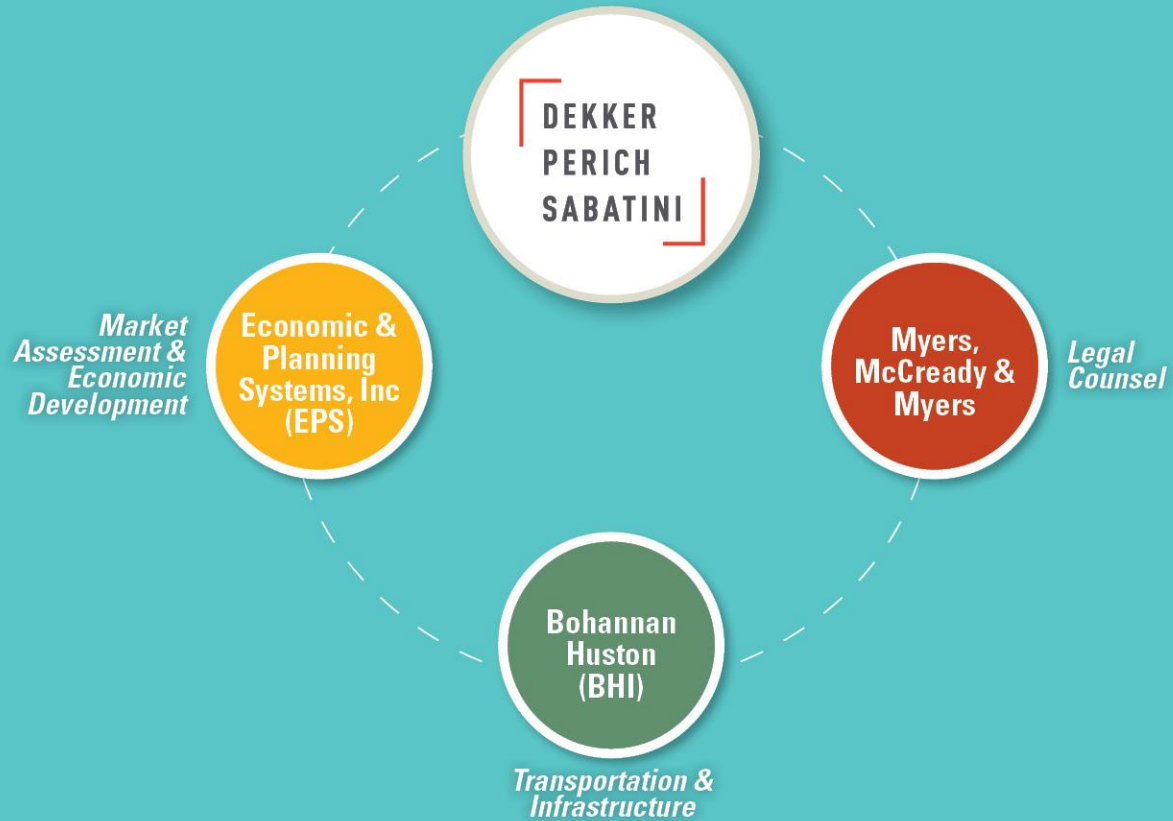
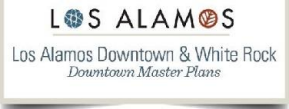
# Los Alamos Downtown & White Rock

## *Downtown Master Plans*

COUNCIL WORK SESSION



**Project Team**





### Meeting Purpose & Goal

- Summarize process to date & feedback received
- Check-in opportunity before starting to draft draft master plan
- Opportunity for Council to give comments, thoughts & direction
- Additional comments to be received within the next 2 weeks







### WHAT THE PROJECT *IS*

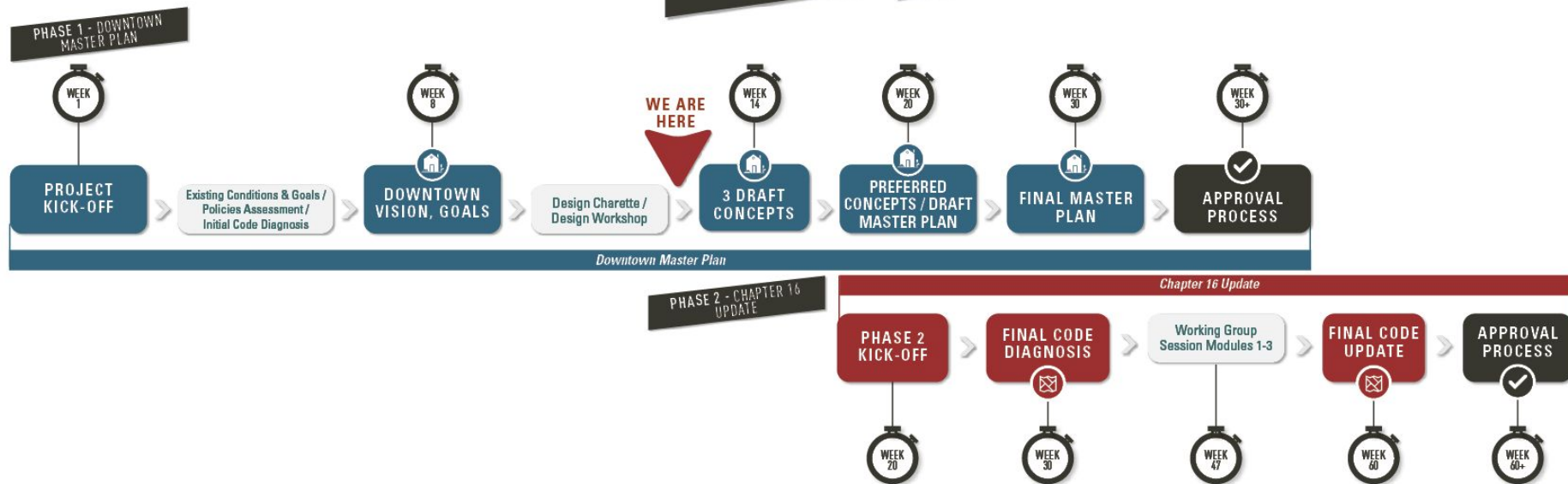
- **Phase 1 creates two district master plans** for White Rock and Downtown Los Alamos
- **Creates a long-term vision for future growth**
  - Will be adopted as part of the Comprehensive Plan
- **Phase 2 is a comprehensive update of the Chapter 16 Development Code**
  - Addresses existing challenges with Chapter 16
  - Revises standards and procedures
  - Implements National Best Practices
  - Incorporates recommendations from Phase 1
- The project team will coordinate with key stakeholders
- Goals and strategies will be established with the community during the public engagement phase

### WHAT THE PROJECT *IS NOT*

- **Phase 1 does not address the entire County**
  - Only entails downtown areas
  - High-level master planning document,
  - Does not create zoning standards, but provides guidance on how to update the development code (zoning)
  - It is not an engineering report
- **Phase 2 does not address other chapters of the Los Alamos Municipal Code such as Chapter 10 or 18**



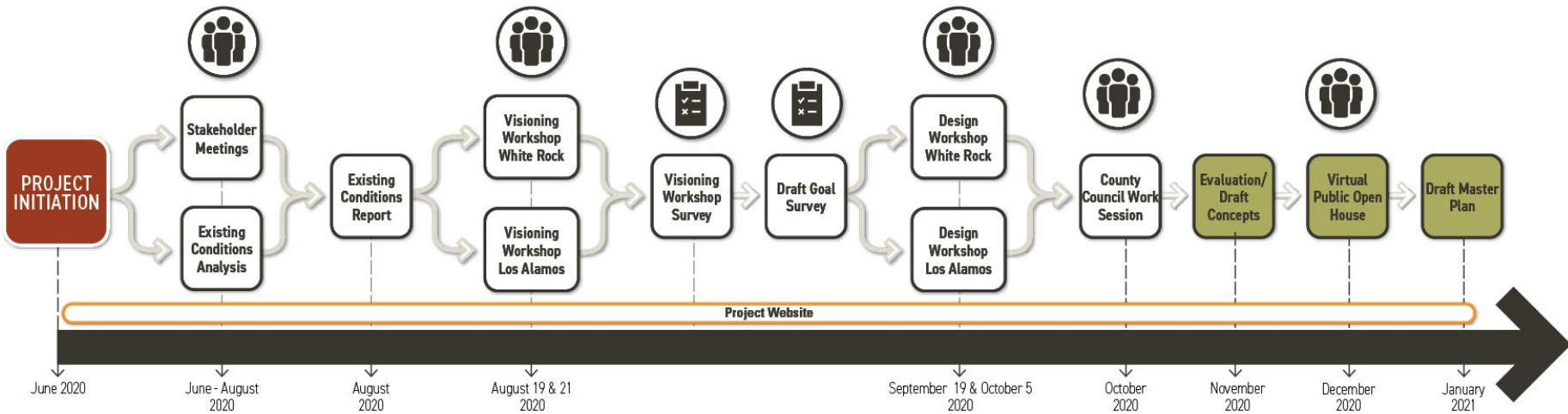
## PHASE 1 & 2 TIMELINE







# Downtown Master Process





White Rock Overview





### Permanent Changes for

LOS ALAMOS  
Los Alamos Downtown & White Rock  
Downtown Master Plans

# Visioning Workshop

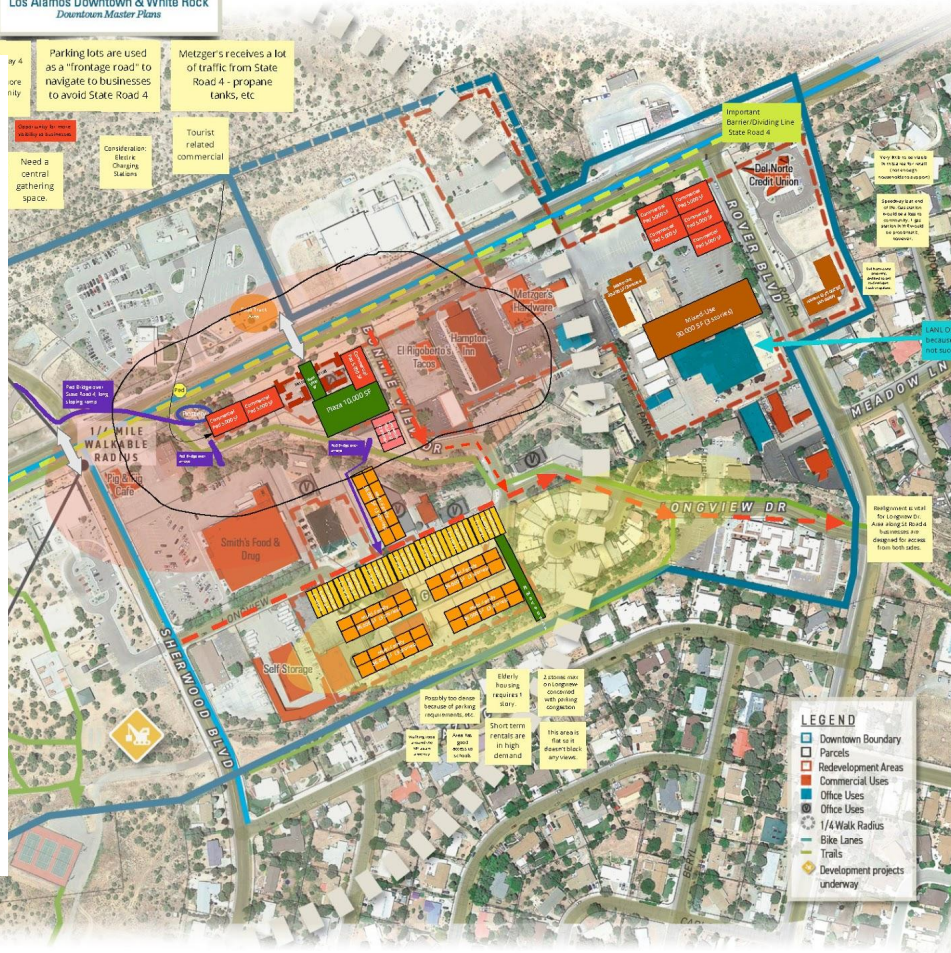
- 87 participants
- Over 2,800 survey responses during / after the meeting

## Follow-Up Survey

- 140 participants
- Over 5,000 survey responses

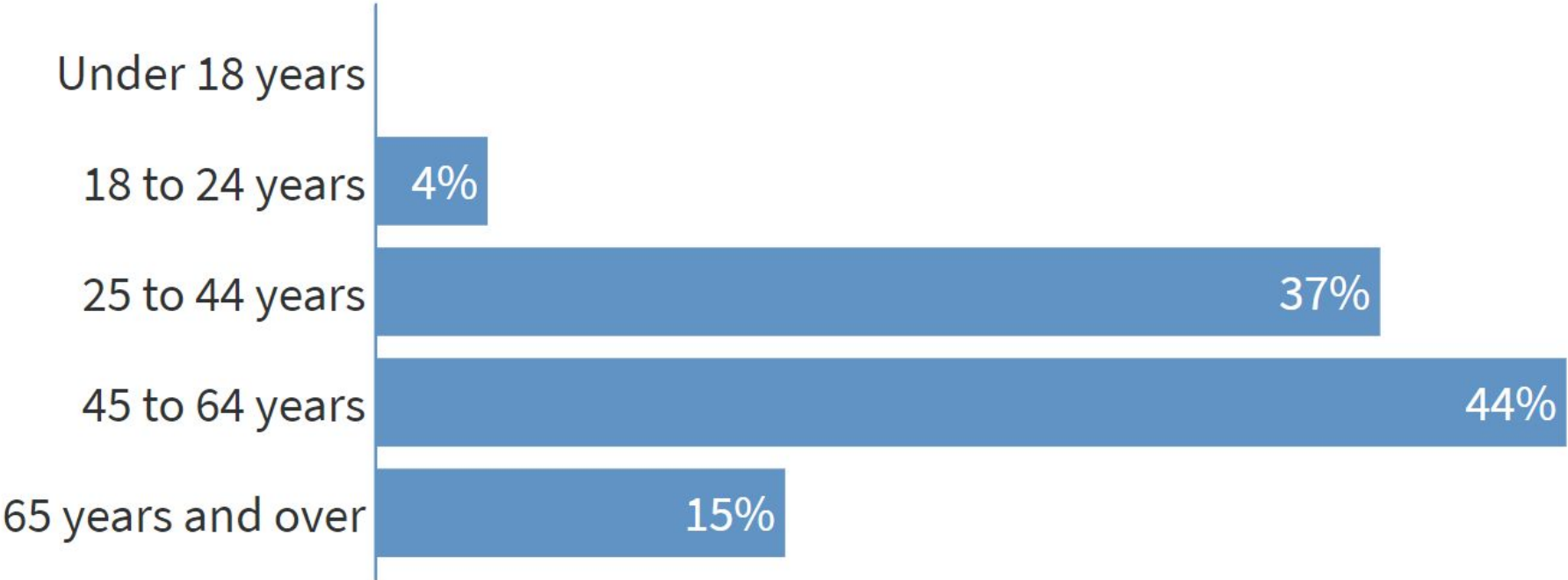
## Design Workshop

- Over 40 attendees





Age distribution of survey participants





### Goals & Actions

- The following pages present a draft of the goals & actions obtained during the Visioning Workshop and follow-up survey.
- Goals & actions are organized into 7 categories
- Goals & actions are listed in the order they were ranked during the follow-up survey
- Goals & actions are a work in progress and will be refined over the duration of this project
- Goals & actions provide guidance for the development framework







## 1. Urban Form / Identity

<b>Goal 1.A</b>	<b>Revitalize downtown to become a pedestrian-friendly mixed-use area</b>
Action 1.A-1	Encourage businesses, restaurants/ bars, entertainment, and higher density residential uses
Action 1.A-4	Set building heights within downtown White Rock between 3 and 4 stories and reduce setbacks along 'Main Street'
Action 1.A-2	Reduce the amount of pavement and surface parking areas
NEW	Create a Main Street Corridor in White Rock
NEW	Encourage businesses on the ground floor
<b>Goal 1.B</b>	<b>Upgrade infrastructure, including streetscapes, green spaces and entrances to the County, to reflect civic pride in the community</b>
Action 1.B-1	Create a gateway along State Hwy 4
NEW	Revitalize vacant or abandoned buildings and tear down abandoned buildings that are not safe
NEW	Enhance State Route 4 with landscaping, particularly in areas between the ROW and subdivision walls.
<b>Goal 1.C</b>	<b>Enrich the vibrancy of downtown through the integration of design, public art, public space, historic preservation and cultural spaces and programming</b>
Action 1.C-2	Create a central family-centric gathering place
Action 1.C-1	Continue to implement streetscape improvements
Action 1.C-3	Create an attractive and unique resort town vibe
<b>Goal 1.D</b>	<b>Keep small town suburban character of White Rock.</b>
Action 1.D-1	Ensure Downtown White Rock is family friendly
<b>Goal 1.E</b>	<b>Promote Los Alamos County as an "Outdoor Community"</b>





2. Housing	
Goal 2.D	Protect existing White Rock neighborhoods
Goal 2.A	Promote attainable housing for seniors, students, and the workforce to support retention of spending and tax generation in the community
Action 2.A-1	Allow apartments/condos, live/work and missing middle housing options
Action 2.A-2	Promote a variety of senior housing options for those looking to age in place
NEW	Ensure housing affordability in White Rock
Goal 2.B	Promote maintenance and enhancement of housing stock quality
Goal 2.C	Promote increased residential densities particularly in downtown
Action 2.C-1	Promote / encourage infill development



## 3. Transportation

<b>Goal3.A</b>	<b>Create an accessible, user-friendly, efficient, multi-modal system that connects LANL and downtown White Rock</b>
Action 3.A-3	Develop and expand trails connecting downtown, surrounding open space and the Los Alamos townsite
Action 3.A-5	Ensure evacuation routes are provided within White Rock
Action 3.A-2	Provide links between community assets such as the library, fire station, teen center and restaurants
Action 3.A-1	Support a "complete streets" policy for all new and rebuilt roadways
Action 3.A-4	Accommodate equestrian users in White Rock
<b>Goal3.B</b>	<b>Create convenient transit options to travel to and from downtown</b>
Action 3.B-1	Provide free bus transport to LANL
Action 3.B-2	Add a transit route from the Townsite to Bandelier National Monument and the Valles Caldera National Preserve
<b>Goal3.C</b>	<b>Maintain and improve transportation and mobility for pedestrians and cyclists</b>
Action 3.C-2	Provide safe routes for kids within downtown White Rock
Action 3.C-1	Prioritize walking and biking options within downtown White Rock
Action 3.C-3	Provide buffered bike and pedestrian paths along State Road 4
Action 3.C-4	Examine approaches for safe pedestrian crossings on State Road 4, including HAWK and pedestrian/ bike-activated flashing lights
Action 3.C-5	Encourage bike share program within downtown White Rock
NEW	Provide safe bike route between White Rock and Los Alamos
<b>Goal3.D</b>	<b>Study current and anticipated parking demand and develop alternative approaches to meet that demand</b>
Action 3.D-5	Provide RV parking
Action 3.D-2	Integrate parking with transit
Action 3.D-3	Consider parking structures for high density housing downtown
Action 3.D-1	Minimize surface parking lots in downtown White Rock
Action 3.D-4	Provide additional parking for tourists
<b>Goal 3.E</b>	<b>Develop strategies to address vehicular traffic along State Road 4</b>
Action 3.D-3	Improve the intersection of State Route 4 and Truck Route
Action 3.D-2	Add an additional traffic lane northbound on State Route 4 from White Rock to E Jemez traffic light to reduce rush hour congestion.
Action 3.D-5	Consider the creation of alternative routes to LANL
Action 3.D-4	Add a traffic light at Sherwood Blvd and La Vida with State Route 4
Action 3.D-1	Provide a park and ride lot(s) for LANL workers
<b>Goal (NEW)</b>	<b>Maintain existing transportation infrastructure</b>
NEW	Improve the intersection of Longview and Bonnie View and State Route 4 and Truck Route
NFW	Repair and repave roadways that require repairs



## 4. Economic Vitality

<b>Goal4.A</b>	<b>Revitalize downtown White Rock</b>
Action 4.A-1	Develop strategies to fill vacant buildings within downtown White Rock
Action 4.A-2	Redevelop or replace aging buildings in downtown White Rock
Action 4.A-3	Plan for reasonable growth within downtown White Rock
<b>Goal4.B</b>	<b>Significantly improve the quantity and quality of retail business and diversify the community's economic base</b>
Action 4.B-2	Encourage a range of business, restaurant and bars opportunities within downtown White Rock
Action 4.B-1	Protect downtown real estate from becoming LANL office space
Action 4.B-3	Attract businesses geared toward teens and youth
Action 4.B-5	Support construction of new tech facilities to attract new tech businesses
Action 4.B-4	Built on the existing strengths of the community: technology, innovation and information
NEW	Consider opportunities for industrial businesses to support LANL
<b>Goal4.D</b>	<b>Support and retain LANL as the best wealth-producing employer</b>
<b>Goal4.C</b>	<b>Attract new tourism-related business</b>
Action 4.C-1	Create a resort town atmosphere within downtown White Rock that entices tourists to stay in the area
Action 4.C-2	Leverage tourism within downtown White Rock
Action 4.C-3	Provide lodging within downtown White Rock to support nearby tourism
<b>Goal4.C</b>	<b>Attract new tourism-related business</b>



### 5 Public Space / Streets

<b>Goal 5.A</b>	<b>Create a vibrant, pedestrian-friendly downtown that includes a central gathering space, nighttime entertainment and more retail stores and restaurants</b>
Action 5.A-1	Provide food truck hook up spaces within the central gathering space
Action 5.A-2	Consider the inclusion of misters to create a cool public space
<b>Goal 5.B</b>	<b>Provide a range of public space amenities within downtown White Rock</b>
Action 5.B-1	Provide a multi-use open air space for live performances, farmers' markets , etc. Similar to Ashley Pond near Rocket Park.
Action 5.B-4	Provide multi-use public spaces that meet the needs for both permanent residents and seasonal tourists
Action 5.B-5	Provide outdoor recreation opportunities for people of all ages
Action 5.B-2	Provide community garden spaces
Action 5.B-3	Provide pet-friendly spaces, such as a dog park
NEW	Provide an indoor event center
<b>Goal 5.C</b>	<b>Provide wayfinding signage within downtown White Rock</b>





## 6. Infrastructure

**Goal 6.A** Promote access to broadband and better cellular coverage in downtown White Rock

**Goal 6.C** Update existing utilities in White Rock

Action 6.C-1 Upgrade existing, aging water and waste lines

Action 6.C-2 Provide underground utilities during new construction and move existing utilities underground when renovating

**Goal 6.B** Minimize construction impacts to small businesses

## 7. Sustainability

**Goal 7.B** Support green infrastructure and native species

Action 7.B-1 Promote Xeriscaping

**Goal 7.C** Protect and integrate natural habitats within downtown White Rock

Action 7.C-4 Preserve natural open spaces, such as La Senda and Pajarito Acres

Action 7.C-1 Promote pollinator habitats

Action 7.C-2 Preserve habitats for local migratory birds

Action 7.C-3 Mitigate development impacts on bear habitats

**Goal 7.A** Foster and promote sustainability practices

Action 7.A-5 Promote and encourage recycling and reuse within downtown White Rock

Action 7.A-1 Create development regulations for outdoor lighting fixtures that mitigate light pollution to maintain dark skies

Action 7.A-4 Ensure good stewardship of water resources

Action 7.A-3 Encourage renewable energy integration in new development and County facilities

Action 7.A-2 Incentivize sustainability resources, credits, zero-net carbon and stricter energy-efficient building code etc.



### Development Concepts

- During the Design Workshop, participants created 2 development concepts for the White Rock downtown area







## Permanent Changes for COVID-19

LOS ALAMOS  
Los Alamos Downtown & White Rock  
Downtown Master Plans

### Strengths

- Strong residential component
- Interesting mix along State Road 4
- Created a space for people to meet - placemaking anchor
- Uses land more efficiently
- Bring more potential commercial, more visibility to commercial along State Road 4
- Plaza supporting commercial surrounding it, traditional NM form
- Increased viability for businesses along State Road 4
- Takes advantage of ped crossings of State Road 4
- Pedestrian bridges along arroyos consider potential and existing residents
- Compatible with high speed internet

### Weaknesses

- Very little addressed on north side of State Road 4
- It's too perfect

### LEGEND

-  Downtown Boundary
-  Parcels
-  Redevelopment Areas
-  Commercial Uses
-  Office Uses
-  Office Uses
-  1/4 Walk Radius
-  Bike Lanes
-  Trails
-  Development projects underway





# White Rock - Design Workshop

## STRENGTHS

More of a Main Street feel along State Rd 4, with the most opportunity along south side with buildings to engage the street  
Two Activity Centers - along Sherwood & Rover  
Commercial activity mainly along Highway 4  
Residential / mixed redevelopment opportunities along Longview  
More landscaping along the north side of state rd 4

Issues along highway 4

the area

consider connections from the visitors center to assets within DT area - draw people across the highway

Get away from getting parking against the street and putting a street wall of buildings along the street

Buildings closer to the street so that it feels more like Main Street

Redevelopment potential on this site if parking for fire station moves behind existing facility

Could allow higher commercial buildings along this portion of highway 4, 1 story units near the library

Gateway element that is artistic

Coffee shop with playground area the building has the area that would accommodate this, it just needs the playground equipment

**Weaknesses**  
NM 4 is a barrier - Ped access along the highway

for enhanced landscaping along north side

Bike route similar to the existing one along state rt 4 along Longview - enhanced sidewalks everywhere else

Enhance the existing pots that existing and use landscape to enhance them

Protect views & encourage solar orientations

3-4 buildings along Longview

Bike lanes along Sherwood & Rover, sidewalks are not continuous and need to be completed

Uses within Center of Gravity Coffee / sandwich shop

Bike / ped connections shared roadway along Longview, if this roadway is straightened out it needs to ensure safe bike/peds routes

Senior housing uses - near the existing Beehive facility to enhance the area

Housing or mixed-use development

More amenities and street trees etc. - allow mixture of uses live/work, retail on the bottom.

Nederland Colorado development with ice cream shop and family friendly activities

Existing trail is an asset

Heights and densities are a concern in WR.







### Workshop Summary & Common Themes

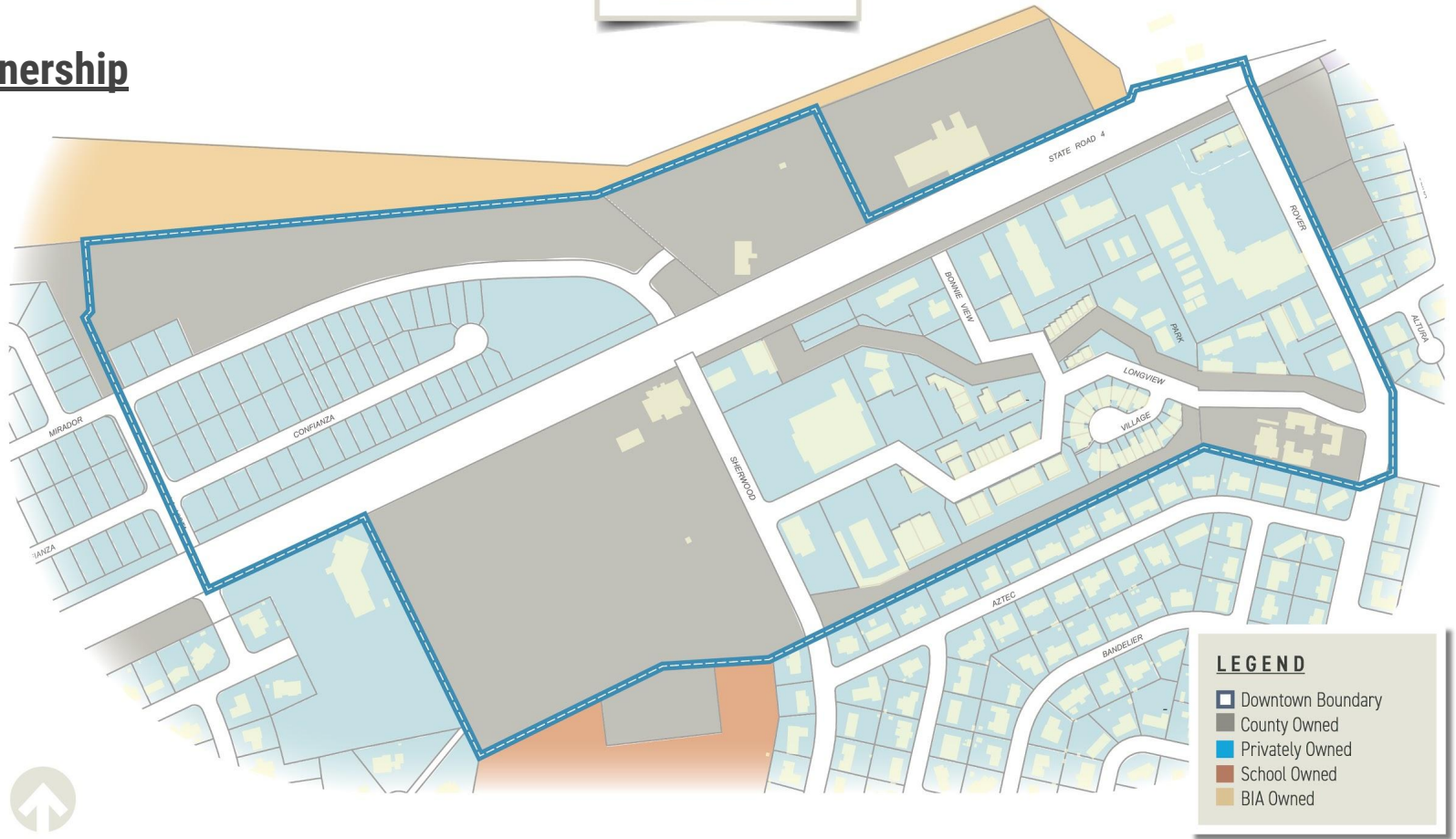
The following list of common themes was identified during the workshop:

- Center of gravity between Sherwood Blvd, Bonnie View Dr and State Road 4
- Central gathering space as organizing feature
- Gathering feature framed by micro-retail, live-work and tourism focused commercial uses
- Realignment of Longview Dr
- Higher density housing along Longview Dr
- Tourism / community focused retail along State Road 4
- Larger box retail along Rover Blvd surrounded by mixed-use
- Added connections to trails and sidewalks





## Ownership

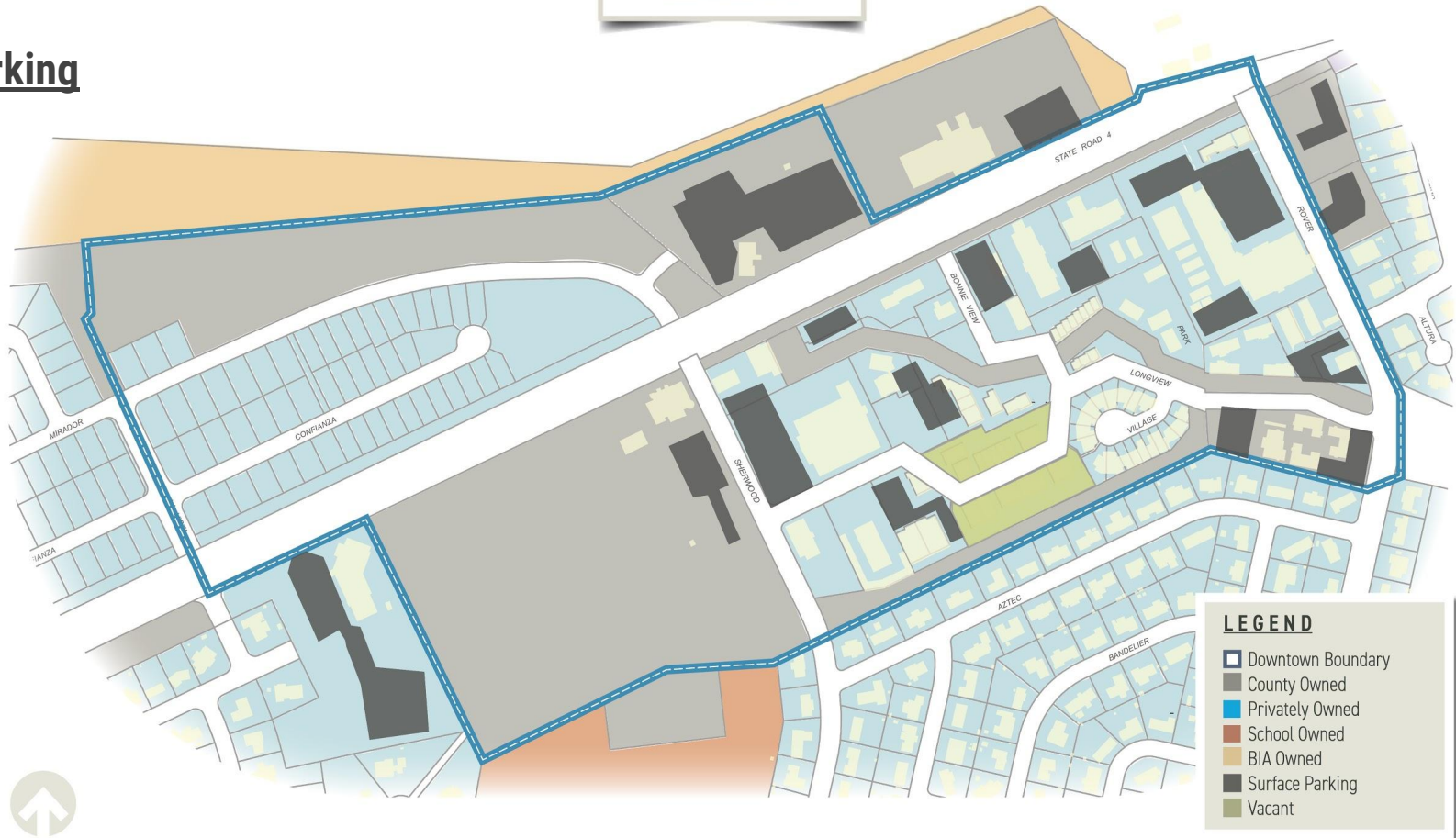


**LEGEND**

- Downtown Boundary
- County Owned
- Privately Owned
- School Owned
- BIA Owned



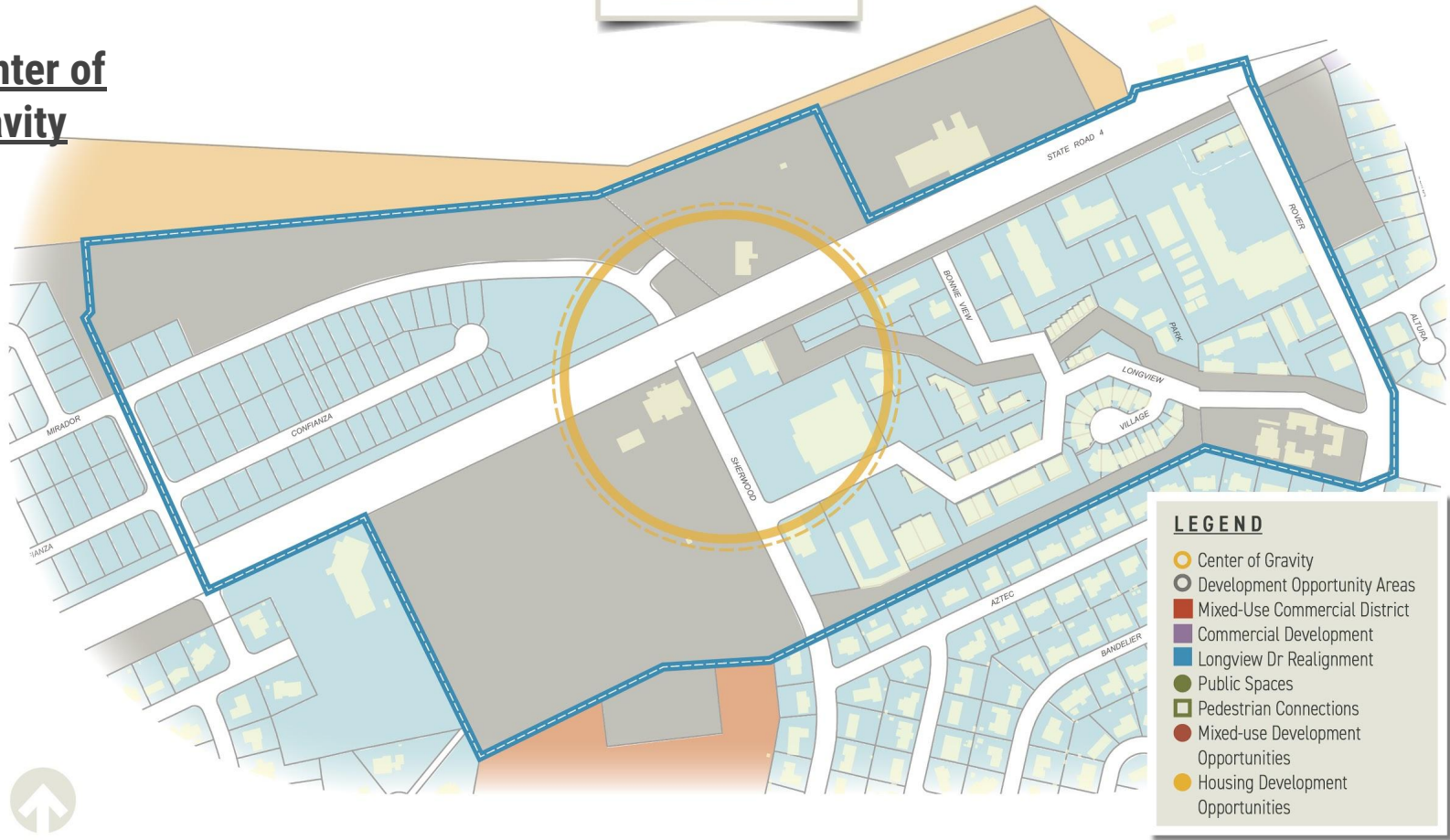
### Parking







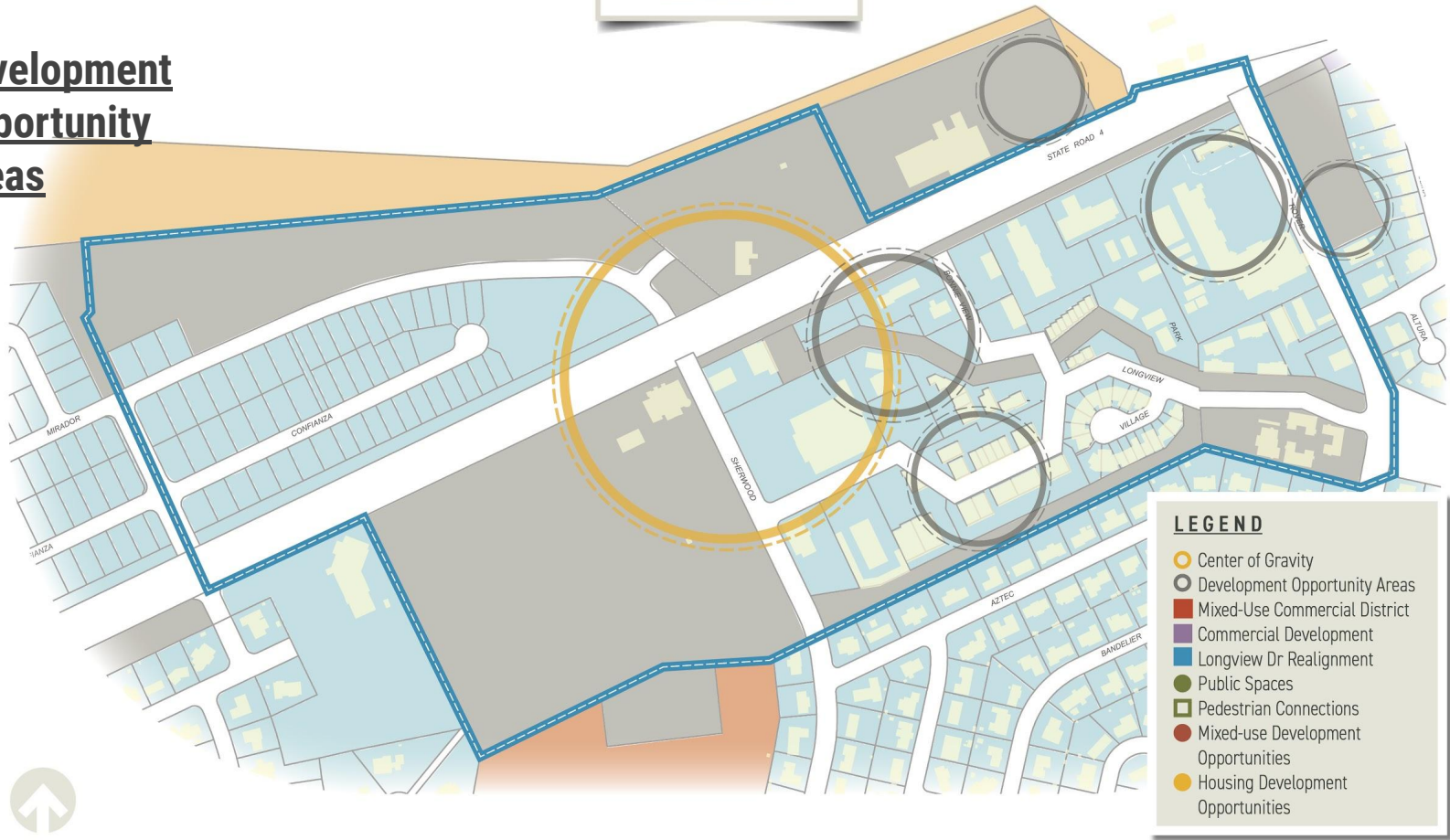
### Center of Gravity





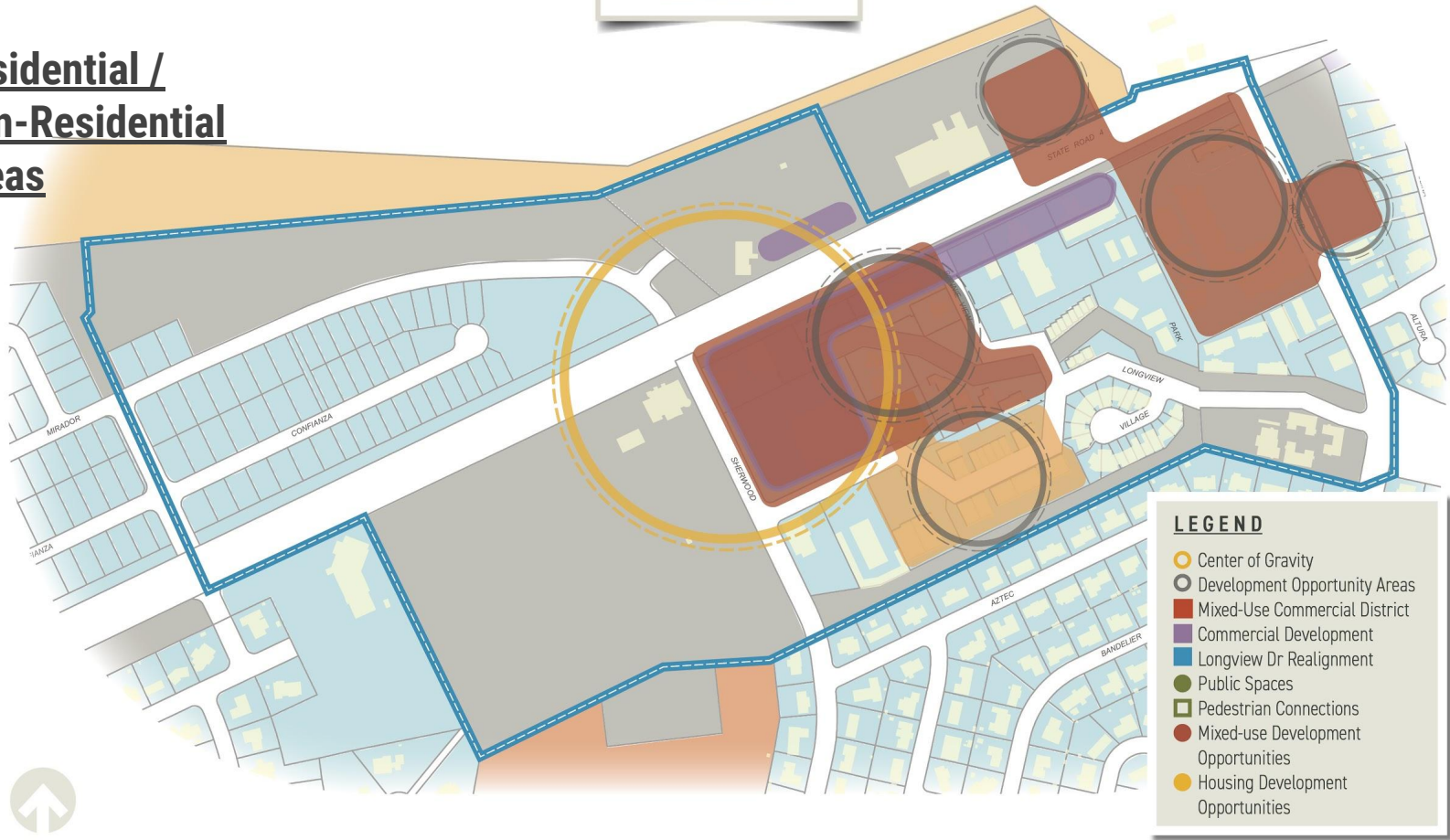


## Development Opportunity Areas



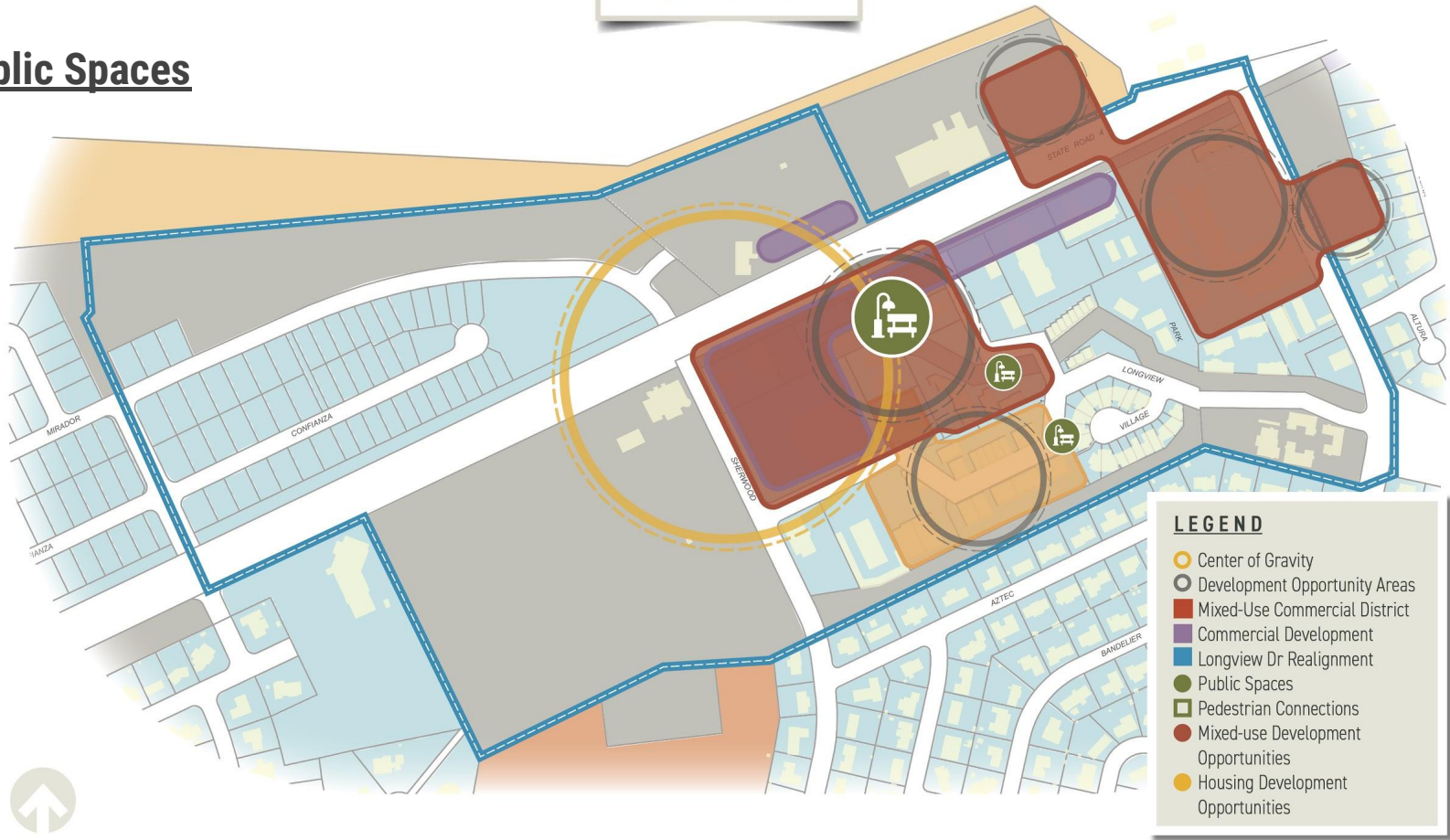


# Residential / Non-Residential Areas





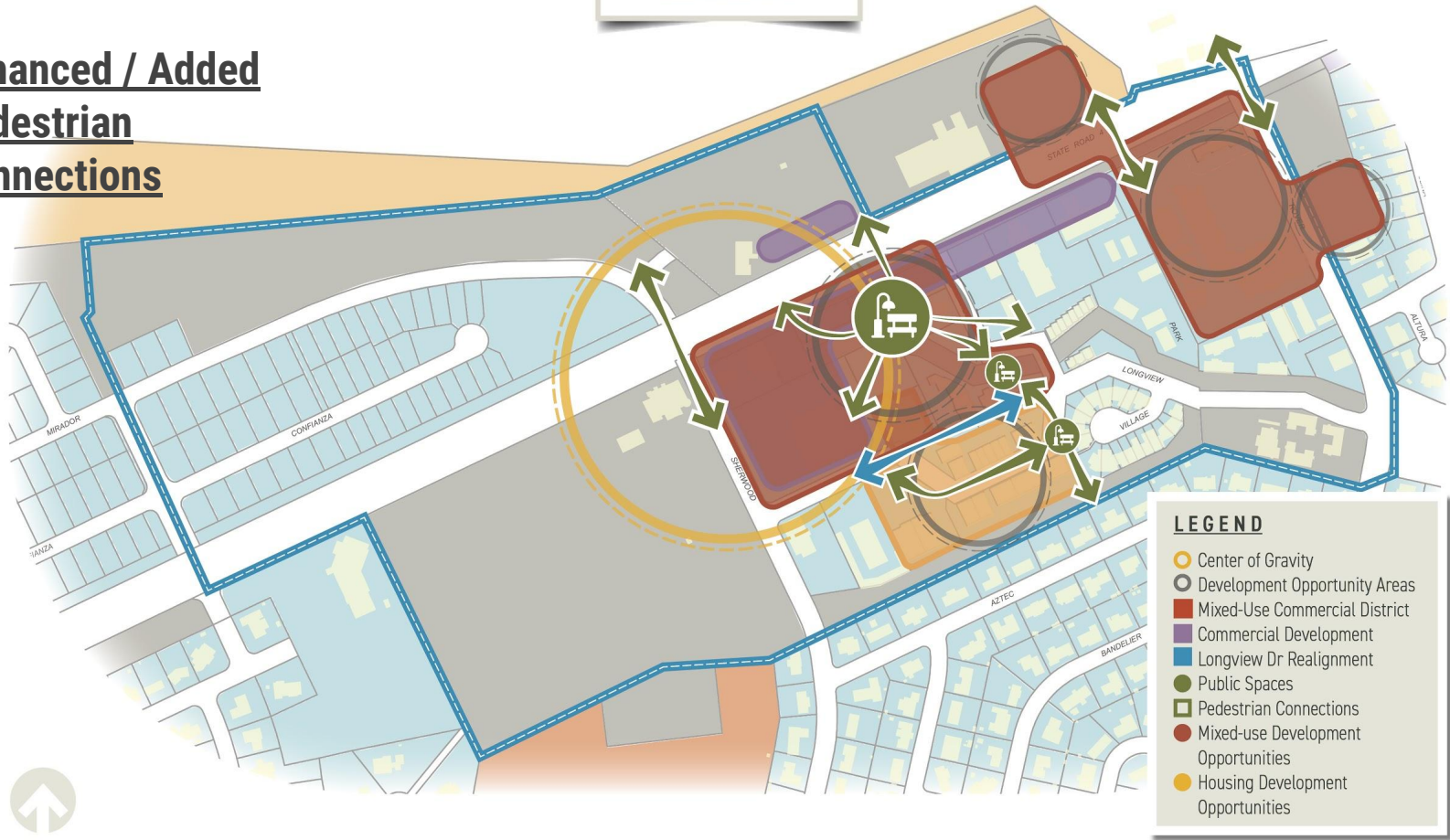
## Public Spaces





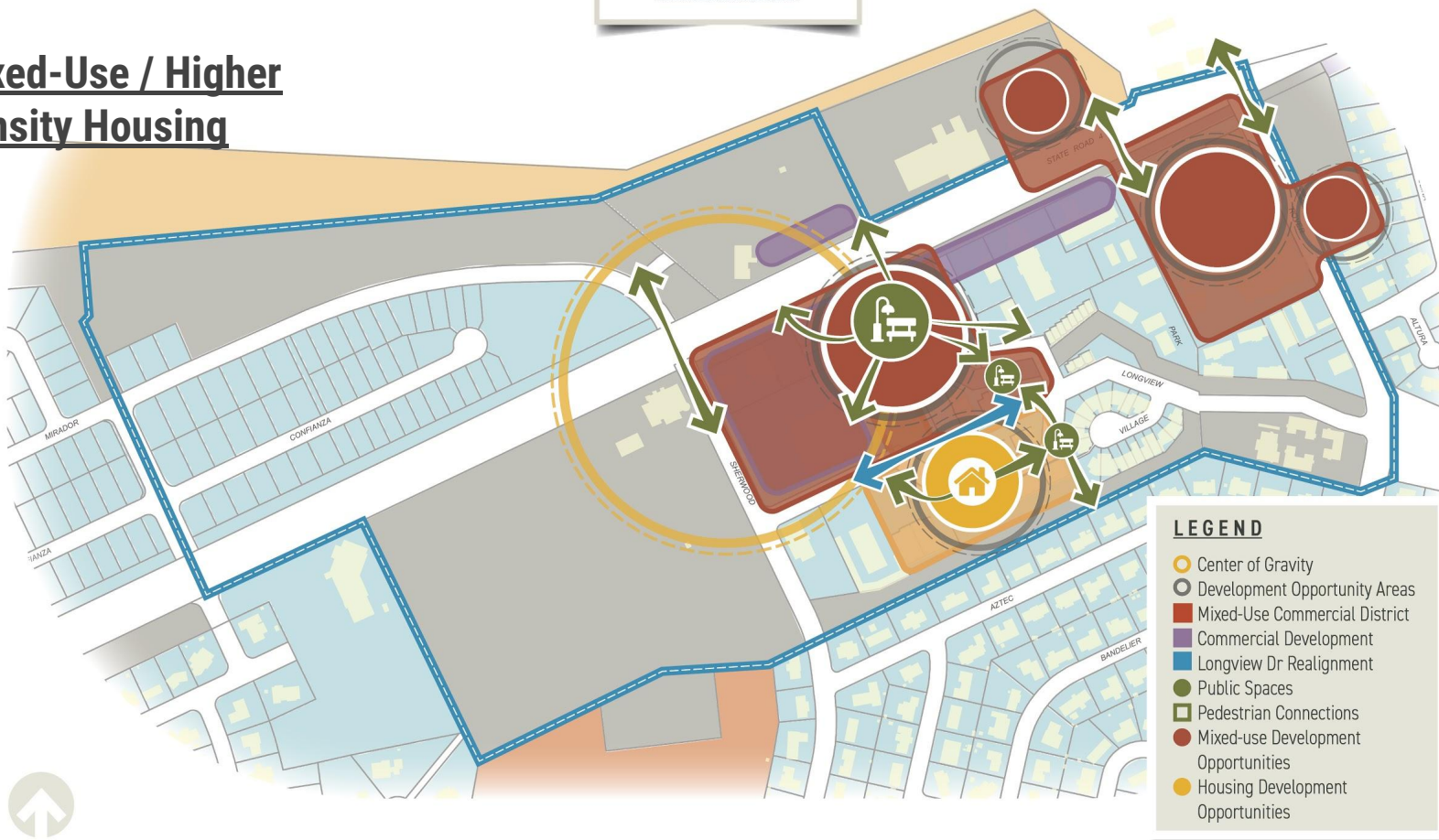


## Enhanced / Added Pedestrian Connections





## Mixed-Use / Higher Density Housing





# Los Alamos Overview



# Visioning Workshop

- 104 participants
- Over 3,500 survey responses during / after the meeting

## Follow-Up Survey

- 270 participants
- Over 10,500 survey responses

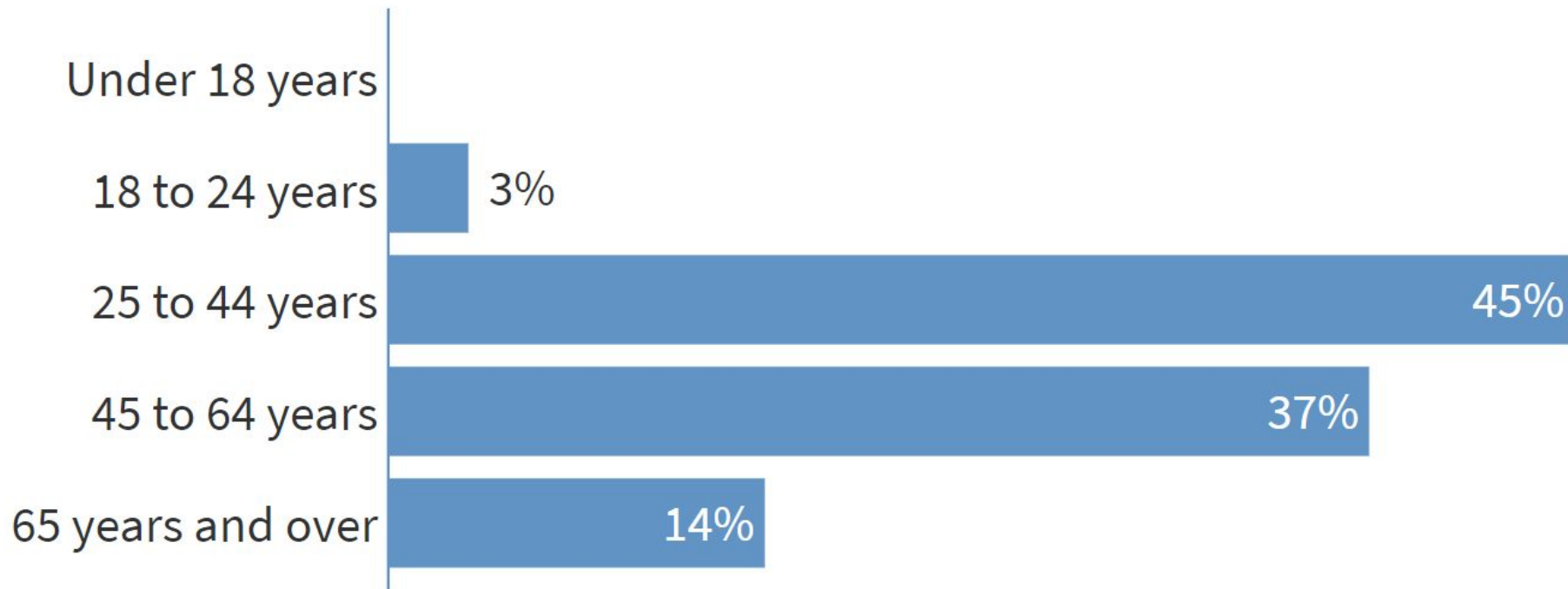
## Design Workshop

- Over 50 attendees





## Age distribution of survey participants





### Goals & Actions

- The following pages present a draft of the goals & actions obtained during the Visioning Workshop and follow-up survey.
- Goals & actions are organized into 7 categories
- Goals & actions are listed in the order they were ranked during the follow-up survey
- Goals & actions are a work in progress and will be refined over the duration of this project
- Goals & actions provide guidance for the development framework







## 1. Urban Form / Design

<b>Goal 1.D</b>	<b>Develop Central Ave to serve as a vibrant Main Street</b>
Action1.D-3	Create protected spaces for outdoor dining
Action1.D-1	Study Central Ave to serve as a pedestrian mall during specific periods of time
Action1.D-2	Orient buildings along Central frontage to create a street-wall that enhances the pedestrian experience
NEW	Ensure access to vital services like the post office
<b>Goal 1.A</b>	<b>Enrich the vibrancy of downtown through design, public art, public spaces, historic preservation and cultural spaces and programming</b>
Action1.A-6	Coordinate downtown-related actions with local businesses
Action1.A-1	Implement cohesive signage, wayfinding, arts and streetscape treatments that visually unify downtown and celebrate the history of Los Alamos
Action1.A-3	Consider the history of Tewa
Action1.A-4	Integrate community art into public spaces
Action1.A-5	Create gateway features
Action1.A-2	Consider displays to distribute information and art
NEW	Revisit the Creative District Plan and establish versatile programming for Downtown year-round
<b>Goal 1.C</b>	<b>Revitalize downtown to become a pedestrian-friendly mixed-use area</b>
Action1.C-1	Integrate accessible mixed-use, live/work spaces into the downtown
<b>Goal 1.B</b>	<b>Promote Los Alamos County as an “Outdoor Community”</b>



2. Housing	
<b>Goal 2.A</b>	<b>Increase density downtown and promote accessible/attainable housing for seniors, students, and the workforce in close</b>
Action2.A-5	Encourage a mix of housing types including live / work, residential micro-units and multi-family housing
Action2.A-1	Analyze existing height requirements to accommodate increased density where appropriate
Action2.A-2	Develop strategies for more short-term and/or temporary housing options
Action2.A-6	Explore strategies within the zoning code to increase the supply of attainable housing downtown
Action2.A-4	Increase residential density downtown
Action2.A-3	Analyze existing accessory dwelling unit regulations
NEW	Consider remodeling the Hilltop House near the new roundabout for temporary student housing
NEW	Consider developing housing on the south side of Trinity
NEW	Consider redeveloping the old Motel, the Mari-Mac shopping center and western parking lot of Smith to developed higher density housing.
NEW	In collaboration with LANL, consider developing student housing with easy access to transit and downtown
<b>Goal 2.B</b>	<b>Promote maintenance, redevelopment and enhancement of housing stock quality</b>
Action2.B-1	Develop standards to ensure newly constructed housing is of high quality, visually appealing and appropriate for Los Alamos
NEW	Consider exploring incentives to encourage the redevelopment of older buildings into higher density housing





## 3. Transportation

<b>Goal 3.B</b>	<b>Create safe, efficient and convenient pedestrian and bicycle infrastructure</b>
Action3.B-2	Examine approaches for safe pedestrian crossings on arterials, including HAWK and pedestrian/ bike-activated flashing lights specifically along Trinity Dr
Action3.B-3	Create wider sidewalks that integrate rest areas and shade
Action3.B-1	Implement a mode share program and coordinate with LANL (e.g. bike share, scooter share)
NEW	Analyze existing bike and pedestrian infrastructure and implement measure to make them safe and convenient
NEW	Connect existing bike and pedestrian infrastructure and link trails to downtown activity centers
NEW	Consider traffic calming measure in order for the speed limit to be maintained
<b>Goal3.A</b>	<b>Create an accessible, user-friendly and efficient multi-modal system that connects LANL, neighborhoods and downtown Los</b>
Action3.A-1	Create a "complete streets" policy for all new and rebuilt roadways
<b>Goal 3.C</b>	<b>Create convenient transit options to travel to and from downtown</b>
Action3.C-1	Extend public transit schedule, specifically on Thursday, Friday, during the evening and on the weekend
Action3.C-4	Develop efficient routes to bring LANL employees to downtown
Action3.C-2	Create a downtown circulator bus
Action3.C-3	Enhance transit stops
<b>Goal 3.D</b>	<b>Create sustainable, accessible, efficient and convenient parking options that support a pedestrian-friendly environment</b>
Action3.D-1	Create centralized parking to promote a 'park once' strategy downtown
Action3.D-5	Provide bicycle parking
NEW	Consider locating parking structure along Deacon St
Action3.D-4	Add shade through covered parking and/or trees and appropriate landscape to parking areas
Action3.D-6	Provide electric vehicle parking stations
Action3.D-3	Locate parking behind buildings
Action3.D-2	Consider parking reductions and revised parking requirements as appropriate
NEW	Provide accessible and convenient parking for tourists that in close proximity to tourist destinations



## 4. Public Space / Streets

<b>Goal 4.A</b>	<b>Create a vibrant, pedestrian-friendly downtown that includes a central gathering space, nighttime entertainment and more retail and restaurants</b>
Action4.A-3	Create a plaza with designated spaces for food trucks and pop-up businesses
Action4.A-1	Enhance and maintain existing public spaces
Action4.A-2	Integrate coordinated street furnishings throughout downtown
NEW	Require new development in Downtown to provide public spaces
NEW	Create a pavilion on the footprint of the old County Building at Ashley Pond to provide a venue for eating, drinking, and incidental retail activities
NEW	Locate a destination beer garden along the Canyon Rim Trail and promote it as a unique destination in LA
<b>Goal 4.C</b>	<b>Provide inclusive public spaces that are geared toward all age groups</b>
Action4.C-5	Add amenities such as restrooms, drinking water fountains and water features
Action4.C-1	Provide a series of well-lit multi-use outdoor gathering spaces with seating, landscape, shade and recreation/entertainment options
Action4.C-6	Add a shaded gathering space to the Ashley Pond area
Action4.C-3	Add community gardens
Action4.C-4	Create more outdoor performance spaces and add events that are geared towards all age groups
Action4.C-2	Add parklets and mini-plazas
<b>Goal 4.C</b>	<b>Increase tree coverage and enhance streetscapes</b>
Action4.C-1	Add more trees to public spaces and streets, specifically along Trinity
<b>Goal 4.B</b>	<b>Improve access to public open space and recreational facilities</b>



### 5. Infrastructure

<b>Goal 5.A</b>	<b>Promote access to broadband communication throughout the County</b>
Action 5.A-1	Provide higher speed internet
<b>Goal 5.B</b>	<b>Minimize construction impacts to small businesses</b>
<b>Goal 5.D</b>	<b>Support public spaces with utilities and infrastructure</b>
Action 5.D-2	Provide WIFI in public spaces
Action 5.D-1	Provide utility access in public spaces for pop-ups businesses
<b>Goal 5.C</b>	<b>Make electric vehicle charging stations more broadly available</b>
Action 5.C-1	Consider new locations for charging stations





## 6. Sustainability

<b>Goal 6.C</b>	<b>Encourage reuse, recycling and composting</b>
NEW	Maintain and expand existing recycling programs and consider a community composting program
<b>Goal 6.B</b>	<b>Maintain dark skies</b>
Action 6.B-1	Create development regulations for outdoor lighting fixtures that mitigate light pollution to maintain dark skies
<b>Goal 6.A</b>	<b>Foster and promote sustainability practices</b>
Action 6.A-2	Encourage water conservation
Action 6.A-4	Encourage renewable energy integration in new development and County facilities
Action 6.A-5	Consider covered solar parking areas
Action 6.A-3	Incentivize sustainability resources, credits, zero-net carbon and stricter energy-efficient building code, including green roofs and in-home battery storage
Action 6.A-1	Add LID and green infrastructure to capture runoff
NEW	Revise land landscape requirements to prohibit the routine use of pesticides and herbicides that endanger pollinators and wildlife and require native plants for new developments and in the public right-of-way
<b>Goal (NEW)</b>	<b>Maintain and increase green spaces and tree coverage</b>



## 7. Economic Development

<b>Goal7.D</b>	<b>Create a downtown area in which local businesses can thrive</b>
Action 7.D-4	Develop strategies to keep commercial rents affordable
Action 7.D-1	Develop strategies to discourage first floor office uses within downtown
Action 7.D-2	Create a business incubator space such as shared kitchens with pop-up restaurants
Action 7.D-5	Consider restricting big box stores and national chains
Action 7.D-6	Promote economic diversification by building on the existing strengths of the community: technology, innovation and information, as well as natural resource amenities
NEW	Clarify development procedures to make them user friendly and transparent
<b>Goal7.A</b>	<b>Revitalize the downtown area of Los Alamos</b>
Action 7.A-1	Develop strategies to fill vacant buildings within downtown Los Alamos
Action 7.A-3	Develop/redevelop restaurants, retail businesses and residential uses along the Canyon Rim Trail
Action 7.A-6	Maximize opportunities with the development of the Manhattan Project National Historical Park
Action 7.A-7	Develop standards to ensure new construction of commercial structures is high quality, visually appealing and appropriate for Los Alamos
Action 7.A-5	Covert CB Fox building back into a theater
Action 7.A-2	Build a 500 seat mid-sized performing arts theater to attract people to stay in Los Alamos
Action 7.A-4	Redevelop in or move fraternal organizations/clubs to (e.g. the Elks club) high traffic areas
NEW	Consider redeveloping the teen center to house tourist related uses
<b>Goal7.C</b>	<b>Support and retain LANL as the best wealth-producing employer</b>
<b>Goal7.B</b>	<b>Diversify the community's economic base</b>
Action 7.B-1	Attract new tourism-related business
Action 7.B-2	Support construction of new tech facilities



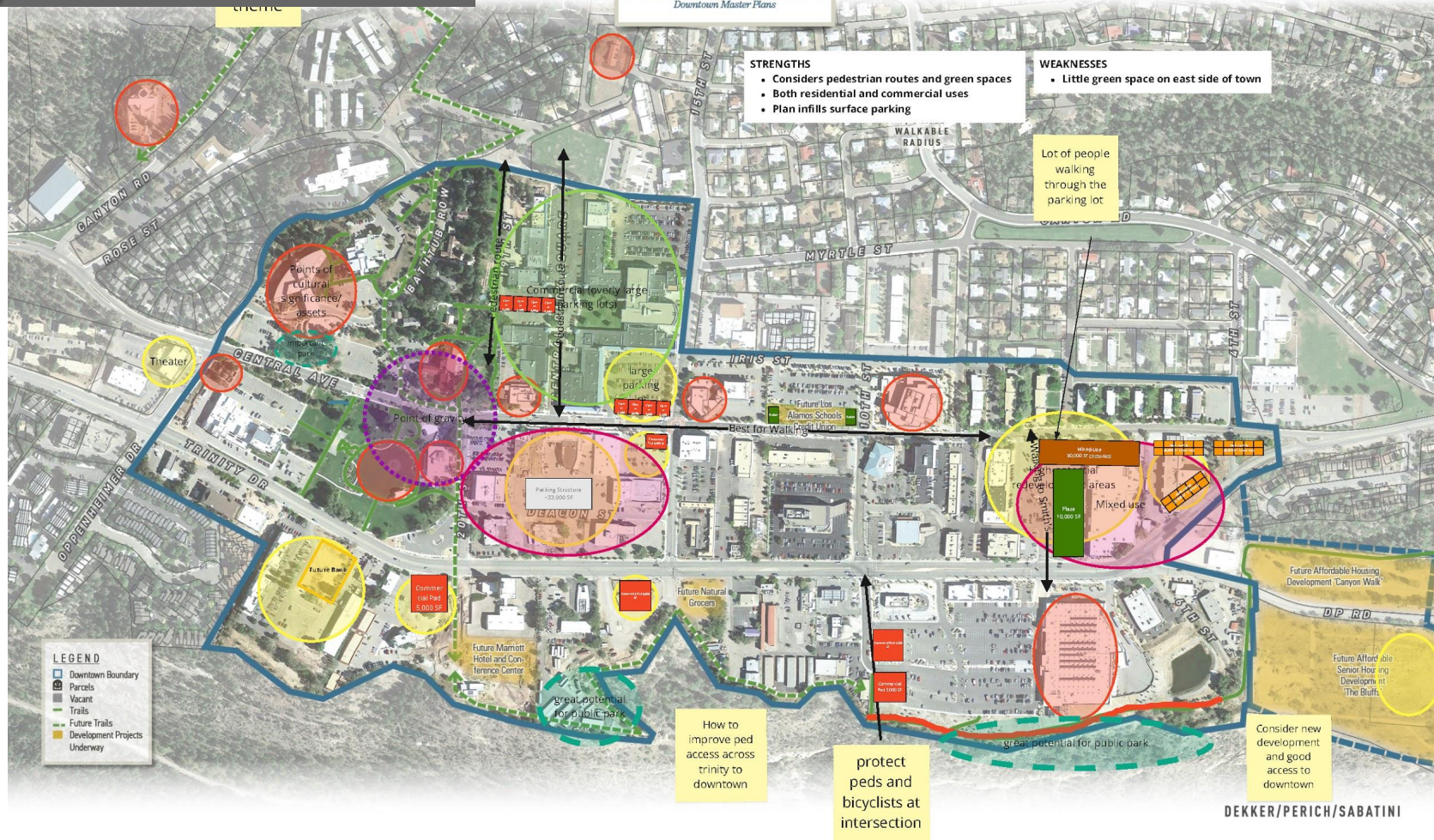


### Development Concepts

- During the Design Workshop, participants created 3 development concepts for the Los Alamos downtown area





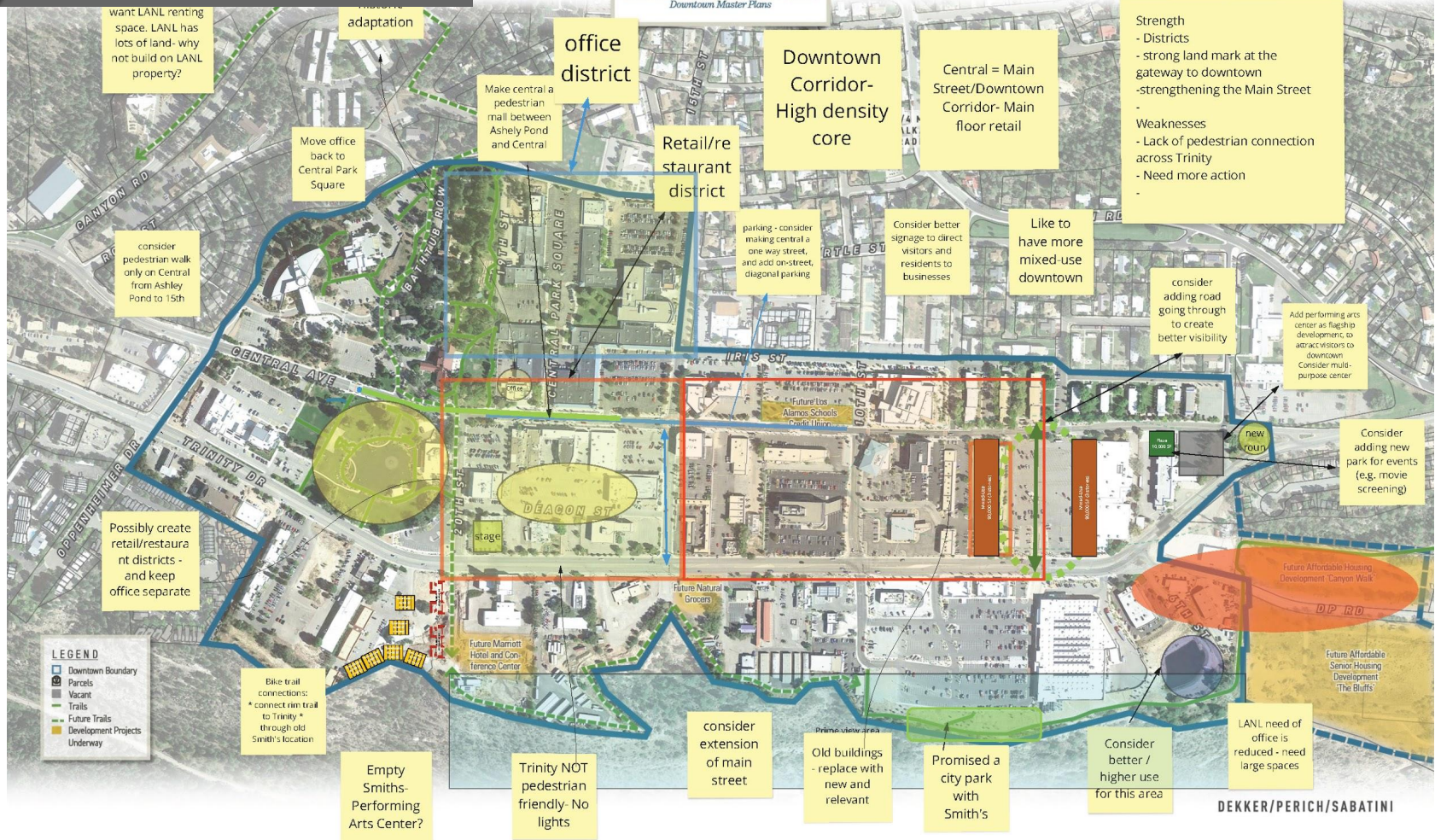






# Los Alamos - Design Workshop

LOS ALAMOS  
Los Alamos Downtown & White Rock  
Downtown Master Plans



DEKKER/PERICH/SABATINI





LOS ALAMOS  
Los Alamos Downtown & White Rock  
*Downtown Master Plans*







## Workshop Summary & Common Themes

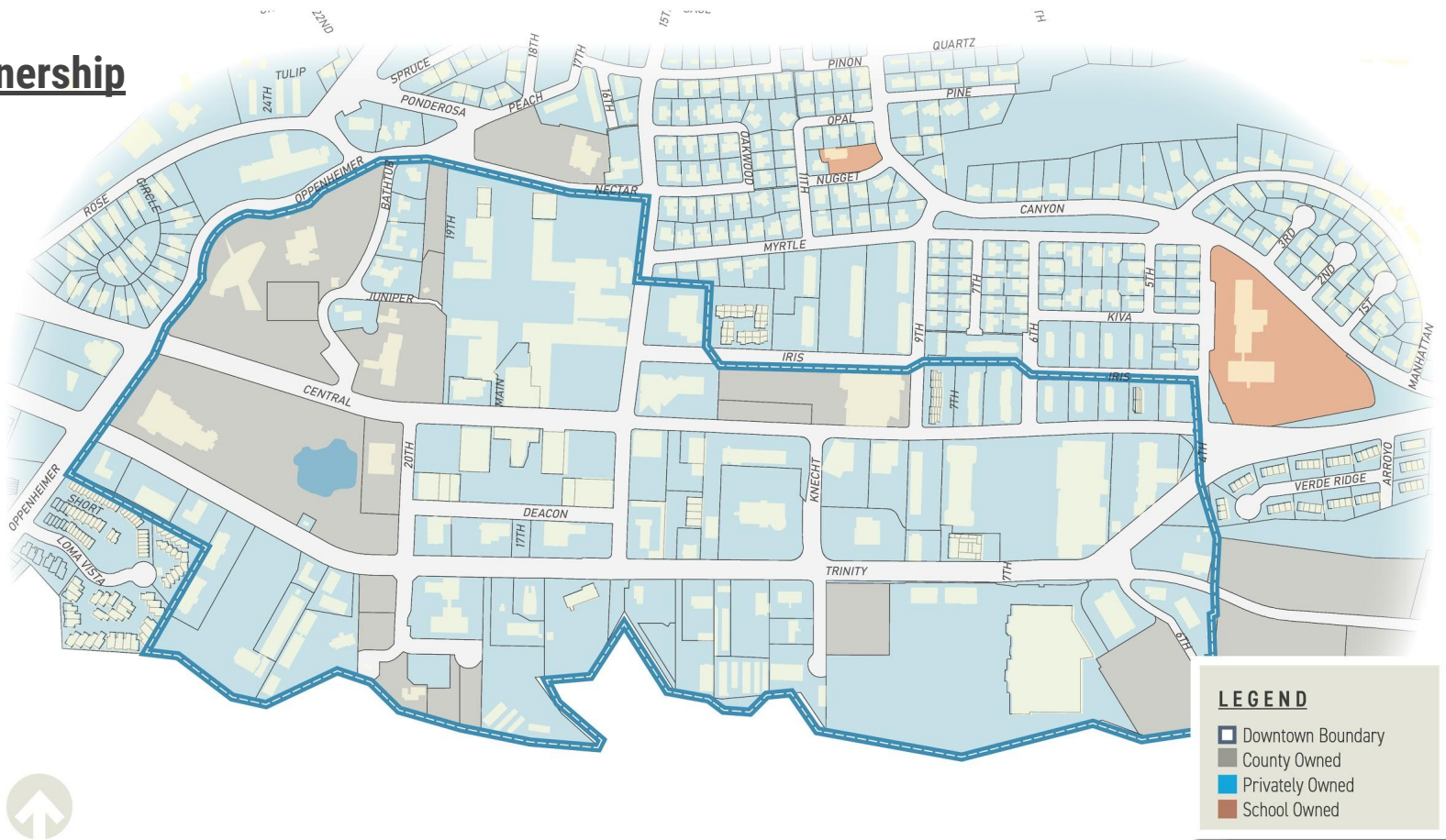
The following list of common themes was identified during the workshop:

- Center of gravity around Ashley Pond, Central Park Square and Central Ave between 15th St and Oppenheimer Dr
- Creating districts
  - ◆ Higher density mixed-use district from 20th St on the west to the Mari Mac Village Shopping Center
  - ◆ Office district
  - ◆ Performance art center or multi-family at the gateway to downtown
- Improved pedestrian/bike connections
- Improved connections to south side of Trinity Dr and DP Rd
- Mixed-use and plaza on old Smith's site
- Parking structure on Deacon St
- Infill commercial throughout
- Series of multi-use outdoor gathering spaces throughout downtown





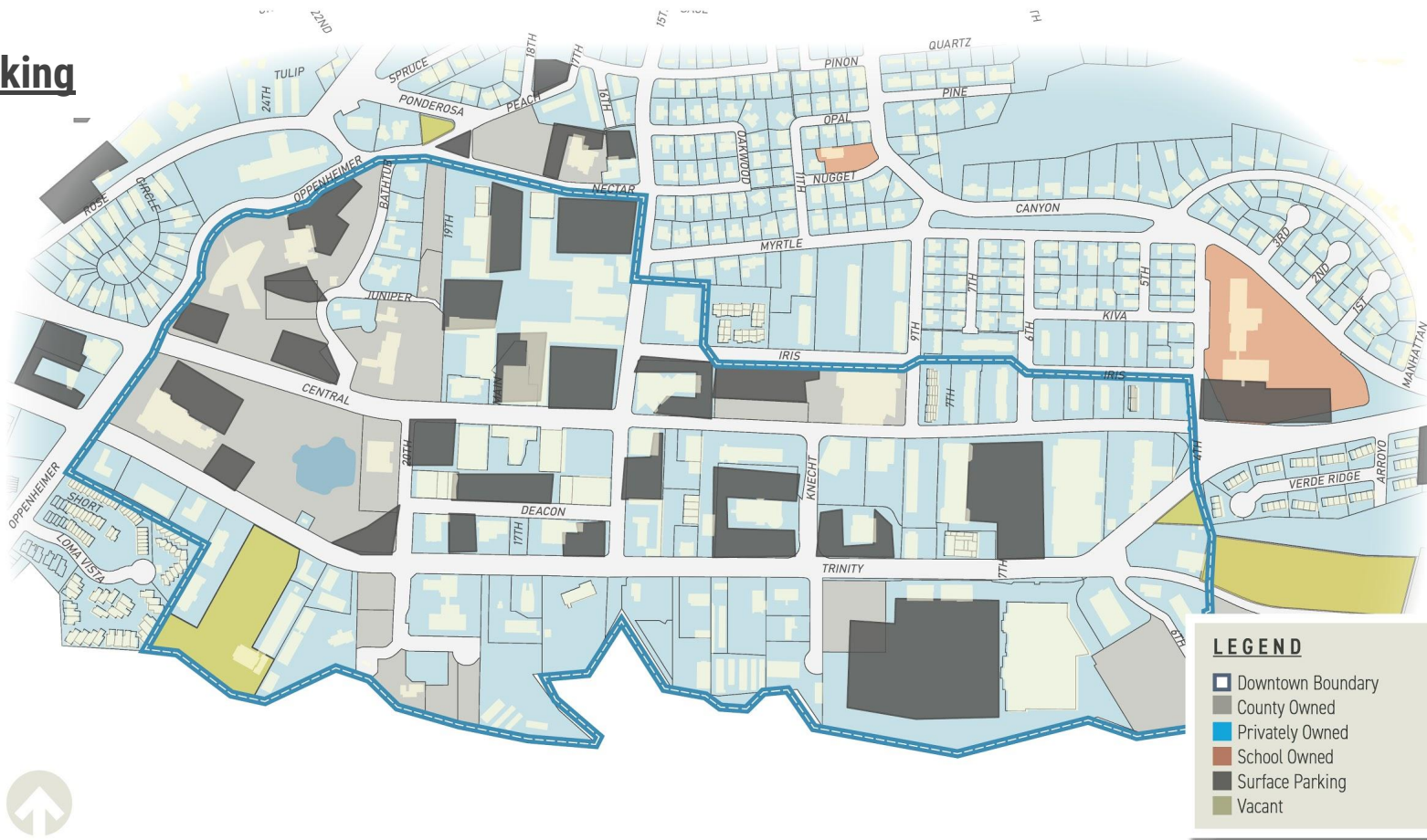
## Ownership





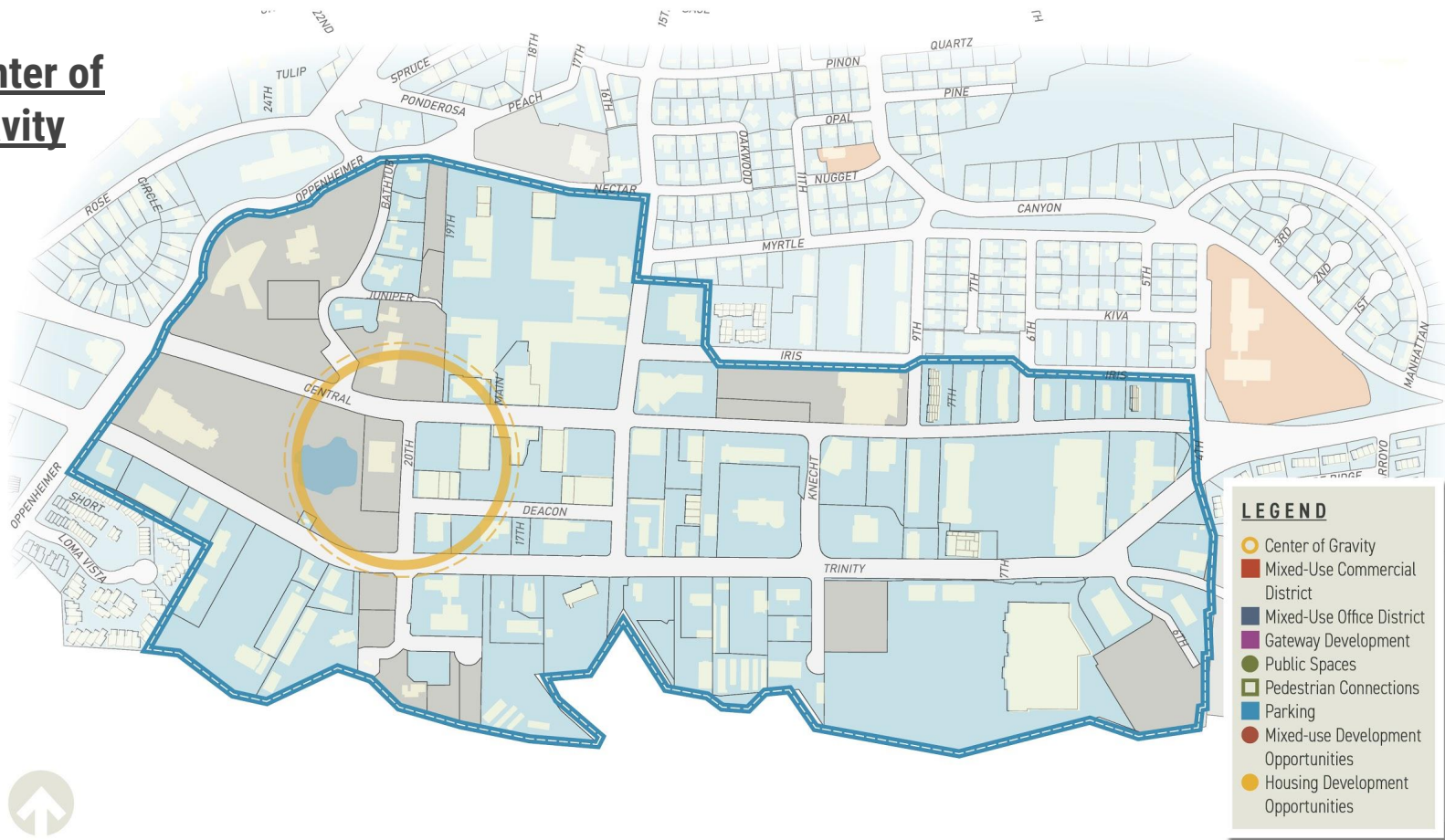


## Parking





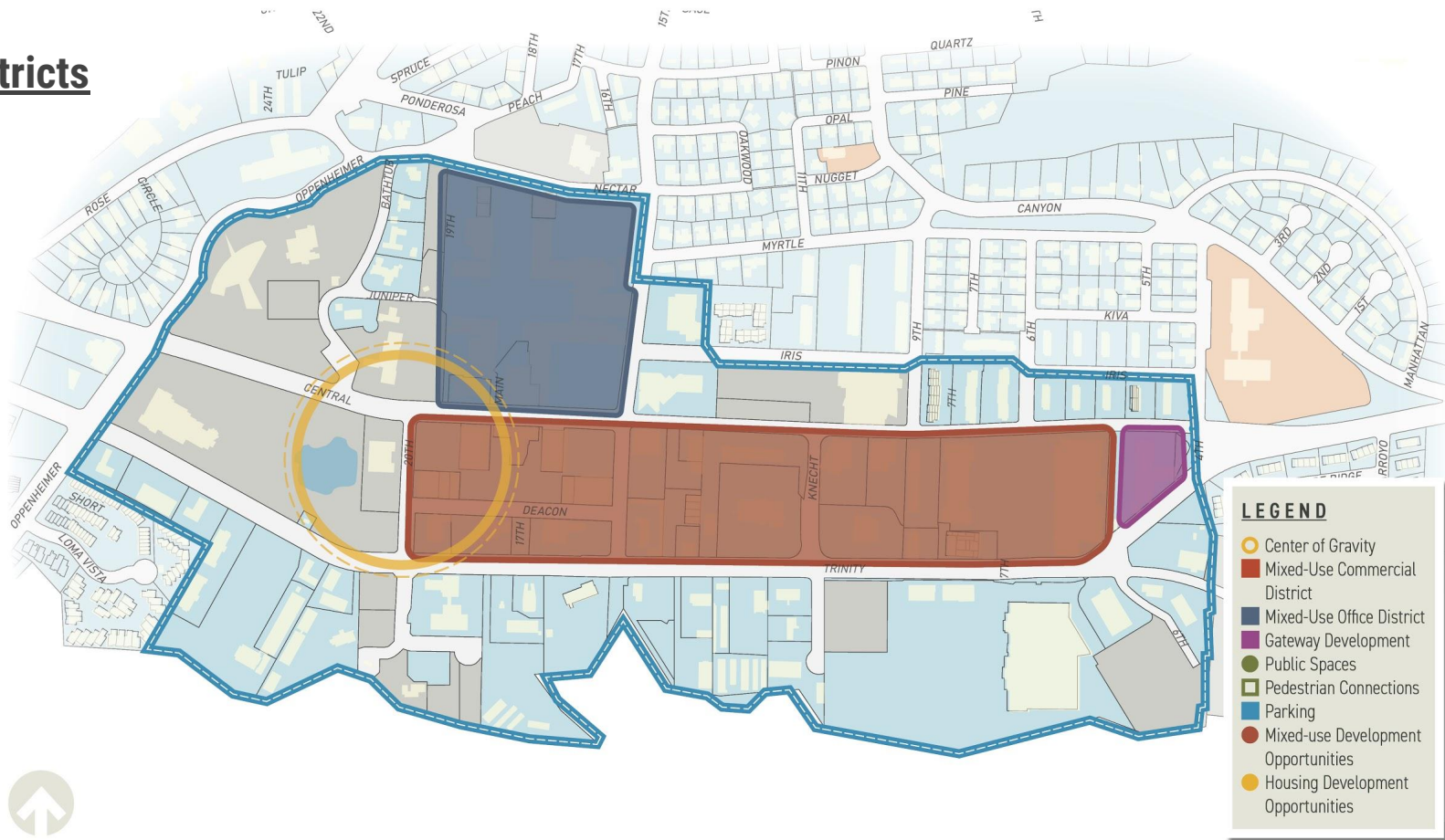
## Center of Gravity







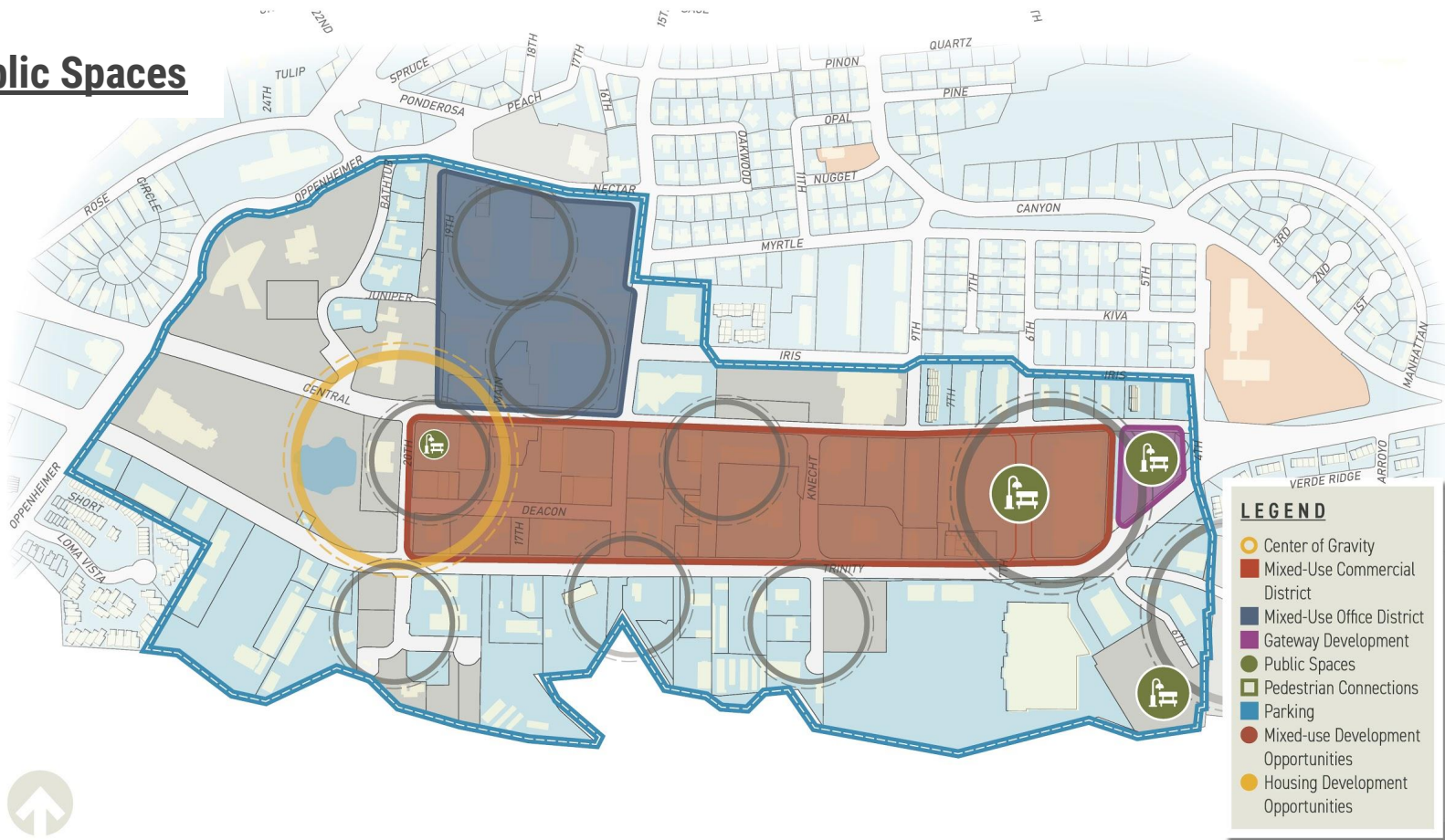
## Districts



## Development Opportunity Areas



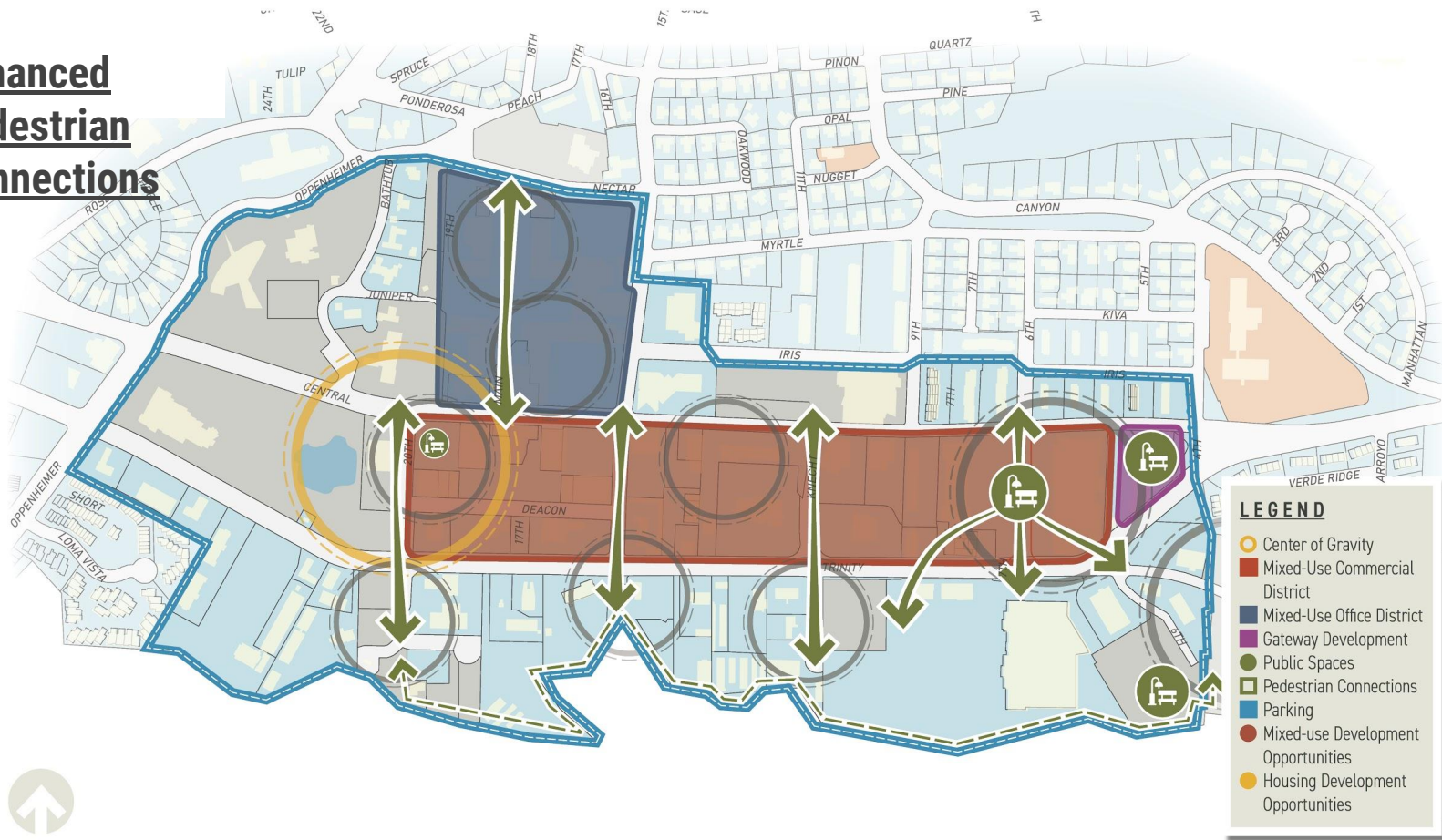
## Public Spaces







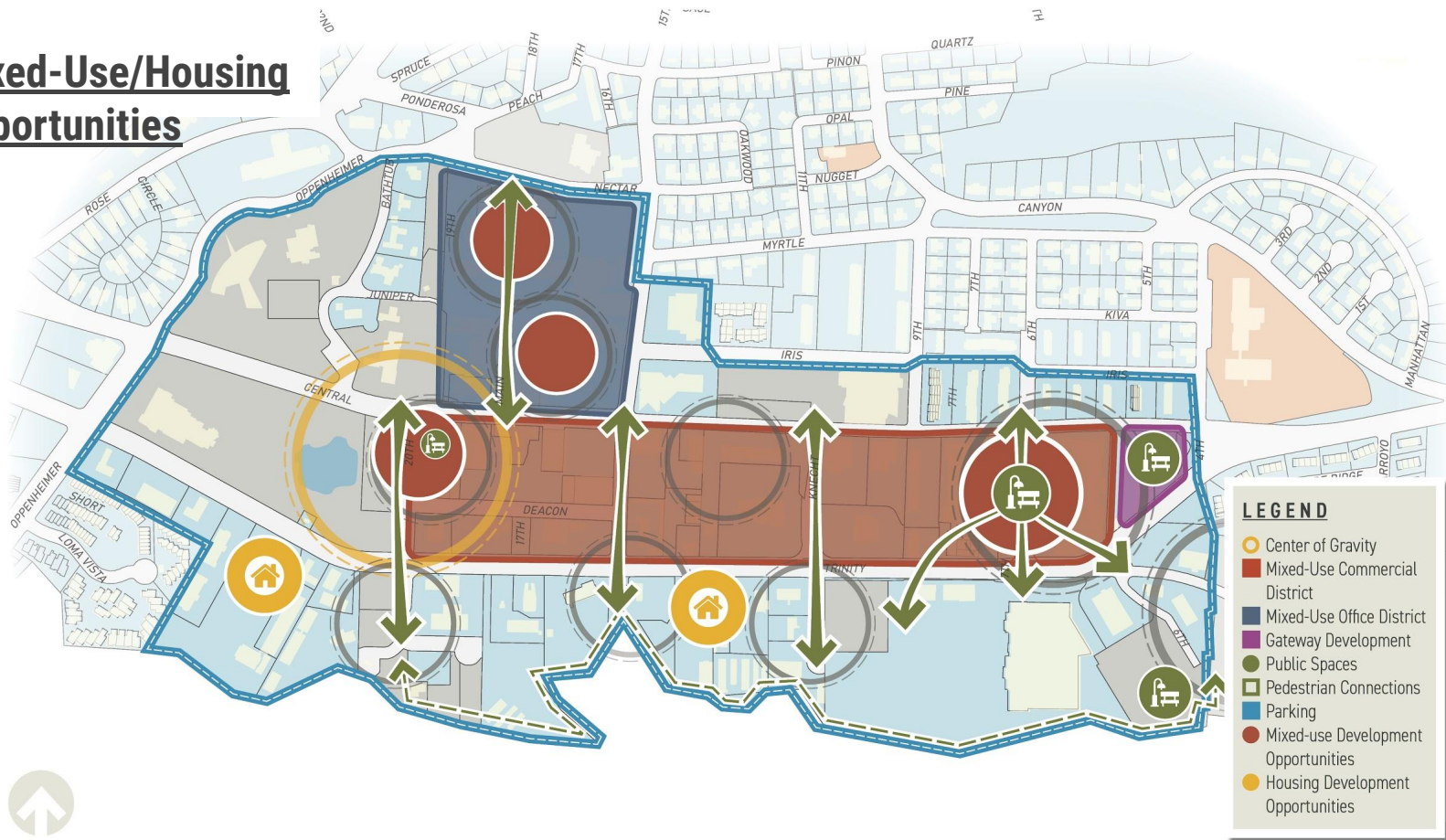
## Enhanced Pedestrian Connections





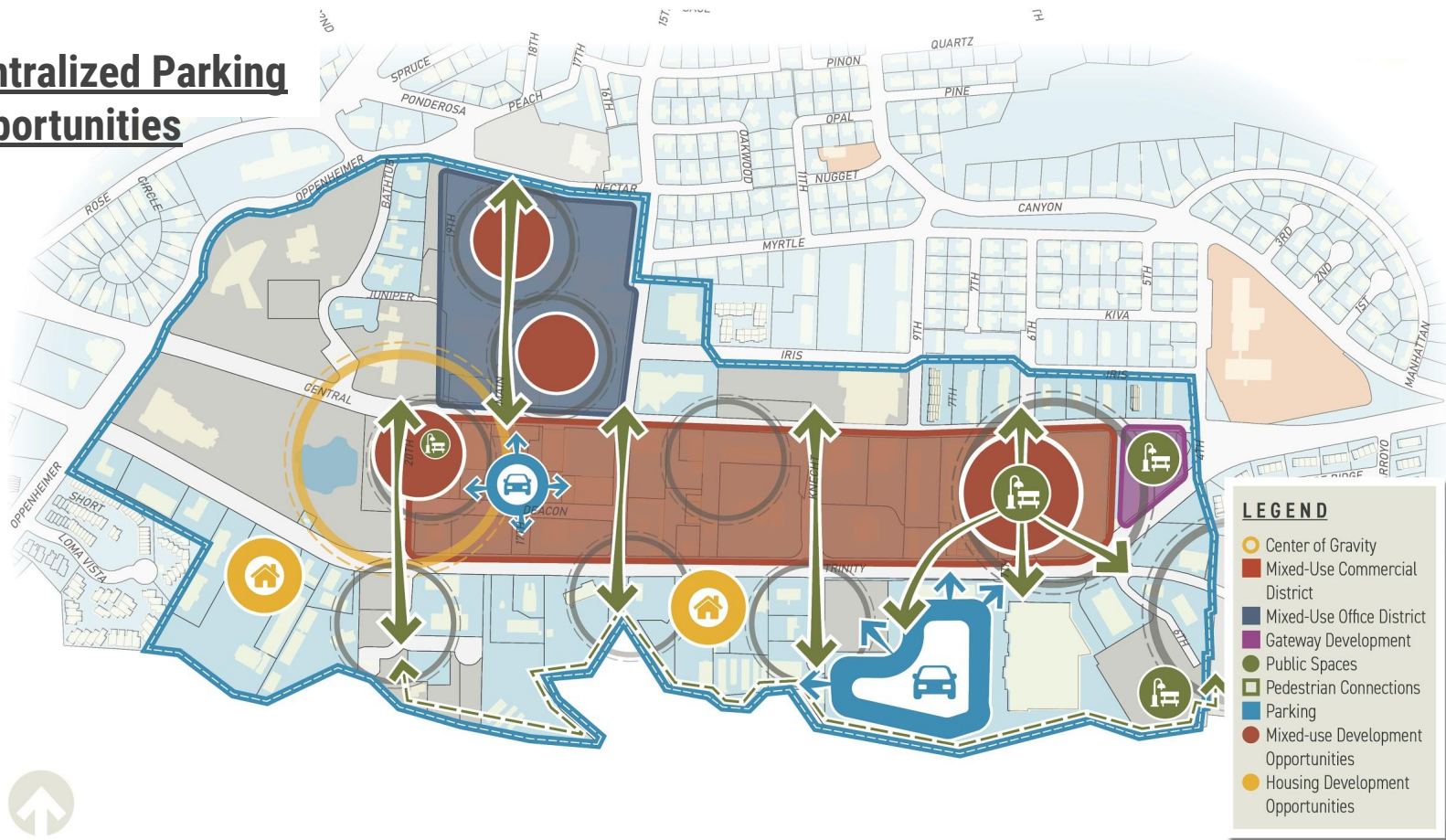


## Mixed-Use/Housing Opportunities





## Centralized Parking Opportunities





### Issues

- The following issues will be addressed with the Code Update, however relevant for this project
- ◆ Parking management
  - ◆ Increased density / building heights
  - ◆ Office occupation
  - ◆ Business mix
  - ◆ Local businesses





## Strategies

<b>Parking management</b>	<b>Development Standards</b> <ul style="list-style-type: none"> <li>• Eliminate/reduce parking requirements</li> <li>• Offer shared parking and reductions for workforce housing</li> <li>• Create parking district, pool resources and built structure/P&amp;R parking lot</li> </ul>
<b>Increased density / building heights</b>	<b>Downtown District</b> <ul style="list-style-type: none"> <li>• Increase building heights within appropriate locations</li> <li>• Integrate neighborhood step-down protections when adjacent to single family development</li> </ul>
<b>Office occupation</b>	<b>Downtown District</b> <ul style="list-style-type: none"> <li>• Designate uses within ground floor</li> <li>• Design standards to activate ground floor frontages</li> </ul>
<b>Local businesses</b>	<b>MP Goals / Policies</b> <ul style="list-style-type: none"> <li>• Coordinate with Main Street to create small business support tools</li> </ul> <b>Downtown District</b> <ul style="list-style-type: none"> <li>• Integrate commercial uses such as micro-retail and live-work units that support small business.</li> </ul> <b>Retail Preservation Strategies</b> <ul style="list-style-type: none"> <li>• Designated retail Priority Zones</li> <li>• Required percentage of downtown block-faces to be retail</li> <li>• Limitation on certain uses</li> <li>• Prohibiting conversion of ground-floor retail to other uses</li> </ul>



# 7. Schedule



## PHASE 1 - DOWNTOWN MASTER PLAN



May 2020

Project Initiation



June 2020

Existing Conditions Assessment

WE ARE HERE



August - October 2020

November - December 2020

Draft Concepts  
Virtual Public Meeting

January 2021

Draft Master Plan

February 2021

Final Master Plan & Approval Process

## PHASE 2 - CHAPTER 16 UPDATE

September 2020

Project Initiation Phase 2

January 2021

Final Code Diagnosis

January - September 2021

Working Group Session, Module 1 - 3

October 2021

Final Code Update & Approval Process



### Comments and Thoughts?

- Additional comments to be received within the next 2 weeks





# County of Los Alamos

## Staff Report

October 27, 2020

Los Alamos, NM 87544  
www.losalamosnm.us

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**Agenda No.:** A.

**Index (Council Goals):** \* 2020 Council Goal - Investing in Infrastructure

**Presenters:** Steven Lynne, Deputy County Manager

**Legislative File:** 13315-20

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### **Title**

Discussion of Broadband

### **Body**

Over the past months several Councilors have commented on Broadband and suggested it is time for Council to begin discussing this topic again. The purpose of this item is to begin that discussion.

Staff has prepared a presentation (Attachment A) that provides some background and framework for initiating this conversation.

### **Attachments**

A - Broadband Discussion

# Broadband Discussion

County Council Worksession

10/27/2020

# Overview

1. Current status of local availability / need in community
2. Recent efforts / history / roadblocks
3. Middle Mile status
4. Path Forward / Potential areas of focus



# Current status of local availability / need in community

The current pandemic has increased our usage of the internet for work, school, and social activities. This in turn has increased our awareness of potential issues with internet related services. Before proceeding with any particular path, we should first answer the following questions:

1. What is the current status of local broadband availability?
2. What is the current usage of broadband in Los Alamos?
3. What are the current needs / gaps in broadband service?
4. What are the future needs / opportunities in broadband service?
5. What level of service does our community desire and how does that compare to other communities?

# Local Service Providers

- ▶ RediNet
  - ▶ Can double bandwidth to clients both current and new in under a week
- ▶ Comcast / Xfinity
  - ▶ Maintains a significant presence
- ▶ LANet
  - ▶ Can provide 100Mb to all customers and 1Gb to most; mix of fiber and wireless connectivity
- ▶ Century Link
  - ▶ Can support current and new clients as needed; investing in additional backbone and redundant paths (18-months out)
- ▶ Others

Information is anecdotal at this point. Further research to validate and add details would be needed if we were to explore moving ahead with any new broadband initiative.

# Recent efforts / history / roadblocks

- ▶ Summary of county actions to date
  - ▶ RediNet - regional effort; broadband backbone; primarily anchor institutions; currently operating; County uses services for public access and backup
  - ▶ Added RediNet Downtown endpoint for local business connections (meet-me points) - 2014 / 2015
  - ▶ Fiber pathway conduit installation- ongoing
  - ▶ Current public Wi-Fi; Ashley Pond, Fuller Lodge, Libraries, Municipal building, etc.; ongoing
  - ▶ Community Broadband Network Study - completed 2013
    - ▶ For those interested in reading the agenda, the design study and related documents, this link will take you to those items:
      - ▶ <http://losalamos.legistar.com/LegislationDetail.aspx?ID=1309186&GUID=DFBAD6B0-9F8E-4267-BFB1-2552A159370A&Options=&Search=>

# Recent efforts / history / roadblocks

- ▶ Roadblocks
  - ▶ High costs - 2013 estimate was \$47 million for Community Broadband Network
  - ▶ Charter misconception - broadband service does not need to be a “utility” fund, it could just be a new enterprise fund
  - ▶ Middle mile - RediNet never completed fiber to Los Alamos, so we currently do not have a redundant fiber pathway off the hill.
  - ▶ Previous 2013 study recommended against an incremental approach



# Middle Mile status

Currently, the best prospect for a redundant fiber path off the hill is new infrastructure being built by Century link for LANL service.

We have been in talks with Century link and they have indicated willingness to work with the County, but have deferred more detailed discussions until the current project is closer to completion (Estimated 18 months).

# Path Forward / Potential areas of focus

1. Consider formally adopting the local fiber backbone masterplan from the 2013 study
2. Consider formalizing conduit installation policy
3. Invest in smaller projects
  - A. Further expansion of public Wi-Fi
  - B. Others
4. Pursue grant opportunities
5. Neighborhood initiatives for incrementally improving or building out broadband

# Path Forward / Potential areas of focus

## 6. Develop commercial partnership(s)

LA Net Franchise

Comcast

Century Link

Others - e.g. Star Link - low cost satellite

## 7. Other considerations

A. Will 5g supersede fiber need?

B. Smart cities?

# Discussion and Questions